

City of Kansas City, Missouri
Operational Parking Assessment
Final Report

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EXECUTIVE SUMMARY



Downtown Kansas City

Introduction

To promote a prosperous and vibrant Downtown, the City of Kansas City, Missouri has engaged the services of Walter P. Moore and Associates Inc. (Walter P Moore) to perform a comprehensive study of the Downtown Parking System. The primary objective of the Study is to assess all aspects of the City's current parking operations and provide the necessary analysis and recommendations to promote parking management strategies, policies and procedures that support the established goals and objectives of the Greater Downtown Area Plan.

Background

Kansas City, with an estimated population of 460,000, is the largest city in the state of Missouri and the urban core city for the region that totals nearly 2,100,000 residents. The Greater Downtown Area is the cultural and entertainment heart of the region as well as the center for finance, business and government operations. With an employment base of almost 100,000 and a commercial office supply of over 12 million square feet, Downtown remains the largest employment center in the region. With the completion of projects such as the Sprint Center, Power and Light District and the Kauffman Center for the Performing Arts, Downtown continues to be the destination for world-class sports, arts and entertainment. Downtown Kansas City is also home to over 17,600 residents, a population base that continues to rise in spite of recent market conditions.

In recent years, Downtown Kansas City has experienced a tremendous renaissance that has solidified the City as one of the most dynamic areas in the United States. Approximately \$5.5 billion of economic development initiatives have been completed in the last decade alone. Given the recent economic conditions, very few

**Greater Downtown Area Plan
Vision Statement:**

“Envision a Downtown Kansas City that is recognized as the premier location to live, work, and play. 21st century thinkers and green collar jobs drive the downtown economy. Mixed-use centers, dense activity nodes, and innovative public spaces attract entrepreneurial businesses. A variety of public parks that are programmed to serve their area support these spaces. Pedestrian thoroughways and improved public transit better connect the downtown area. Mixed income neighborhoods support walkable amenities. Density puts more “eyes on the street” and increases safety. Children walk to quality schools. Green building practices are the norm and Downtown Kansas City is a model sustainable community for the nation. This is the vision defined in the Greater Downtown Area Plan.”

cities can demonstrate the same level of progress that Kansas City has achieved.

In an effort to continue this rebirth, in 2010, the City of Kansas City completed The Greater Downtown Area Plan. The Plan, which was developed over a twelve-month period, provides strategies to continue the resurgence of the Downtown while providing solutions to address the unique challenges of the surrounding neighborhoods.

The Greater Downtown Area Plan defined five key goals in support of the Plan’s Vision Statement. These goals became the core components of the plan and the basis for the recommendations that were developed to guide public policy on land use, housing, infrastructure, community development, and public services. The five goals of the plan include:

- 1) Create a Walkable Downtown
- 2) Double the Downtown Population
- 3) Increase Employment Downtown
- 4) Retain and Promote Safe, Authentic Neighborhoods
- 5) Promote Sustainability

In light of the implementation of the Greater Downtown Area Plan, the City of Kansas City is developing a comprehensive strategic business plan for the downtown parking system that will be consistent with the planning and design principles outlined in the Greater Downtown Area Plan. To guide the downtown parking system, the City seeks a business plan that will accomplish the following.

- Support the established economic development and land use plan, vision, and goals of the City.



- Accurately assess the capacity, operating and marketing parameters of the City’s parking system.
- Define the appropriate and optimal City role in the downtown parking system and create a strategic business plan to fulfill the City’s role.
- Deliver operating policies and procedures to support the context of sound management.

To accomplish these objectives, Walter P Moore & Associates, in association with SK Design Group, Inc. and Shockey Consulting Services, LLC were engaged by the City of Kansas City to assist with the development of a comprehensive operational assessment of the City’s parking system. This plan establishes a strategic plan for the City’s parking system by assessing all aspects of the City’s current parking operations and providing the necessary analysis and recommendations to promote parking management strategies, policies and procedures that will support the five primary goals of the Greater Downtown Area Plan.

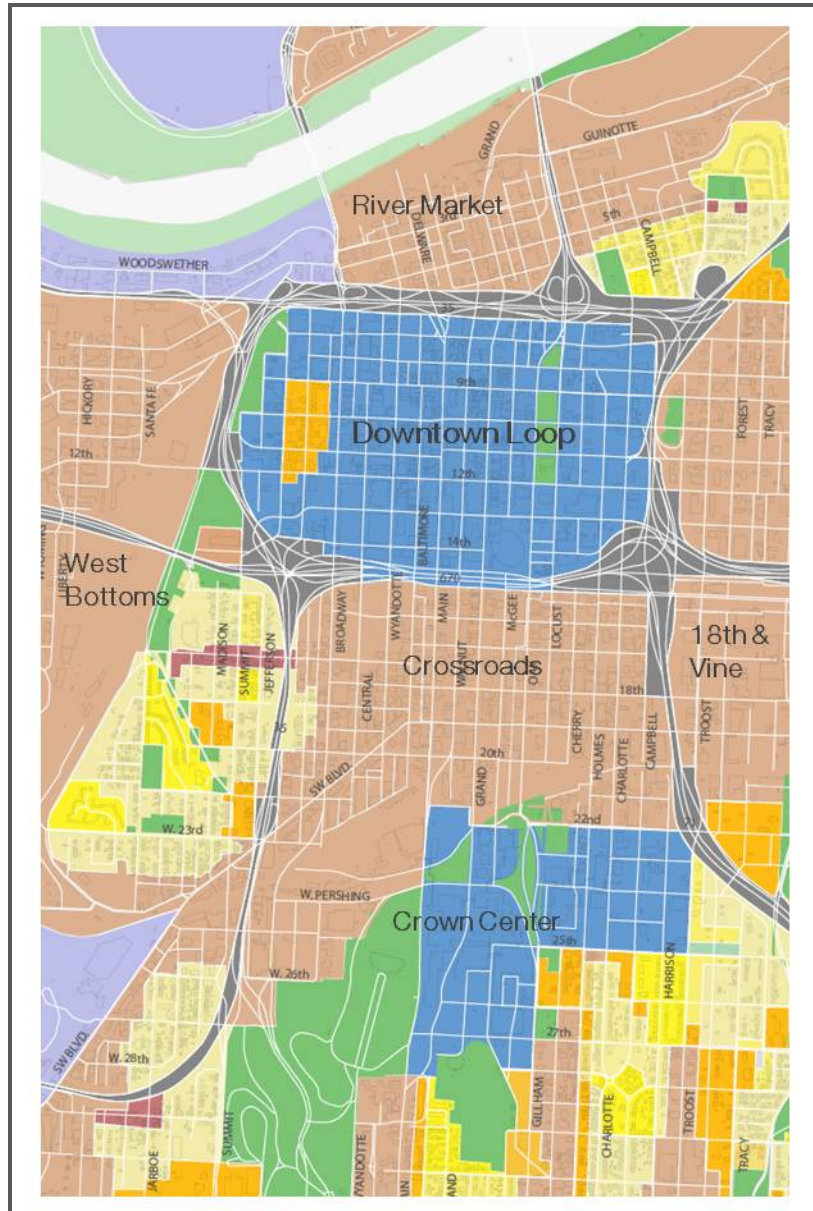
Study Area

The study area is defined as the Greater Downtown Area as defined in the 2010 Greater Downtown Area Plan. This includes the Central Business District and the surrounding neighborhoods on both sides of the Missouri River from 31st Street on the south, North Kansas City on the north, State Line on the west, and Woodland Avenue on the east.

The key districts of the study area include:

- Downtown Loop / Central Business District
- River Market

- Crossroads
- 18th and Vine
- West Bottoms
- Crown Center/Union Station



Greater Downtown Area

**Downtown Council's Parking
Program Enhancement
Recommendations:**

"The City must actively support parking management solutions within the context of general policies incorporating mixed-use transportation and long-term optimal land use."

Project Overview

In 2005, the City of Kansas City established Parking Services as a division of the Public Works Department. Parking Services is responsible for the operations and management of all city-owned parking facilities and all on-street parking operations including maintenance and collections from parking meters as well as parking enforcement. The overall goal of Parking Services is to manage all City-owned parking resources to support downtown businesses, accommodate visitors and foster economic development.

In 2009, Kansas City's Parking Services Division, working with the Downtown Council and the City Council's Transportation and Infrastructure Committee, set out to develop a progressive, long-term parking strategy and plan for the Greater Downtown Area. This effort included developing goals, policies and recommendations to enhance parking programs and guide parking management.

To further these efforts, the City of Kansas City obtained the services of Walter P Moore in April of 2011 to conduct a comprehensive operation parking assessment of the City's parking system. The study objective was to assess all aspects of the City's current parking operations and provide the necessary analysis and recommendations to promote parking management strategies, policies and procedures that support the five primary goals of the Greater Downtown Area Plan.

The following summarizes the study phases and the scope of services that services that were defined for this effort:

Phase I – Inventory Analysis

Phase I included an evaluation of the public parking supply and demand throughout the study area. Having accurate data on the existing parking supply and the current occupancy during peak



conditions is a critical component of the study effort and should serve as the basis for future parking management strategies, policies and procedures. The study included three major categories of parking supply including:

- 1) On-Street Parking Supply
- 2) City of Kansas City – Off Street Parking System
- 3) Privately Owned – Off Street Parking Facilities that offer Public Parking

Key Objectives of Phase I include:

- Analyze the existing on-street and off-street public parking supply throughout the study area.
- Evaluate the characteristics and the current conditions of the inventory to include location, rates, user groups, designations, restrictions, etc.
- Determine occupancies for peak weekday and weekend periods for both on-street and off-street parking.
- Determine the on-street parking turnover rates for metered and time-zone parking.

Phase II – Operational Assessment

Phase II provides a comprehensive analysis of the City's on-street and off-street parking operations. This assessment addresses all aspects of the City's operations including the following key elements:

Off-Street Operations:

- Review Management Agreements and Operations and Maintenance of Off-Street Facilities
- Analysis Current Rate Structure for Off-Street Parking and Provide a Market Rate Analysis and Comparisons with National and Benchmark Cities



On-Street Parking Condition

- Review Annual Revenue and Expenditures for Off-Street Operations
- Provide Information on Benchmark Cities and Best Practices

On-Street Operations:

- Review Parking Enforcement Operations including:
 - Staffing Levels
 - Routes
 - Equipment
- Determine the Effectiveness of Parking Enforcement including User Compliance Ratio and Violation Capture Rate
- Review Maintenance and Collection Operations
- Provide an Analysis of the Current On-Street Parking Designations and Rate Structure
- Evaluate the Current and Future Need and Justification for Metered Parking (or the Possibility of Eliminating Metered Parking)
- Evaluate Expanding or Reconfiguring On-Street Parking to Maximize Available Resources
- Evaluate Outsourcing On-Street Functions
- Provide Information on Benchmark Cities and Best Practices
- Review Revenue and Expenditures for On-Street Parking Operations

Administrative Review:

- Perform an Administrative Review to include:
 - Organizational Structure
 - Processes and Procedures
 - Contract Management
 - Tracking and Compliance
 - Internal Controls



Phase III – Stakeholder and Community Outreach Program

Phase III included the Stakeholder and Community Outreach Program, which was conducted throughout the study effort. The main function of the Outreach Program was to interview business owners, patrons, and community stakeholders to identify parking needs, challenges and opinions.

- The main Stakeholder Groups were derived from the following districts:
 - Downtown Loop - Central Business District (CBD)
 - River Market
 - Crossroads
 - 18th and Vine
 - West Bottoms
 - Crown Center/Union Station
- Other stakeholders would include:
 - Parking and Transportation Commission
 - Downtown Council Infrastructure Committee.
- The initial outreach program was to the stakeholder groups identified above in the form of focus group meetings.
- A survey of stakeholders including business owners, downtown employees and parking patrons was also conducted as well as to gain better insight on current public opinion regarding parking operations in Kansas City.

Phase IV – Policy Review, Recommendations and System Enhancements

Phase IV included a review of local policies that have affected the Greater Downtown Area and provides recommendations to improve or enhance the overall management, operations and financial position of the City's Parking System. The recommendations will support the overall goals of the Greater Downtown Area Plan identified above and will become the framework for future parking management strategies, policies and procedures.



KC Power and Light District

Recommendations focus on the following key principals:

- Improving the Effectiveness and Efficiency of Municipal Parking Operations
- Optimizing Facility Utilization and Proper Distribution of Parking Demand
- Rightsizing the City's Parking Supply based on Current and Future Demand
- Promoting Shared Parking and a "Park Once" Environment
- Rightsizing the City's Operations, Maintenance and Enforcement Functions
- Improving Customer Service and Establishing a Customer Centric Approach to Parking Management
- Supporting Downtown Business Growth and Retention
- Improving the Financial Performance of the City's Parking System
- Establishing Parking Districts or Zones that Better Support the Specific Land-Uses and Characteristics of the Surrounding Area

Definitions of Terms

The following definitions are provided to help clarify some parking terminology that is used throughout this report. Note that some of these definitions are abbreviated versions. More complete and detailed discussions are provided throughout the report, as necessary.

- Central Business District (CBD) – Defined as the commercial center of a City or downtown environment where there is a high concentration of business activity including retail, restaurants and commercial buildings.



- Demand Generator – Any building, structure, business, or event that brings individuals onto the Downtown, thereby increasing parking demand and occupancy.
- Design Day – This day represents parking conditions that the parking system must be able to support.
- Driving Ratio – The percentage of a particular user group that drives a vehicle to the Downtown area and utilizes the parking facilities.
- Effective Supply – This is equal to the actual parking capacity less a cushion needed for user convenience. The effective supply is typically 85 to 95 percent of the actual physical supply.
- Inventory – The total number of parking spaces counted during the survey day observations within the study area.
- Level of Service (LOS) – Commonly used in traffic engineering, refers to an operational analysis rating system that measures the effectiveness of operating conditions.
- Leaseholder – A long term parking patron, usually six hours or more, and typically an employee of the downtown. Also referred to as monthly parker or contract parker.
- Occupancy – The number of parking spaces occupied by vehicles. This information is gathered by performing parked vehicle counts in each parking facility located within the Downtown.
- Optimum Utilization Factor – The factor applied to the calculated demand for parking to allow it to operate at



maximum efficiency. The factor allows for a “cushion” for vehicles moving in and out of parking stalls and reduces the time necessary for patrons to find a space when few are available.

- Parking Adequacy – A figure expressing the number of parking spaces remaining when demand is subtracted from effective supply. A negative adequacy indicates a deficit; a positive result shows a surplus.
- Parking Demand – The number of parking spaces required by various user groups and visitors to the Downtown on a Design Day at the peak hour. This can often be measured by counting the number of vehicles present and making adjustments for unusual conditions.
- Parking Supply – Refers to the raw, unadjusted number of parking spaces available for use by parking patrons.
- Peak Hour – The peak hour represents the busiest hour of the parking demand.
- Survey Day – Is the day that the occupancy counts were taken at the subject properties.
- Transient – Refers to a short term parking patron, usually less than five hours, and typically a visitor.



Summary of Key Findings and Recommendations

The following is provided as a brief summary of our findings and recommendations contained within this report.

Inventory Analysis

The study area contains a total capacity of approximately 51,190 off-street parking spaces that are located in various public parking facilities. Privately owned parking facilities, such as residential buildings, that do not offer any type of public parking, have been omitted from this study. Of the 51,190 total spaces, it is estimated that approximately 21%, or 10,750, are considered restricted or reserved while 79%, or 40,440, are considered public parking and are typically available for monthly, transient and/or event parking. The overall parking capacity and volume of restricted spaces in privately owned facilities has been estimated using sample data from individual facilities as well as comparable data from other cities with similar demographics as Kansas City. Information on parking capacity and characteristics in private facilities could not be confirmed by private property owners.



In addition, there are approximately 1,558 on-street metered parking spaces throughout the study area as well as several thousand time-zone and undesignated spaces. The metered parking inventory is primarily located within the Central Business District while time zone parking makes up the majority of the on-street parking supply in the neighboring districts.

The City's Parking Services Division is currently responsible for approximately 19% of the total supply with approximately 9,727 spaces. The remaining 43,021 spaces are located in privately owned garages or surfaced parking lots that are available for public parking.



The following chart summarizes the public parking supply throughout the Study Area:

City-Owned Parking	
Off-Street	8,169
On-Street	1,558
Sub Total	9,727
Privately-Owned Parking	43,021
Total Parking	52,748

Occupancy Analysis

The peak occupancy for the study area occurs between the hours of 10:00 a.m. to 2:00 p.m. on the days of Tuesday through Thursday, as the typical mid-weekday period generates the highest demand within Downtown parking environments.



According to our analysis, the City-owned parking facilities experience 53.2% occupancy during this peak period. The occupancy is based on data provided by the facility operators as well as our observations during the study effort. The projected occupancy is based on “public” spaces only and therefore all restricted or reserved spaces have been removed from our occupancy analysis. Also, the recently opened Arts District Garage was not included in our occupancy projections.

Peak occupancy in City-owned parking facilities ranges from a high of 85%-90% in the 11th and Oak Garage to a low of 25%-35% in the Wyandotte and West Bottom Garages.

Detailed occupancy data for privately-owned parking facilities was not made available during our study effort; however, our observations and independent surveys revealed that the peak condition in privately-owned facilities was consistent with city-owned



facilities throughout the study area. In general, peak occupancy throughout Downtown Kansas City is estimated to be 55%-60%.

This report concentrates on the current parking conditions as they exist during the study period which occurred from March 2011 through September 2011. The findings of our occupancy study indicate that the current off-street parking supply in Kansas City is underutilized and exceeds the typical peak demand. While these conditions can fluctuate throughout the year, currently there is sufficient parking supply to meet demand with a surplus of approximately 17,000 - 20,000 spaces throughout the study area.



The on-street parking system experiences a very similar condition both in terms of peak period and occupancy levels. Our study results indicate that the overall occupancy for on-street parking is approximately 57%. While the overall off-street occupancy was fairly consistent throughout the study area, there were significant variations on a block-to-block basis with certain blocks experiencing 100% occupancy for most of the day while other blocks were completely open.



The variations from block to block can be attributed to different parking restrictions. For example, while much of the on-street parking in the CBD is metered, certain blocks are still control as time zoned parking. These blocks would have significantly higher occupancy than the adjacent metered blocks. The same dynamic exists within areas of the City that have different time limits on adjacent streets. High occupancy is common on blocks that have longer time limits such as the 10-Hour parking blocks in the Crossroads. There are also many blocks in the study area that do not have any form of restriction. These “free” spaces would typically be fully occupied all day.

Our study has concluded that the current parking supply is sufficient to meet existing demand as well as a substantial amount of future



growth in business throughout the CBD. However, there is still a public perception that parking is limited in Downtown, which is the result of an imbalance of parking demand caused by business owners and downtown employees over utilizing the on-street parking. To improve on this condition, the City will have to effectively manage the public parking supply and establish policies and procedures that balance the demand between on-street and off-street parking. The implementation of recommended parking management strategies will balance the demand and improve public perception.

A detailed report on the inventory and occupancy analysis for both the off-street and on-street parking system as well as recommendations to properly balance the demand is provided in later sections of this report.

Operational Assessment

The Parking Services Division is responsible for the operations and management of all city-owned parking facilities and all on-street parking operations including maintenance and collections from parking meters as well as parking enforcement.

City-owned parking facilities are managed and operated through contracts with professional parking operators. The current operating agreements are the result of recent competitive bid processes that have resulted in contracts with two national parking operators. The Parking Services Division Head is responsible for management the operating agreements.

Standard Parking currently operates five (5) City-owned facilities including 110 Garage, 11th and Oak Garage, KC Live Garage, President Hotel Garage and 11th and Cherry Garage. Three of these facilities (110, KC Live and President Hotel) are included in a single agreement that covers the parking operations supporting the Power



and Light District. Also, included in this agreement is the HR Block Garage, which is privately-owned facility that the City has negotiated evening use. The other two (2) facilities (11th and Oak and 11th and Cherry) are operated under individual agreements.

Central Parking has recently been awarded the contract for operations at the new Arts District Garage, which recently opened in September of 2011, as well as the Auditorium Plaza Garage, the West Bottoms Garage, the Wyandotte Garage and the Baltimore Lot.

As part of our effort, Walter P Moore has evaluated the operating agreements as well as the performance of the city-owned parking facilities. Overall, City-owned parking facilities are well operated and maintained by the private operators and the City does an exceptional job of administering the contracts. The general results of our operating assessment for off-street parking facilities are for the most part very positive. Some of our key findings include:

- Operating agreements have been well defined and are in line with good business practices.
- The City provides sound management and fiscal oversight of the operating agreements.
- Parking Services has a good working relationship with the general managers, who are also very active in City operations and planning efforts.
- Parking Control equipment is generally in a good working condition and well maintained.
- The City rate structure for transient and special event rates are consistent with the market rates charged by competing privately owned parking facilities within the study area.
- Rates for monthly parking are lower than the market rates; however, this difference was intentionally established to



provide city facilities with an advantage in attracting an increase of the market share.

- Parking rates in Kansas City are well below the national median rates for daily, hourly and monthly parking.

Much of our study effort was concentrated on the on-street parking system and the effectiveness of the City's on-street parking management programs. The effective management of on-street parking is a challenge that many cities struggle with as there are often conflicts between various user groups, limited resources, outdated technology and strong political influence. These are similar challenges that have affected the operations and management of the on-street parking system in Kansas City.



This emphasis on the on-street parking operations was the result of our initial analysis as well as input and direction that we received during early stakeholder and project kick-off meetings. On-street parking in Kansas City has been greatly impacted as a result of the downtown resurgence that has transpired in recent years. With the increase in restaurants, retail and entertainment establishments coupled with the rise in residential development there is an increased demand for convenient short-term parking, which is typically considered the best and highest use for on-street parking. This new demand base is a shift from the traditional business demand that the downtown was accustomed to for many years.

Our effort included a review of on-street parking operations including maintenance, collections and enforcement of on-street meters. In addition, a comprehensive study was conducted of various on-street parking districts throughout the study area. This evaluation included a block by block conditional assessment of over 1,200 on-street spaces throughout the study area and a license plate inventory of vehicles parked on-street over a 6-8 hour time period. The purpose of the study was to:



- 1) Evaluate current conditions including utilization and occupancy of on-street parking.
- 2) Assess the turnover or duration of stay of vehicles using on-street parking.
- 3) Evaluate the effectiveness of on-street parking management programs.
- 4) Project the overall performance of on-street parking.

The following summarizes the findings of our operational assessment. A detailed report containing our findings, an explanation of our study effort and the various recommendations will be provided in later sections of this report.

- The on-street parking meters are generally in good working condition.
- While the meter technology is outdated, the inventory is well maintained with very few meters being damaged or broken. Only 2% of all meters that were inspected were out of service during the time of our study.
- Meters are also routinely collected and inspected to ensure proper working condition and proper fiscal management.
- The overall occupancy of on-street parking spaces is approximately 57% and the average duration of stay is 1.65 hours (or approximately 1 hour and 40 minutes).
- A large concentration of on-street parking (over 12% of the spaces that were surveyed) remains “Open” without posted time restrictions or meters. The majority of these free spaces are located throughout the Crossroads; however, a portion remains within the Downtown Loop or CBD.

The most important aspect of on-street parking management that needs to be addressed is the City’s parking enforcement program.



Our study has identified a collective lack of parking enforcement that if left untreated can become detrimental to the business community throughout the study area. In fact, many conversations that were engaged with the business community and key stakeholders centered on the lack of parking enforcement.

The following highlights key findings from our on-street parking survey that exemplify this condition.



- The meter compliance factor was only 54.9%, meaning that nearly half of the vehicles observed were parked at expired meters.
- The overall compliance factor for on-street parking was 65.4%, meaning that over one-third of all vehicles observed during our survey were parked illegally.
- During our on-street surveying effort, 497 parking violations were observed throughout the study area; however, only 2 issued citations were observed. The majority of violations included:
 - Expired Meters
 - Exceeding Posted Time-Limits
 - Parked in No Parking or Loading Zones
- Specific block by block data that was collected will illustrate the condition of vehicles monopolizing on-street parking for the entire business day including metered spaces as well as time zones and loading zones.

It is important to note, that the limited parking enforcement observed during our survey effort does not necessarily reflect a personnel performance or managerial issue. At the time the surveys were conducted, which occurred primarily during May/June 2011, Parking Services Division had several key vacancies that affected the overall parking enforcement effort. In addition to staffing, the City faces many challenges that have a direct impact on the ability to



enforce parking on a consistent and fair basis. These challenges include:

- 1) Limited Technology and Resources Necessary to Effectively Manage On-Street Parking
- 2) Complicated On-Street Parking Designations
- 3) An Ineffective Parking Enforcement Program (including schedules, routes, operational policies)
- 4) Policy Issues that Impact Enforcement and Collection Efforts

In recent months, the City has implemented both staffing and technology improvements to improve enforcement efforts; however, additional improvements are necessary and will be addressed in our recommendations.

Recommendations

Contained throughout the report are recommendations that have evolved from our study effort and through the stakeholder and community involvement process. These recommendations address administrative and policy issues as well as operating and maintenance programs that will enhance the public parking system throughout the Greater Downtown Area. Implementing these recommendations will:

- Maximize the City's Current Parking Supply
- Balance Parking Demand Between On-Street and Off-Street Facilities
- Increase Parking Supply by Encouraging Turnover of Short-Term Visitor Spaces
- Promote Business Activity and Economic Development
- Improve the Public's Perception of Downtown Parking
- Create a Customer Centric Approach to Parking Management
- Increase Usage of Underutilized Parking Facilities



- Ensure Adequate and Well Maintained Parking is Available for the Public
- Reduce Future Parking Burden by Improving Pedestrian and Transit Connectivity

It is imperative that any changes in policy, management and operations be implemented through a customer focused process that is intended to reduce the impacts to the downtown business environment. Most importantly is the need to educate and advise the public and the downtown businesses so that changes can be understood and more widely accepted.

The following summarizes some of the key recommendations contained within this report.

On-Street Parking System and Management Improvements:

The primary recommendations of our study have been developed with the intention to improve the City's on-street parking management efforts. On-street parking is a valuable commodity and a critical component of a vibrant downtown. The highest and best use for on-street parking is to serve the short-term visitor.

During our study, it was apparent that the City faces challenges with on-street parking management as much of the on-street parking supply is currently being monopolized by downtown employees. Many cities across the Country face similar challenges with the management of on-street parking. On-street parking management practices are intended to serve downtown businesses by encouraging the turnover of spaces and thus creating additional parking supply for customers.

Our primary recommendations to improve on-street parking management include:



- 1) **Reduce and Standardize Time Limits** – Metered and time zone parking limits throughout the study area range from a minimum of 30 minutes to a maximum of 10 hour parking zones. The wide range of time limits (often within the same block) create confusion for the public; allow employees to park on street for extended periods of time; and significantly impact the effectiveness of parking enforcement.

With a few exceptions, the City should standardize all on-street parking limits especially within the Downtown Loop and the Crossroads. Based on utilization and occupancy data as well as best practices and benchmarks that we have evaluated our recommendation is to establish a two-hour time limit in most areas of the study area.

Standardized time limits will encourage frequent turnover of spaces and will eliminate customer confusion by having standardized blocks. Standardized time limits will also simplify parking enforcement and will allow the City to remove unnecessary street signage and clutter.

The two-hour time limit is intended to serve the short-term transient parker whose typical stay is less than two hours. This would apply to all metered parking areas as well as time zones throughout the study area. There may be certain areas that require shorter or longer limits however these are not the standard in a downtown environment. To address these areas, the City should establish a variance process that will engage the business community prior to amending posted time limits. Strategies should also be developed to communicate the new time limits to the public.

- 2) **Post Time-Limits in Unregulated Zones** - Throughout the study area, there are many blocks that are missing any type



of posted regulations. These areas include prominent streets within Downtown Loop and the Crossroads. These blocks are considered free and open parking and are typically monopolized by downtown employees who occupy the spaces for the entire day.

The City should take immediate steps to regulate all on-street parking throughout the Greater Downtown Area, especially blocks where there is an immediate need to provide short-term convenient parking for visitors and customers of downtown businesses.

- 3) Improving Meter Technology** – The City has recently implemented a pilot program that will include the installation of several multi-space meters in the Downtown Loop. This program should be expanded so that all coin operated devices are replaced or upgraded over a two year period.

Newer meter technologies enhance customer service by accepting multiple forms of payment, including cash, credit/debit cards, pay by cell, etc., while providing user friendly features such as on-screen instructions and clearly defined regulations. By accepting credit cards, violations are often reduced as customers no longer have to search their cars for coins and can pay for the amount of time that is needed. Newer meters also have many performance benefits such as on-line reporting capabilities and the ability to streamline parking enforcement.

Newer meters will also increase revenue for the City of Kansas City and improve the overall public perception of parking in Downtown. The increase in revenue results from two key elements including: 1) by accepting credit card, customer often chose to pay for the maximum amount of



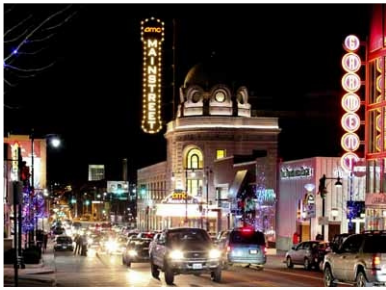
time 2) newer meters reset after a vehicle leaves a space eliminating what is commonly referred to as “piggybacking”.

