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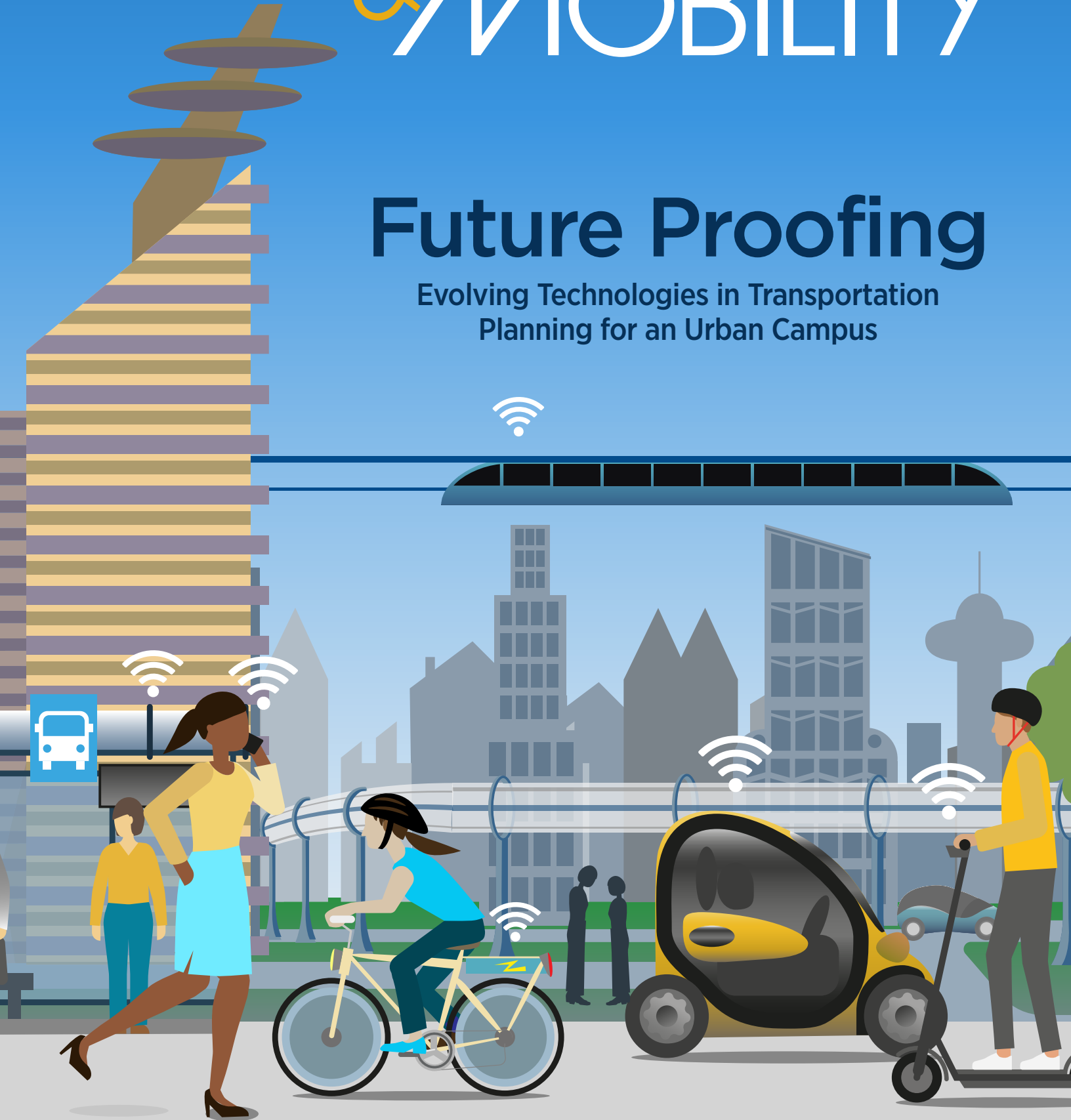
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INTERNATIONAL PARKING & MOBILITY INSTITUTE

MARCH 2022
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& MOBILITY

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MY ONLY SON LEFT ME THIS YEAR. I know, I know—he didn't *really* leave me. He went away to college, moving to the next phase of his life, just like he is supposed to. I have a habit of being a little melodramatic, it is true.

That said, adjusting to him being away and living somewhere that is not with me has been a huge adjustment. That may be why I joined the parent Facebook page for his university—I thought it would help me to keep connected with what is going on in his world. And oh, boy, did it.

First, I learned that I am doing a much better job of letting go than so many of my cohorts, who are posting about every single little obstacle, challenge, and bump in the road that their precious little ones are experiencing with the drama and flair of professional novelists (or tabloid reporters). Second, I learned that there are three things that people love to complain about on college campuses—the food, the lack of hot water in the residence halls, and (drumroll please) the parking.

Wow, do they love to complain about the parking.

My son bringing his car to campus was a given. In fact, schools that did not allow freshman to have cars on campus were swiftly cut from his preference list. As a hockey player he needs his car to get back and forth to the rink for practices. As the son of *me*, well, he needed his car for my piece of mind; I wanted to know that he could go where he needed (who am I kidding, it was so that he could come home every weekend, which he does NOT) without having to beg for rides.

To get their parking permits they sign up online and pay by credit card. Then they get a parking sticker and assigned a spot close to their residence hall. Easy, right? Well, it goes downhill fast from there. Facebook stories of students not parking in their assigned spots, being assigned spot numbers that do not exist, assigned spots being too far for the students to walk at night, spots that had the numbers painted over...it goes on and on. How much is true and how much are parents posting to feel like they are still involved in their kid's life in some way is the question, but either way, they must be making the parking team at the university crazy.

Managing the parking operations for these colleges and universities is not for the faint of heart. Putting this issue together gave me a behind-the-scenes look at the challenges faced by today's higher education campuses, and they are many. We have some great information in this issue on how campuses are navigating all the change they have experienced, and how they are taking parking and mobility on campus to new levels using the latest technology.

Thank you for spending some time with us. Let me know what you think—but do me a favor. Send me an email, and don't post it to Facebook!

Melissa D. Rysak

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Purpose

by Bridgette Brady, CAPP

WHEN I REALIZED THE TOOLBOX FULL of coping mechanisms and strategies to find stillness in the fray became routine or felt incredibly temporary, establishing a foundational approach to making sense of it all became important. Just coping is not an option. Perhaps not coincidentally, it was at the same time I realized the elusive, subjective concepts of normal and balance were getting in the way of potential.

The walks around the block, yoga, meditation (which I find maddening—working hard to not think does not provide stillness), puzzles, cooking and insane spin classes were activities I've always enjoyed and were providing fleeting relief. I'm not sure when it happened, whether gradual or epiphany, I realized the invaluable importance to ground myself into what provides me with purpose.

Purpose is not the same as your belief and value system in which governs your actions; it goes deeper than what we find important. It is existence. If you follow Simon Sinek's research, this is our "why"—what we give to the universe. It is the foundational level of identity. I feel it can be evolutionarily adaptive and multi-faceted. I'm still exploring and understand my approach and results are inherently unique.

Please don't misunderstand, I acknowledge the change fatigue is real, it is uncomfortable, and a respite is welcome. The sustained unknown has worn us out, but we're still here. Chaos has always been present in our lives. I appreciate its power to affect positive change and growth, but it shouldn't control me.

In the absence of stillness, with limited energy, perhaps we avoid trying to see-saw a balancing act and instead focus the energy on respecting, and asking the



same of others, the boundaries you have in place to protect and guide your *why*. The adage of, "If it doesn't serve a purpose, it is wasteful" rings truth.

In the absence of normal or even stasis, I've found conscious adaptation and unlearning what isn't important an exciting and refreshing path. If anything, naming your purpose is a fun distraction and may help a gaze forward.

Whatever chaos the universe throws at me, my future self will be a result of strength, kindness, curiosity, courage, and play. ♦



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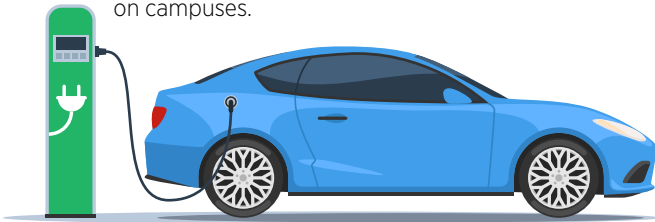


Virginia Commonwealth University
Campuswide Parking and Transportation Plan
Richmond, VA

STRATEGIES FOR INCREASING Mobility on University Campuses

Enhancing alternative transportation options and managing the demand for on-campus parking of student and faculty vehicles has become vital to the success of campus mobility plans. Colleges and universities are dealing with unprecedented shifts in demand for parking, and there does not seem to be an end to the changes in sight. What are campuses doing to meet the parking and mobility needs of their on-campus customers?