We also recommend that the City continue to explore newer meter technologies and establish various pilot programs throughout the downtown area. In recent years, significant advancements have been made in parking meters and on-street parking management systems and the City should explore the various technologies that are on the market today and as new technologies become available.

- 4) Expand On-Street Parking Meters** – Strategies should be implemented to expand on-street metered parking in appropriate areas that are warranted by demand. These areas are primarily within the CBD and neighboring streets within a 5-10 minute walking distance. The 5 to 10 minute walking distance typically represents a $\frac{1}{4}$ to $\frac{1}{2}$ mile based on national transportation standards.

The expansion of parking meters should be based primarily on demand but consideration should also be given to the relative distance to the CBD as well as paid off-street parking facilities.

Metered parking remains the best practice in the industry for managing curbside parking; especially in a high demand district with diverse businesses that generate short-term visitation. However, metered parking is not the only approach that the City should consider in improving on-street parking management. It is important to note that we do not recommend metering all on-street parking throughout the study area; rather, our recommendation is to implement a systematic approach to expanding the City’s metered parking system in a responsible manner. The City should



establish key parameters such as demand factors, that when reached will cause the installation of parking meters. This approach will be further defined in the Operational Assessment section of this report.

- 5) **Extend Hours of Enforcement** - Hours of parking enforcement should be extended in areas where there is a demand for evening curbside parking. To prevent employees from occupying curbside spaces all evening, hours of enforcement should be extended until at least 8:00 PM, in these areas. Expanded hours of enforcement until 10:00 PM maybe necessary in highly demanded areas such as the Power and Light District. Evening enforcement hours will also serve as a means to better manage additional parking operations such as valet parking and taxi cab stands.

- 6) **Implement “Demand Based” Pricing Strategies** – An increasing trend in the parking industry is to move towards true demand based pricing. Similar to the airline and hotel industries, demand based pricing allows operators to adjust parking rates based on occupancy levels. Demand based pricing strategies are often applied to off-street parking facilities; however, until recently this approach has not been applied to on-street parking. Recent advancements in technology are allowing cities to reassess on-street parking demand and adjust pricing based on occupancy. These systems are still relatively new to the industry and are very complex and expensive.

There are however, similar pricing strategies that can be implemented without the need for complicated technology. Tiered rate structure based on proximity to demand generators is one method of adjusting rates based on



demand. As the meter program expands to the outskirts of the CBD, the City should consider a tiered rate structure; where higher demand spaces within the CBD would be priced higher and more comparable to off-street parking facilities. Staggered rates are another option the City could implement whereas the rates increase the longer a vehicle occupies a space.

- 7) **Improved Parking Enforcement** – One of the most important recommendations that will improve on-street parking is for the City to establish better parking enforcement program throughout the entire study area. Successful parking enforcement will support the downtown business community by encouraging frequent turnover of on-street parking spaces.

Our recommendation to improved parking enforcement is not intended to create a vigorous heavy-handed approach to parking enforcement solely for the sake of revenue creation. Parking enforcement can be improved in a customer centric method where parking regulations are enforced in a fair and consistent manner. Emphasis should be placed on public education, business outreach and problem solving. A friendly approach to parking enforcement is intended to increase compliance and not merely increase citation issuance.

Our recommendations will provide a detailed parking enforcement program that will address:

- Staffing
- Routes
- Public Relations and Customer Service
- Equipment / Technology



- Enforcement Hours
- Collections Procedures
- Scofflaws
- Adjudication

In order for the City to improve parking enforcement it is imperative that policy be changed to support the effort. Standardizing time zones, for example, is necessary to develop routine timed routes for enforcement officers.

- 8) Enhance Collections and Adjudication Process** – The City should also implement collection programs that will improve both revenue collections and customer service. Improving collection efforts include creating multiple payment options for customers such being able to easily pay by phone, internet, or mail using multiple forms of payment. Also, customers should be able to pay in person at multiple locations throughout the City.

The City should also establish an adjudication or administrative review process that will alleviate the burden on the Courts. A customer centric approach to parking enforcement and ticket collections allows for customers to have the ability to dispute a citation without having to appear in court. Many disputes can be resolved without taking up valuable court time.

While these programs can be established in-house, the City should consider outsourcing these functions as there are very responsible third party agencies that specialize in parking ticket processing, collections and adjudication.

- 9) Develop Procedures to Address Scofflaws** – The City should develop policies and procedures to address scofflaws and

reduce the habitual parking offender. Scofflaws are typically defined as someone who has accumulated 3 or 4 past due or delinquent citations (past due being over 30 days from the date of issuance). Parking enforcement has to be able to address persons who refuse to follow the parking code. This typically would include adding late fees to unpaid citations and creating an immobilization or towing program.

Outsourcing On-Street Parking Management

As part of our study, WPM considered the advantages and disadvantages of outsources parking enforcement and on-street parking management functions. The City of Kansas City has a solid history of outsourcing operations of their off-street parking facilities and effectively administering contracts with private parking operators. Outsourcing on-street operations should be considered in the same light as off-street facilities. We see outsourcing the off-street parking operations as a viable option for Kansas City. However, there are several issues that should be considered before a decision on outsourcing can be made.

- 1) Does the City want to invest in new meter technology and would the effort be expedited through an outsourcing initiative?
- 2) What type of contract would be considered, management fee, incentive based or revenue sharing?
- 3) Will policy changes such as reducing time limits be implemented?
- 4) What is the desired level of enforcement that the City anticipates?
- 5) Can the City implement policies and procedures to address scofflaws and improve collections?

One concern with outsourcing is that based on current practices, the City does not have an extensive history with parking enforcement. Current parking ticket issuance is relatively low and up until now parking tickets have been manually issued (hand written) citations. Unfortunately the current system does not provide good historical data on issuance and collections. Without historical data, it would be difficult to develop the financial parameters of a comprehensive on-street parking management contract.

Without the benefit of good historical data, the City would be at a disadvantage developing a request for proposal and negotiating a contract. It may be more prudent for the City to take immediate steps to improve enforcement in-house before considering outsources. Immediate improvements would include:

- Reducing / Standardizing Time Limits
- Establish Time Limits for Undesignated Spaces
- Filling Vacant Enforcement Positions
- Developing Regular Enforcement Routes that Coincide with Revised Time Limits

These immediate initiatives along with the full implementation of the City's new electronic handheld citation system will greatly enhance parking enforcement and will provide the necessary data and reporting to better analyze future scenarios.

Additional information on the advantages and disadvantages of outsourcing on-street parking enforcement and operations is provided in the Operational Assessment section of this report.

Elimination or Reduction of Parking Meters

Our study also considered the concept of eliminating or reducing the use of parking meters throughout the downtown area and

establishing on-street parking as a “free” time zone parking district. This concept has been discussed in recent months at several Parking and Transportation Commission Meetings as well as within the Downtown Council Infrastructure Committee. While this initiative is being proposed as a means to make downtown more business friendly, we believe the elimination of parking meters within the downtown area would be detrimental to businesses.

By eliminating parking meters, on-street parking will be monopolized by downtown employees and not customers. Even if time limits are implemented, without the presence of parking meters, on-street parking will become very difficult to enforce. The free spaces will be the first choice (as compared to paid off-street parking). Traffic in the downtown will increase as people circulate in search of free parking.

The overburdening of on-street parking as well as new enforcement requirements will have a negative impact on the public’s perception of parking in downtown.

Parking meters remain the best method of managing on-street parking and balancing the parking demand between on-street and off-street facilities, especially in a downtown that has an established paid parking environment. We believe customers are willing to pay for convenience and would much rather pay a meter for a valuable curbside space than have to pay a parking ticket. Parking meters are also relatively self-enforcing, as most people want to follow the rules. Customers are more aware of their time limits at meters than they are when parked in a signed time-zoned parking as the meter reiterates the amount of time that they have purchased.

The following is provided as a summary of the key benefits of metered parking within the CBD.

Parking Meters:

- Balance Parking Demand between On and Off-Street Parking
- Promotes Turnover of Spaces
- Provide Customers with Parking Options
- Supports Off-Street Parking System (Public and Private)
- Self Regulating
- Easy to Enforcement
- New Meters Technologies
- Accept Multiple Forms of Payment
- Provide Public Information

By Eliminating Parking Meters:

- On-Street Parking will be Monopolized by Employees not Customers
- Negative Impacts on Downtown Business
- Especially Small “Street Front” Businesses that Depend on Curbside Parking
- Public Perception “No Parking”
- Increase Downtown Traffic
- Vehicles Searching for Free Parking
- Difficult to Enforce
- Impacts Transportation Initiatives
- Significant Loss of Revenue (City and Private Property Owners)

It has also been proposed that the elimination of parking meters would be supported through the implementation of a more stringent parking enforcement system that utilizes Licenses Plate Recognition (LPR). The LPR system uses sophisticated digital cameras mounted on parking enforcement vehicles. The loss in revenue from parking

meters would be offset by a significant increase in parking tickets. While there are successful applications of LPR systems that improve parking enforcement and public safety; in general, we do not support the concept of eliminating parking meters and implementing an LPR based enforcement system.

LPR systems are often used to enforce off-street parking in areas where there is controlled environment (such as a permit controlled surface lot where there is an existing database of authorized licenses plates). LPR systems are also successfully used to enforce scofflaws, which also relies on an existing database. Using LPR systems for general time-zone enforcement is not as effective and would require a significant effort. This type of implementation for LPR systems is relatively new in the parking industry and still unproven. We also believe that the LPR system outlined above would have a negative impact to the downtown business community and would create a poor public image for the City.

Our recommendations focus on a customer centric approach to parking enforcement, which is contradictory to the LPR enforcement program. Parking enforcement should include frequent interaction with the public and business community. Enforcement officers should have regular routes that are primarily walking routes. Having an employee presence on the street and sidewalk has a direct benefit to the community as a whole enhancing both public safety and customer service. An automated LPR system will take away the human interaction as well as the ability to for officers to use judgment and proved assistance to customers and visitors.

The concepts of metered parking and timed zone parking within the CBD are further discussed within the Operational Assessment section of this report.



Additional System and Policy Improvements

As previously identified, our study has concluded that City-owned parking facilities are well operated and maintained by the private operators and that there is a current surplus of parking throughout the Greater Downtown Area. However, we believe that system and policy enhancements are necessary to promote usage of the surplus parking and to accommodate future growth and demand.

The following recommendations will address administrative and policy issues as well as operating and maintenance programs that will enhance the public parking system throughout the downtown area.

Implementing these parking system enhancements will maximize the City's parking supply; increase usage of underutilized parking facilities; ensure adequate and well maintained parking is available; and reduce future parking demand by improving pedestrian and transit connectivity. A summary of these key recommendations is provided below.

Parking Revenue Fund (Downtown Parking Benefit District)

In order to protect the City's parking assets and promote parking and transportation programs throughout the Downtown Area, the City should consider creating a special Parking Revenue Fund or a Downtown Parking Benefit District. While expanding local revenues is a priority for Kansas City, the City should not consider parking revenues solely as a revenue source for the General Fund. This recommendation is intended to retain and reinvest a portion of parking revenues into the System to make necessary improvements that will protect the City's assets and benefit the entire community.



Parking Services needs the ability to make sound capital investments that are intended to protect parking assets, improve customer service and reduce operating expenses. Projects such as lighting improvements and parking meter upgrades will more than pay for themselves over a few short years; however it is difficult for parking projects to compete with local priorities during the budget process. In addition to capital investments, parking revenues can be earmarked for community programs such as streetscape improvements or marketing programs.

Capital Asset Management Plan

To protect the City's financial investment and extend the life of the parking assets, the City should develop a long range Capital Asset Management Plan (CAMP) that is intended to effectively repair and upgrade the structured parking assets and then maintain these structures for long-term useful service life. The CAMP would include a comprehensive conditional assessment of the existing physical condition of each structure as well as the necessary documentation to make the required immediate repairs.

The CAMP would also provide a 10-Year Master Maintenance Plan to implement identified repair and maintenance actions. This repair programming should be based on considerations that will include repair priority classified as high, medium, and low priority, as well as feasibility and practicality, level of parking structure occupancy during construction, available funds and schedule constraints.



Parking Trailblazer Signs

Signage and Wayfinding Enhancements

The City of Kansas City is in the process of updating the downtown wayfinding system. The system will provide direction to various venues and attractions within the Downtown area. The planned wayfinding system should be expanded to include additional parking identification signage throughout Downtown. For parking, the most important aspects of a signage system include the following.

- 1) Facility Identification - Public parking facilities should have proper signage at each entrance that identifies the area as available for public use. Facility identification signage should also include the facility name or address, as well as any applicable rules and regulations (rates, hours of operation, etc.). Facility Identification signage should also be integrated with the Parking Access and Revenue Control System (PARCS). This will allow the signs to provide visitors with real-time parking information at the entrance of each facility, such as open and closed status and space availability.
- 2) Directional Signage “Trailblazers” - Signage should be installed on main streets throughout the Greater Downtown Area to direct motorists to the closest available off-street parking facilities. The signage should be individually post mounted and easily recognizable. As an initial step, these trailblazers should be static signs. Future expansion could include dynamic message signs (DMS) that can provide real time information on parking availability or be programmable to provide specific directions during special event conditions.
- 3) Public Parking Symbol – The most important aspect of a parking signage program will be to incorporate a graphic that the public will identify as public parking and reassures



International Parking Symbol

that they are allowed to park in that facility. We recommend incorporating the international parking symbol into all signage that supports public parking throughout Downtown. This symbol, which includes a large white “P” on a blue background, is easily recognizable and used throughout the world.

All parking signage including the directional trailblazer signs and the facility identification signage posted at the entrances of public parking facilities should use this standard symbol that can easily be identified as public parking. This graphic should also be repeated in marketing materials such as printed maps and websites.

Marketing and Public Relation Efforts

The City should develop a comprehensive marketing plan that focus on providing the public with information regarding Downtown Parking in Kansas City. Key marketing enhancements include:

- Developing a City Website that provides users with information on the City’s Parking System and also addresses parking related rules and regulations.
- Map Current Parking Assets including all On-Street and Off-Street Parking.
- Implement technology enhancements that are designed to improve communication and public information.
- Collaborate with private property owners and venues to develop mapping resource and marketing programs that address the entire public parking system throughout the downtown area.

We believe that the two most important aspects of a successful parking marketing program for the City are developing a parking



specific website and creating a Downtown Parking application for users of smartphones. Details of parking related websites and smartphone applications are included within this report.

Promote Pedestrian and Transit Alternatives as well as a “Park Once” Environment

With the current surplus of parking, the City has the ability to adjust parking supply in order to address land-use and development goals or address higher priorities such as promoting a “Walkable Downtown” or improving access to transit opportunities. While we encourage optimization of on-street parking, there may be opportunities to reduce or reposition on-street parking for the benefit of the entire downtown area.

To improve pedestrian access and connectivity, the City should consider improving pedestrian crossings, installing bulb-outs (or bump-outs) at corners, and creating more spacious sidewalks. These enhancements may have an impact on the on-street parking supply. We also support the addition of bicycle lanes and potential additional transit lanes if demand for public transportation increases.

In addition, we believe that adjustments to the rate schedule for both on-street and off-street parking are necessary to promote a “park once” environment, as the current rate structure encourages unnecessary and frequent movement of vehicles throughout the Downtown.

Rate adjustments and other strategies to promote pedestrian and transit alternatives are contained in the Operational Assessment portion of this report.



Administrative Improvements

As a means to implement the various recommendations contained in our study and to improve the overall administration of the City's parking system, we are recommending the addition of two employees to support Parking Services Administration. These positions include:

- Parking Systems Analyst
- Marketing Coordinator and/or Public Information Officer

The Systems Analyst should be considered a revenue generating position, as this position would have expertise in Parking Access and Revenue Control Systems and would be able to better analyze system trends and provide additional audit controls over the facility operators.

The Marketing Coordinator, while not revenue generating, is essential in implementing many of the strategies that will promote the Downtown Area as a whole and help change the perception of parking in Downtown Kansas City.

Future Parking Needs Assessment

While the current parking surplus exceeds demand; we believe that it is important for the City to begin planning for how to address the growth in future parking demand. Increase in future demand; which may result from improved economic conditions, a general reduction in office vacancy rates or through future development initiatives, will create pressure on the City to consider increasing the downtown parking supply. It is critical for the City to consider all alternatives for addressing future growth in parking demand prior to constructing additional parking facilities. Consideration should be given to the following:

- Conduct Comprehensive Supply and Demand Studies – The first step in addressing future demand should always be analyzing current condition. While this study identified significant parking surplus within the downtown, we were not able to obtain detailed occupancy data on privately owned parking facilities. In addition, it is imperative to frequently update supply and demand analysis as demand characteristics can change frequently. Future Supply and Demand studies should analyze the existing surplus within city and privately-owned parking and should factor in the available on-street parking. A thorough analysis can result in significant savings by avoiding over building of parking.
- Develop Strategies to Utilize Available Parking Supply – Before future facilities are considered, the City should consider how to better utilize existing parking capacity, especially underutilized facilities such as West Bottoms and Wyondatte Garages. These strategies would include such things as cooperative marketing programs, signage and wayfinding improvements, adjusting the parking rate structure and expansion of valet parking programs. Better utilization will also result from improved parking enforcement as long-term parkers currently using on-street spaces will be encouraged to move to off-street parking facilities. In addition the City may be able to reduce the amount of reserved or restricted spaces based on occupancy such as 11th and Cherry or the Block 110 Garage.

As demand increases, the City should also consider implementing a park and ride service to better connect available parking supply on the outskirts of Downtown.

- Improve Functional Layout and Efficiency – The City should evaluate each facility to determine if additional spaces could



Downtown Parking Shuttle

be gained through restriping and improving the functional layout of the facility. Often times, spaces can be gained through restriping efforts; however, it is important to consider the overall level of service of the facility. All aspects of the functional design including stall dimensions, turning radius, circulation patterns, etc. should be considered prior to any restriping effort.

- Promote Transit Options – As an alternate to future expansion, the City should actively promote transit options and apply the concepts of Transit Oriented Development for current and future business activity throughout the Greater Downtown Area. This would include promoting the use of public transportation as well as conventional modes of transportation such as bicycling and walking.

If and when it becomes necessary to expand the public parking system, the City should ensure that future facilities are planned and designed according to the principles of the Greater Downtown Area Plan and to support the overall financial position of the City. Planning efforts for future facilities should address the following principles.

- Promote Shared Parking – Shared parking encourages the reduction of parking requirements by consolidating the demand of various user groups that often have differing peak demands. The City has already eliminated parking requirements within the Downtown Loop as a means of promoting shared parking. This strategy should also be extended to the outlying areas such as the Crossroads where the new Arts District Garage can support increased demand.

- Reduce Restricted and/or Reserved Parking - The City should also refrain from participating in development initiatives that require the City to finance or construct any type of parking other than open “public” parking. In recent years, the City has created restricted/reserved parking and constructed a single-use facility that does not offer any public parking. While economic conditions may have warranted these developments, these developments are contradictory to the principles of shared parking.
- Design Standards - Improved design can better integrate parking facilities into cities, improve the quality of customer service, enhance the customer’s experience, and support parking management by addressing specific problems such as public safety. To this end, the City should develop design guidelines that will affect the physical layout and construction of future parking facilities. As part of our effort, Walter P Moore has provided design recommendations that can be incorporated into the development of future facilities or can be applied to existing facilities as part of future capital improvements. These design guidelines are intended to aid the City in planning and developing facilities that have a shared use and provide parking for multiple users.

Financing Strategies

Finally, the City should establish financial policies that relate to development of structured parking. For example, the City is currently encouraging shared parking by eliminating parking requirements within the Downtown Loop. While this policy is favorable in today’s condition, as demand increases, this policy may have to be revised to protect the City from becoming the sole provider of public parking. Future financial strategies that the City should consider include:

- Establishing a Payment-In-Lieu Fee for future developments, whereby a developer would pay for or share in the cost of the parking related capital expense but not be held to a specific minimum space requirement.
- Requiring developers to reimburse the City, at market rates, for any loss of on-street parking spaces associated with new construction. This includes the temporary loss of spaces during construction as well as the permanent loss of space once the project is completed.
- Establishing a maximum construction allowance on a cost per space and project basis associated with any future public parking development. While the City may elect to provide future public parking, the City should not bare the entire capital expense. The City should also refrain from absorbing expenses that benefit specific developments.

OPERATIONAL ASSESSMENT**Overview**

In March, 2011, the City of Kansas City engaged the services of Walter P. Moore and Associates Inc. (Walter P Moore) to perform a comprehensive study of the City's Downtown Parking System. The primary objective of the Study is to assess all aspects of the City's current parking operations and provide the necessary analysis and recommendations to promote parking management strategies, policies and procedures that support the established goals and objectives of the Greater Downtown Area Plan. These strategies will employ a customer centric approach with the ultimate goal of supporting economic development.

The operational assessment provides an analysis of the current parking supply and demand throughout the Downtown Area and provides an overview of the current operations and management of the City's parking system. In addition, the operational assessment provides market rate analysis and benchmarks of other municipal parking operations.

In recent years, the City has taken a proactive approach in developing and managing the public parking system in the Greater Downtown Area. As a result of this citywide initiative, there are many advantages to the parking system that were easily identified. These advantages include:

- Parking is a priority throughout Kansas City including within the City Government and the Downtown Community as a whole.
- Significant advancements have been made in recent years to manage and promote parking within the Greater Downtown Area.
- There is a cooperative process to develop long-term parking strategies and parking plans for the Greater Downtown Area.

- The current parking supply exceeds demand with sufficient capacity to meet potential business growth and expansion.
- The City has the flexibility to adjust parking supply in order to address land-use and development goals or address higher priorities such as promoting a “Walkable Downtown” or improving access to transit opportunities.
- Downtown parking rates are well established and competitive between public and private facilities.
- The City’s parking assets are well managed and maintained with professional operating agreements that are in line with good business practices and industry standards.

The City also faces several challenges that impact the ability to effectively manage the public parking system. These challenges are very common especially in a diverse downtown such as Kansas City where there is broad range of business and government activity as well as entertainment and cultural events. These challenges include:

- Current parking supply exceeds demand. While also considered an advantage, the current parking surplus has resulted in underutilized facilities that include unattractive and vacant surface lots. In addition, the lower demand impacts the effectiveness of parking management programs.
- Financial Policies that affect the ability to finance necessary system enhancements as parking projects compete with other local priorities.
- The public perception that parking is a deterrent for coming to Downtown.
- Challenges effectively managing on-street parking as current technologies and resources are limited and the City is faced with competing and conflicting interests.

In an effort to address these challenges and improve the overall management of the City-owned parking assets, in 2005, the City of

Kansas City established the Parking Services Division as an agency of the Department of Public Works. The goal of Parking Services is to facilitate a positive parking experience for both residents and visitors, and promote growth and economic development for Kansas City. The creation of the Parking Services Division allowed the City to consolidate various parking operations to more effectively and efficiently manage the City's parking assets.

The core functions of Parking Services include:

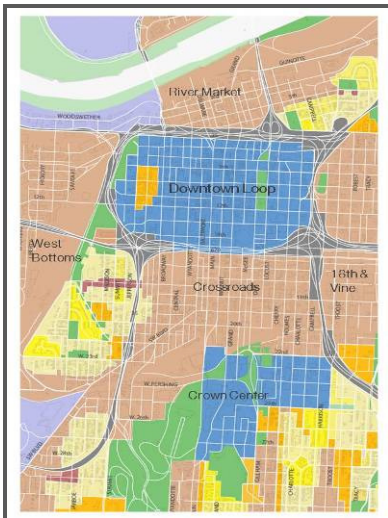
- Management and Oversight of the City-Owned Off-Street Parking Facilities
- On-Street Parking Management including Meter Operations and Enforcement
- Revenue and Expense Management
- Event Parking Coordination
- Development Consulting

Since the establishment of Parking Services, significant advancements and improvements to the parking system have been implemented. To further these efforts, the following Operational Assessment is provided as a strategic plan for the City's parking system. Included in this report is an assessment of current parking operations and the necessary analysis and recommendations that will promote parking management strategies, policies and procedures intended to support and enhance the Greater Downtown Area.

Inventory Analysis

The Greater Downtown Area contains a total parking capacity of approximately 51,190 off-street parking spaces that are located in various public parking facilities including surface lots and parking garages. The total inventory has been estimated using land use data provided by the City and private property owners. Privately owned single-use parking facilities, such as residential buildings, that do not offer any type of public parking, have been omitted from this study.

The highest concentration of off-street parking is located throughout the CBD or the Downtown Loop, where it is estimated that approximately 29,103 off-street spaces are available. The second highest concentration of off-street parking is located in the Crown Center / Union Station District where there are approximately 16,851 off-street parking spaces.



Greater Downtown Area

Of the 51,190 total spaces, it is estimated that approximately 21%, or 10,750, are considered restricted or reserved while 79%, or 40,440, are considered public parking and are typically available for monthly, transient and/or event parking. The volume of restricted spaces in privately owned facilities has been estimated using sample data from individual facilities as well as comparable data from other cities with similar demographics as Kansas City, as this information could not be confirmed by private property owners.

In addition, there are approximately 1,558 on-street metered parking spaces throughout the study area as well as several thousand time-zone and undesignated spaces. The metered parking inventory is primarily located within the Central Business District while time zone parking makes up the majority of the on-street parking supply in the neighboring districts.

The following table summarizes the public parking supply throughout the Study Area:

Table 1 - Public Parking Supply

City-Owned Parking	
Off-Street	8,150
On-Street	1,558
Sub Total	9,708
Privately-Owned Parking	43,040
Total Parking	52,748

City Owned Parking System

The City’s Parking Services Division is currently responsible for approximately 18.5% of the total supply in the Greater Downtown Area with approximately 9,708 spaces. The remaining 43,021 spaces are located in privately owned garages or surfaced parking lots that are available for public parking. The highest concentration of City-owned parking assets is located in the Central Business District where the City controls approximately 25% of the public parking supply. The majority of city-owned spaces are located in the nine (9) parking structures that are owned by the City.

The following table summarizes the city-owned parking garages.

Table 2 - City-Owned Parking Structures

Facility	Location	District
110 Garage - Main Street	Block 110, 1220 Walnut	Power & Light
11th & Oak - Wolf Garage	1100 Oak St.	Government
Auditorium Plaza Garage	301 W. 13th. St.	Convention
KC Live Garage	Block 126, 151 E. 13th St.	Power & Light
President Hotel Garage	Block 124, 1398 Main St.	Power & Light
Wyandotte Garage	300 Wyandotte	River Market
West Bottoms Garage	1601 State Line Rd.	West Bottoms
11th & Cherry (JE Dunn)	Block 81, 560 E. 11th St.	Government
Arts District Garage	17th/Broadway	Cross Roads

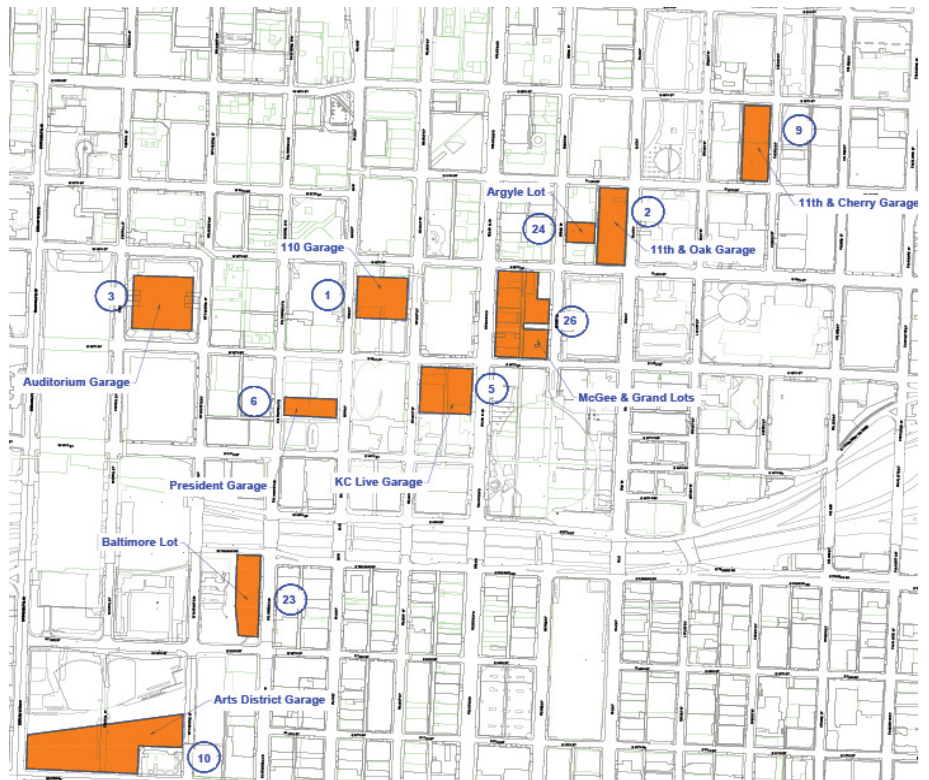
In addition to the nine (9) garages, the City also owns and is responsible for several surface lots throughout the Greater Downtown Area. The majority of the surface lots have been leased to private entities and do not support the public parking system. However, there are three (3) surface lots that are owned by the City that are considered part of the public parking inventory.

The following table summarizes the City-owned public parking lots.

Table 3 - City-Owned Parking Lots

Facility	Location	District
Baltimore Lot	16th & Baltimore	Cross Roads
Argyle Lot	Adjacent to 11th & Oak	Government
McGee/Grand Lots	1207 Grand/215-19 E 12th	Power & Light

The map below illustrates the location of the City-owned facilities throughout the Study Area.



Facility Descriptions



- 110 Garage (Main Street Garage) – Located at 1220 Walnut Street is within the Downtown Loop and serves the Power and Light Entertainment District. The facility offers hourly, daily, monthly and event parking.
 - Total Spaces 751
 - ADA Spaces 15
 - Restricted / Reserved Spaces 127 (Reserved for Customers of Constantino's Market)

- 11th & Oak (Wolf Garage) – Located at 1100 Oak Street is within the Downtown Loop and primary serves City Hall and the Government District. The facility offers hourly, daily, monthly and event parking.
 - Total Spaces 1,395
 - ADA Spaces 24
 - Restricted / Reserved Spaces 0

- Auditorium Plaza Garage – Located at 301 W. 13th Street within the Downtown Loop and primarily serves the Kansas City Convention Center. The facility offers hourly, daily, monthly and event parking.
 - Total Spaces 975
 - ADA Spaces 25
 - Restricted / Reserved Spaces 0



- KC Live Garage – Located at 151 E. 13th Street is within the Downtown Loop and serves the Power and Light Entertainment District. The facility offers hourly, daily and event parking only as monthly parking is not permitted per the master development agreement.

- Total Spaces 1,000
- ADA Spaces 22
- Restricted / Reserved Spaces 0



- President Hotel Garage – Located at 1398 Main Street is within the Downtown Loop and provides parking for customers of the President Hotel only.

- Total Spaces 129
- ADA Spaces 5
- Restricted / Reserved Spaces 129



- Wyandotte Garage – Located at 300 Wyandotte Street is within the River Market District. The facility offers monthly parking only.

- Total Spaces 394
- ADA Spaces 8
- Restricted / Reserved Spaces 394



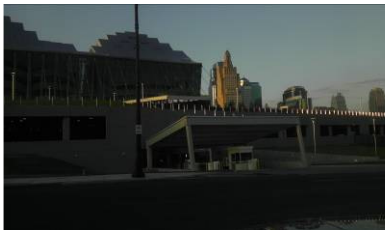
- West Bottoms Garage – Located at 1601 State Line Road is within the West Bottoms District. The facility offers monthly and event parking only.

- Total Spaces 975
- ADA Spaces 19
- Restricted / Reserved Spaces 0



- 11th & Cherry (JE Dunn) – Located at 560 E. 11th Street, is within the Downtown Loop and primarily supports the Government District. The facility offers hourly, daily, monthly and event parking. The majority of the garage is considered restricted / reserved parking for employees of JE Dunn.

- Total Spaces 780
- ADA Spaces 24
- Restricted / Reserved Spaces 560



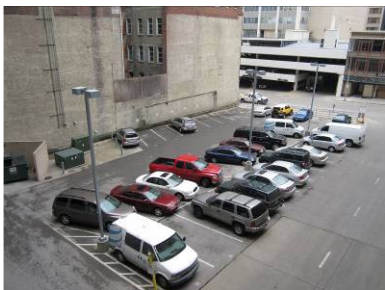
- Arts District Garage – Located at the intersection of 17th Street and Broadway Street, is within the Crossroads District and primarily serves the Kuaffman Center for the Performing Arts and the City’s Art’s District. The facility offers hourly, daily, monthly and event parking.

- Total Spaces 1000
- ADA Spaces 38
- Restricted / Reserved Spaces 0



- Baltimore Lot – Located at the intersection of 16th Street and Baltimore Avenue is within the Crossroads District. The facility offers daily, monthly and event parking.

- Total Spaces 142
- ADA Spaces 6
- Restricted / Reserved Spaces 0



- Argyle Lot – Located on Oak Street adjacent to the 11th and Oak Garage is within the Downtown Loop and primarily serves the Government District. The facility primarily offers monthly and evening transient parking.

- Total Spaces 34



- ADA Spaces 0
- Restricted / Reserved Spaces 0

- McGee / Grand Lot – Located at 1207 Grand Street within the Downtown Loop. This facility offers daily, monthly and event parking and primarily supports the Power and Light District as well as the Sprint Center.
 - Total Spaces 300
 - ADA Spaces 10
 - Restricted / Reserved Spaces 0

A summary of the City's off-street space inventory is provided in the following table.

Table 4 - City-Owned Parking Inventory

Facility	Total Capacity	Restricted Spaces	General Public
110 Garage (Main Street)	751	127	624
11th & Oak (Wolf Garage)	1,395	0	1,395
Auditorium Plaza Garage	975	0	975
KC Live Garage	1,000	0	1,000
President Hotel Garage	129	129	0
Wyandotte Garage/HOK	394	394	0
West Bottoms Garage	975	0	970
11th & Cherry (JE Dunn)	780	560	220

Arts District Garage (Kauffman Center)	1,000	0	1,000
Baltimore Lot	142	0	142
Argyle Lot	34	0	34
McGee/Grand Lots	300	0	300

Occupancy Analysis

The peak occupancy for the study area occurs between the hours of 10:00 a.m. to 2:00 p.m. on the days of Tuesday through Thursday, as the typical mid-weekday period generates the highest demand within Downtown parking environments. This report concentrates on the current parking conditions as they exist during the study period which occurred from March 2011 through September 2011.

According to our analysis, the City-owned parking facilities experience 53.4% occupancy during this peak period. The occupancy is based on data provided by the facility operators as well as our observations during the study effort. The projected occupancy is based on “public” spaces only and therefore all restricted or reserved spaces such as the President Hotel Garage have been removed from our occupancy analysis. Also, the recently opened Arts District Garage was not included in our occupancy projections as the new garage was not on-line during the study period.

Peak occupancy in City-owned parking facilities ranges from a high of 85%-90% in the 11th and Oak Garage to a low of 25%-35% in the Wyandotte and West Bottom Garages. The weekday peak conditions in City-owned parking facilities are displayed in the following table.

Table 5 - Weekday Peak Occupancies

Facility	Total Capacity	Public Spaces	Peak Usage	Occupancy
110 Garage	751	751	420	56%
11th & Oak	1,395	1,395	1,195	86%
Auditorium Plaza	975	975	375	38%
KC Live Garage	1,000	1,000	450	45%
Wyandotte	394	394	108	28%
West Bottoms	975	975	341	35%
11th & Cherry	780	220	160	73%
Total	6,270	5,710	3,049	53.4%

The occupancy in City-owned structures remains fairly consistent during weekday evening and weekend periods. Occupancy during these times is highly impacted by the magnitude of events that are scheduled at various downtown venues. However, the typical peak evening condition occurs on the weekends during the hours of 7:00 p.m. and 10:00 p.m. While several of the City facilities do not offer evening parking or have little demand for evening parking, on average, the occupancy during these times is approximately 30%. The following table illustrates the weekend evening peak occupancy during normal business conditions.

Table 6 - Weekend Evening Peak Occupancies

Facility	Total Capacity	Public Spaces	Peak Usage	Occupancy
110 Garage	751	751	420	56%
11th & Oak	1,395	1,395	95	7%
Auditorium Plaza	975	975	675	69%
KC Live Garage	1,000	1,000	490	49%
Wyandotte	394	394	0	0%
West Bottoms	975	975	0	0%
11th & Cherry	780	220	0	0%
Total	6,270	5,710	1,680	29.4%

Occupancy data for privately-owned parking facilities was not available during our study effort; however, our observations and independent surveys revealed that the peak condition in privately-owned facilities was consistent with city-owned facilities throughout the study area. Therefore, we have concluded that the peak occupancy throughout Downtown Kansas City is approximately 55%-60%.

The findings of our occupancy study indicate that the current off-street parking supply in Kansas City is underutilized and exceeds the typical peak demand. While these conditions can fluctuate throughout the year, currently there is sufficient parking supply to meet peak demand conditions with a surplus of approximately 17,000 - 20,000 spaces throughout the study area.

The on-street parking system experiences a very similar condition both in terms of peak period and occupancy levels. Our survey results indicate that the overall occupancy for on-street parking is approximately 57%. While the overall off-street occupancy was fairly consistent throughout the study area, there were significant variations on a block to block basis with certain blocks experiencing 100% occupancy for most of the day while other blocks were completely vacant.

The variations from block to block can easily be attributed to different parking restrictions. For example, while much of the on-street parking in the CBD is metered, certain blocks are still managed as time zoned parking. These blocks would have significantly higher occupancy than the adjacent metered blocks as users will always opt for free parking over paid parking. The same dynamic exists within areas of the City that have different time limits on adjacent streets. High occupancy is common on blocks that have longer time limits such as the 10-Hour parking blocks in the Crossroads. There are also many blocks in the study area that do not have any form of restriction. These “free” spaces would typically be occupied for the entire day.

Our study has concluded that the current parking supply is sufficient to meet existing demand as well as a substantial amount of future growth in business throughout the CBD. However, there is still a public perception that parking is limited in Greater Downtown Area, which is the result of an imbalance of parking demand caused by business owners and downtown employees over utilizing the on-street parking. To improve on this condition, the City will have to effectively manage the public parking supply and establish policies and procedures that balance the demand between on-street and off-street parking. The implementation of recommended parking management strategies will balance the demand and improve public perception.

Off-Street Parking Operations

Introduction

The Parking Services Division is responsible for the operations and management of all city-owned parking facilities. This includes a total of approximately 8,150 spaces located in various garages and lots throughout the Greater Downtown Area.

The primary facilities, including the nine (9) city-owned parking facilities and three (3) surfaced parking lots make up the majority of the city-owned public parking inventory and have been analyzed for the purposes of this report. The following provides an overview of the City’s current operations and management and financial position of the off-street facilities.

Parking Rate Analysis

As part of our operational assessment, Walter P Moore conducted an evaluation of the current rate structure for the City’s off-street parking facilities. The rate structure was compared with national averages, benchmark cities and competing facilities within the Greater Downtown Area.

In general, Kansas City has a strong and well established rate structure for off-street facilities. The parking rates throughout the Study Area are below the national average and below comparable cities for both transient and monthly parking.

The rates charged in City-owned facilities for hourly, daily and monthly parking are slightly lower than the market rates charged in competing facilities. These rates have been established as a means to attract an increase in the market share and are not intended to establish the City as the “discount provider” of public parking.



The following summarizes the findings from our rate analysis.

Transient Parking Rates

The median daily parking rate within the Downtown Kansas City area is currently \$10.88, which is approximately 33% below the national median daily rate of \$16.12. The following tables illustrate the daily parking rates in Kansas City as compared to the US National Average as well as several selected benchmark cities.

Table 7 - Comparison of Maximum Daily Rates

Market	2011 Parking Rate Data		
	High	Low	Median
Kansas City	\$16.00	\$ 5.00	\$10.88
US National Average	\$24.25	\$ 9.12	\$16.12
Selected Markets:			
Charlotte, NC	\$20.00	\$ 5.00	\$10.00
Denver, CO	\$26.00	\$12.00	\$16.00
Des Moines, IA	\$12.00	\$ 6.00	\$ 8.00
St. Louis, MO	\$24.00	\$ 4.00	\$12.00
Indianapolis, IN	\$24.00	\$ 3.00	\$12.00
Louisville, KY	\$14.00	\$ 5.00	\$ 8.75
Milwaukee, WI	\$16.00	\$ 9.00	\$12.00
Minneapolis, MN	\$15.50	\$ 7.00	\$10.00
Oklahoma City	\$ 7.00	\$ 3.00	\$ 5.00
Pittsburgh, PA	\$25.00	\$ 7.00	\$17.75
Portland, OR	\$25.00	\$ 7.00	\$ 15.00
Seattle, WA	\$35.00	\$14.00	\$24.00

The median hourly rate in Kansas City is \$3.50, which is approximately 34% below the national median hourly rate of \$5.32. The following tables illustrate the daily parking rates in Kansas City as compared to the US National Average as well as several selected benchmark cities.

Table 8 - Comparison of Hourly Parking Rates

2011 Parking Rate Data			
Hourly Rates			
Market	High	Low	Median
Kansas City	\$ 6.00	\$ 2.00	\$ 3.50
US National Average	\$ 8.99	\$ 2.63	\$ 5.32
Selected Markets:			
Charlotte, NC	\$ 4.00	\$ 1.00	\$ 2.00
Denver, CO	\$10.00	\$ 2.00	\$ 8.00
Des Moines, IA	\$ 2.00	\$ 1.00	\$ 1.00
St. Louis, MO	\$ 4.00	\$ 1.00	\$ 2.00
Indianapolis, IN	\$ 3.00	\$ 1.00	\$ 2.00
Louisville, KY	\$ 3.00	\$ 1.00	\$ 1.75
Milwaukee, WI	\$ 5.00	\$ 3.00	\$ 3.00
Minneapolis, MN	\$ 5.50	\$ 4.00	\$ 4.00
Oklahoma City	\$ 2.00	\$ 1.00	\$ 1.00
Pittsburgh, PA	\$12.00	\$ 4.75	\$ 9.75
Portland, OR	\$12.00	\$ 1.50	\$ 5.00
Seattle, WA	\$13.00	\$ 4.00	\$ 9.00

Monthly Parking Rates

The City’s current rates for monthly parking are also lower than the national median rates. The City’s median rate for monthly unreserved parking is \$90.61 per month which is 42% lower than the median national unreserved rate of \$155.00. The following table illustrates the current monthly unreserved rates in Kansas City as compared to the national average as well as several comparable markets.

Table 9 – Comparison of Monthly Unreserved Parking Rates

2011 Parking Rate Data			
Monthly Unreserved Parking			
Market	High	Low	Median
Kansas City	\$136.00	\$ 65.00	\$ 90.61
US National Average	\$222.51	\$102.69	\$155.22
Selected Markets:			
Charlotte, NC	\$190.00	\$ 30.00	\$120.00
Denver, CO	\$200.00	\$100.00	\$175.00
Des Moines, IA	\$115.00	\$ 35.00	\$100.00
St. Louis, MO	\$200.00	\$ 45.00	\$ 90.00
Indianapolis, IN	\$155.00	\$ 60.00	\$120.00
Louisville, KY	\$150.00	\$ 25.00	\$95.00
Milwaukee, WI	\$160.00	\$ 50.00	\$125.00
Minneapolis, MN	\$290.00	\$ 55.00	\$125.00
Oklahoma City	\$ 97.54	\$ 45.00	\$ 90.00
Pittsburgh, PA	\$350.00	\$195.00	\$269.00
Portland, OR	\$210.00	\$ 130.00	\$185.00
Seattle, WA	\$400.00	\$200.00	\$294.00

The City’s median rate for monthly reserved parking is \$120.00 per month which is approximately 36% lower than the national median reserved rate of \$187.08. The following table illustrates the current monthly reserved rates in Kansas City as compared to the national average as well as several comparable markets.

Table 10 – Comparison Monthly Reserved Parking Rates

Market	2011 Parking Rate Data		
	High	Low	Median
Kansas City	\$155.00	\$ 94.00	\$120.00
US National Average	\$264.10	\$134.76	\$187.08
Selected Markets:			
Charlotte, NC	\$300.00	\$200.00	\$215.00
Denver, CO	\$275.00	\$185.00	\$225.00
St. Louis, MO	\$160.00	\$110.00	\$140.00
Indianapolis, IN	\$175.00	\$105.00	\$150.00
Louisville, KY	\$150.00	\$115.00	\$115.00
Milwaukee, WI	\$200.00	\$150.00	\$150.00
Minneapolis, MN	\$230.00	\$150.00	\$200.00
Pittsburgh, PA	\$400.00	\$225.00	\$290.00
Portland, OR	\$260.00	\$150.00	\$190.00
Seattle, WA	\$680.68	\$265.00	\$379.00

Market Rate Comparison

While it is important to gain an understanding of how the rates within the City's facilities compare to the national average and comparable cities, it is even more important to analyze the City rate structure as it compares to competing parking facilities within the Greater Downtown Area. Our analysis of the current parking rate structure for the city-owned facilities as compared to competing privately-owned facilities identified the following.

- The existing hourly rates charged in the City's parking facilities are consistently below the rates of the comparable market facilities.
- Daily rates between City and privately owned facilities are very consistent; however, the hourly rates in the competing garages are more aggressive.
 - City allows for a 30 minute grace period (free) which is not typical in privately-owned facilities.
 - Hourly rates are typically less in City facilities taking 5-6 hours to reach the daily max, as compared to 3 hours in private facilities.
- Rates for monthly parking charged in City facilities are significantly lower than rates charged in competing privately-owned facilities at 42% below market. However, the lower rates for monthly parking have been established to gain a greater share of the market.
- While slightly lower, the City is not considered the "discount provider" in the Market, which is a significant advantage.

The following table summarizes the average hourly, daily and monthly parking rates charged in city-owned facilities as compared to competing privately-owned facilities within the Greater Downtown Area.

Table 11 – Market Rate Comparison

Facility	Hourly	Daily	Monthly
City-Owned Facilities	\$2.76	\$12.90	\$65.00
Competing Private Facilities	\$4.00	\$ 13.50	\$113.00

As previously identified, one of the greatest variances with the rate structure is the fact that the City provides a 30 minute grace period for all transient parking. The rates below for hourly parking display both the first and second hour to account for the grace period. In order to adjust for the grace period, the average hourly rate for City-owned facilities has been calculated by using the average daily rate divided by the average number of hours (rate blocks) necessary to reach the daily maximum rate. In city-owned facilities it takes an average of 4.67 hours to reach the maximum daily rate, ranging from 4 to 6 hours. The average hourly rate of \$2.76 in city-owned facilities reflects the 30 minute grace period.

The following table indentifies the current rate structure at several City-owned facilities as compared with several competing facilities within the Central Business District.



Table 12 – Facility Rate Comparison

Facility	Hourly	Daily	Monthly
City Owned Facilities	1st hr – 2nd hr		
110 Garage	\$1.50 - \$3.00	\$ 15.00	\$65.00
11 th and Oak	\$2.00 - \$4.00	\$ 12.00	\$65.00
Auditorium Plaza Garage	\$2.00 - \$4.00	\$12.00	\$65.00
KC Live Garage	\$1.50 - \$3.00	\$15.00	\$0.00
11 th & Cherry	\$2.00 - \$4.00	\$12.00	\$65.00
City Facilities Average Rates	\$2.76	\$12.90	\$65.00
Competing Privately Owned Facilities			
Broadway Square	\$4.00	\$10.00	\$90.00
Cathedral Square	\$4.00	\$10.00	\$90.00
City Center Square	\$4.00	\$14.00	\$97.00
Town Pavilion Garage	\$3.00	\$15.00	\$94.00
Transamerica Garage	\$3.00	\$15.00	\$106.00
Twelve Wyondatte	\$4.00	\$13.00	\$125.00
811 Garage	\$4.00	\$12.00	\$85.00
Private Facility Median Rates	\$4.00	\$ 13.50	\$113.00
Variance City to Competing Facilities Median Rates	31%	4.5%	42.5%

Rate Adjustments

As previously stated, we found that the overall rate structure throughout the Study Area and within City-owned parking facilities has been well established. Based on the market rate analysis and given the current economic environment and occupancy levels our analysis does not support significant rate changes at this time. However, there are some rate strategies that the City should consider implementing as demand increases or to address other priority issues.

In addition, we have found that there is currently an unbalance of parking demand between the on-street and off-street parking systems in the Greater Downtown Area as there are a significant amount of vehicles in Downtown that are permitted to park on street for the entire day. This concept will be further addressed in the on-street parking operational assessment section of this report. However, as policy changes are implemented and on-street parking management is improved, we believe that many of these long-term patrons will move to off-street parking facilities. Rate adjustment strategies should be considered to facilitate these changes and to address the resulting increase in demand. These strategies include the following:

Transient (Hourly/Daily) Rate Adjustments:

- 1) Eliminate 30 Minute Free Parking** – Currently the City allows 30 minutes of free parking in all of their parking garages. This has been established as part of the rate structure and is provided as free parking more than a typical grace period. The 30 minute free parking is excessive for the downtown market and facilitates the frequent and unnecessary movement of vehicles from one facility to another. Our recommendation is for the City to eliminate the free parking

and establish a 15 minute grace period instead. The grace period should be “unadvertised” and only used to allow patrons to exit a facility if for some reason they enter the wrong facility or decide not to part in there. Eliminating the 30 minute free parking will not only increase revenue but will also promote a “park once” environment in Downtown.

- 2) Rate Blocks** – The City’s current transient rate structure is based on 15-20 minute intervals, typically referred to as “Rate Blocks”. As a revenue enhancing strategy, the City should consider establishing hourly rate blocks. This will allow the City to generate additional parking revenue without increasing the daily rates. Hourly rate blocks are the standard in similar downtown environments and in competitive facilities within the Kansas City market.

As an example, the hourly rate could be established as \$3.00 per hour (or any part thereof) as opposed to \$0.75 per 15 minutes. A 45 minute stay would equate to \$3.00 as opposed to \$2.25.

The disparity in rates is magnified when you consider the 30 minute free parking that the City currently offers. When the 30 minutes is factored in, a 45 minute stay equates to a \$0.75 ticket as opposed to \$3.00, which would be charged by establishing hourly rate blocks.

- 3) Balance On-Street and Off-Street Hourly Rates** – Currently, there is a significant disparity between the hourly rates charged in off-street facilities as opposed to the hourly rates charged for on-street parking; even though the on-street parking is the highest demanded and most convenient supply. This pricing disparity is common in cities across the country as most cities price their on-street parking according

to perceived economic thresholds, rather than on the basis of value.

While it may not be practical or economically feasible to completely correct this rate disparity, the City should take steps to better balance the rate structure between on-street and off-street parking. This concept will be further addressed in later sections of this report.

Monthly Rate Adjustments

- 4) **Monthly Rate Adjustment** - Currently the City's rates for monthly parking charged are significantly lower than rates charged in competing privately-owned facilities at 42% below market. As previously stated, however, the lower rates for monthly parking have been established to gain a greater share of the market.

The City should consider increasing monthly rates as demand increases to better align with the rates charged in competing market facilities. The City should effectively establish a threshold of monthly spaces per facility at the current rate. Once this limit is reached, monthly rates should be adjusted.

Based on the findings of our market rate analysis, the City could establish a monthly rate of \$85 for unreserved parking and still be significantly below the monthly rates charged competing private facilities.

- 5) **Tiered Monthly Rates** – Tiered rates for monthly parking should also be considered as a means to incentivize underutilized off-street parking facilities. This would allow the City to offer lower rate monthly parking in facilities that

have lower demand and higher rates in facilities that have the highest demand. This strategy is a very simple means to accomplishing demand based pricing for monthly parking.

- 6) Night-Time / Weekend Monthly Rates** – With the increase in restaurants and entertainment establishments throughout the Study Area and primarily within the Power and Light Entertainment District, the City should also consider establishing monthly rates that would attract employees that typically work in the evenings and on weekends. These rates should be lower than the typically monthly rate to encourage evening/weekend employees to utilize off-street parking as opposed to parking on-street. During our survey, it was determined that many evening/weekend employees occupy the on-street parking spaces. These spaces would better serve patrons of downtown businesses and not their employees.

Facility Operations and Management Agreements

In an effort to streamline and reduce the overall size government as well as enhance customer service, the City of Kansas City has developed management agreements with professional parking operators for all City-owned off-street parking facilities within the Greater Downtown Area. These contracts provide the City with comprehensive facility management and operations by national parking operators.

There are several key advantages of outsourced parking operations which the City has benefited from in recent years. The advantages of contracted parking operations for the City include:

- The operators provide industry expertise as well as national and local parking experience; which reduces the City's need to develop in-house capabilities.
- The oversight of day-to-day operations including the management of personnel and various contract services by the operators significantly reduces the City's management risks and responsibilities.
- The operators have the support of large corporate offices which reduces the City's Administrative functions such as billing and collection efforts.
- Labor including salary and benefits is provided at a lower cost and with increased flexibility of personnel. There is also an ability to increase services without increasing City employees.
- There is a reduced burden to the City's Human Resources Department as the operator is responsible for employee recruitment and training. It is also easier for the operator to discipline or terminate nonproductive employees.
- The private operators can serve as a buffer between the City and the Customer.

The current operating agreements are the result of recent competitive bid processes that have resulted in contracts with two national parking operators. The Parking Services Division Head is responsible for executing and effectively managing the operating agreements.

The primary services and requirements provided through the agreements include:

- Provide competent levels of management for the garages, including an on-site supervisor whose duties are limited to only the City garages.
- Provide adequate staffing levels during normal operating hours and during all special events. Staffing levels to be consistent with industry standards.
- Develop and maintain proper training programs for staff to include customer service and communication skills to ensure that employees and supervisors can effectively communicate with the public.
- Operate garages in a first-class manner to provide efficient, well-managed and safe off-street parking services to the general public.
- Collect all parking fees and other revenue generated as a result of operating the facility and deposit into City accounts on a daily basis.
- Provide professional maintenance and housekeeping throughout the facilities including garage floor areas, entrances and exits, elevators and stairs. Maintenance programs include but are not limited to removal of trash and debris, power washing and mechanical sweeping and snow removal.
- Provide detailed daily, monthly and annual reports on all facility related expenses and revenues consistent with standard industry practices.
- Coordinate facility operations with the City and key downtown stakeholders and participate planning and coordination efforts that impact facility operations such as special events and street closures.

- Provide all necessary licenses and insurance as required by local, state and federal regulations.
- The agreements require third-party audits to be performed on annual basis for each facility. The operators are responsible, at their own expense, to hire a third party to audit the books and financial records. Conditions are also provided should the audit reveal any “material discrepancies” in the reporting by the operator.

Standard Parking currently operates five (5) City-owned parking garages including:

- 110 Garage
- 11th and Oak Garage
- KC Live Garage
- President Hotel Garage
- 11th and Cherry Garage

Three of these facilities (110, KC Live and President Hotel) are included in a single agreement that covers the parking operations supporting the Power and Light District. Also, included in this agreement is the HR Block Garage, which is privately-owned facility that the City has negotiated evening use. The other two (2) facilities (11th and Oak and 11th and Cherry) are operated under individual agreements.

In addition to these garages, Standard Parking also manages two (2) surface lots for the City including the Argyle Lot and the McGee / Grand Lot.

Central Parking Systems was recently awarded the contract to manage the remainder of the City's off-street facilities including:

- Arts District Garage
- Auditorium Plaza Garage
- West Bottoms Garage
- Wyandotte Garage
- Baltimore Lot

At the time of our study, the contract with Central Parking systems had not been fully executed. However, Central Parking Systems was actively engaged and managing the facilities during the transitional period.

As part of our effort, Walter P Moore has evaluated the operating agreements as well as the performance of the city-owned parking facilities. The general results of our assessment for off-street parking facilities were very positive. City-owned parking facilities are well operated and maintained by the private operators and the City does an exceptional job of administering the contracts.

The key findings of our analysis include:

- Operating agreements have been well defined and are consistent with good business practices as well as industry standards.
- The City provides sound management and fiscal oversight of the operating agreements.
- Facility operating expenses including the management fees charged by the operators appear to be within industry standards for similar types of facility operations.

- There is a good working relationship between the City and the private operators especially with key management and supervisory positions.
- Both Standard Parking and Central Parking actively participate with City and Stakeholder planning and operational initiatives.
- Garages are professionally operated and appropriately staffed and are well maintained, clean and free of debris.
- There is a visible security presence in City-owned facilities including roving security patrols, cameras and emergency call boxes.
- Financial reporting is provided according to the terms of the contracts.
- Parking access and revenue control equipment in City garages is generally in a good working condition and well maintained.

While the operating agreements have been very well defined and the City is attaining a high level of performance from the operators, there are a few improvements to the contracts that the City should consider for future contracts. Suggested changes to future operating agreements would include:

Performance Based Incentive Fee – Parking management agreements often include incentive fees or bonuses for the operators, which give the operator an incentive to improve facility operations and financial performance. The incentive bonus can be based on revenue increase, expenditure savings or the results of a customer survey or some other performance grading method.

Incentives for operators can be very important in expanding the customer base in a competitive market.

Maintenance Schedule - There are several clauses in the current contracts that allow for penalties associated with non performance specifically for maintenance related items. Each contract should include a detailed maintenance schedule specific for each facility that identifies each task and the required frequency as prescribed by the City. Also, the contract should better define the owner's responsibilities for structural related maintenance and repair. Providing a better defined maintenance schedule is necessary to avoid more costly repairs in the future.

Access Control System – Currently, the maintenance and repair of the parking access and revenue control system is listed in the agreements as a City responsibility. In future agreements, the City should consider shifting this responsibility to the operators. Maintenance and repair of the access control equipment is typically provided by a third party contractor. While these contracted services would continue, shifting the responsibility to the operator would simplify the service request process and would reduce the City's responsibilities. Any replacement and/or upgrade of the system would remain a City responsibility.

Termination Notice – The current operating agreements provide for an "Operator Termination Notice" of not less than 60 days. The standard for such termination clause is typically 90 days. While uncommon, should the operator decide to terminate the agreement the 90 days would be necessary for the owner to find a new Operator.