1 Smart strategies. Electric vehicles and charging stations are coming. Fleets are being upgraded to electric, and alternate transportation forms such as electric scooters are already making an impact on campuses.



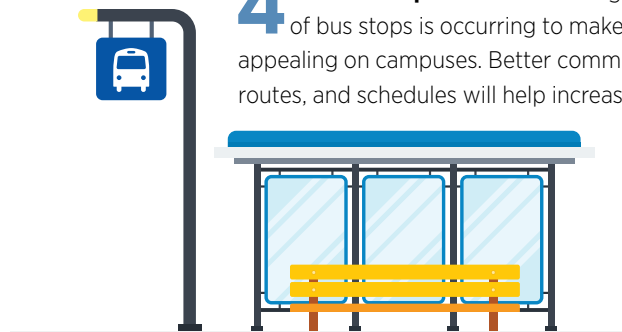
2 Pedestrian mobility. Campuses are rethinking the design of pedestrian paths and the networks connecting buildings and other facilities. Roads are being reconfigured to leave more walkable areas and keep vehicles to the outsides of campuses.



3 Cycling mobility. Cycling lanes, bike racks, bike sharing programs, and incentives for biking are all designed to increase cycling mobility and decrease traditional car usage on campus.



4 Public transportation. Re-design and/or relocation of bus stops is occurring to make bus transport more appealing on campuses. Better communication of stops, routes, and schedules will help increase ridership.



5 Private transport. Parking lots and garages will still be the main focal point of campus parking and mobility efforts. Implementation of new technology will make parking easier for both the commuter and the faculty. Integration of the other four strategies into current parking inventory will be a key to future success.





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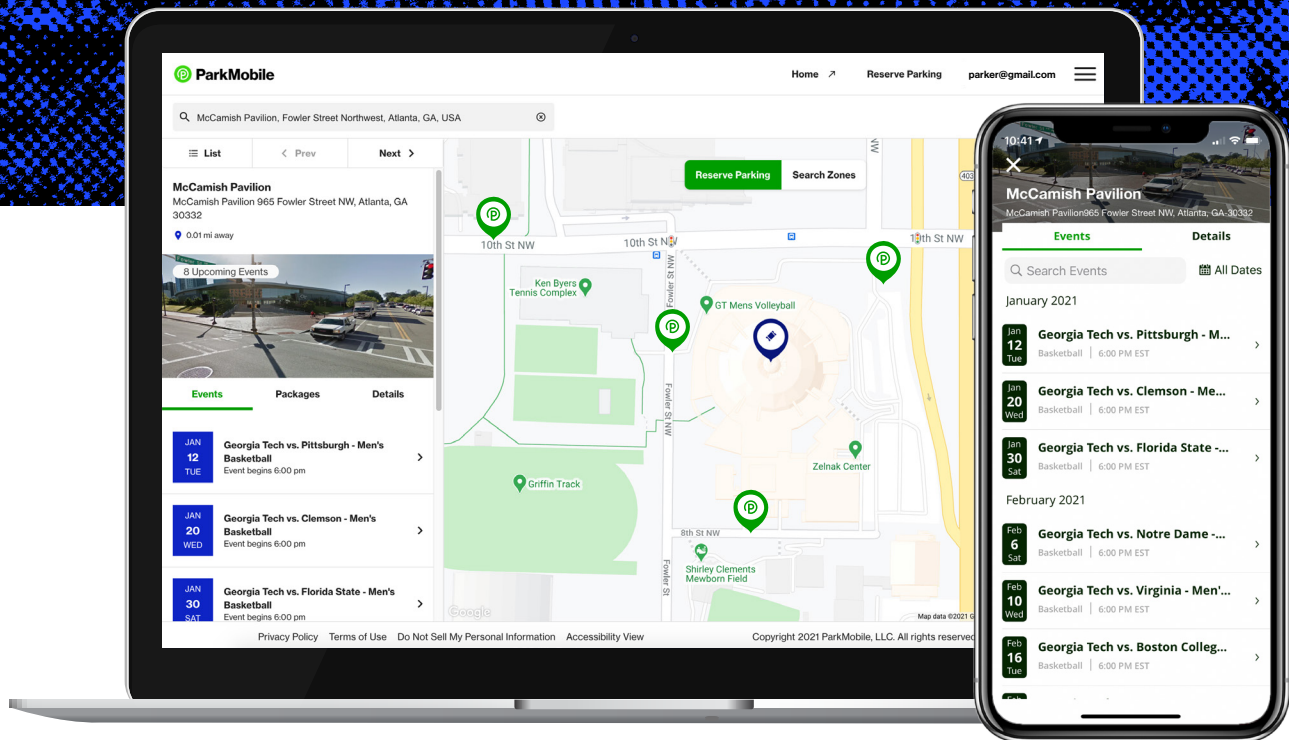
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Are Affordability and Equity the New Sustainability?