On-Street Parking Operations

Introduction

As part of the Operational Assessment, Walter P Moore has conducted a comprehensive evaluation of the on-street parking system within the City of Kansas City. The purpose of the study was to:

- 1) Evaluate the Utilization and Occupancy of the On-Street Parking Supply
- 2) Assess the Turnover or Duration of Stay of Vehicles
- 3) Evaluate the Effectiveness of Parking Management Programs
- 4) Project the Overall Performance of On-Street Parking

Cities across the country often face challenges effectively managing their on-street parking assets. The most common challenges often include:

- Limited Resources
- Outdated Technology
- Conflicting Priorities Between Various User Groups
- Unbalanced Rate Structure
- Ineffective Local Codes and Policies
- Public Perception and Political Influence



The City of Kansas City faces many similar challenges that have an impact on the City's ability to effectively manage the on-street parking system. These challenges were identified at the onset of our study as part of our initial assessment and through information and input we received during the project kick-off and early stakeholder meetings. This initial input and analysis directed the study effort to focus on the on-street parking system.

On-street parking in Kansas City has been greatly impacted as a result of the downtown resurgence that has transpired in recent years. With the increase in restaurants, retail and entertainment establishments coupled with the rise in residential development there is an increased demand for convenient short-term parking, which is typically considered the best and highest use for on-street parking. This new demand base is a shift from the traditional business demand that the downtown was accustomed to for many years.

On-Street Parking Survey

Our effort included a review of on-street parking operations and management including collections, maintenance and enforcement of on-street meters and various time zoned parking districts throughout the Greater Downtown Area. In addition, a comprehensive study was conducted of various on-street parking districts throughout the study area. This evaluation included a block by block conditional assessment of over 1,200 on-street spaces throughout the study area and a license plate inventory of vehicles parked on-street over a 6-8 hour time period.

At the time of our survey, the City's on-street metered parking system included 1,558 spaces located throughout the Study Area. The highest concentration of parking meters is located within the Central Business District with a few metered blocks on outlying areas streets. The other districts throughout the Study Area primarily include time-zone parking ranging from 30 minutes to 10 hour parking time limits.

The following table summarizes the on-street parking spaces that were surveyed by district.

Table 13 – On-Street Parking Survey Data

District	Spaces Surveyed	Meters
CBD 1	95	48
CBD 2	185	61
CBD 3	106	82
CBD 4	63	52
Total CBD	449	243
Crossroads 1	134	0
Crossroads 2	210	0
Crossroads 3	151	0
Total Crossroads	495	0
River Market	292	0
Total	1236	243

A map of each district along with the detailed results of the survey is included as Appendix A of this report. The following illustrates a sample map from one of the Central Business District Zones.



Our survey efforts included an initial inventory of the on-street spaces on a block-to-block basis to evaluate various conditions such as location, regulations, signage, type of equipment and physical condition of the space. Hourly surveys and a license plate inventory was then conducted over a 6-8 hour period to determine

occupancy, duration of stay, compliance factor and the violation capture rate. This information was recorded and inputted into a database that has been used to analyze on-street parking demand and the overall effectiveness of on-street parking management. All surveys were conducted during normal operating and enforcement times. The complete results of our survey are included as Appendix A of this report. The following is provided as a summary of our survey effort and findings:

General Condition

Overall, the majority of meters that were surveyed were in good working condition. The primary on-street meter currently being used are single space digital meters that have been programmed to accept the City's Smart Card. The City recently installed several multi-space meters; however, these meters were not in operation during the time of our survey. While the meter technology is outdated, the inventory is well maintained with very few meters being damaged or broken. Less than 2% of all meters that were inspected were out of service during the time of our study. It was also very apparent that parking meters are routinely collected and inspected to ensure proper working condition and proper fiscal management.

Our survey also concluded that there is a large percentage of spaces throughout the Study Area that are missing signage or have not been properly designated. We found that over 12% of the spaces that were surveyed remain "Open" without posted time restrictions or meters. The majority of these free spaces are located throughout the Crossroads; however, a portion remains within the Downtown Loop or CBD.

Compliance

The compliance factor of parking meters relates to the percentage of occupied meters that are paid as compared to the meters that are unpaid or expired. The compliance factor has a direct correlation with effective parking enforcement which is also further outlined in the following section on violation capture rate. An overall compliance factor can also be applied to all types of on-street parking, such as time zones, by establishing the percentage of legally parked vehicles as compared to illegally parked vehicles. Our compliancy survey concluded the following:

- The meter compliance factor was only 54.9%, meaning that nearly half of the vehicles observed were parked at expired meters.
- The overall compliance factor for on-street parking was 65.4%, meaning that over one-third of all vehicles observed during our survey were parked illegally.

The following table summarizes the compliance factor for each district that was surveyed.

Table 14 – Meter Compliance Rate Data

District	Paid/ Legal	Expired/ Illegal	Compliance
CBD 1	46	21	68.7%
CBD 2	73	57	56.2%
CBD 3	116	104	52.7%
CBD 4	85	82	50.9%
Total CBD	320	264	54.8%
Crossroads 1	118	57	67.4%
Crossroads 2	140	86	61.9%
Crossroads 3	93	37	71.5%
Total Crossroads	351	180	66.1%
River Market	325	84	79.5%
Total	996	528	65.4%

Violation Capture Rate

The Violation Capture Rate refers to the number of issued citations as compared to the total number of observed violations. This percentage is calculated by taking the total number of issued citations and dividing by the actual number of observed violations. For the purposes of this comparison, only one violation per vehicle is counted regardless of the actual number of violations or the amount of time at an expired meter. Also, a vehicle parked at broken or missing meters or within a space where signage is missing does not count as a violation.

The overall violation capture rate of the meters that were surveyed was extremely low. During our on-street surveying effort, 497 parking violations were observed throughout the study area; however, only 3 issued violations were observed. This would equate to a violation capture rate of less than 1%. The majority of violations included:

- Expired Meters
- Exceeding Posted Time-Limits
- Parked in “No Parking” or “Loading Zones”

Specific block by block data that was collected illustrates the condition of vehicles monopolizing on-street parking for the entire business day including metered spaces as well as time zones and loading zones.

It is important to note, that the limited parking enforcement observed during our survey effort does not necessarily reflect a personnel performance or managerial issue. At the time the surveys were conducted, which occurred primarily during May/June 2011, Parking Services Division had several key vacancies that affected the overall parking enforcement effort. In addition to staffing, the

City faces many challenges that have a direct impact on the ability to enforce parking on a consistent and fair basis. These challenges include:

- 1) Limited Technology and Resources Necessary to Effectively Manage On-Street Parking
- 2) Complicated On-Street Parking Designations
- 3) An Ineffective Parking Enforcement Program (including schedules, routes, operational policies)
- 4) Policy Issues that Impact Enforcement and Collection Efforts

Occupancy

Our survey results indicate that the overall occupancy for on-street parking is approximately 57%. While the overall off-street occupancy was fairly consistent throughout the study area, there were significant variations on a block to block basis with certain blocks experiencing 100% occupancy for most of the day while other blocks were completely open.

The variations from block to block can easily be attributed to different parking restrictions. For example, while much of the on-street parking in the CBD is metered, certain blocks are still control as time zoned parking. These blocks would have significantly higher occupancy than the adjacent metered blocks. The same dynamic exists within areas of the City that have different time limits on adjacent streets. High occupancy is common on blocks that have longer time limits such as the 10-Hour parking blocks in the Crossroads. There are also many blocks in the study area that do not have any form of restriction. These “free” spaces would typically be fully occupied all day.

The following table summarizes the on-street parking occupancy for each district that was surveyed.

Table 15 – On-Street Occupancy

District	Occupied	Vacant	Occupancy
CBD 1	94	240	28.1%
CBD 2	241	275	46.7%
CBD 3	403	325	55.4%
CBD 4	228	213	51.7%
Total CBD	966	1053	47.8%
Crossroads 1	601	191	75.9%
Crossroads 2	563	421	57.2%
Crossroads 3	677	217	75.7%
Total Crossroads	1841	829	69.0%
River Market	907	905	50.1%
Total	3714	2787	57.1%

Duration of Stay

The average duration of stay, or the length of time that a vehicle was parked at an on-street parking space, was approximately 2.3 hours or 2 hours and 17 minutes. Similar to the overall occupancy indicated above, the duration of stay was fairly consistent throughout the study area; however, there were significant variations on a block to block basis. The variations from block to block can be attributed to the various parking restrictions as well as the limited parking enforcement.

In spite of the time zone variance and limited enforcement, the majority of vehicles were parked on street for a period of 2 hours or less. Of the 1,619 that we inventoried, 70.5% were parked on street for 2 hours or less. The following summarizes the percentage of vehicles and the duration of stay as observed during our survey.

Average Length of Stay = 2 Hours 17 Minutes (2.3 Hours)

- 1 Hour 54.9%
- 2 Hours 15.6%
- 3 Hours 7.5%
- 4 Hours 4.6%
- 5 Hours 2.3%
- 6+ Hours 15.1%

Recommendations to Improve On-Street Parking

The primary recommendations of our study have been developed with the intention to improve the effectiveness of on-street parking management. On-street parking is a valuable commodity and a critical component of a vibrant downtown. The highest and best use for on-street parking is to serve the short-term visitor and to promote the frequent turnover of spaces.

The most important aspect of on-street parking management that needs to be addressed is the City's parking enforcement program. Our study has identified deficiencies in parking enforcement that if left untreated can become detrimental to the business community throughout the study area. Many conversations that were engaged with the business community and key stakeholders centered on the lack of parking enforcement. In recent months, the City has implemented both staffing and technology improvements to improve enforcement efforts; however, additional improvements are necessary and will be addressed in our recommendations.

The City needs to implement a consistent and responsible parking enforcement program that will be outlined later in this section of the report. However, parking enforcement is only one aspect of parking management. Our primary recommendations to improve the overall on-street parking management include:

- 1) **Reduce and Standardize Time Limits** – Metered and time zone parking limits throughout the study area range from a minimum of 30 minutes to a maximum of 10 hour parking zones. Many blocks have multiple designations including as many as four different time restrictions. Having multiple designations confuses users and makes parking enforcement very difficult.

With a few exceptions, the City should standardize all on-street parking limits especially within the Downtown Loop and the Crossroads. Based on utilization and occupancy data as well as best practices and benchmarks that we have evaluated our recommendation is to establish a **two-hour time limit** in most areas of the study area. This two-hour time limit is supported by our survey which found the majority of users were parked on street for duration of less than 2 hours. The benefits from reduced and standardized time limits include:

- Encourages frequent turnover of spaces as employees and visitors that require longer term parking will move to off-street facilities.
- Eliminates customer confusion by standardizing blocks.
- Removes unnecessary street signage and clutter.
- Simplifies parking enforcement.

The two-hour time limit is intended to serve the short-term transient parking whose typical stay is less than two hours. This would apply to all metered parking areas as well as time zones throughout the study area. There may be certain areas that require shorter or longer limits; however, these are not the standard in a downtown environment. To address these special areas, the City should establish a variance process to amend posted time limits as well as strategies to effectively manage and communicate various parking time limits. The variance would have to be applied for by various property owners and would require the support of all affected property owners. At a minimum, the affected property owners should include all businesses within the defined block and on both sides of the street. Changes to time zones should also be implemented for entire blocks and



Unregulated Curbside Parking

not individual or a handful of spaces. This will alleviate confusion of users and simplify parking enforcement.

- 2) **Post Time-Limits in Unregulated Zones** - Many blocks throughout the study area, including areas within the Downtown Loop and the Crossroads, are missing any type of posted regulations. Our on-street survey found that over 12% of the parking supply was considered unregulated without any time-limit or restrictive signage posted. This includes areas in the CBD, Crossroads and the River Market District. These blocks are considered free and open parking and are typically monopolized by downtown employees who occupy the spaces for the entire day.

The City should take immediate steps to regulate all on-street parking throughout the Greater Downtown Area, especially blocks where there is an immediate need to provide short-term convenient parking for visitors and customers of downtown businesses. By posting time restrictions and promoting these spaces to turn over throughout the day, the City will essentially be increasing the public parking supply that is available for the transient user.

Several key areas that were identified as unregulated open parking blocks include areas in the CBD and throughout the Crossroads. Open parking blocks were discovered on predominant downtown streets such as McGee Street, Wyondatte Street and Baltimore Avenue. These areas will be further identified in the On-Street Parking Survey Results which is located in its entirety as Appendix A of this report.

- 3) **Improving Meter Technology** – Today, customers are willing to pay for convenient curbside parking especially in a sophisticated downtown environment. It's not the cost of

metered parking that is often criticized; however, it is the difficulty of finding and limited payment options that infuriate users. One of the strategies to gain public acceptance of meters is to improve meter technology.

Newer meter technologies enhance customer service by accepting multiple forms of payment, including cash, credit/debit cards, pay by cell, etc., while providing user friendly features such as on-screen instructions and clearly defined regulations. No longer do customers have to search their cars for coins. Newer meters also have many performance benefits such as on-line reporting capabilities and the ability to streamline parking enforcement.

Newer meters have also proven to increase revenue for municipalities. The increased revenue results from two key elements including: 1) by accepting credit card, customer often chose to pay for the maximum amount of time 2) newer meters reset after a vehicle leaves a space eliminating what is commonly referred to as “piggybacking”.

The City has recently implemented a pilot program that will include the installation of several multi-space meters in the Downtown Loop. This program should be expanded so that all coin operated devices are replaced or upgraded over a two year period.

Additional information on newer parking meter technologies and a comparison between single and multi-space meters is provided later in this section of the report.

- 4) **Expand On-Street Parking Meters** – Metered parking is commonly regarded as the best practice in the industry for managing curbside parking; especially in areas of high demand with diverse businesses such as retail and

restaurant establishments whose business is dependent on their customer's ability to find convenient short-term parking. Strategies should be implemented to expand on-street metered parking in specific areas that are warranted by demand. These areas are primarily within the central business district and neighboring streets within a 5-10 minute walking distance. The 5 to 10 minute walking distance typically represents a $\frac{1}{4}$ to $\frac{1}{2}$ mile based on national transportation standards.

The expansion of parking meters should be based primarily on demand but consideration should also be given to the relative distance to the CBD as well as paid off-street facilities.

As previously identified, our surveys revealed a significant amount of downtown employees parking on-street to avoid having to pay for parking in an off-street facility. While reduce time limits and better enforcement will improve these conditions, parking meters are necessary in certain districts to better management on-street parking and help balance the demand between on-street and off-street parking facilities.

It is important to note that we do not recommend metering all on-street parking throughout the study area; rather, our recommendation is to implement a systematic approach to expanding the City's metered parking system in a responsible manner. The City should establish key parameters such as demand factors, that when reached will cause the installation of parking meters.

- 5) **Extended Hours of Enforcement** – The hours of parking enforcement should be extended into the evening in areas

where there is a demand for evening curbside parking and as a means to discourage evening employees from monopolizing the on-street spaces all evening. To prevent employees from occupying curbside spaces all evening, hours of enforcement should be extended until at least 8:00 PM. Expanded hours of enforcement until 10:00 PM may be necessary in high demand areas such as the Power and Light District.

Extended hours of enforcement will have additional benefits for the City primarily by increasing the public safety presence throughout the Entertainment District. Evening parking enforcement also serves as a means to better manage secondary uses of the public right-of-way including valet parking operators and taxi cab stands.

- 6) Implement “Demand Based” Pricing Strategies (and Better Align On-Street and Off-Street Rate Structures)** – As previously identified, there is a significant disparity between the rate structure for on and off-street parking. Rates for off-street parking are typically based on demand and factor in costs associated with operating and managing facilities. Pricing for on-street parking; however, has been set according to perceived economic thresholds without any basis of value. To better align on-street parking rates with the rates charged in off-street parking facilities, the City should move towards demand based pricing where higher demanded spaces justify higher rates.

An increasing trend in the parking industry is to move towards true demand based pricing. Similar to airlines and hotel industries, demand based pricing allows operators to adjust parking rates based on occupancies. While the principal has been applied to off-street facilities for many

years, the trend is relatively new for on-street parking. There are newer technologies that are allowing cities to accurately measure real time on-street parking demand and adjust pricing throughout the day based on occupancy levels on specific blocks or districts. While the concept is revolutionary, these systems are still relatively new to the industry and are very complex and expensive.

There are however, similar pricing strategies that can be implemented without the need for complicated technology. For example, tiered rate structure based on proximity to demand generators is one method of adjusting rates to better balance demand. As the meter program expands to the outskirts of the CBD, the City should consider a tiered rate structure; where higher demand spaces within the heart of downtown would be priced higher and more comparable to off-street parking facilities. Staggered rates are another option the City could implement whereas the rates increase the longer a vehicle occupies a space.

While we are not proposing wholesale rate increases, the City should also take steps to balance the on-street and off-street parking rate structure. On-street parking is the most convenient and highest demanded parking for short-term visitors. The rate structure for on-street parking; however, is significantly below the rates charged in off-street parking facilities. That disparity is often the case in municipal parking systems. To improve on this condition, the City should effectively start increasing rates for the highest demanded on-street spaces.

- 7) **Improved Parking Enforcement** – The most important recommendation that will improve on-street parking management is for the City to establish better parking

enforcement throughout the entire study area. Successful parking enforcement will support the downtown business community by encouraging frequent turnover of the limited on-street spaces. These enhancements can be achieved in a customer centric method where parking regulations are enforced in a fair and consistent manner.

Enhancements to the City's parking enforcement program are outlined following this section with the key elements including:

- Increase Staffing
- Better Define Routes
- Routes should be defined to coincide with 2 hour time limit.
- Primarily walking routes.
- Equipment / Technology / Data Base Management
- Expanded Enforcement Hours
- Collections Procedures / Scofflaws / Adjudication

In order to improve parking enforcement the City has to implement policy changes that will support the overall management of on-street parking. The City's current policies governing on-street parking have created an environment that has limited the effectiveness of parking enforcement. Most significantly are the conflicting time zones throughout the Greater Downtown Area, where one block may have multiple time restrictions ranging from 1-hour to 10-hour parking. Standardized time zones are absolutely necessary to develop routine timed routes for enforcement officers.

8) Enhance Collections and Adjudication Process – The City should also implement a comprehensive parking violation processing and collection program that will improve revenue collections and enhance customer service. Improved processing and collection efforts for parking violations include creating multiple payment options for customers such being able to easily pay by phone, internet, or mail using multiple forms of payment. Also, customers should be able to pay in person at multiple locations throughout the City.

Furthermore, the City should establish an adjudication or administrative review process that will alleviate the burden on the Courts. A customer centric approach to parking enforcement and ticket collections allows for customers to have the ability to dispute a parking citation without having to appear in court. Often times, a dispute such as a missing sign, broken meter, or improperly displayed permit can be resolved without taking up valuable court time.

The new enforcement system should allow for improved collection efforts as well as the ability to facilitate an administrative review or adjudication process. While the City can establish these programs in-house, there are very responsible third party agencies that specialize in parking ticket processing, collections and adjudication. The City should consider outsourcing these functions either as a stand alone agreement or with other possible outsourcing initiatives. Third party processing and collections contracts typically provide cities with the following enhanced services.

- Comprehensive customer service program that handles all aspects of violations from the point of issuance through collection.

- Customized payment and collection program designed to increase revenue for the City.
- Processing of all customer communications such as courtesy notices, payment reminders, and customer disputes.
- DMV lookup services to obtain vehicle owner information from applicable state agencies on violator vehicles.
- Collection program to address past due violations (i.e. violations 30 days past the date of issuance).
- Payment programs that allow for automated collection of all customer balance dues and debit vouchers resulting from a customer's inability to pay past due violations.
- Legal collection services including attorney collection letters and legal action to collect larger outstanding balances.
- Comprehensive and real-time reports and accounting.

9) Develop Procedures to Address Scofflaws – With the exception of the Court process, the City and the Parking Services Division currently does not have the ability to address Scofflaws. A Scofflaw is typically defined as someone who has accumulated 3 or 4 past due or delinquent citations (past due being over 30 days from the date of issuance). The City's parking enforcement has to be able to address persons who refuse to follow the parking code.

Most cities have scofflaw procedures in place that can be administered by parking enforcement, the police department, local towing authority or other public safety agencies that support the management of on-street parking. This typically would include adding escalating late fees to unpaid citations and creating immobilization and/or towing programs. The new handheld devices that the City recently implemented for parking enforcement should allow for the City to manage a database and identify these habitual offenders.

Enhanced Parking Enforcement Program

Parking enforcement is often viewed as a “necessary evil” in a downtown environment. However, if properly implemented, parking enforcement provides a valuable service to the City, businesses and the public as a whole. Parking enforcement should be viewed as a means of managing a valuable and limited commodity. Parking enforcement provides public safety and revenue generation as well as a valuable public service that is often overlooked.

For parking enforcement to be effective, it is imperative that service be provided in a consistent and regular manner. There needs to be a routine presence in the areas with the highest demand. Staffing levels and routes should be designed to coincide with parking time limits.

A customer centric approach to parking enforcement would encourage frequent interaction with the business community and the public. Parking enforcement should be viewed as a means of educating and providing valuable information and interaction with the public. The emphasis should be on balancing the parking demand between on-street and off-street facilities.

The following is provided as an overview of the necessary program that will allow the City to enforce parking codes and regulations on a fair and consistent basis.

- Staffing – Based on size and complexity of the enforcement area, which is defined as the Greater Downtown Area, the City will require an enforcement staff of approximately 12-15 officers plus a supervisor that has an on-street presence. This staffing level is necessary to support current enforcement conditions. Personnel will have to be increased should hours of enforcement be extended to include evening or additional weekend hours. Enforcement officers should receive customer service training as well as conflict resolution.
- Routes – Defined enforcement routes should be established so that officers have a regular presence in the same area throughout the day. Each route should coincide with the established time limit. For example if the time limit is established as two hours, the enforcement route should take no more than two hours to complete during the highest peak condition. The general condition would have each officer patrolling an area that has approximately 300-400 parking spaces, which could vary depending on demand and proximity of the spaces within the district (i.e. higher concentration of spaces should allow for more efficient enforcement depending on the occupancy condition).
- Routes in high demand areas, especially in the CBD, Crossroads and River Market Districts, should be established as walking routes or possibly cycling routes. Whenever possible, enforcement officers should be on foot and be seen by the public and business community.

Vehicles should only be used in the far outlying areas or for officers to move from one district to another if necessary.

- Technology Enhancements – The City recently implement wireless handheld electronic devices for citywide law and code enforcement, which is intended to include parking enforcement. At the time of our study, these handheld devices had not been fully implemented and parking enforcement was still issuing manual paper citations. Once implemented, the new handheld units should greatly enhance parking enforcement providing greater efficiency and capturing valuable data that will improve the overall management of parking enforcement.

However, the issuance of the citation is only one aspect of parking enforcement. The City will have to ensure that citations are properly processed and collected as effectively as possible. Newer technologies can greatly enhance collection efforts, which can be implemented in-house or through a third party provider, as well as scofflaw procedures if properly implemented and managed. To improve collection efforts, parking ticket data bases should be integrated with other parking and revenue collection systems such as monthly parking, business licenses, DMV registrations and state and local tax assessments. New technologies can also promote customer centric enforcements policies such as allowing for and tracking first time warnings for new enforcement districts or extended enforcement hours.

Since the new citywide system has not been applied to parking enforcement we were not able to verify the full capabilities. However, we understand the system has

sufficient capabilities to effectively issue citations and enhance the collection process.

- Parking Enforcement / Operations Office – As part of the improved parking enforcement effort, the City should relocate the parking operations office to the Greater Downtown Area, preferably in the CBD or Crossroads where parking enforcement is most critical. Currently, parking operations and enforcement are based out of Public Works Traffic Operations which is located outside of the core enforcement area. Having a physical presence in the CBD will enhance parking enforcement by reducing trip times to and from enforcement districts; creating a better public awareness of parking enforcement and improving management oversight of enforcement.

Outsourcing On-Street Parking Management

As part of our study, Walter P Moore considered the advantages and disadvantages of outsources parking enforcement and management functions. Outsourcing parking enforcement as well as other aspects of on-street parking management such as collections and maintenance has steadily been increasing in recent years as cities face increased financial pressure. There are many benefits to contracting out on-street parking operations including:

- Increase Revenue
- Reduce Operational and Capital Costs
- Enhanced Access to Newer Technologies and Equipment
- Shorter Implementation Time
- Reduced Exposure to Financial Risk
- Reduced Need to Develop In-House Capabilities
- Reduced Management Responsibilities
- Increased Ability to Provide Additional Functions Without Increasing Employees

However, if not implemented correctly, there can be disadvantages created by outsourcing parking enforcement. These disadvantages include:

- Reduced Customer Service and Changes in Public Perception
- Loss of Expertise
- Unrealized Financial Gains

The City of Kansas City has a solid history of outsourced operations of their off-street parking facilities and effectively administering contracts with private parking operators. Outsourcing on-street operations should be considered in the same light as off-street

facilities. We see outsourcing the on-street parking operations as a viable option for Kansas City. However, there are several issues that should be considered before a decision on outsourcing can be made.

- 1) Does the City want to invest in new meter technology and would the effort be expedited through the outsourcing initiative?
- 2) What type of contract would be considered, management fee, incentive based or revenue sharing?
- 3) Will policy changes such as reducing time limits be implemented?
- 4) What is the desired level of enforcement that the City anticipates?
- 5) Can the City implement policies and procedures to address scofflaws and improve collections?

One concern with outsourcing is that based on current policies and practices, the City does not have an extensive history with parking enforcement. Current parking ticket issuance is relatively low and up until now parking tickets have been manually issued on paper citations. Unfortunately the current system does not provide for good historical data on issuance and collections. Without historical data, it would be difficult to develop the financial parameters of a comprehensive on-street parking management contract.

Without the benefit of good historical data, the City would be at a disadvantage developing a request for proposal and negotiating a contract. It may be more prudent for the City to take immediate steps to improve enforcement in-house before considering outsources. Immediate improvements would include:

- Reducing / Standardizing Time Limits
- Capture Undesignated Spaces

- Filling Vacant Enforcement Positions
- Developing Regular Enforcement Routes that Coincide with Revised Time Limits

These immediate initiatives along with the full implementation of the City's new electronic handheld citation system will greatly enhance parking enforcement and will provide the necessary data and reporting to better analyze future scenarios.

As an alternative, outsourcing on-street parking management can also be implemented as a means to enhance the existing level of service provided by the City. Our primary recommendation is to expand parking enforcement which will include increasing the number of enforcement officers. This increase or part of the increase could be accomplished through an outsourcing initiative. There are very successful models of Cities that have outsource a portion of enforcement and have retained their internal staff as well.

Information on successful outsourcing programs from selected municipalities is provided in later sections of this report.

Cost Comparison: Contracted vs. In-House On-Street Parking Operations

Walter P Moore has evaluated the current operating expenses for the City's On-Street Parking Operations including both parking enforcement and parking operations. We have also projected expenses for the above mentioned enhanced parking enforcement program. Using these projected expenses as well as data collected from other municipalities and private operators, we have been able to conduct a cost comparison for outsourcing on-street parking operations.

After reviewing city expenses related to collections, maintenance and enforcement of the on-street parking system, we have determined that there is a very strong potential to reduce operating expenses through a private third-party operating agreement. The primary cost savings would be realized through personnel savings as the average salary and benefits of private operators is significantly lower than the City's personnel expenses.

Our evaluation has concluded that total salaries for a private operator would be approximately 25-30% lower than the City's expenses for the same level positions. As an example, the City's average salary and benefit expenses for a Traffic Control Officer assigned to Parking Enforcement is approximately \$40,000 a year. The equivalent position with a private operator is approximately \$28,000 per year.

The following is provided as an overview of the cost comparison between projected expenses of in-house and contracted operations.

City In-House Operations:

The City's estimated annual budget for Parking Control Services is approximately \$1,250,000. This amount includes salaries and operating expenses associated with Parking Administration, Parking Enforcement and Meter Operations (Collections and Maintenance). This annual budget amount can be adjusted by \$250,000 to account for Parking Administration. Therefore, the annual amount associated with Parking Enforcement and Meter Operations is approximately \$1,000,000.

Current Annual Expenses for Parking Control	\$1,250,000
Parking Administration	<u>(\$250,000)</u>
Base Budget Parking Operations	\$1,000,000

The current base budget for Parking Operations includes all salary and operating expenses associated with Parking Enforcement and Meter Operations including all authorized personnel expenses for the current fiscal year.

Our recommendations to enhance Parking Enforcement would require an additional eight (8) Traffic Control Officers. Using the City’s current salary schedule for an entry level position, the salary and benefits associated with (8) new traffic control officers would total approximately \$275,000.

Base Budget Parking Operations	\$1,000,000
Enhanced Parking Enforcement	<u>\$275,000</u>
Total Projected City Expenses	\$1,275,000

Note: The recommended enhancements to Parking Enforcement would require operating and equipment expenses mostly associated with the handheld wireless ticket issuance devices. This expense is estimated at \$3,000 per unit or a total one-time expense of \$24,000. The cost of additional equipment has not been included in our cost comparison as these expenses would be the same with either in-house or contracted operations.

Outsourced Parking Operations:

Walter P Moore has reviewed various municipal contract operations and has obtained pertinent information from national parking operators that have experience managing downtown on-street parking systems. This analysis has allowed us to project budgetary expenses for contract operations should the City decide to consider outsourcing.

Based on the geographical size of the Greater Downtown Area and the complexity of the on-street parking system we estimate that an

annual contract for on-street parking management would amount to approximately \$925,000. This amount would include the enhanced parking enforcement program as described above. The estimated \$925,000 expense would equate to a savings of approximately \$350,000 annually or 27.5%.

Total Projected City Expenses	\$1,275,000
Projected Contract Expenses	<u>\$925,000</u>
Difference	\$350,000

The estimated operating expenses do not include the expenses associated with the hand-held devices as mentioned above. However, the budget does include capital expenses for the operator associated with the initialization of the contract (i.e. office equipment, computers re-keying of meters, etc.).

It is important to note that the projected cost savings associated with contracted services is based on estimated salaries and operating expenses, which have been derived from other municipal contracts and pricing provided by private operators. A detailed operating plan and budget would be necessary to verify these costs, which would be obtained during the procurement process.

Based on information provided from operators and research conducted on other municipal parking operations, there are several key differences between in-house operations and contracted operations which impact the annual budget projections. These differences include:

- **Use of Part-Time Labor** – While the City’s Traffic Control Officers are all full-time employees, private operators will often use part-time employees for parking enforcement. This allows for lower overall salary and benefit expenses while at the same time creating more flexibility in scheduling. Instead

of 14 full-time officers, a private operator may use 20-25 part-time employees or a combination of full-time and part-time employees to attain the same level of enforcement.

- **Management Structure** – For an operation the size of Kansas City, the management structure of a private operator would typically include a General Manager and an Assistant Manager, which would oversee all on-street operations. In addition, the private operator would include two (2) Supervisors that would provide on-street supervision to enforcement and collection efforts.
- **Management Fee** – The management fee projected for this type of operation is estimated at \$75,000. The management fee is typically the profit that the operator realizes through this type of management agreement.

For the purposes of this comparison, we have evaluated and projected expenses based on a straight management agreement without any type of profit sharing or incentive program. Additional benefits may be realized if the City considers structuring an agreement that would provide the operator with an incentive or a percentage of revenues in return for a much larger capital investment made by the operator. The capital investment would typically be in the form of new or upgraded parking meters. The City should expect a significant increase in revenue from the new technology, which would more than offset the cost associated with the incentive fee or profit sharing. Additional information on enhanced meter technology is provided in the following section.

The preliminary budget and saving estimates have been established to provide the City with comparative cost data. It is important to consider the potential savings in context with the associated advantages and disadvantages of outsourcing. Should the City consider outsourcing on-street operations, a Request for Proposals

(RFP) or a Request for Information (RFI) would provide pricing information and a more defined operating plan.

Technology Enhancements

The following information is provided in support of our recommendation and the City's recent effort to begin replacing and/or upgrading the current meter inventory. As previously discussed, the City has recently installed several multi-space "pay by space" meters in the Downtown Loop. These meters are intended to improve meter parking revenue and customer service. Many cities in the United States have recently implemented new multi-space meters which have significantly increased revenue by an average of 40-50%. These cities include Philadelphia, San Diego, Syracuse, New York and Washington DC.

Multi-space meters can have a positive impact on revenue by eliminating piggybacking (overpaying a meter which provides time to the next user of the space); increasing the overall supply of spaces by reducing traditional space length requirements; and increasing user market share by offering greater payment options.

However, there are other factors that contribute to the overall revenue performance of metered parking regardless of the system that is used. These factors include but are not limited to: location and rate structure; proper enforcement/compliance, working condition of the meters, user-friendliness; public's understanding of the meters and various payment options. Therefore, the increase in revenue associated with the conversion to multi-space meters is often the result of improved operations as well as improved technology.

The following is provided as an overview of the advantages and disadvantages associated with single space and multi-space meters.

Advantages of Single Space Meters:

- Single Space Meters are Proven and Reliable
- User Friendly - Meter is Located Directly Next to the Parking Space
- Public Awareness is Easy – Requires Little or No Additional Signage
- Cost Effective – Immediate ROI
- Maintenance is Simple
- If Meter Fails, Only One Space is Affected
- Minimal Site/Civil Work Required for Installation
- New Wireless Meters Accept Credit Cards
- Less Consumable Materials
- Good Battery Performance

Disadvantages of Single Space Meters:

- Harder to Administer Collection
- Meters Become Inoperable when Coin Vault is Full
- Single Space Meters Require More “Curbside” Linear Footage
- Credit Card Technology for Single Space is Relatively New
- Limited Payment Options
- Poles Unsightly (Urban/Streetscape Clutter)
- Older Meters Difficult to Audit

Advantages of Multi Space Meters:

- Accepts All Payment Methods (Coin, Bills, Credit, Debit and Smart Cards)
- Increased Revenue by Eliminating Piggybacking
- Increased Revenue by Maximizing the Number of Spaces
- Advertising Options on the Display or Side of the Machine
- Real Time Remote Monitoring For Maintenance and Audit
- Lower Collection Cost
- Maintenance and Collection is Centralized

- Machines are Smart (Can send notification when coin box should be emptied, out of paper, etc.)
- Aesthetic Improvements to Streetscape
- More Cost Effective for Larger Lots/Blocks (over 10 spaces)

Disadvantages of Multi Space Meters:

- Costly to Repair; Replacement Parts are Expensive
- Can be Confusing to Operate
- If Machine Fails, The Entire Block/Lot is Affected
- On-Going Costs for Communications, Warranty/Service Agreements
- More Consumable Materials
- Requires User to Walk to Machine and Back to Vehicle
- Difficult for Motorcycles and Convertibles
- Higher Capital Costs than Single-Space Meters
- Inconvenient to Users in Bad Weather
- More Mechanical and Moving Parts - Increase the Likelihood of Mechanical Failures.
- Requires Additional Signage

It is important to note that not all of the above mentioned advantages and disadvantages apply to various forms of technology. As an example, there are two distinct types of multi-space meters, pay-and-display and pay-by-space. Both systems utilize a central pay station; however, pay-and-display meters print a timed receipt for users to display on their windshield while pay-by-space meters utilize numbered spaces which are signed and preprogrammed into the meter. Overall, for Kansas City, we believe there are greater advantages with the pay-by-space meters technology. Specifically these advantages include:

- Customers do not have to return to their vehicle to display the receipt.

- Simplifies enforcement as the officer can easily tell which spaces have been paid or are expired without looking at the timed receipts.
- Works better in cold environment, where snow and ice would be a deterrent to properly reading timed receipts.

There are several disadvantages to the pay-by-space meters which the City should be aware of. These disadvantages include:

- No net gain of spaces that is typically associated with the pay-and-display meters as all spaces have to be clearly marked and signed. The number of spaces is typically increased in a pay-and-display environment as spaces do not have to be individually delineated.
- Additional costs and effort associated with properly signing all on-street parking spaces.
- Confusion for first-time users or customers that are not familiar with pay-by-space meters.

Recently, new technologies have been introduced that combine many of the advantages of a multi-space and single-space meters. New single-space meters that accept credit cards and offer a vehicle detection device that aids in eliminating ‘piggybacking’ are gaining in popularity in many cities with recent installation in San Diego, Denver, Newport Beach and Los Angeles.

These new meters differentiate from traditional single-space meters by offering:

- Mechanism that accepts payment by coin, credit card, debit card and smart card.
- Wireless network and connection to a web-based Management System.

- Solar powered with rechargeable battery pack.

The new single space meters have several advantages over the multi-space meter including:

- Ease of installation. The new meters fit into the current meter housings allowing meters to be upgraded in just a few minutes.
- The existing meter infrastructure is maintained and sidewalks are not disrupted with large installation projects.
- Lower capital costs for equipment and installation.
- Single space meters are user friendly and require no additional signage or public education efforts.

The primary disadvantage of these new meters is the on-going service fees associated with wireless connectivity. Multi-space meters have the same associated fees; however, for single-space the costs are multiplied by the number of individual mechanisms.

The City should consider establishing a pilot program with a reputable manufacturer of wireless single space meters that accept credit cards. The pilot program would give the City an opportunity to compare the operations, costs, revenue generation, and public acceptance of the single-space meter as compared to the new multi-space meters.

Elimination or Reduction of Meters

Our study also considered the concept of eliminating or reducing the use of parking meters throughout the downtown area and establishing on-street parking as “free” time zones. This concept has been discussed in recent months by the Parking and Transportation Commission and the Downtown Council Infrastructure Committee. While this initiative is being proposed as a

means to make downtown more business friendly, we believe the elimination of parking meters within the downtown area would be detrimental to businesses.

The following is provided as background information on the concept of eliminating meters in the downtown as well supporting information on our position that the meters should remain.

Metered Parking vs. Time Zone Parking

Parking meters remain the best method of managing on-street parking and balancing the parking demand between on-street and off-street facilities, especially in a downtown parking environment that has paid off-street parking. Cities across the country are expanding the use of parking meters to better manage curbside parking and using newer technologies to enhance customer service and streamline operations. The following is provided as a comparison of metered parking to time-zone parking within a downtown central business district.

Metered Parking

Advantages (Pros):	Disadvantages (Cons):
Balances parking demand between on-street and off-street parking within a paid parking environment.	Equipment needs to be regularly collected and maintained.
Promotes the frequent turnover of spaces thus creating more parking capacity for short-term visitor parking.	Older coin-operated meters need to be upgraded.
Reduces downtown traffic.	Adds "clutter" on the sidewalks.
Provides parking options for patrons. Charges for convenience.	Security issues. Although modern meters are very secure, they are still subject to vandalism.
Supports off-street parking system (both public and private facilities).	

Parking meters are relatively self regulating and easy to enforce.	
New meters accept multiple forms of payment (Credit and Debit Cards, Pay by Phone, etc.)	
Can be used to provide valuable public information.	
Revenue generating.	

Un-Metered Parking (Free /Time Zone)

Advantages (Pros):	Disadvantages (Cons):
Reduces sidewalk “clutter”.	On-Street parking will be monopolized by downtown employees not customers.
Requires less maintenance and no collection.	Significantly impacts businesses, especially small “street front” businesses that depend on curbside parking.
Politically supported.	Creates the perception of “No Parking”.
	Increase downtown traffic as people search for free parking.
	Time zone parking is difficult to enforce.
	Patrons are less likely to obey the time limit, which often increases ticket issuance.
	Signage can be confusing and unsightly.
	Impacts transportation initiatives.
	Loss of revenue for the City and private property owners.

By eliminating parking meters, on-street parking will be monopolized by downtown employees and not customers. Even if time limits are implemented, without the presence of parking meters, on-street parking will become very difficult to enforce. The free spaces will be the first choice (as compared to paid off-street parking). Traffic in the downtown will also increase as people circulate in search of free parking. The overburdening of on-street parking as well as new

enforcement requirements will have a negative impact on the public's perception of parking in downtown.

Parking meters remain the best method of managing on-street parking and balancing the parking demand between on-street and off-street facilities, especially in a downtown that has an established paid parking environment. We believe customers are willing to pay for convenience and would much rather pay a meter for a valuable curbside space than have to pay a parking ticket. Parking meters are also relatively self-enforcing, as most people want to follow the rules. Customers are more aware of their time limits at meters than they are when parked in a signed time-zoned parking as the meter reiterates the amount of time that they have purchased.

License Plate Recognition (LPR) Enforcement

As part of the initiative to eliminate parking meters, it has also been proposed that City should implement a more stringent parking enforcement system that utilizes License Plate Recognition (LPR). As previously identified, time-zone parking districts (without the presence of parking meters) are very difficult to properly and effectively enforce.

The concept of LPR enforcement system is based on sophisticated digital cameras mounted on parking enforcement vehicles which would continuously circle the district recoding license plates on intervals consistent with the time limits (i.e. every two hours). If a vehicle is observed by the LPR camera as being parked past the time limit, a ticket is automatically issued. The loss in revenue from parking meters would be offset by a significant increase in parking tickets.

While there are successful applications of LPR systems that improve parking enforcement and public safety; in general, we do not

support the concept of eliminating parking meters and implementing LPR based parking enforcement.

LPR systems are typically used as a supplement or to enhance parking enforcement and not as the sole means of enforcement. Common applications include off-street parking enforcement in areas where there is controlled environment (such as a permit controlled surface lot where there is an existing database of authorized licenses plates). LPR systems are also used to enforce scofflaws, which also relies on an existing database. Using LPR systems for general time-zone enforcement is not as effective and would require a significant effort. This type of implementation for LPR systems is relatively new in the parking industry and still unproven.

We believe that the LPR system outlined above would have a negative impact to the downtown business community and would create a poor public image for the City. Our recommendations to improve parking enforcement focus on a customer centric approach, which is contradictory to the LPR enforcement program. Parking enforcement should include frequent interaction with the public and business community. Enforcement officers should have regular routes that are primarily walking routes. Having an employee presence on the street and sidewalk has a direct benefit to the community as a whole enhancing both public safety and customer service. An automated LPR system will take away the human interaction as well as the ability to for officers to use judgment and proved assistance to customers and visitors.

Benchmark Data

Parking Enforcement for on-street parking is one aspect of parking operations that municipalities have battled and debated for many years. We feel Parking Enforcement is a required component of any

good parking program, but developing and implementing good policies and procedures for such a program is very critical. The message or perception thereof a Parking Enforcement Program should not say “don’t come and park with us because you will be ticketed, booted and/or towed”. The message a Municipality should be sending is “come park with us and enjoy our City”.

There are several components to be considered when developing a good Parking Enforcement Program for your parking operations. The following examples are of a few aspects of a successful Parking Enforcement Program that some Owners and Operators have done around the country.

Parking Scofflaw - St. Louis, Missouri - The City of St. Louis considers any violator who accumulates at least four (4) outstanding parking tickets a Parking Scofflaw and maintains an updated file with a listing of these vehicles. An outstanding parking ticket is one that is unpaid at least sixteen (16) days after the ticket issue date. The City’s Parking Division’s boot crews are authorized to apply a booting device to any vehicle that is on this list. Once a vehicle has been booted and is immobilized, it is subject to immediate tow. The City utilizes their own vehicles as well as contracted tow trucks to tow booted vehicles to a holding and storage location. Once booted and prior to towing of the vehicle a violator may have the boot removed by showing that the Parking Division has received adequate proof that the parking scofflaw has paid all outstanding fines and fees for the booted vehicle.

All of this information is readably available on the City’s website with specific directions of how and where all fines and fees can be paid.

Adjudication Process – Norfolk, VA – The City of Norfolk has established a very customer friendly approach to addressing disputed parking citations. Parking citations can be appealed

through an Administrative Review process by completing an online form. This process must be initiated within the first 21 days from the issuance of the parking citation and can be completed for paid citations. Once the Administrative Review process is complete, a notification of the decision will be forwarded to the patron. If the patron does not agree with the decision of the Administrative Review, the patron has 15 days from the date of the response to set a date to dispute the parking citation in the Norfolk General District Court.

Adjudication Process – Alexandria, VA – The City's Parking Enforcement officers regularly patrol to enforce regulations concerning the operation of vehicles as well as stopping, standing and parking on the City's streets. The Treasury Division is responsible for processing the payment of any citation issued by Parking Enforcement and for enforcing the collection of unpaid fines and penalties related to those citations. The Parking Adjudication Office is responsible for adjudicating citizen complaints about citations.

Citizens desiring to contest a parking citation may do so by requesting a hearing at the Parking Adjudication Office. Cases may also be heard in the Parking Adjudication Office on a walk-in basis. Customers also have the ability to contest a citation by filling out the online Parking Citation Adjudication Request. The citation will be suspended pending the outcome of the adjudication. During this process interest and late fees are not applied and no collection actions are taken. In most cases, a letter explaining the result of the adjudication is be mailed within three to four weeks.

Adjudication Process – Denver, CO – The City of Denver has adopted an adjudication process for disputed parking citations through their municipal court. To contest a parking ticket the individual must appear in person at the Denver County Court

Parking Magistrate's Office. At this meeting a magistrate will listen and offer consideration on the fine amount. If the individual is not satisfied with this offer, a court date will be set for the individual to take his/her case before a judicial officer for final hearing. The ticketing officer will be present at the hearing. An individual has the right to request an investigation if they feel the meter failed to operate properly and/or there was some other circumstance that justifies their case.

Private Collections – St. Louis, MO – It is not uncommon for municipalities around the country to accumulate thousands of unpaid parking tickets on their books. To eliminate the administrative headaches and staffing requirements to collect on these unpaid tickets, several municipalities are outsourcing the collection process for on-street parking violations. Some of the benefits that can result from doing this include:

- Increased Revenue and Improved Cash Flow
- Labor Savings or the Ability to Reassign City Staff to Other Priorities
- Enhanced Technology and Systems Integration.
- Improved Customer Service.
- Proven Collection Methods and Systematic, Professional Collections Approach

In 2004 the City of St. Louis, Missouri had 80,000 unpaid tickets languishing on their financial books. At that time and following the lead of a few other larger municipalities the City of St. Louis contracted the duties of parking enforcement and collections to a third party. In the first year of this new contract the City experienced an initial 15% increase in collections the first year, an overall collection success rate in excess of 65% and the parking ticket income doubled from the previous year.

Outsourcing On-Street Parking Operations, Newport Beach, CA – Privatization of on-street parking operations and enforcement when done properly can result in, and be viewed as, a positive rather than a negative for Owners and Municipalities. The City of Newport Beach, Virginia is one recent example of this. Central Parking System was recently awarded a 7 – year contact with the City to manage their on-street parking operations. Some of the things that the City and/or the parking patrons will benefit from under this contact include:

- Installation of approximately 2,600 new parking meters which become the City's property and give users the flexibility to pay parking fees with a credit card or a cell phone.
- Guaranteed revenue stream for the City.
- Sharing of any additional revenue generated over and beyond the set guarantee.
- Benefits of the operational and management tools provided by a National Parking Operations Management Firm.
- Proven Parking Enforcement and Collections policies and procedures.

Revenue Enhancements

The recommendations provided in this section have been established with the primary focus of improving the overall management of the on-street parking system. On-street parking is a valuable commodity and a critical component of the Downtown parking supply. Our recommendations are intended to better manage on-street to better serve the short-term visitor and to promote the frequent turnover of spaces.

At the same time; however, the strategies contained in this section will also have a positive effect on parking revenues for the City. By

effectively managing and enforcing on-street parking, the City will generate additional revenue from on-street parking meters, off-street parking facilities, parking violations and improved collection efforts. A significant increase in revenue will be realized even without raising parking rates.

The following is provided as a summary of the revenue impacts associated with the strategies to better manage on-street parking.

- **Improve Compliance** – Our survey indicated that the overall compliance at parking meters throughout the CBD was 54.8% (meaning that almost half of vehicles we surveyed were parked at expired meters). With an effective and consistent parking enforcement program, the City will could increase compliance to 85%. This would increase meter revenue by approximately 50%. With estimated annual revenue from parking meters being \$850,000, improving compliance to 85% could generate as much as \$400,000-\$450,000 on an annual basis.
- **Improve Violation Capture Rate** – Effective parking enforcement will improve the violation capture rate thus increasing the revenue from parking citations. It is difficult to estimate annual ticket issuance and the associated revenue from parking citations based on the current available data. Our survey; however, has concluded that the violation capture rate in Kansas City is less than 1%. For cities with effective enforcement programs, the violation capture rate can range from 20-25%. (However, the overall volume of violations is also reduced with better enforcement). We are not suggesting increasing ticket issuance as a means to solely generate additional local revenue; however, the City should expect a natural increase in ticket issuance through the improved enforcement efforts. Based on the results of

our survey and a comparison to other municipalities, we anticipate that revenue from parking violations can be increased by at least 20-25% with better enforcement.

- **Meter Technology Improvements** – There will be an increase in revenue as the City replaces coin operated meters with newer meter technologies that accept multiple forms of payment including credit/debit card. The increase in revenue results from two key elements including:
 - Credit card customers often chose to pay for the maximum amount of time.
 - Newer meters reset after a vehicle leaves eliminating what is commonly referred to as “piggybacking”.

While several cities have reported revenue increases as much as 45-50% from new meter technology, a more conservative estimate for Kansas City would be a 10-15% increase. The conservative projection is based on the current condition of the City’s meters which we found to be in very good working order.

- **Standardized Time Limits** – Standardized time limits of 2-Hours, for all on-street parking, especially in the CBD and adjacent areas, will also have a positive impact on parking revenues. The 2-Hour time limit will move long-term parkers from the street to off-street parking facilities.
- **Collection Efforts** – The City will realize additional revenues with improved collection efforts and policies to address scofflaws. Because of the limited data on parking tickets and collection ratios it is difficult to project this revenue increase. Many cities have reported collection increases of 25-30% associated with a third-party contract for citation processing and collections.

Policy and System Enhancements

As part of our study effort, Walter P Moore has also reviewed parking policies that have affected the Greater Downtown Area and has developed strategies and recommendations to improve or enhance the overall management, operations and financial position of the City's Parking System. This section addresses policy enhancements that are intended to focus on the following key principals:

- Support Business Development and Retention throughout the Greater Downtown Area
- Improving the Effectiveness and Efficiency of Municipal Parking Operations and the Downtown Public Parking System
- Develop Strategies to Improve the Utilization of Available Parking Supply and Properly Balance Parking Demand
- Promote a "Park Once" and a Shared Parking Environment throughout the Greater Downtown Area
- Rightsizing the City's Parking Supply based on Current and Future Demand
- Improve Pedestrian Connectivity and Vehicular/Transit Accessibility
- Promote Public Parking through Marketing, Wayfinding and Parking Identification Programs
- Enhance Facility Design, Improve Safety and Protect the City's Parking Assets

Parking Revenue Fund (Downtown Parking Benefit District)

Expanding local revenues is a priority for Kansas City; however, the City should not consider parking revenues solely as a revenue source for the General Fund. In order to protect the City's parking assets and promote parking and transportation programs throughout the Downtown Area, the City should consider creating a Special Parking Revenue Fund or a Downtown Parking Benefit District.

A Parking Benefit District is a tool which supports the development of parking and transportation improvements within a given area by capturing and dedicating revenue sources within certain geographical boundaries. A Special Revenue Fund is a similar program whereas a government establishes an account (or fund) to collect and allocate revenue for a specific project or program.

This recommendation is not to establish the Parking Division as a standalone Enterprise Fund; however, it is intended to retain and reinvest parking revenues (or a portion of parking revenues) into the system to make necessary improvements that will protect the City's assets and benefit the entire community.

Parking Services needs the ability to make sound capital investments that are intended to protect parking assets, improve customer service and reduce operating expenses. Projects such as lighting improvements or meter technology upgrades will more than pay for themselves over a few short years. However, these projects cannot compete with other local priorities during a budget process.

In addition to capital and maintenance investments, parking revenues can be dedicated for specific neighborhood improvements, marketing efforts or public art programs. One example is to dedicate a percentage of revenue from parking meters

to support specific marketing programs that promote various community arts or public art venues. In the Woodlands, TX, a portion of meter parking revenue is used to offset the cost of a free symphony concert series. Another example would be to dedicate a portion parking revenues into the surrounding neighborhood or district for specific streetscape improvement projects, similar to the successful program that transformed Old Pasadena, CA, where revenue from parking meters were used to improve sidewalks and landscaping throughout the commercial district.

We believe a program of this nature would be very beneficial in new meter parking districts or as hours of enforcement are extended. The reinvesting or parking revenues would gain the support from the public and business community as parking meters are expanded in districts like the Crossroads. It's is important however, that the City first cover operating and maintenance expenses prior to sharing or reinvesting revenue in non-parking related programs.

Capital Asset Management Plan

To protect the City's financial investment and extend the life of the parking assets, the City should develop a long range Capital Asset Management Plan (CAMP) that is intended to effectively repair and upgrade the structured parking assets and then maintain these structures for long-term useful service life. The CAMP would include a comprehensive conditional assessment of the existing physical condition of each structure as well as the necessary documentation to make the required immediate repairs.

The CAMP would also provide a 10-Year Master Maintenance Plan to implement identified repair and maintenance actions. This repair programming should be based on considerations that will include repair priority classified as high, medium, and low priority, as well as feasibility and practicality, level of parking structure occupancy during construction, available funds and schedule constraints.

Examples of City's that have implemented successful Capital Asset Management Plans for parking structures include Cincinnati, OH; Norfolk, VA; Orlando, FL and Evansville, IN.

Signage and Wayfinding Enhancements

The City of Kansas City is in the process of updating the downtown wayfinding system to include gateway feature, vehicular and pedestrian directional signage and pole mounted kiosk maps. The system will provide direction to various venues and attractions within the Downtown area. The planned wayfinding system should be expanded to include additional parking identification signage throughout Downtown. For parking, the most important aspects of a signage system include the following.

- 1) Facility Identification - Public parking facilities should have proper signage at each entrance that identifies the area as available for public use. Facility identification signage should also include the facility name or address, as well as any applicable rules and regulations (rates, hours of operation, etc.). Currently, public parking facility signs are not consistent at the entrances in terms of wording and design. This can cause confusion for visitors to recognize public parking facilities. The City's new design for the wayfinding signs needs to be incorporated at the entrances of the parking facilities and coordinate the names of the facilities with kiosk maps and marketing information. This would provide a uniform wayfinding system to better identify City parking facilities.

Facility Identification signage should also be integrated with the Parking Access and Revenue Control System (PARCS). This will allow the signs to provide visitors with real-time





parking information at the entrance of each facility, such as open and closed status and parking availability.

- 2) Directional Signage “Trailblazers” - Signage should be installed on main streets throughout the Greater Downtown Area to direct motorists to the closest available off-street parking facilities. The signage should be individually post mounted and easily recognizable. As an initial step, these trailblazers should be installed as static signs. Future expansion could include dynamic message signs (DMS) that can provide real time information on parking availability or be programmable to provide specific directions during special event conditions.
- 3) Public Parking Symbol – The most important aspect of a parking signage program will be to incorporate a graphic that the public will identify as public parking and reassures that they are allowed to park in that facility. We recommend incorporating the international parking symbol into all signage that supports public parking throughout Downtown. This symbol, which includes a large white “P” on a blue background, is easily recognizable and used throughout the world.

All parking signage including the directional trailblazer signs and the facility identification signage posted at the entrances of public parking facilities should use this standard symbol that can easily be identified as public parking. This graphic could also be repeated on various types of marketing materials such as printed maps and websites.

Marketing and Public Relation Efforts

Based on the stakeholder and community involvement phase of our study, there is a perception that parking in Downtown is somewhat

challenging in spite of the existing surplus. Many responders indicated that there was confusion about the difference between public and private parking facilities. In addition, responders indicated that rules and regulations governing parking including various parking rates were not clearly identifiable. To improve on this condition, the City should develop a comprehensive marketing plan that focus on public education and provides information on parking in Downtown. Key marketing enhancements include:

- Developing a City Website that provides users with information on the City's Parking System and also addresses parking related rules and regulations.
- Map Current Parking Assets including On and Off Street Parking.
- Collaborate with private property owners and venues to develop mapping resource and marketing programs that address the entire public parking system throughout the downtown area.

KCMO Parking Website:

The first step the City should undertake in improving their marketing efforts is to develop a website that provides customers with pertinent information regarding the City's Parking System. The City's parking website should include the following:

- Parking Maps for both On-Street and Off-Street Parking
- Information on City-Owned Parking Facilities
 - Name, Location, Directions, Rates, Hours of Operations
 - Information on the District or Venues that the Parking Facility Serves
- On-Street Parking Information
 - Meters (Hours of Enforcement, Rates, Locations)
 - Pay-By-Phone or Meter Smart Card

- Permit Parking Districts
- Loading Zone Requirements
- Requesting Meter Permit (Bagging)
- Citation Rates
- Reporting Inoperable Meters
- Information on ADA Parking
- Ability to Pay or Dispute Parking Citations
- Parking Related Codes and Ordinances
- Special Event Parking Information
- Information on Street Closures affecting Downtown
- Customer Incentives and Promotional Material

The following is provided as examples of good municipal parking websites that have been developed as either part of the City's website or as individual stand alone sites:

- Lexington, KY Parking Authority: <http://www.lexpark.org>
- Norfolk, VA: <http://www.norfolk.gov/parking>
- Denver, CO: <http://www.denvergov.org/trafficandparking>
- Seattle, WA: <http://www.seattle.gov/transportation/parking>
- Charlotte, NC: <http://city/charlotte/Transportation/Parking>
- Orlando, FL: <http://www.cityoforlando.net/parking>
- Minneapolis, MN - <http://www.minneapolismn.gov/parking>

Smartphone Application for Parking Information

Another important marketing effort that the City should be able to implement in the near future is a Smartphone Application (App) that provides users with specific information on Downtown Parking.

Features of a parking app for a municipal downtown parking system include

- View Parking Facilities Sorted by Price and Proximity
- View Images of Garages to help Determine Location
- Detailed Facility Information
 - Hours of Operation,
 - Rates
 - Number of Spaces and Space Availability
- Interface with Google Maps to Provide Directions Based on Current Location
- Integrated Features using Google Maps Including:
 - Find "My Location" Using GPS
 - Real Time Traffic Views
 - Satellite and Street Map Views
 - Related Information (i.e. Photos, Videos, Wikipedia Links and Webcams)
- A "Tips" Section for Downtown Parking
- Feedback Form to Provide Comments and Recommendations

Promote Pedestrian and Transit Alternatives and a "Park Once" Environment

The recent investment into the City's downtown parking supply was essential to support several major development initiatives. These initiatives, including the Sprint Center, the Power and Light District

and the recently opened Kauffman Center for the Performing Arts have transformed Downtown Kansas City.

There is, however; a current surplus of parking that has afforded the City an opportunity to implement key findings of the Greater Downtown Area Plan. The City currently has the flexibility to adjust parking supply, where necessary, to address land-use and development goals or address higher priorities such as promoting a “Walkable Downtown” or improving access to transit opportunities.