By Brian Shaw, CAPP

RECENTLY, there has been a ground swell to make parking cheaper or free for commuters returning to campus at our university. Their argument is that these folks do not want to come back to working on campus if they must pay for parking. Our policy is to allow folks who have been working remotely during the previous 18 months to use a “hybrid” work schedule: work remotely and on-site on different days each week. Our division is required to work on-site at any of our facilities or the university’s East Bay remote work center at least two days per week. No one has an assigned desk or office anymore.

These newly hybrid folks, for the most part, had been saving money on commuting for the previous 18 months while the university moved to online classes and full-time remote working for most employees.

However, there is a cadre of essential employees both at the university and our hospitals who have been commuting to work all along, paying for parking, gas, tolls, depreciation, insurance, and other costs associated with commuting. Those who do not drive to work were negatively impacted by reduced transit service, elimination of express train runs, suspension of cash incentives for not driving to work, suspension of carpool parking incentives, and an ever-changing set of rules imposed by the state on our vanpools.

While traffic during the height of pandemic response was lighter and travel times faster, these essential employees still had to commute to work. Most employees, including myself and most of my team, were able to avoid commute costs and the loss of personal time associated with commuting. To this day, non-essential employees can continue to work remotely much of the week, perhaps commuting to work two days a week.

When we heard rumblings by the employees returning to working on-site not wanting to pay for parking or wanting more spaces made available for our cheaper commuter permit, our thoughts turned to



our essential staff. These critical employees have been ensuring our students are fed, research animals are properly cared for, buildings are kept functioning, grounds are maintained, and our utilities are providing their vital services. Plus, our hospitals have been operating at full capacity serving those suffering from COVID in addition to their regular health care services. These vital employees have been largely driving to work, paying for their parking permit once permit fees returned in July 2020.

Our leadership wisely asked for all concerns regarding equity and/or

affordability as the campus reopens to be packaged together and presented as an overall approach. Two years before the pandemic, the university had commissioned an Affordability Task Force (ATF) to look at areas of life that impact our communities’ ability to afford living, working, and studying at Stanford. Unfortunately, only a few initiatives were able to be implemented before the pandemic set in and resources redeployed to addressing its impacts.

With an eye toward equity, we have proposed a transportation stipend for essential employees that could be

With an eye toward equity, we have proposed a transportation stipend for essential employees that could be used for parking permits, transit fares, vanpool costs, or kept as cash.

used for parking permits, transit fares, vanpool costs, or kept as cash. This is also known as parking cash out and is required by state law in California when parking is made free to commuters. This would make up for the commuting costs incurred by essential employees that the rest of the campus avoided during the pandemic.

I was pleased that our leadership is asking for an update and refreshing of the ATF work. Only this time, it is with an eye toward our essential staff who have been selflessly committed to the university.

Instead of simply making parking free, which would be costly financially as well as put at risk the university and hospital entitlement obligations, we will be “getting the band back together” by reforming the ATF.

Much like the substantial effort the university did in the early to mid-2010s to reduce the university’s carbon footprint and model more sustainable practices, I am hopeful Stanford can demonstrate how to improve equity and affordability for its essential employees.

Parking and transportation have an

important role in sustainability. However, what the pandemic has brought to light is how much parking and transportation impact affordability and equity. I am proud to work for an institution that recognizes this challenge and is engaging its subject matter experts to come up with ways to address affordability and equity. ♦



BRIAN SHAW, CAPP, is executive director of Stanford Transportation for Stanford University, and co-chair of IPMT’s Sustainability Committee. He can be reached at bshaw2@stanford.edu.

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The Crippling Effect of Contempt

By Cindy Campbell

THERE ARE DAYS where I feel like our world may be more divided than it's ever been in my lifetime. There are other days where I'm absolutely certain of it.