While we encourage optimization of on-street parking, there are opportunities to reduce or reposition on-street parking for the benefit of the entire Greater Downtown Area.

Walking is the most important mode of transportation to support the health and vibrancy of a downtown community. Curbside parking serves as a buffer between traffic lanes and sidewalks and is used to ease traffic in commercial corridors. However, too much curbside parking can be a hindrance to pedestrian movements. To improve pedestrian access and connectivity, the City should consider improving pedestrian crossings by installing bulb-outs (or bump-outs) at crosswalks. In certain areas, the removal of on-street parking may be necessary to expanded and improve sidewalks.

Creating bicycle lanes should also be considered; which would facilitate movement within the Downtown Loop or to and from neighboring districts. Urban bicycling is a great alternative to vehicle movements, especially for downtown residents and employees. Better connectivity from the Downtown Loop to neighboring districts like the Crossroads, River Market and 18th and Vine, would allow cyclist to easily reach these destinations without the need to move their vehicle. Bicycle lanes will also support the Bicycle Sharing program that is being considered by the Downtown Council.



NY City Bike Lanes



Washington DC Bike Share Program

As demand increases for parking and public transportation additional transit lanes may be required. These lanes would allow for an uninterrupted transit service and would provide greater safety to transit users. These enhancements may have a negative impact on the on-street parking supply; however, we believe that improving access for pedestrians and promoting transit alternatives are necessary to reduce unnecessary vehicle movements and to promote a “park once” environment.

As previously identified in this report, we have also recommended several adjustments to the rate schedule for both on-street and off-street parking. These adjustments are also necessary to promote a “park once” environment, by discouraging the unnecessary and frequent movement of vehicles throughout the Downtown.

Administrative Improvements

As a means to implement the various recommendations contained in our study and to improve the overall management and administration of the City’s parking system, we are recommending the addition of two employees to support Parking Services Administration. These positions include:

- Parking Systems Analyst
- Marketing Coordinator / Public Information Officer (PIO)

The Systems Analyst would have expertise in Parking Access and Revenue Control Systems and would be able to better analyze system trends and provide additional audit controls over the facility operators. This position should be considered a revenue generating position for the City as their primary function would be system analysis/integration and revenue control.

The Marketing Coordinator (or PIO), while not specifically a revenue generating position, is essential to implementing many of the strategies that are intended to promote the Downtown Area and the City's parking system. Better promotion of the Kansas City Parking System should in turn lead to an increase in revenues for the City; however, the highest benefit would be improving the public's perception of parking in Downtown Kansas City.

Future Parking Needs Assessment

While there is currently a parking surplus throughout the Greater Downtown Area as the total parking supply exceeds demand; it is imperative that the City begin planning for how best to address the growth in future demand. Increase in future demand may result from the following conditions:

- 1) Improved National and Local Economic Conditions Affecting Business in the Greater Downtown Area
- 2) A General Reduction in the Office Vacancy Rates
- 3) Future Development Initiatives
- 4) Increase in Residents and Residential Units in the Greater Downtown Area

These conditions will create pressure on the City to consider increasing the downtown parking supply. It is imperative that the City consider all alternatives for addressing future growth in parking demand prior to constructing additional parking facilities.

Consideration should be given to the following:

Conduct a Comprehensive Supply and Demand Analysis

A key first step in addressing future demand and development scenarios in analyzing the current condition, which should consider all forms of public parking. While this study identified significant

parking surplus within the downtown, we were not able to obtain detailed occupancy data on privately owned parking facilities. In addition, it is imperative to update supply and demand analysis as demand characteristics in a downtown can change frequently. Future Supply and Demand studies should analyze the existing surplus within city and privately-owned facilities and consider what types of user groups can be served by the existing capacity. The study should factor in the available on-street parking as well and consider all available parking within specifically defined parameters. A thorough analysis can result in significant savings by avoiding over building of parking.

Develop Strategies to Utilize Available Parking Supply

Considerations should first be given to how the City can promote and better utilize existing parking capacity through the Greater Downtown Area especially underutilized facilities such as West Bottoms and Wyondatte Garages. These strategies would include such things as cooperative marketing programs, signage and wayfinding improvements, adjusting the parking rate structure and expansion of valet parking programs. In addition, the City could consider implementing a park and ride service to better connect available parking supply on the outskirts of Downtown. Better utilization of existing supply will also result from improved parking enforcement and the effective management of on-street parking as long-term parkers currently using on-street spaces will be encouraged to move to off-street parking facilities. In addition the City may be able to reduce the amount of reserved or restricted spaces based on occupancy such as 11th and Cherry or the Block 110 Garage.

Improve Functional Layout and Efficiency of Existing Facilities

As demand increases, the City should evaluate each facility to determine if additional spaces could be gained through restriping and improving the functional layout of the facility. Often times, spaces can be gained through restriping efforts; however, it is important to consider the overall level of service of the facility. All aspects of the functional design including stall dimensions, turning radius, circulation patterns, etc. should be considered prior to any restriping effort.

Promote Transit Options

As an alternate to future expansion, the City should actively promote transit options and apply the concepts of Transit Oriented Development for current and future business activity throughout the Greater Downtown Area. This would include promoting the use of public transportation as well as conventional modes of transportation such as bicycling and walking. As an example, the City could implement development incentives for businesses that provide employees with transit passes as an alternative to driving into the CBD.

If it becomes necessary for the City to expand the public parking system, after all alternatives are thoroughly evaluated and implemented, the City should ensure that future facilities are planned and designed according to the principles of the Greater Downtown Area Plan and to support the overall financial position of the City. Planning efforts for future facilities should address the following principles.

Promote Shared Parking

The City's role in developing parking should concentrate on the promotion of shared parking. Shared parking encourages the reduction of parking requirements by consolidating the demand of various user groups that often have differing peak demands. The City has already eliminated parking requirements within the Downtown Loop as a means of promoting shared parking. This strategy should also be extended to the outlying areas such as the Crossroads where the new Arts District Garage can support increased demand.

The City should also refrain from participating in development initiatives that require the City to finance or construct any type of parking other than open "public" parking. In recent years, the City has created restricted/reserved parking and constructed a single-use facility that does not offer any public parking. While economic conditions may have warranted these developments, these developments are contradictory to the principles of shared parking.

Design Standards

Improved design can better integrate parking facilities into communities, improve the quality of customer service, enhance the customer's experience, and support parking management by addressing specific problems such as public safety. Kansas City has a history of utilizing enhanced facility designs to better connect and blend parking to the surrounding environment. The recently opened Arts District Garage is a great example of this effort. To further this effort, the City should develop design guidelines that will affect the physical layout and construction of future parking facilities.

The following section provides an overview and recommendations on parking facility design enhancements including the physical

layout and construction of Downtown parking facilities. These design guidelines are intended to aid the City in planning and developing facilities that have a shared use and provide parking for multiple users. These recommendations can be incorporated into the development of future facilities or can be applied to existing facility as part of future capital improvements.

There are several key factors that must be considered when analyzing and selecting a functional design of a parking facility. These factors include but are not limited to the following:

- Type of user
- Pedestrian needs
- Wayfinding
- Floor to floor height
- Site constraints and dimensions
- Parking geometry
- Peak hour volumes
- Flow capacity
- Access
- Location

To quantify these criteria a Level of Service (LOS) approach has been developed to classify the design elements, which is similar to how traffic engineers design streets and intersections.

- LOS A = Most Comfortable without Excessive Waste
- LOS B = Very Good
- LOS C = Average
- LOS D = Minimally Adequate
- LOS E = Maximum Flow Before Gridlock
- LOS F = Not acceptable

For a diverse urban center such as Kansas City, where most of the parking facilities are self-park and support mixed-use Downtown developments and a shared parking environment; parking facilities should be designed at the LOS B classification. While a lower LOS classification might be acceptable for a private use garage or a garage that is restricted to monthly or contracted parking only; the LOS B classification supports the more relevant approach of developing facilities that have a shared use and provide parking for multiple users. The following are design characteristics of a parking facility with a LOS B classification.

- 1) Maximum Walking Distance to Vertical Transportation – 300'
- 2) Maximum Walking Distance from Perimeter to Destination:
 - a. Climate Controlled – 1,200'
 - b. Outdoors, Covered – 800'
 - c. Outdoors, Uncovered – 500'
- 3) Minimum Floor-To-Floor Height:
 - a. 8'-0" Clear Maintained Throughout
 - b. 8'-2" Clear Into and Out Of Van Accessible Spaces
- 4) Flat Floor Spaces – 60%
- 5) Park-On-Ramp Maximum Slope – 5.5%
- 6) Maximum Number of 360 Degree Turns to the Top of Garage – 5
- 7) Spaces Passed on Primary Search Path:
 - a. Angled Parking – 800
 - b. 90 Degree Parking – 500
- 8) Non-Parking Roadway Lane Width:
 - a. One Lane – 12'-0"
 - b. Multiple Lanes – 11'-0"
- 9) Express Ramp Maximum Slope – 12.5%
- 10) Express Ramp Minimum Transition Length – 12'-0" @ 6% Slope
- 11) Drive Aisle Width for Turning Movements:

- a. One Lane – 17'-0"
 - b. Two Lanes with Concentric Turns – 30'-0"
- 12) Minimum Drive Aisle for Two-Way Traffic – 24'-0"
- 13) Parking Bay & Space Geometry:
- a. 50.00' bay width & 8.75' wide spaces @ 45°
 - b. 56.00' bay width & 8.75' wide spaces @ 60°
 - c. 58.00' bay width & 8.75' wide spaces @ 70°
 - d. 60.00' bay width & 8.75' wide spaces @ 90°
- 14) Garage Lighting (Average Foot Candles):
- a. Entry/Exit Locations – 50 foot candles (from property line to 80' inside the facility)
 - b. Traffic Lanes – 10 foot candles
 - c. Parking Areas – 5 foot candles
 - d. Stairs and Pedestrian Walkways – 20 foot candles
 - e. Elevator Lobbies – 80 foot candles
 - f. Restrooms and Storage Areas – 60 foot candles
 - g. Roof – 2 foot candles

One of the most important aspects of garage lighting is uniformity. Uniformity can be described as the ratio between the maximum foot candle and the minimum foot candle projected within a specific area or from a specific light fixture. For general parking areas the preferred maximum to minimum ratio is 8:1. The preferred maximum to minimum ratio in traffic lanes is 10:1.

Financing Strategies

The City should also consider establishing new or modifying existing financial policies in order to address future parking related developments. While it may be necessary for the City to financially participate in future parking projects, the City has to refrain from becoming the sole provider of public parking.

As an example, the City is currently encouraging shared parking by eliminating parking requirements within the Downtown Loop. While this policy is favorable in today's condition, as demand increases, this policy may have to be revised.

Several key financial policies that the City should consider include:

- Establishing a Payment-In-Lieu Fee for future developments, whereby a developer would pay for or share in the cost of the parking related capital expense but not be held to a specific minimum space requirement.
- Requiring developers to reimburse the City, at market rates, for any loss of on-street parking spaces associated with new construction. This includes the temporary loss of spaces during construction as well as the permanent loss of space once the project is completed.
- Establishing a maximum construction allowance on a cost per space and project basis associated with any future public parking development. While the City may elect to provide future public parking, the City should not bare the entire capital expense. The City should also refrain from absorbing expenses that benefit specific developments.

The following is provided as an overview of financing strategies that may be available for the City of Kansas City to. The options outlined attempt to represent strategies most commonly used with municipal financing of parking or infrastructure related projects. Some of these options and strategies may already be in place within the City of Kansas City.

In recent years, urban renewal has lead to a significant increase in development in cities throughout the country. Kansas City, with an

over \$5.5 billion of economic development initiatives completed in the last decade, is a great example of such urban renewal. This resurgence; however, has created many fiscal challenges for cities to develop, operate and maintain public parking.

Many downtowns have had to re-examine services they provide and the revenue sources used to fund them. In most instances, cities use a combination of funding sources to cover the cost of downtown infrastructure such as transportation and parking related projects. As part of this study we have reviewed several financial strategies to provide a basis for discussing funding options for future parking developments.

General Obligation Bonds

A General Obligation (GO) Bond is the most common debt instrument that is widely used by municipal and state governments across the country. GO Bonds are backed by the full faith and credit of the issuing agency, meaning that a state or local government pledges to use all legally available resources, including its full taxing authority, to repay bond holders of all principal and interest that is due. Most GO Bonds pledged at the local government level include a guarantee to levy sufficient taxes to meet the debt service requirements.

GO Bonds give municipalities the ability to raise capital funds for projects that do not typically provide a revenue source and will not “pay for themselves”. This includes certain public infrastructure, roads, bridges, parks, schools, and other public type amenities. GO Bonds are typically used for projects that will serve the entire community.

Revenue Bonds

A Revenue Bond is a special type of municipal bond that is secured by a specified revenue source of the issuer. States, cities, and

municipal subdivisions issue Revenue Bonds to fund income producing capital projects. The income generated by these projects is used to pay principal and interest to the bond holders. Unlike GO Bonds, only specified revenues are contractually obligated between the bond holder and bond issuer. Other revenues (such as property tax revenues) and the general credit of the issuing agency are not obligated. Because they are not backed by the full faith and credit of the issuing agency, Revenue Bonds may carry a slightly higher interest rate than GO Bonds. However, Revenue Bonds are still considered the second most secure type of municipal bonds and they now make up the majority of municipal bond issuance.

Revenue Bonds are typically issued to finance community enterprise type projects such as hospitals, stadiums, public utilities, toll roads, airport terminals and parking facilities. Any government agency or enterprise fund that is run like a business and generates revenues can issue Revenue Bonds.

Tax Increment Financing

Tax Increment Financing, or TIF, is a public financing method which has been used for decades by cities for redevelopment and community improvement projects. TIF has become an important tool for local governments to attract economic development projects, create jobs, foster infrastructure investment and redevelop blighted areas. Cities use TIF to finance infrastructure improvements that will lead to major development or redevelopment. Improvements financed through TIF typically include but are not limited to land acquisition and demolition, public utilities and infrastructure, transportation and street construction, public parks and landscaping, and public parking facilities.

A TIF is used to finance a qualifying capital project, or its related infrastructure, from a stream of revenue generated within a defined

geographic area or TIF District. Primary governments with taxing authority can use TIF Districts, as well as certain redevelopment agencies. TIF Districts are currently authorized in 49 states, including the State of Georgia.

With federal and state sources for redevelopment generally less available, TIF has become increasingly popular as a financing mechanism for municipalities throughout the country. TIF is an instrument that pledges future gains in taxes to pay for current improvements that will lead to the future gains. Most states have established laws and eligibility requirements to designate an area as a TIF District (i.e., blight, dilapidation or deterioration, age of structures, etc). Once an area is legally designated as a TIF District, the base tax valuation is determined and essentially frozen. Any future gains in taxes “incremental tax increase” associated with improvements can then be pledged to pay for debt service, up-front development costs or can be used to finance smaller projects on a “pay as you go” basis.

Fee In Lieu of Parking

As previously described, a fee or contribution “in lieu of parking” is an option given to developers to pay the municipality or governing agency a fee as a way to opt-out of providing parking with a new development. Usually the fee-in-lieu option is associated with minimum parking standards. Fees-in-lieu can range from a negotiated fee that is assessed at less than the actual cost of construction, to the full cost of parking construction.

Public Private Partnerships

Public-Private Partnership (PPP) traditionally refers to private or public-private projects that involve the use of public resources or financing capabilities to promote local economic development. PPP is typically a contractual agreement between a public agency (federal, state or local government) and a private sector entity.

Through this agreement, the resources and assets of each are shared in delivering a specific capital project, which would typically include a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the project.

In PPP agreements, the public entity is typically asked to provide some combination of tax incentives, public land or other assets, infrastructure investments or financing methods. In consideration of those public contributions, the private entity is asked to make capital investments, commit to provide jobs, contribute development expertise and assume financial risk. These “partnerships” can have short life spans covering only the construction period for the project, or longer life spans covering debt repayment or long-term operating agreements.

Condominium Ownership

Condominium Ownership refers to a type of Public-Private Partnership where the public entity shares ownership of a development. Similar to residential condominium developments, a Condominium Ownership Agreement typically consists of a collection of private dwellings or “units” with different ownership. There are also common elements of the development, such as lobbies, hallways, elevators, recreational facilities, walkways, gardens, and may include structural elements and mechanical and electrical services. The ownership of these common elements is shared amongst the individual unit owners, as is the cost for their operation, maintenance and ongoing replacement.

A common example of Condominium Ownership in a municipal setting would be a mixed-use development on publicly owned land or an integrated office tower with a public parking garage. The City may maintain ownership of the land and construct a public parking facility to support the development. The developer would purchase

the air rights to develop the office tower. Each would maintain ownership of their defined unit. The common areas (such as the lobby and elevators) would be shared as would the costs associated with maintenance and replacement.

Internal Loan Fund

Internal Loans represent lending transactions in which funds are provided on a quasi-commercial basis to operating units within an entity's overall financial framework. Interest is charged on all Internal Loans, and incorporated in the repayment mechanism. Typically, Internal Loans are used to provide short to medium term financing of capital projects. Internal loans are more common in a University setting but can be applied to other government agencies. Challenges exist with Internal Loans on a municipal basis as many revenue sources are pledged for specific uses and can violate bond covenants. Typically an internal loan would be granted through the General Fund to an enterprise fund using a one-time revenue source such as the proceeds from the sale of property.

Unbundled Parking

While not a traditional financing strategy, Unbundled Parking refers to a practice where parking spaces are rented or sold separately from building spaces so occupants only pay for the parking they actually need. Unbundled parking can reduce parking demand, allow for efficiency and equity, and support other transportation programs. Unbundled Parking can be applied to most types of downtown building space including residential, office, retail and industrial.

Parking is typically unbundled by an individual developer; however, local governments can enact public policies that encourage and/or require unbundled parking. For example, minimum parking requirements can be reduced for developments with unbundled parking in recognition that parking demand will be reduced. These

types of public policies that require Unbundled Parking are imperative with Public-Private Partnership developments where the City is financing a portion of or the entire supporting parking supply.

Economic Development Incentive Program

Economic development incentives, non-financial and financial, include a broad range of tools, ranging from expedited planning and permitting processes to direct or indirect funding. Municipalities often use these incentives to pursue specific economic goals such as tax base diversification, job creation, or business retention and expansion. Incentives are usually set by federal, state, or local policy. Economic development incentives can be used to encourage public mixed-use parking within private development or developments that offer unbundled parking. Economic development incentives can also be used to encourage the use transit options for developments thus reducing the overall parking demand.

Fines and Fees (Disincentives)

Fines and fees can be applied as a financial disincentive to developments that cause the temporary or permanent removal of public parking. These fees can be applied as an administrative fee based on a flat rate or a per diem charge for loss revenue. Fees associated with the temporary loss of public parking usually correlate to the per diem loss of revenue and an administrative fee. The fee should be increased depending on the degree of the impact to the public. The fee associated with the permanent removal of public parking should be based on the replacement cost of the space (i.e. \$15,000 - \$20,000 per space for structured parking). This fee can also include costs associated with loss revenue and on-going operational and maintenance costs.

Strategies to Improve Public Perception

A critical component of our study effort was to engage business owners, parking patrons, and community stakeholders to identify parking needs and opinions regarding the Downtown parking system. As part of this effort, Walter P Moore and the consultant team engaged stakeholders in two distinct ways. Two focus groups were conducted with representatives of key districts and organizations in the Downtown area and an on-line survey was conducted to solicit the input of the broader Kansas City region.

Overall, the results of the survey were favorable and indicated that parking options in the Greater Downtown Area were plentiful. Most responses indicated that parking is convenient and easy to find and that the rates are comparable to similar downtown environments. However, based on discussions with the focus groups and according to the survey results, there is still a public perception that parking throughout the downtown area can be a challenge. According to the survey, 19 percent believe that parking is inconvenient and difficult to find and 24 percent believe parking is a deterrent to coming to Downtown.

It is important to note that these specific questions of the survey were intended to measure the “perception” of parking in Downtown. In actuality 88 percent of the respondents indicated that they parked on a daily basis in close proximity and within an acceptable walking distance to their destination. The survey results indicate that there is a conflict between what people perceive the parking condition to be and what the actual conditions are on a daily basis. This conflict was discussed with the focus groups, and it was further concluded that the perception of parking being limited or an obstacle was more prevalent for the infrequent visitor and not the customers who are regularly in Downtown.

Changing the public's perception of parking and traffic related issues in a downtown environment can be very difficult to accomplish as people's opinions might have evolved over time and be based on many different experiences or from one single event that could have occurred years before. In addition, people who are unfamiliar with a downtown will often make certain assumptions about parking and traffic conditions without any basis or experience.

There are strategies; however, that the City should implement that will improve the public's perception over time. Primarily, these strategies focus on public education and information but also include policy changes and operational improvements. Contained throughout this report are recommendations that are intended to improve the public's perception of parking throughout the Greater Downtown Area. The following is provided as a summary of several key recommendations.

Signage and Wayfinding Enhancements

Signage is the most important method of providing information and direction to the public, especially those that are not familiar with an area. As we have outlined in the report, parking signage should incorporate an easily identifiable image such as the international symbol for parking. Signage should be installed to direct patrons to facilities and to identify facilities as "public" parking once the patron has arrived. It is imperative that the infrequent visitor knows that they can park in a facility and it is open to the public. Many facilities within the Greater Downtown Area lack this key element.

Marketing and Public Relation Efforts

Another critical component to improve the public's perception is a comprehensive marketing program to educate the public and provide information on parking and traffic related issues. Developing a parking website, smartphone application and point-of-sale parking information for downtown venues are strategies that can easily be

implemented and reach a broad range of patrons. The intent is to educate those that are unfamiliar to Downtown, many of which will be attending special events. All businesses are dependent on good marketing and advertising programs; the same applies to the City's public parking system.

On-Street Parking System Improvements

Many of our recommendations have been developed with the intention to improve the effectiveness of on-street parking management. On-street parking is a valuable commodity and a critical component of a vibrant downtown; Our recommendations have been developed to support the short-term visitor and to promote the frequent turnover of spaces. Many of the following strategies will in turn improve the public perception of parking in the Downtown area.

- Standardized Time-Limits will promote turnover (which actually increases spaces available for visitors) and will simplify parking regulations (thus reducing customer confusion).
- Technology enhancements will allow for multiple payment options including credit/debit cards and cell phone payments which will enhance the customer experience. These smart meters can also be used to provide customers with information on parking regulations, special events, street closures and other local activities.
- Improved parking enforcement, which will be provided on a fair and consistent basis, will also encourage turnover of spaces for visitors that are unfamiliar with downtown. The additional parking enforcement officers can also be used as a valuable resource to provide information to customers and businesses throughout Downtown.

Create a “Park Once” Environment

A “park once” environment is a district or downtown in which parking is easily identified and patrons are encouraged to move from one destination to another without moving their vehicle. Sidewalks and streets are inviting for pedestrian use and transit options are convenient and easily navigated. By promoting pedestrian and transit alternatives and reducing unnecessary vehicular circulation, which is generally caused by searching for parking spaces or moving vehicles from one parking facility to another, the City will make Downtown much more friendly to visitors, residents and businesses alike. Our recommendations to create a “park once” environment will improve the public perception by making it easier to travel throughout the downtown. Various strategies contained throughout this report include rate adjustments (to better balance on-street and off-street parking demand), improving pedestrian connectivity, installing bicycle lanes and expanding transit options.

Reduce Restricted and/or Reserved Parking

Another strategy that will improve the public’s perception is for the City to reduce restricted/reserved parking and to promote the development of open public parking. Reserved parking creates a negative message and a bad first impression for downtown visitors. If reserved parking is absolutely required in a specific facility, it should be confined to the upper levels of facilities allowing the lower levels (which is easier and more convenient) to be available for the short-term visitor.

Design and Operating Standards

Finally, improved facility design and operations can better integrate parking within a downtown, improve customer service and enhance the customer’s experience. A parking facility is often the first and last impression that a visitor will have of downtown. The design of a facility, including the ease of use and accessibility, plays an important role in the public’s perception of downtown parking.

Equally important are the facility operations, lighting levels, and general maintenance conditions. Contained throughout our report are recommendations to improve facility design, operations, and maintenance programs all of which will assist in improving the public's perception.

STAKEHOLDER AND PUBLIC PARTICIPATION

Introduction

A critical component to understanding parking issues in the Greater Downtown Area is determining what stakeholders perceive to be the challenges for successful parking regulations, enforcement, and use. As part of this effort, Walter P Moore and the consultant team engaged stakeholders in two distinct ways. A series of focus groups was conducted with representatives of key districts and organizations in the downtown area and an on-line survey was conducted to solicit the input of the broader Kansas City region. This section details those processes and their outcomes.

In June 2011, 34 people participated in two focus group meetings and 461 participated in an on-line survey. In both outreach efforts, participants were asked to consider issues related to the availability of parking in the greater Downtown area; their willingness to use the facilities that are available; the condition of the facilities and the amount paid for parking. A complete summary of the focus group discussions as well as the results of the survey are provided later in this section. However, a brief comparison of the results of those efforts is provided below.

Perception of Limited Parking Options

Focus group participants indicated that parking options in the greater Downtown area were plentiful. However, they said that those who live in or visit the downtown area the perception options are limited. Those in the focus groups also said that parking might be a deterrent to those who aren't regularly in the area, but are coming to visit friends or business or going to an entertainment venue. This is indeed reflected in the survey results.

According to the survey, thirty-five percent (35%) of the respondents believe that parking is less convenient than other areas but not bad for a Downtown; twenty-four percent (24%) believe parking is a deterrent to coming to the Downtown area and nineteen percent (19%) believe that parking is inconvenient and difficult to find.

In addition to responding to the survey questions about off-street and on-street parking conditions, survey respondents provided comments that cited numerous times the inability to easily identify available parking. They indicated that both surfaced lots and parking garages were not easy to find because of the lack of signage.

Suggestions for Improved Parking Experience

The focus group participants indicated that to better support those who don't live or work downtown, but who visit the area only occasionally, signage could be improved and that efforts needed to be continue to have the garages safe, well-lit and well maintained.

While none of the specific survey questions addressed safety, those responding to open-ended questions, routinely said that safety was a deterrent to traveling to and parking in downtown, especially in off-street parking. Thirty-seven percent (37%) of the respondents said they would only park in off-street locations as a last resort when all on-street parking is full; and seven percent (7%) said they would not park in an off-street parking facility at all. However, only nine percent (9%) indicated they would leave Downtown if they were not able to find on-street parking.

In a question regarding the condition of city parking facilities, forty-three percent (43%) of the respondents said that the general the general condition, operation and safety of the City's parking facilities are very good or good; forty-three percent (43%) of the respondents

believe that the conditions are average and just fourteen percent (14%) said the conditions were poor or very poor. In an open-ended question about the city's parking facilities, most respondents commented on the cost of parking with limited comments about the maintenance of the facilities themselves.

Paying for Parking

The focus group participants did not come to agreement regarding who should pay for parking in the downtown area. One person said it was unfair for him to pay for a parking space, when others could abuse the system and park all day. Others commented that city regulations and enforcement of them should be more consistent.

The survey did ask two questions about the cost of parking Downtown Kansas City.

The first was for rates charged in public parking garages. Most of the respondents, forty-three percent (43%), indicated that rates in parking garages were similar to those in other cities. Twenty-eight percent (28%) indicated they were lower, and twenty-nine percent (29%) indicated they were higher.

The second asked about rates charged in parking meters. To that question, sixty percent (60%) of the respondents said that the rates charged are in line with other cities. Twenty-five percent (25%) said the rates are higher, and seventeen percent (17%) said the rates are lower than other cities visited. In the open-ended questions, several respondents indicated that the City should upgrade its meters to accept credit or debit cards.

It is interesting to note that while there are numerous comments to the open ended questions about the high cost of parking downtown, the majority of responses to specific question indicated

that both rates charged at public parking garages are either comparable to or lower than other cities they visited.

Focus Groups

Two focus groups were conducted in late June, and a total of 34 people participated in them. While the focus groups were open to the general public, specific invitations were sent to representatives of the following downtown area districts and organizations.

- Downtown Loop - Central Business District (CBD)
- River Market
- Crossroads
- 18th and Vine
- West Bottoms
- Crown Center/Union Station
- Parking and Transportation Commission
- Downtown Council Infrastructure Committee.

The agendas for the sessions were identical and centered around the five goals identified in the Greater Downtown Area Plan. Those goals are:

- Create a Walkable Downtown
- Double the Downtown Population
- Increase Employment Downtown
- Retain and Promote Safe, Authentic Neighborhoods
- Promote Sustainability

Each focus group was asked three questions.

- 1) The Greater Downtown Area plan has five goals. Does parking play a role in achieving these goals? Is parking a deterrent to achieving them? What is the greatest obstacle in efficient parking in the downtown area?

2) Parking can serve a variety of user groups: employers, employees, customers, students, residents of the areas. Are any of these groups over served? Underserved?

3) Who should pay for parking? Users? Business owners?

Focus group participants identified a wide range of users of downtown parking. They are:

- Employees
- Travelers
- Business People
- Residents
- Residential Visitors
- Entertainment Seekers (Regular and Special Events)
- Construction Workers
- Retail Customers
- Jurors
- People with Disabilities
- Bicyclists
- Snow Removal Spaces

Focus groups participants indicated that while parking is available in downtown, it depends on the user in terms of the perception of parking availability. Those who work in the downtown area have plenty of parking options. Those who live in or visit the downtown area have at least the perception of more limited options, due in part to the lack of consistent on-street parking regulations and enforcement.

The majority of the focus group participants said that parking plays a role in supporting each of goals of the GDAP, with possibly the exception of sustainability. The participants indicated that the

greater the availability of parking within the downtown district, the more likely people would be to live, work and visit the area.

Several of the participants indicated that because there was an abundance of available parking, the implementation of public transit was made more difficult, negatively affecting the goal of sustainability and walkability.

The consensus also was that while there is a considerable amount of parking in Downtown, it could still be a deterrent to those who aren't regularly in the area, but are coming to visit friends or business or going to an entertainment venue. The focus group participants indicated that to better support the infrequent visitor, enforcement of on-street parking regulations needed to be more consistent, that signage could be improved and that efforts needed to continue to provide safe, well-lit and well maintained garages.

Finally, there was not a consensus regarding who should pay for parking in the downtown area. Instead, discussion focused on the various theories of who should pay. For example, one participant indicated it was unfair to ask jurors to pay for parking when they were already missing work and had to travel Downtown, where they received only \$5 or \$6 each day. Another said it was unfair for him to pay for a parking space, when others could abuse the system and park all day. Still others commented that city regulations and enforcement of them should be more consistent.

Direct Responses to Focus Group Questions

The Greater Downtown Area plan has five stated goals. They are:

- Create a Walkable Downtown
- Double the Downtown Population
- Increase Employment Downtown

- Retain and Promote Safe, Authentic Neighborhoods
- Promote Sustainability

Does parking play a role in achieving these goals?

- An adequate supply of parking helps increase employment as well as the downtown population.
- Parking supports all of the goals.
- Improved transit might create a need for less parking as there would be fewer cars.
- Parking is important as well as other issues.

Is parking a deterrent to achieving them?

- The lack of parking enforcement effects the downtown population negatively as people will be unwilling to relocate downtown.
- There needs to be more consistent signage. There is no consistency among garages whether public or private. Signage will help.
- Parking garages need to be well lit, secured, attended and have security cameras installed.
- Parking does not make downtown walkable.
- Empty surface lots do not add to the urban fabric.

What is the greatest obstacle in efficient parking in the downtown area?

- Regarding promoting safe, authentic neighborhoods, the majority of available parking is surface parking. Surface lots with fencing and greenery gives the lots separation and makes them more aesthetic. Surface parking looks bad and there is a safety stigma regarding parking garages.
- There is an issue between perception and reality regarding parking availability. People familiar with downtown parking feel that there are plenty of parking spots. Suburban visitors

feel parking is a struggle. A suggestion was made to have a parking availability map on the City's website for people traveling downtown.

- It is possible that the City has been competing with the suburbs. Now the public has begun to expect parking to be free and easily accessible in front of the establishment they are visiting. It will be a matter of educating the public and managing their expectations through policies.

Parking can serve a variety of user groups: employers, employees, customers, students, residents of the areas. Are any of these groups over served? Underserved?

- Downtown workers are oversupplied with parking.
- Residents are under served.

User groups identified:

- Employees
- Travelers
- Business People
- Residents
- Residential Visitors
- Entertainment Seekers (Regular and Special Events)
- Construction Workers
- Retail Customers
- Jurors
- People with Disabilities
- Bicyclists
- Snow Removal Spaces

Who should pay for parking? Users? Business owners?

- No one is being competitive in parking.

- The user should pay more for the more convenient spots and less for the less convenient spots. There should be variable rates. Short term parking should be priced appropriately to discourage long-term parking. The goal should be to create turnover in parking so we develop a vibrant downtown for restaurants, shops and events.
- People believe ticketing and meter income generates revenue for the City. City policies need to be communicated better to avoid misperceptions.
- Who pays for parking depends on the population served.

Comment: What about permits for residents for longer parking spot use?

Response: Some areas have residential parking permits while others do not. There have been no serious discussions about permits.

Comment: People stay on the Plaza longer because they do not have any time constraints, and parking is free. Is there a way to finance downtown parking similar to the Plaza?

Response: Plaza employees are not allowed to park in garages, thus employee parking spills over to the neighborhoods.

Downtown Parking Survey

To augment the information in the focus groups, an online survey was made available through Kansas City's website to anyone in the Kansas City Area who wanted to participate. It was publicized beginning July 11, 2011 through a press release issued by the City of Kansas City, on its website, and by those participating in two focus groups conducted at the end of June. It remained active until early September 2011. During that time, 461 people responded to the survey.

In general terms, the majority of responses received were from business owners or employees of Downtown businesses. Thus, the respondents travel Downtown daily and spend the entire day.

Most believe parking is convenient and/or easy to find. Those who don't share that sentiment do say parking is easier to find in Kansas City than in other downtown areas. The respondents believe the condition of the parking facilities is average.

Lastly, whether considering rates for parking garages or at the meters, respondents believe they are no higher than other downtown areas.

The responses to each question are outlined below. In addition, there were several open-ended questions that asked responders for additional information or comments. Complete responses to the open-ended questions are provided as Exhibit B of this report.

Primary reason for traveling Downtown:

- Sixty-one percent (61%) of the respondents travel to the Downtown area because they are a business or property owner or an employee of a Downtown business.
- Seventeen percent (17%) are employees of the City/County or another public agency.
- Eleven percent (11%) of the respondents reside Downtown.

Frequency in which respondent travels Downtown:

- Sixty-eight percent (68%) travel Downtown five days per week.
- Seventeen percent (17%) travel Downtown one to four times each week.
- Only twelve percent (12%) visit Downtown a few times a month.

- Four percent (4%) visit the Downtown area rarely, or several times per year.

The amount of time stayed in Downtown on a typical visit:

- Sixty-six percent (66%) of the respondents indicated that they spend all day Downtown.
- Twelve percent (12%) spend three to five hours Downtown.
- Twenty percent (20%) spend one to three hours per day Downtown.
- Only two percent (2%) spend less than an hour during their visit Downtown.

General parking location of respondent:

- Thirty-one percent (31%) indicated that they park off-street in a facility located at their destination.
- Twenty-eight percent (28%) park on-street as close to their destination as possible.
- Twenty-eight percent (28%) park in a centrally located parking facility.
- Ten percent (10%) have designated parking spaces in an off-street facility.
- Three percent (3%) park in a handicapped parking space.

Convenience of parking in Downtown Kansas City:

- Twenty-three percent (23%) believe parking spaces in Downtown Kansas City are convenient and easy to find.
- Thirty-five percent (35%) of the respondents believe that parking is less convenient than other areas but not bad for a Downtown.
- Twenty-four percent (24%) believe parking is a deterrent to coming to the Downtown area.
- Nineteen percent (19%) believe that parking is inconvenient and difficult to find.

Handicapped parking in Downtown Kansas City:

- The majority of respondents (85%) do not use handicapped parking.
- Six percent (6%) believe handicapped parking is inconvenient and difficult to find.
- Five percent (5%) believe handicapped parking is a deterrent to coming Downtown.
- Two percent (2%) believe that handicapped parking is less convenient than other areas but not bad for a Downtown.
- Two percent (2%) believe that handicapped parking is convenient and easy to find.

If parking is not available in front of destination:

- Sixty-three percent (63%) of respondents will park a block or two away and walk to their destination.
- Eighteen percent (18%) have dedicated spaces.
- Eleven percent (11%) will circle the block awaiting a parking space.
- Nine percent (9%) will leave Downtown and go elsewhere.

Timeliness of locating a parking space:

- Thirty-four percent (34%) often circle the block to find parking.
- Twenty-eight (28%) sometimes circle the block to find parking.
- Twenty percent (20%) have dedicated spaces.
- Nineteen percent (19%) indicated that they rarely have to circle the block to find parking.

Convenience of parking space location:

- Fifty-four percent (54%) park within an acceptable walking distance to their destination.
- Thirty-four percent (34%) report that they park in close proximity to their destination.

- Twelve percent (12%) park an unacceptable walking distance to their destination.

Acceptable walking distance:

- Thirty-two percent (32%) will walk 500+ feet.
- Thirty-two percent (32%) of the respondents will walk 250-500 feet.
- Twenty-five percent (25%) will believe 100-250 feet is acceptable.
- Twelve percent (10%) believe less than 100 feet is an acceptable walking distance.

Off-street parking lot locations:

- Thirty-six percent (36%) feel off-street parking is easy to find and conveniently located throughout Downtown.
- Thirty-seven percent (37%) indicate that they only park in off-street locations as a last resort when all on-street parking is full.
- Seven percent (7%) would not park in an off-street parking facility.
- Twenty-one percent (21%) are unsure what off-street facilities are available for them to park in.

General condition, operation, and safety of the City's parking facilities:

- Eleven percent (11%) of the respondents believe the general condition, operation and safety of the City's parking facilities are very good.
- Thirty-two percent (32%) believe the conditions are good.
- Forty-three percent (43%) of the respondents believe that the conditions are average.
- Nine percent (9%) feel the conditions are poor.
- Five percent (5%) believe the conditions are very poor.

Enforcement of on-street parking regulations:

- Forty-three percent (43%) of the respondents have not had any experiences with enforcement of on-street parking regulations.
- Thirty-four percent (34%) believe the enforcement is inconsistent; and,
- Twenty-three percent (23%) believe enforcement is fair and consistent.

Rates charged for parking in public parking garages:

- Forty-three percent (43%) indicated that rates in parking garages were similar to those in other cities.
- Twenty-eight percent (28%) indicated they were lower.
- Twenty-nine percent (29%) indicated parking rates in public parking garages were higher.

Rates charged in parking meters:

- Sixty percent (60%) believe the rates charged are in line with other cities.
- Twenty-five percent (25%) believe the rates are higher.
- Seventeen percent (17%) believe they are lower than other cities visited.

SUMMARY

In spite of recent economic conditions, Downtown Kansas City continues to be the cultural and entertainment heart of the region as well as the center for finance, business and government operations. The recent renaissance that has transpired throughout the Greater Downtown Area has led to an overall investment of over \$5.5 billion of economic development initiatives that have been completed in the last decade alone. Very few cities in the U.S. can demonstrate the same level of progress that Kansas City has achieved.

Downtown Kansas City has a very mature and comprehensive parking system that includes a strong balance of public and private parking. In recent years, the City has made a strategic investment into the public parking system and currently maintains nearly 20% of the total supply.

This strategic position affords the opportunity for the City to better control the Downtown parking environment and the effects that parking and transportation have on economic development. Unlike many downtown environments where parking is a deterrent, Kansas City's parking system has been a major contributor to the overall growth and success of Downtown.

Summary of Recommendations

The findings and recommendations in this report are intended to improve or enhance the overall management, operations and financial position of the City's Parking System. The recommendations will support the overall goals of the Greater Downtown Area Plan identified above and will become the framework for future parking management strategies, policies and procedures.

The following is provided as a summary of the recommendations contained throughout this report.

On Street Parking System Improvements

- 1) **Standardize On-Street Time Limits (2 Hours)** – Establish a two-hour time limit for on-street parking throughout the Greater Downtown Area.
- 2) **Post Time-Limits in Unregulated Zones** – Time limits should be established for all on-street parking especially in the CBD and Crossroads area. Our survey found a significant volume of unregulated on-street parking that was missing any type of posted regulations.
- 3) **Improving Meter Technology** – The City should replace coin operated meters in the immediate future and move to either multi-space meters or new single space meters that accept credit cards, debit cards and have the ability to accept payments by phone.
- 4) **Expand Meters** – Metered parking should be expanded in specific areas that are warranted by demand. These areas are primarily within the central business district and neighboring streets within a 5-10 minute walking distance of the CBD.
- 5) **Expand Hours of Enforcement** - Hours of enforcement should be expanded in areas where there is a demand for evening curbside parking such as the Power and Light District.
- 6) **Implement “Demand Based” Pricing Strategies** – The City should consider “Demand Based” pricing strategies for on-street parking similar to off-street parking facilities. Tiered rates based on demand or escalating rates based on length of stay are two strategies that should be considered.

- 7) **Improved Parking Enforcement** – Improving parking enforcement should be considered the most important recommendation that will improve the overall management of on-street parking. Whether done in-house or through a third-party agreement, parking regulations have to be enforced in a fair and consistent manner. Having additional staff with regular routes will support the downtown business community by encouraging frequent turnover of the limited on-street spaces. These enhancements can be achieved in a customer centric method.
- 8) **Collection and Adjudication Process** – A profession collection and adjudication process will increase revenue for the City; improve customer service and reduce the burden on the Courts.
- 9) **Scofflaws** – Policies and procedures to address scofflaws are necessary to address those who refuse to follow the parking code.

Additional System Enhancements:

- 1) **Parking Revenue Fund (Downtown Parking Benefit District) -**
The City should establish a special Parking Revenue Fund or a Downtown Parking Benefit District as a means to retain and reinvest parking revenues into the System. This will allow the City to make necessary improvements that will protect the City's assets and benefit the entire community.
- 2) **Capital Asset Management Plan (CAMP)** – A long-range capital program should be established specifically to protect and extend the life of the City's parking assets. This Capital Asset Management Plan (CAMP) is intended to effectively repair and upgrade the structured parking assets and then maintain these structures for the service life.

- 3) **Parking Signage and Wayfinding Enhancements** - The City should develop a parking identification signage program throughout the Greater Downtown Area. The signage program would include facility identification signs and coordinating trailblazers directing motorists to available public parking. The signage system should incorporate an easily identified graphic that symbolizes parking, most notably the international parking symbol.
- 4) **Marketing and Public Relation Efforts** - A comprehensive marketing plan that focus on public education and provides information on parking in Downtown is necessary to improve the public's understanding, awareness and perception of parking in Downtown.
- 5) **Promote Pedestrian and Transit Alternatives** – Improving pedestrian access and promoting transit alternatives will better establish Kansas City as a “walkable downtown” and a “park once” environment. Specific recommendations that will improve pedestrian and transit access include improving sidewalks and pedestrian crossings; creating bicycling and transit lanes and creating a park and ride or a downtown circulator to better connect outlying parking facilities. In addition, we have recommended adjustments to the rate schedule for both on-street and off-street parking that are intended to promote a “park once” environment, as the current rate structure encourages unnecessary and frequent movement of vehicles throughout the Downtown.
- 6) **Administrative Improvements** – The addition of two employees to support Parking Services Administration is recommended as a means to implement the various recommendations contained in our study and to improve the overall administration of the City's parking system. These

positions include a Parking Systems Analyst and a Marketing Coordinator and/or Public Information Officer.

7) Future Parking Needs Assessment – Recommendations have been provided that will assist the City with planning efforts of future parking developments. These recommendations address the following:

- Conduct Comprehensive Supply and Demand Studies
- Develop Strategies to Utilize Available Parking Supply
- Improve Functional Layout and Efficiency
- Promote Transit Options
- Promote Shared Parking
- Reduce Restricted and/or Reserved Parking
- Establish Design Standards for Future Facilities

8) Financing Strategies – Recommendations have also been provided to address financial policies that relate to development of future parking facilities. The recommendations are intended to reduce the City's financial burden as it relates to parking projects and ensure that the City does not become the sole provider of public parking. Financial strategies include:

- Establishing a Payment-In-Lieu Fee
- Implementing Fees for the Elimination of On-Street Parking
- Establishing Maximum Construction Allowances for Future Parking Developments on a cost per space and project basis associated with any future public parking development.

**APPENDIX A – ON-STREET PARKING SURVEY
RESULTS AND DISPLAYS**

APPENDIX B – RESPONSES TO SURVEY QUESTIONNAIRE

Responses to Open-Ended Survey Questions

If you selected "I would not park in an off-street facility," please explain why.

- I have to pay for gas in my vehicle; I cannot afford to pay for parking as well
- Break-ins
- I pay for monthly parking in garage across from my employer.
- Safety is always a consideration.
- I didn't select that because you are only allowed one choice but they cost too much.
- You cannot get out if any kind of event going on anywhere downtown.
- Cannot afford parking fee. Way too expensive!
- Too expensive!
- Not safe, not easily available, expensive, no security measures
- Enclosed areas are especially dangerous to women.
- Safety, personal security, vehicle security
- Want to make sure my car does not get damaged.
- Door dings
- Difficult to handle a van in some locations. Pay meters hard to reach. If you are disabled, this survey sucks.
- I don't have extra money in my fixed budget to pay for parking. I don't know of any city parking facilities that are free or less than a parking meter fee. The off-street parking I do see downtown is independently owned and costs are too expensive. I have a disability that allows me to walk only short distances. I do use some handicapped spaces if I have to walk too far or on days I have difficulty walking. I can't

park too far away from my destination because I don't feel safe.

- Too expensive. I used to go to downtown businesses, but after the Power & light district was built, even the parking garages that were free in the evening now cost more. Why pay to park, when I park for free in Kansas.
- Thanks for including this. I only park in garages, mostly because I have the ability to and I know how they work. I also don't see much van accessible on-street spots, except Delaware Ave. However, my first drive to AMC Main Street, I looked for garages but didn't know how they worked, and then street parking near AMC and the Power and Light/BNIM building, and finally paid for the dirt lot behind the theater. I missed the start of the movie. But this question addresses folks who can't use the take a ticket type garage entry gate. Maybe they are missing the left arm, can't use their fingers, or can't reach. These folks need on-street spaces. PS- There is a guy in St. Louis with no arms who drives very well with his feet.
- Not always having correct change for lots. Being a woman walking alone. Lack of security.
- I don't like parking structures because I worry about damage to my car from idiot drivers. I don't appreciate having to pay to park either.
- Safety concerns
- Parking rates are intentionally set and manipulated with profit in mind. There have been at least three lots closed in order to put up an expensive indoor facility, pushing the rates up, which is an manipulation by the parking czar of kcmo. I have been kicked out of several lots because the city thinks I need to park in their expensive lot. Parking downtown is like a utility payment. It's high because the city shuts down the cheaper lots, which is a pricing manipulation.

- I don't believe I should have to pay to park my car for work, dining out, or attending entertainment attractions. There are too many other choices in the suburbs that don't require paying to park.
- Cost. It's inappropriate to make money on taxpayers that are already overburdened by sales tax, property tax, excise tax and whatever other fees occurring.
- Mainly cost.
- The cost of parking off-street is prohibitive for someone who works downtown every day. When I have parked in an off-street parking space it is generally small and hard to maneuver within.
- Cost
- The cost for the employees is high and the benefit is too high too much coming out of my pay checks to hard we are barely making ends meet; parking would be a great perk.
- Safety, poor lighting, vagrants hanging around, too far away from my destination, lack of safety walking the streets to my destinations.
- I do not feel safe after normal business hours and off street is expensive. I am not always sure my car will be there after some of the stories I have seen in the Kansas City Star and on televised newscasts.
- Parking is expensive in comparison to cities of similar sizes. Same services are available in other parts of city with no parking charges,
- Cost!
- Cost, confusing garage entries and operations.
- Security; people denting car; blocking
- Too expensive!
- Vandalism/Theft/Safety

- I probably wouldn't park in one because cars are often broken into. Also the spaces are so close together, cars are often damaged.
- Standard Parking owns most of the off-street facilities. They offer no security, the price to park is way overpriced and the employees are neither friendly nor helpful.
- I can't parallel park. When there's no off-street parking, I go somewhere else. The back end parking near the Brick is horrid. I'm afraid of hitting someone. I just park front ways there. Then I'm afraid of getting a ticket. Why even bother to go to Kansas City? I live in Independence, and if I have to drive around to park and am not attending an event, forget it.
- I want to weigh in anyway (this survey is a bit close-ended). Parking garages are difficult to know how much you're going to pay or what the hours are and whom the garages are open to; they are also more expensive than meters, I lose my place, and I don't feel secure in them. Break-ins happen, and I don't like being isolated.
- The off-street parking is grossly overpriced.
- It's too expensive and too hard to get out of if you all leave at the same time.
- The amount is outrageous and I really shouldn't have to/
- Wasn't a good answer for me. I think there needs to be more facilities.
- Believed to be unregulated and cost
- Someone would hit my car, snow removal
- Somewhat dangerous
- Cost!
- They all charge too much.
- Question 14 is poorly worded. I park over two blocks away, due to the expensive costs that the City of Kansas City puts on its own workers. We subsidize private business parking

for all their employees, but don't give free parking to its own employees who get paid far less than the private workers.....If the city could give me the same benefit that a bus rider gets, I could save the city about ...money.

- I only park off street.
- I am disabled and the parking downtown is very inconvenient to put it mildly. When I can barely walk 50 feet it is demanded by HR & Law that I park across the street at Wolf garage while able body city employees park in the basement of city hall. This needs to be looked at because of the Federal and State ADA laws that are being ignored and the city employees that are being discriminated against. When I filed for an AR 1-18 Reasonable Accommodations' for Employees with Disabilities on 6/23/10 and was denied I then started the appeal process as stated in AR 1-18 6.1 in a timely manner. Teri Casey stated in the denial letter that a parking spot in the basement would not assist me in performing my essential job functions. If I can't get from my truck to my desk that is pretty essential to performing my job! After several emails and no response, David Severenuk stopped by my desk on 9/22/10 to tell me that the City's policy for disabled city employees is that no one can park in the basement because HR and Law can't determine to what degree a person is disabled. My doctor's statement wasn't enough? There are so many ways that this is wrong legally but I think it is sad and really shows how "valuable" the city's disabled employees really are. If it was your parent, spouse or child, how would you feel if they were treated like this? When it rains, snows, the heat index is 105+ or -15 it is not safe for me to walk the distance from my desk on the 3rd floor to my truck at the Wolf garage but I guess it will take me falling or getting seriously hurt before anyone actually takes any action. I've worked at city hall for almost 8 years (5 years at Fleet Maintenance and 2 years at ITD) and my

health has deteriorated steadily. My disabilities are not curable. I am a single, 56 year old, grandmother supporting 3 generations in my home. I sincerely hope that someone will look into the handicap parking situation and the way the people that are in charge of the application of the ADA laws are blatantly ignoring the laws. This year I won't drop it when the appeal is ignored, if they ever respond to the request dated 5/25/11.

- I have paid parking, but during an event downtown, parking rates are crazy, going to a movie downtown is bad as far as the parking is. I have friends that have come here from other locations and they would not come because of the parking/
- I didn't choose this option, but the parking rates are extremely high and because of vandalism.
- Signs need to be marked better as to what is open to the public and what is strictly for people who pay for the parking monthly.

Please provide additional input regarding the City's parking facilities.

- I prefer not to park in facilities operated by Standard Parking. I have had several issues which they have failed to solve adequately and on my last issue, the call box didn't work on either exit lane.
- Can't afford it, don't use it!
- If in the parking garage. the equipment, such as the automatic teller, does not work properly
- The cost is too high for the time I spend downtown.
- Parking facilities are average and good. The convenience for folks who do not live downtown decreases when parking prices increase significantly for special events. I believe citizens find that to be a deterrent and leave downtown for other venues and destinations. It also makes convenient parking close to entertainment/restaurants easy for patrons to find. Parking fees are inconsistent.

- No visible signs of security on site, but very clean. Elevators have no ventilation - unbearable on hot days
- Standard Parking garage on Oak Street fills up too quickly and the spaces are too small.
- I have been approached a number of times for money by people loitering in and around the garage, which makes me nervous. Also, the elevators have no air at all circulating. They are in the sun and very hot, especially during the extended heat warning. In the winter, the heat lights by the elevators don't all work. Also, when building new garages, it would be nice if they would leave enough room for two cars to safely pass going opposite directions, especially going around corners.
- They need to be patrolled better, and ticket the people that park wrong.
- 3rd and Grand has no security, and my car was broken into this week. Downtown Council does not station any of its staffers there, so cars are vulnerable to attack.
- We should be able to have cover parking. They use to have it downtown but tore down that parking facility so the parking downtown is horrible.
- Off-street parking facilities are very dishonest from many previous parking experiences. Attendant frequently steals money.
- Whenever there are several events going on downtown, parking is always an issue. There just aren't enough spaces for cars. We only come downtown as season ticket holders for theater events, never go downtown for dining. We complain about parking every time we go to Music Hall/
- Parking is expensive and not easy to find I do not like coming to downtown KC
- We had a vehicle stolen out of a lot and we could never get a police report out of KCPD. We have had sticker stolen and

License tags as well. We had one car sideswiped and damage with no report as well.

- Provide affordable parking for city employees.
- First the streets are so narrow, second the flow of traffic is horrible when events are there. The parking prices are just as much as the ticket events you pay to see. Who wants to pay double? Security is an issue because the lack of security to monitor and the lighting is poor as well.
- In some cases they are charging a fee that I consider to be high or the ingress and egress are time consuming.
- The Ed Wolf Garage is very narrow. Almost every day people drive too fast and just miss causing an accident. Need wider lanes.
- Most parking facilities charge too much for parking and then you have to park up on high floors. Most of my family members are afraid of heights including myself.
- Too expensive for average person to afford! Overcrowded, poorly maintained.
- There is no signage in the stairways directing patrons to the exit - in case of emergency this could be very hazardous. Lighting in many areas is quite dim. No public restrooms available.
- It is somewhat difficult for me to figure out which facilities (aka garages) are available for me, a downtown employee. Some sort of standardized system to inform downtown employees of their parking options and their costs would be very nice.
- Spaces are narrow, difficult to get in and out of, even with a smaller car.
- Confusing to find, not sure which are private and which are public. Complex billing procedures.
- Expensive; monthly parkers are left scrambling when there is an event downtown during the day b/c Standard Parking

takes the money from parkers and does not save space for monthly parkers.

- Garages are not well lit and not very clean.
- If more than two events are going on, it is almost impossible to park.
- Expensive! Not always convenient.
- There isn't enough parking within close proximity of buildings. As a City employee, the parking facility across from City Hall is too expensive and is frequently full.
- Too expensive.
- They are not easily marked in all locations downtown. The garage at Cosentino's is great. Evening parking on Main Street can be a challenge if the garages are full.
- Barney Allis Plaza Garage is dirty and needs work. Escalators are never running, and areas of the garage never seem to get general maintenance. It appears as if the city uses the funds as a cash cow, while not putting money back into the facility.
- Often the appearance of garages is not clear if general public can park or if they are reserved for business employees because of poor signage. They look intimidating.
- We need less surface parking lots! We need on-street parking where ever possible, including in the Power and Light district.
- I find it frustrating to pay for parking to see a movie, go to the grocery or stop to get coffee. For the first two, I look for off-street parking. For a coffee run, I have to circle the block to find a legal parking place. A few blocks to the south (in midtown), I can do most of that with free parking. It is free to park for the movie on the Plaza and at most other shopping areas. Downtown is my closest movie and grocery. However, I do not use those facilities because of the parking charges. #15 above is hard for me to answer. My choice is

that off-street parking is usually available, but not always convenient to my destination.

- Cost too much
- Somewhat inconvenient to find space in Wolf Parking garage at times when going to City Hall for business. Would be nice to have one hour or two hour or less parking on lower levels for City employees/public doing business in City Hall.
- I don't think that we should have to pay such a high price to work downtown, and other departments that are not located downtown do not have to pay. Seems we get paid less because of parking, but we work hard for our money like any other city worker.
- It could be cleaner. There is a nasty smell in the JE Dunn garage elevator like something died.
- Parking for Sprint Center is not acceptable.
- It appears to be expensive, but I don't really have a choice in the matter. There is not competition in the pricing.
- Needs to be easy to use (not just cash oriented), and well maintained. In the past meters are frequently broken or unattractive. Many of the downtown parking lots are weedy, with cracked pavement and insufficient lighting. Making sure parking facilities and meters are attractive and well maintained is really needed.
- I have to pay for off street handicap parking!
- Parking spaces tight
- You have put handicapped parking on the back burner.
- Where can a visitor find information about downtown parking? Is there a map available? Many senior people do not have access to the Internet.
- confusing, expensive, and often broken
- Why should I spend money on parking? I can go anywhere else in the Metro area and park for free while I shop or eat. I

will spend the money you charge for parking on food or drink in another location.

- I always strive to find street parking. I am usually downtown during the evening, so I want to park on the street for free. When I have used city parking, I guess it's okay. Not always super easy to find a lot, and then an open spot, in a timely manner.
- There don't seem to be many of them, and many of them are awkward to get in and out of (narrow spaces, tight rows, etc.)
- I keep thinking about the comment from the person from the county courthouse who said her jurors need more disabled parking- like three spaces at the end of each block. That was interesting. Thanks for 3 hr. free parking at Cosentino's if you shop there or see a movie. Also, I don't mind the fee at P&L, but rarely use it. I roll up by power chair mostly.
- In central downtown loop, the lot across from the courthouse is the best. Parking further east and in the Crossroads area is difficult.
- There's plenty of parking, too many cars, and not enough efficient transit. Make the Main MAX go straight down Main.
- The communication about the cost and possibility for parking validation is extremely poor-especially for the lot underneath the P&L District. Makes me distrustfully of the whole system.
- Typically park in Power & Light underground parking if in that area. Confusing and hard to find elevators.
- I would love to be able to go to more events downtown, but handicapped parking is not that accessible to some locations such as the Sprint Center. I am hoping that parking at the Kauffman Performing Arts Center will be better.

- Taxpayers footing bill for downtown development to pay to park causes city to lose. Revenue to other venues that offer free parking
- Generally use Municipal Auditorium garage. Service has vastly improved over the last few years. Thank you.
- I think we have plenty of parking garages in the downtown area compared to the amount of businesses that are located there.
- Need to upgrade the lighting in all city parking lots
- These notes pertain particularly to the Wolf Garage.
 - Insufficient # of handicap-accessible spaces. Each monthly parker with such a need should be assigned a specific space instead of there being a reliance on the first-come, first-served model, which sometimes results in non-monthly parkers getting them instead of those of us who have paid.
 - Some spaces are far too narrow for mid-size and larger cars.
 - Insufficient lane width for passing larger vehicles and for safe turns at corners.
 - Heat doesn't work in winter. Makes the entire facility, elevators included, very cold in winter.
 - Not air conditioned. Makes the elevators very hot this time of year.
 - There is sometimes snow and/or ice inside the building, on the ramp, and/or at the driving entrance.
 - The City should allow documented handicapped staff to park in designated spaces onsite at City Hall as it does at outlying locations.
 - It's impossible to find a space if you come in late or leave and come back on Thursdays or during any sort of special event downtown. There is a lot of congestion on the even-numbered levels especially in

the Wolf Garage between 5:00 and about 5:15 p.m. There needs to be some provision for two lanes going down and no cars entering the facility during that time so drivers with passes can bypass the drivers in line to pay without fearing they're going to meet someone coming at them from the other direction.

- City Hall and the Wolf Garage folks need to have a system for notifying monthly parkers of elevator issues so those of us who are handicapped can call Security for a ride to our cars instead of getting across the street, then finding the elevators are out of service after the garage office has closed and either having to do stairs at great personal risk or go back across the street to City Hall Security to seek assistance. Likewise, the City doesn't advise the garage staff when City Hall's own handicap-accessible elevator is down so people won't waste their time and effort going that direction, then have to either do stairs or go uphill, all the way around to the 11th St side.
- The pedestrian ramp is sloping, which is unsafe for someone with a broken hip or using a cane or a walker--and we have to exit directly into the path of incoming cars. There should be a pedestrian-safe exit. Handicapped staff members can't always move fast enough to get out of the way.
- The sidewalk outside the building is uneven and sloping, posing a tripping hazard.
- The City doesn't properly clear the street or the sidewalks around it (or around City Hall on that side), causing it to be unsafe for handicapped persons having to walk on both sidewalks and cross the

street at the Oak St side to get to the handicapped entrance.

- All parking should be head-in only. When people back in, they take a chance on hitting the surrounding cars and they also cause traffic jams behind them for cars waiting to move past and park.
- The no-parking zones for discharge of any but handicapped parties in front of City Hall and Municipal Court need to be enforced. They cause daily traffic jams.
- Safety is always an issue; some parking garages are not well marked with availability or restrictions during certain hours (i.e. business hours).
- Needs to have a tiered level of parking. If staying a couple of hours park on certain floor, or if all day, another floor. If less than 30-minutes, have the ability to park on lower floors to get in and out of building.
- When at home in the Crossroads area, I usually park in a lot behind my building where I have a reserved space. When visiting other businesses, I try to park on the street before I park in a garage because it is typically less expensive.
- City owned safe, lit etc., non-city owned structures
- Though I live downtown (River Market), I commonly travel to other destinations within the survey area and have little issues parking within an acceptable distance to my destination.
- I don't think one should have to pay for parking to do business with the City or the County
- What are the city's parking facilities is never clear? Of course, the street and meters, but garages and slot lots... one never knows.
- I park in a garage run by Standard Parking. I have consistently found their employees to be rude and their

customer service is non-existent. My co-workers agree with me about this.

- There should be directional signs and business advertising signs in the garages so you know what's available nearby.
- Have had multiple problems at Power & Light garages (sometimes cash only, credit card only, ticket validation not working, etc.) to the point that more than once, I've left without visiting my intended destination.
- Some are well maintained and some are not. Hard to tell the difference between those that are city owned and those that are not.
- Not sure if you're referring to City of KCMO or in general all downtown city lots. But private parking lots near my building have been a source of crime and occasional dangerous activity. Several persons in my building have been victimized by crime. And I had my car broken into last July while parked in a lot in downtown near U.S. DOT building. I have one fellow employee who transferred to a Lenexa, KS office (much farther from her home in KC Northland) just because she feared to park downtown and tired of harassment by homeless or beggars and feared crime.
- Signage is not great.
- I think the cost is a bit steep.
- Security is an issue with many parking garages as many are not manned and the unmanned facilities seem to call out to thieves.
- There are too many parking meters in the downtown loop. The parking garages in The Power and Light District are nice but very pricey.
- Need cameras on every floor . . . don't feel safe on upper levels after dark

- Several of the paved parking lots have pot holes and are generally in disrepair - especially south of the downtown loop.
- They are clean and well maintained; need more bike racks in obvious locations like those in Cosentino's garage.
- Sometimes it is hard to determine which lots are private lots and which are open to the public, until it's too late and you've already pulled in and have people behind you!
- The city parking facilities that I am familiar with are well kept and safe. However, it is my belief that there are not enough of them. My opinion is that the city could build parking garages over existing surface parking lots. In this way, you could triple or quadruple the amount of parking spaces provided without having to use existing space that could be utilized for other uses (commercial, retail, apartments, etc.) In other words, the City would already be utilizing existing parking space for parking garages. The benefits are more parking, as stated above, plus it is my opinion that the aesthetics of a parking garage are superior to surface parking.
- Lots at the City Market location are in dire need of asphalt repairs. One lot is sinking substantially.
- We have no safety.
- Not well signed for when one is driving around.
- Too many parking facilities are open only to particular businesses, even when those businesses are closed. There would be more than enough off-street parking available if these lots were open to the public after business hours.
- Although plentiful, it is not always evident where they all are. Some have good signs, and others do not.
- Not enough, poor or no security at night, constant vandalism, and personal safety questioned.

- I miss the less expensive alternatives that used to be available.
- Need modern parking facilities, eliminate ground level only parking lots and improve streetscaping for pedestrians, mass-transit users and cyclists.
- Narrow spaces, difficult to find a place
- The KC Live area parking can be confusing. Sometimes you need to validate, and then plug ticket into machine and pay, then walk to car and exit through another gate machine. On weekends, sometimes someone stands at gate and collects money as you enter parking garage. Would prefer an attendant at entrance/exit at all times to be consistent. Plus, parking should be free in City garages in evenings and weekends if you want people to visit the KC live area for entertainment purposes. The validation system seems acceptable during weekday to deter surrounding employees from using the facility to park for work.
- There are a lot of people who charge high prices during events for off-street parking and result illegal parking. The city parking is not clearly marked and people do not understand that they can receive discounts when patronizing the local restaurants
- Not sure where the city controlled parking is.
- Additional access for bike parking would give me more options for travelling to downtown beyond just my (expensively fueled) vehicle.
- Some pay lots look like they haven't been paved in a decade. City ordinance should specify how often lots should be resealed, striped or repaved to keep downtown looking its best.
- I park at Oak Street garage. The management of the facility is excellent, the cost is reasonable, and I can always find a spot. I work for the federal government, not the City.

- I have an SUV, so it is hard to maneuver. It is 73 inches tall so there are some garages I can't park in. The facility at 9th & Main (near UMB Bank), never gives me a receipt, - which is annoying. The garage at the NE corner of 10th & Walnut - many times the arm doesn't work and I have to call to have someone come let me out - which is annoying. My favorite parking garage is the one next door to City Hall with the blue lights. It is even better now it has the directional signs and colors for the various floors.

Please provide any additional comments or suggestions about parking in Downtown Kansas City.

- I would much rather have a reliable public transportation method for getting downtown, than to drive and park. In the long run, money spent on transit would be far more effective than money spent on parking facilities.
- I've recently moved to Kansas City from California, and I must say, car truly is king here. This is evidenced by the enormous amount of free and low-cost parking available even in the dense urban core of the city. It's shocking and a little dismaying, frankly. If anyone ever wants to promote mass transit as a viable option in this city, they need to incentivize its use, and one way of doing so is to remove the subsidies that make parking a vehicle in our urban core so artificially cheap. Further, the prevalence of surface lots within the downtown loop is appalling; such a poor use of what should be the most valuable real estate in the whole city. So there...that's my two cents!
- As a downtown resident, street signs are often hard to read and outdated. On Grand there are parking meters which imply that you can park as long as you pay. If you don't make an extra effort to read the signs, you will get ticked from 4-6pm. I live on Oak St and I have yet to see enough traffic on the road to necessitate three lanes in either

direction, yet the parking policy is set up to create three lanes during rush hour.

- Parking at night is a concern without security. If there were more garages with security of off-street parking with some sort of patrol during the night, it would be helpful
- I would like to see more affordable parking available.
- If you want to encourage mass transit, we don't need more garages.
- Rates to park in garages or lots for events are outrageously high compared to the time the parking space will actually be needed. It's a monopoly, as patrons have few parking choices. Because of that, I generally avoid downtown when looking for entertainment.
- Hire people to check the parking & the lots.
- More security!
- The parking enforcement officers are not reasonable in their use of power. Many times our company has had permitted vehicles ticketed due to a lack of common sense on the officers part. Hard things like looking at the permits posted on the windshield of the construction vehicles with flashing yellow lights on.
- The City needs to provide parking and not charge so much to park and maybe have park passes for everyone that works downtown. JE Dunn has their own parking lot and their employees have parking passes and they also let other business park in their lot.
- You have not asked about park-and-ride opportunities with KCATA that I use regularly.
- I haven't experienced other cities parking garages or other cities meter parking.
- Making city employees pay for parking I think is horrible. I would never work downtown again because the city has

made parking downtown for city employees impossible and expensive.

- Most of the time I ride public transit downtown.
- If the traffic division could change the timing on the traffic lights to make the flow of traffic move better that would be one improvement; more officers to manually direct traffic and security for all downtown parking location events with visible identification as to whom they are for a consistent basis to identify; then look into designing or meeting with planning with This is "Round Automated Parking" the World Leader in Parking Systems. Produced by Eito & Global Inc. Japan. Please contact us for any questions and more information. www.e-globalparking.com Since we are already a sister city partnership with Japan why not use their parking experience with technology on conserving space, less car break-in's and theft can cut cost on security to the outer portion of where you pick up and drop off your car. Hopefully less traffic, and if built in several locations, people would and could possibly park closer to their destination. The old greyhound bus station would be a great location for this for police officers, federal workers, and state workers that all work in that area and have to parking in all sorts of lots and this could be one central location to house all cars for employees, and then build more in other locations within the City. Most of the garages need maintenance look at Wolf garage and that is only about 10 or so years old. I would come to the downtown restaurants and entertainment more often. The power and light district could even hold larger crowds for sporting events for even our out of town guests that drove to find locations easier as well. On the survey I didn't like you could only pick one choice; I had several.
- There is no parking if an event is at arena or the convention center. There is no other reliable and cost effective way to get there.

- While the rates are "somewhat" lower than other cities I've visited I can't say that I feel Kansas City's are fair rates. Some of the cities I've visited have a much higher cost of living - New York, Washington DC -therefore the rates are automatically higher. We also don't have enough parking available in our city for special events. I attended an event at the Sprint Center and not only was the cost ridiculous, but it took us more than an hour to exit the garage where we parked.
- I think the monthly rates are too high for City Employees and we should receive a better discount.
- Parking is unfair. Why does the Police Department make a parking lane on 12th Street when there are available spots in their parking lot and it's not an emergency because their emergency lights are not on and they do not have a prisoner with them? If we parked like that we would get a ticket and be towed. They should be forced to stop that unless it is an emergency. They cut a three-lane street down to two lanes during busy hours and a down to a one-lane street when the buses are in the other lane picking up passengers!
- I believe that all government employees, whether city, state, or federal, should receive a discount to offset the monthly cost of parking downtown.
- The City owns these facilities, they should be staffed by City employees and the City should get the revenue generated by "outrageous parking fee charges."
- The City should not be in the business of leasing space to a private for-profit company. At the current time, the City is responsible for all maintenance and upkeep of the downtown parking facilities but sees no return for our investment, instead allowing an outside contractor to reap the benefits i.e. profits from our facilities.

- Cost of parking should be shared equally by all. Parking should be an enterprise venture. A garage cannot sustain itself if 70 percent of the users do not pay while relying on 30 percent of payers. Also need to re-negotiate parking agreements with AEG.
- Downtown has really gone through revitalization, so I think that the parking and parking facilities in the CBD should be next to receive a sort of reorganization or "revamp." In my opinion, there is sufficient parking downtown. Unfortunately, when I usually arrive at work (4:00-5:00 pm) is at a peak travel time and that parking is very hard to come by. In addition, paying to park adds up very quickly, and, in a sense, eats away at the paycheck. I wouldn't feel safe parking, say, in the Crossroads district (which I had to do today) and having to walk to my car after my shift, which sometimes ends at midnight or later.
- Light rail please. Modern street cars would be best. Starter line from river market to crown center would be ideal.
- Standard parking is a monopoly and there is not sufficient parking for downtown events that occur during the day; Standard Parking takes money from monthly parkers and day event parkers and there aren't enough spaces and people who have to work are left scrambling for parking spots while people go to basketball games or motivational speeches.
- When several downtown venues are booked simultaneously, there is not parking available.
- The price and convenience of parking areas and/or meters are a deterrent for using downtown facilities.
- Why should City employees that work in City Hall be charged to park? City employees that work at other job sites do not have to pay parking.

- We need less surface lots! Make people build a garage when they are going to require a ton of parking spots like the sprint center.
- Parking only seems to be tight when there are large events at the Convention Center like Skills USA, as well as at times when there are large events at the Sprint Center such as the Big 12 Basketball Championship.
- Use signage that lets public clearly knows that parking is available. A good example is the garage for Cosentino's. The blue "Parking" sign is visible down the block and feels safe.
- I like that there are areas where longer parking is possible, like 4 hrs. etc. for meetings.
- I have not had very good experiences with parking patrol for on street parking. Very rude and will start writing ticket as you're putting in more money in meter. Also, social workers at Fletcher Daniels building need designated temporary parking. They run in and out of the building all day. If not designated parking, then some sort of amnesty.
- Please do not build anything else without a good parking plan or good public transportation that the citizens are actually invested in using. Public transportation infrastructure not there for the limited spaces we have.
- I don't think that we should have to pay such a high price to work downtown, and other departments that are not located downtown do not have to pay. Seems we get paid less because of parking, but we work hard for our money like any other city worker.
- The biggest issue with downtown parking in the center (Bartle Hall) is typically multiple events are booked on the same day/time and leaves very little public parking for customers. Kansas Citians do not enjoy walking several blocks to their destination. More multi-level parking is needed near the center of downtown.

- Not enough free parking for on-street parking.
- There are three major issues with downtown parking in Kansas City that is different than other major cities I have visited 1. Adequate signage showing where public parking garages are located 2. Modern parking meter stations that accept cash AND credit/debit cards. The best system I have seen is the meters in Portland and would like to see KC establish parking meter systems like this. On-street parking contributes to the pedestrian and visitor friendliness of our downtown. Parking garages should be used as a way to accommodate daytime business population and/or downtown resident parking and parking for large venues such as Sprint arena. 3. More on-street parking is needed to encourage visitors to patronize individual businesses throughout the CBD including restaurants and retailers, where the visits tend to be short and targeted at a specific business.
- Do not build more parking downtown unless it's a garage, with commercial space on the ground floor.
- I wish they would prohibit parking along oak from 6-9 instead of 7-9. Some idiot is always parked in the curb lane until 6:55.
- I have never been able to find any handicap on-street parking downtown near the Sprint/Power & Light district and have always had to pay for off-street parking.
- The last two times I have been downtown, I have seen expired meters and no ticket on the car. I even managed to park my car, do my business, and that same car is still sitting there by the expired meter without a ticket. There aren't enough meter people to patrol the area. Most of the time, I take the bus to my location. I hate parking downtown at all. This usually takes up half my day to accomplish my task. Most people can't afford that amount of time. I believe

the parking is a big reason downtown and the surrounding area is failing. For the events that are held downtown--if I knew how much more it would cost me to park, I probably wouldn't even attend in the first place. I have already bought the ticket and don't want to waste my money or I would actually leave and ask for a refund, which most venues won't do. Why can't parking be part of the venue's cost and the venue could just send one check to whomever? Buses don't run after the venue and a taxi is too expensive.

- I don't know what to say except we need more. For example, the green space "government mall" anchored by the federal courthouse on the north should have included underground parking garages (like Chicago). Except for that area I have no other specific suggestions. As I have difficulty walking and use handicapped spaces I wish there were more of them on the street near the public library, government buildings, shops, and hotels. Parking lots are fine, but usually create a walking hardship for me because the spaces are too far away from building entrances. Perhaps an expansion of the previous free trolley ride program in the business districts would be helpful. And, of course, there is the dream of light rail, like St. Louis. More aboveground parking lots are not the answer. They are unsightly and a poor use of city space. The only way to reduce parking congestion is to attract fewer cars. This seems unlikely unless something is done to change the Kansas City culture of one car per person. Bus riding is inconvenient and unpopular, mostly patronized by people too young, old, handicapped, or poor to drive; city bicycling is often dangerous; carpooling is not supported; cabs are not hailable in the business district or after events; and there is no fast-moving rail or subway alternative to street travel.
- It sucks since you added the Power and Light district. Use to be after 5pm, one could park for free on most city streets.

Now one pays all the time, minimal parking is available. I quit going downtown. I do go to the Crossroads, but parking is free there. Yeah, I know, now you will charge for that parking!

- It would be nice if there were a way to make finding the lots/garages/places to park a little easier. Even small street signs that read "Parking" and had an arrow would help. I've lived in KCMO proper for 28 years and even I have trouble finding parking at times.
- There are many places (City Market, Martini Corner, etc.) where street parking is limited or non-existent and even privately owned parking is limited. Would be great to get some more parking options in all areas of downtown, not just Power and Light District.
- As a person who lives in the area, I don't like the idea to pay for parking to eat and shop on a regular basis. There should be something special for residents in the area.
- I like that they will ticket folks who park in crosswalks, completely blocking the curb cut so you have to go another block to get on the sidewalk. Now if immediate towing were an option..... Thanks you all.
- Survey results will be skewed because choices were limited. Parking in central downtown is a problem and a deterrent. Not enough public lots and private lots charge too much. Fines for expired meter are exorbitant.
- Why do buses (here for some groups at my hotel) need to pay for overnight street parking? Does this charge apply to Plaza and Crown Center areas too?
- Create a true plaza near a transit center to reduce the demand for single occupancy vehicle parking.
- Meters are often broken. It feels generally like the whole thing is poorly managed. A few years ago I spent a lot of money to see Lion King and after looking for a place to park

accessible for a young person in a wheelchair, I finally had to leave and left without seeing the show or a parking place.

- I'm fairly new to working downtown. I like very much, but because I mostly handicap parking, it can be challenging. I typically drive around the streets looking for spots.
- I used to visit downtown all the time. When the meters came and I received a ticket on my first trip to P&L (5 minutes after my meter expired because the service was slow at the Bristol) I swore I would never return - and haven't. I only go to the public library because I know where to park and my time will be brief. I dislike the downtown now.
- Please shift to the pre-paid units vs. continued use of parking meters that require loose change. Parking prices charged for Sprint Center and other special events are too high.
- Everyone should stop whining that they can't park 50 feet from their destination and walk 50 pounds off the gut.
- I rarely even leave for lunch because it's such a health risk and hassle getting to and from my car. I know I won't likely get an accessible spot on returning, and there's a serious lack of designated handicap-accessible space inside all the downtown garages and street side near the restaurants where I might like to eat lunch. Surface lots are notoriously poorly lit, poorly maintained, and famous for towing parties whose money got stolen from the kiosk or dropped in the wrong slot. City employees who work at City Hall should be allowed free parking, same as our counterparts at satellite offices such as the Health Department, community centers, etc.--it's like a pay cut.
- If finding parking is a "perceived" issue for Downtown KC (you'll know by the results of this survey), I think what would be most helpful is talking to 9-5 businesses with surface lots and getting permission (and posting signs) to allow the

public to use these spaces after 6pm on weekdays/ all day on weekends. I've noticed several surface lots that are marked "private" and sit empty in the evenings/ on weekends and they are located in areas with no covered parking near, and little street parking, near desirable evening/weekend activities. If this survey is being conducted to see if we need more surface parking or a new garage, provide better public transit instead, like that proposed street car plan. In this way, people can park farther away from their destination and use public transit to reduce that walking time that most people don't want to endure anyway. It also helps keep people downtown for a longer period of time, eliminating the notion that people need to be near where their car is, especially in the evenings. No one wants to walk 7-10 blocks at 11pm to get back to their vehicle, but if you have a streetcar line, it's a safe and quick alternative to going pretty much anywhere in Downtown and beyond (River market for instance) and only parking once. Hope these comments help.

- We need more public parking garages that are secure with cameras and well lighting.
- Has to be something done with all the delivery vehicles at the Power and Light District. There is always a truck along Grand and/or Walnut that disrupts traffic flow and is a nuisance to pedestrian flow. Accommodations should be made for the delivery vehicles via the parking garage entrance at 13th Street. This survey bounces back and forth between 3rd Party parking and City provided parking. Distinction between the two is important to address all of downtown parking. I find it frustrating for visitors to have to pay a half day rate for parking in private lots even though the visitor will only be at my business an hour.
- If possible, more diagonal parking spaces are preferable to parallel parking spaces.

- I know the garages in the Power & Light District are not city owned/operated but they are terrible. Getting in and out can be a challenge when people don't know how to pay and there is only one exit (Main Street entrance/exit of garage by Cosentino's). It's ridiculous that there are attendants (often smoking cigarettes or talking on their cellphones) wanting to know where you are going before they decide how much you should pay. Rates are inconsistent... Recently, restrictions were lifted on Grand Blvd. to allow parking along the block just south of 20th Street on the east side of Grand. Parking enforcement continued to give tickets for days, even though signs were taken down. Communication could be improved upon.
- SURVEY PROBLEMS 5. The primary reason I travel Downtown: The business owner & employee have conflicting objectives, why are you lumping the survey questions as one size fits all? 10. I find handicapped parking in Downtown Kansas City to be: Inconvenient and difficult to find A deterrent to coming Downtown WHERE IS THE COMMENT SECTION FOR QUESTION 10? I HAVE TWO answers to this question; your survey disallows more than one answer. The biggest problem with handicapped parking is parkers don't know the statutes, including the meter attendants who issue the tickets. 15. Off-street parking locations (parking lots): Off-street parking is easy to find and conveniently located throughout Downtown. I only park in off-street locations as a last resort when all on-street parking is full. I am not sure what off-street facilities are available for me to park in. I would not park in an off-street facility. AGAIN, WHERE IS THE COMMENT SECTION FOR QUESTION 15? I HAVE multiple answers, & why is there an assumption to the first answer selection. "Off-street parking is easy to find and conveniently located throughout Downtown" off-strseet parking is not convenient - you frequently have one way

streets with often slow down the search, in addition, the cost is ridiculous. 21. The rates charged in parking meters are: In line with other cities I've visited lower with other cities I've visited. Higher than other cities I've visited. AGAIN, WHERE IS THE COMMENT SECTION FOR QUESTION 21? Why is the objective of the kcmo parking czar to compare to other cities? It appears the main problem with parking is the city wants revenue to justify the costs of unnecessary studies & a full time parking czar salary. How much is the survey costing the taxpayers? How does the city justify that cost? Is there a parking committee that represents various groups? The cost of parking is like a utility payment, with the 1% ET, & parking cost, it keeps working downtown undesirable. In addition, after seeing these lots close up due to city manipulation, & then seeing je Dunn employees park for free, while the old parking lots are completely empty, you know the costs are against the parker.

- My work has off-street parking. I have to use other parking for short trips to other businesses. Usually it is very inconvenient and rather expensive when I cannot find street parking.
- I really try to avoid coming downtown mainly because of the parking. It is very inconvenient and an easy way to get a ticket. Even though downtown has more to offer I will do most of my business online or go elsewhere for my entertainment and food.
- I generally find that there is ample, to more than enough parking downtown. In fact, new development should be encouraged on parcels currently occupied by surface lots before demolition of any extant structures is even considered. The proposed streetcar would be a tremendous asset to allow people to park once and access multiple downtown destinations all in one visit.

- Some of the 'no parking' at certain hours makes no sense considering how little traffic we actually have. No place to park to utilize retail outlets in Power & Light District - If I need to run into Sprint Phone Center - I'm not parking 2=5 blocks away and paying 5 or more dollars - there should be on-street parking when there are no events
- I am involved with the Kauffman Center, and sincerely hope parking for the center is extremely easy to understand and use by every customer for every event. The rate in the garage is fair, but I am very concerned about patron parking opportunities when the Kauffman Center garage is full, given the type of audiences they are, the distance and uphill walk required from surface lots, esp. in bad weather... which is about 1/2 of the arts season. Here's hoping the auxiliary parking plan is a good one.
- The huge amount of downtown surface space dedicated to parking is a problem for me as a visitor downtown. These lots are always a long haul from one's destination and create uncomfortable conditions. When temperatures are warm, they make local conditions hot. When temperatures are hot, they make local conditions unbearable. I only come downtown when I can take a taxi or bus. The city should move quickly to 1)create security guard monitored multilevel parking garages, 2) provide valet parking for seniors like my mother who cannot walk across lots (see what St Luke's doctors clinics do if you have questions) and 3) cover up these many of these sprawling lots with grass or some greenery.
- Get rid of those parking meters and start making downtown friendly.
- I would like to see more competition in the parking lots and garages. I think Standard Parking is so awful to their customers because they know they have a monopoly.

- I can't wait for the streetcars!
- I have a dedicated garage for work, and typically use that and walk to other downtown areas I visit. When I do try to park elsewhere, I've had considerable problems, particularly in the Power & Light garage (sometimes its cash only, cards only, rates constantly change). Outside of Power & Light, it is very hard to figure out what off-street garages are open for public parking.
- Price gauging on events should have a max limit as to what they can charge.
- There are too many surface parking lots.
- I think bolder, more uniform, signs would really help. Any public garage could have a standardized and highly visible sign at the entrance designating it available to the general public. Street parking meters could be color coded as to their time limits because I frequently drive around to block to re-read the pole signs designating parking rules.
- Again, I won't come to downtown KCMO if overhead costs such as parking are going to be a factor. I work downtown and have no say in that matter. But my entertainment or dining dollars will not go to overhead expenses such as parking when my options in the suburbs are cheaper.
- Public parking is a joke! Most cities cite safety as the primary purpose, but it is extremely evident that its primary purpose is solely income for the city. It's unfortunate for those who are not of a certain income to be burdened by this additional charge. Unfortunately for me, the majority of my employment has been downtown. I have disabled tags and have noticed since 2002, the city has decreased the number of slots for the disabled. Why? Safety, hell no, income. Thanks KCMO.
- In general, there is not enough free parking downtown. The paid parking that is available seems to mostly be owed by one company. Not a lot of selection as far as different

pricing. I park many blocks away from my destination sometimes, catch a ride, or take the bus. Event parking is outrageous. I never pay for event parking.

- I cannot reply to 20 or 21 as I don't park in other cities.
- I would like more on-street parking downtown.
- Need reserved spaces for monthly parkers
- It would be appreciated if City Hall employees could receive a reduced rate or match the bus pass rate for parking in the Wolf Parking Garage.
- Need more bike racks in River Market and Crossroads. Survey should include other transit related questions, i.e. if you park downtown as a commuter, how often to you walk, bike or ride bus to out of office business during the day?
- Horrendous parking situation every Saturday in and around the City Market. That needs to be studied! The lack of traffic flow and thousands of pedestrians with very little parking options, equals mess.
- I do the monthly parking benefit and its \$32.50 every pay day. That is a bill water, gas or lights. And I found out the state employees park for free at 11th and Oak.
- Add signs that display number of available spaces. Sometimes special event rates are not displayed well and price becomes a shock at the entrance.
- Parking is always a hassle, infrequent and too far from desirable destinations, poorly patrolled, and too expensive.
- I prefer street parking by my destination but if need be I will park in the garage. But if the garage prices got any higher I would likely not spend time downtown.
- It's really bad when there is a daytime event at the Sprint Center. What are we daily workers supposed to do?
- I think we need to stop building surface parking lots. Instead, we should build enough garages and use the available space to create more buildings/attractions. Surface lots do

nothing but spread out downtown. I'd much rather live in a more compact, higher-density downtown than one that sprawls (mirroring KC's suburbs).

- The parking ticket fines are outrageous and unreasonable. It is definitely a deterrent for my clients to ever come back to park downtown at my office if they receive a ticket or can't find an available parking meter.
- Remove the perception that parking is difficult in downtown, especially in evening and weekend times when you are trying to attract people downtown for entertainment purposes. By making it free to park downtown, you'll remove the number one complaint of most visitors to downtown.
- Should get more than 15 minutes per quarter. The hours of enforcement are a hindrance as well. Why not 8am-5pm instead of 7am to 6pm?
- As a citizen of Kansas City, if I can't park to attend an event downtown for free I won't attend. We will pay a fuel tax if we drive, a food tax if we eat, and an entertainment tax for the event we have chosen to attend and last but not least a sales tax on all of the above. I think that the cost to go down town just go too high for this taxpayer to also have to pay for parking on the top of all of that. Let us pray for those in harm's way.
- I would like to see more of the parking pay stations for on-street parking. It's so much more convenient and easier than worry about do I have enough change to feed the meter.
- Public parking garages (particularly those of Standard Parking) are too expensive. Standard Parking overcharges for the lots that have no competition (near Union Station).