While the pandemic and politics have certainly added fuel to the fire, it didn't start the decline of civility we are experiencing in society today. Extreme conflicting viewpoints shouted between strangers, family members, friends, and co-workers—no relationship is off limits to the fallout. We rant, belittle, criticize, and condemn. Politics, health care, human rights, even sports teams—the list is endless. What ever happened to a respectful disagreement? Look, I've always enjoyed a healthy debate, but what I'm talking about here is far from healthy. What may begin as a difference of opinion on any topic can quickly devolve into something far more damaging to us and to our relationships. It seems like we have abandoned civil discourse and adopted contempt as a societal norm.

The Merriam-Webster Dictionary defines contempt as *"the act of despising."* Most of us can acknowledge that contempt in the workplace isn't a new concept; it's been happening in our organizations since forever. *And it's crippling us.*

The Problem

When someone approaches us with contempt, effective communication with that person becomes difficult, if not impossible. It can leave us feeling sad,

anxious, even depressed. Not surprisingly, it causes the same stress reaction for the person conveying contempt. No one goes unharmed in this scenario.

A 2014 article published by [Science Daily](#) talked about how feelings of contempt develop through misunderstandings of the motivations of others. It identifies "motive attribution asymmetry" as one group's belief that their rivals are motivated by emotions opposite to their own. This can occur when a group or person assumes their own motivations are good, informed, or pure, while their opponent's motivations are bad, misinformed, or even corrupt. Motive attribution asymmetry leaves no room for negotiation or compromise. It supports our biases and confirms our worst assumptions about those with whom we disagree.

If you think about it, the parking and transportation industry has dealt with motive attribution asymmetry for as long as cars have been parking. We understand the concept that our industry exists to provide a service, yet how many times have you been confronted by someone who believes that parking is simply a money grab? Now, let's apply this same motive attribution asymmetry concept to our working relationships. When we dislike someone's opinion on one topic, do we fall into the trap of assuming every thought

or statement they offer is inherently bad? Think about individual co-workers, managers, or perhaps customers you've felt contempt for in the past. Is anyone served by always assuming the worst of intent?

The Solution

If I'm honest, I know I've been guilty of making contemptuous statements about others in the past. No doubt I've been dismissive and hurt people's feelings with my words. I'm not proud of this behavior, but I am committed to keeping my negativity and contempt in check. The idea here isn't to entirely stop disagreeing, it's to disagree better—to disagree respectfully. Working to remove our automatic link between disagreement and contempt is the key.

How do we accomplish this? To get you started, let's consider three concepts that may help you to limit your feelings of contempt.

1. Treat others with respect, even when they make it difficult. Sometimes treating others with respect can be challenging but remember, *respect is a choice.* When we choose to respectfully interact with those who actively show us contempt, we remain in control of the interaction. When we can respond professionally and leave their contempt out of the equation, we're better able to leave that interaction behind at the end of the day. (Raise your hand if less stress sounds like a good idea to you.)

2. Refuse to let others determine your opinion. Never confuse contempt with comradery. Recognize when you're being used. The social practice of "we hate that/them so you should hate that/them, too" way of thinking has got to be kept in check. This is a child's game, yet so many of us fall into this thought habit. At work, make every effort to consider each situation—each decision—each person you encounter with fresh eyes. Too often, we automatically categorize situations using an "us vs. them" mindset. Knee-jerk assumptions never serve us well. Certainly, with time and perspective, you may decide the viewpoint or opinion of another person wasn't one you can appreciate, but admit it—how often do we default to an assumption of ill-intent or incompetence based on something completely unrelated to the current situation? It's important to be an independent thinker.

3. Get curious about opposing viewpoints. Along with thinking independently, we need to take the initiative to seek out differing perspectives and ideas. Sure, you may confirm that you really did have a legitimate reason to disagree with an opposing viewpoint, but what if you learned something new that changes your perspective? When we allow ourselves to get curious, remain impartial, and actively listen to others, the potential to learn something new or experience things from a different perspective greatly increases.

Too often, we underestimate the insidious impact that contempt takes on us emotionally and physically. Contempt is an emotion that each of us likely experiences on a regular basis, yet we fail to recognize the serious negative impact it can have on us. To be clear, I'm not suggesting that you feel a certain way about any specific topic *du jour*. What I am promoting is the concept that we can offer others respect and tolerance for opposing opinions—to everyone's benefit. When we can open our eyes to the negative impact that contemptuous words and behaviors have on us and the quality of our business and personal relationships, it suddenly becomes clear how just how critical it is to honestly address our own habits of reacting to others with contempt.

There's a saying about being part of the solution or part of the problem. When it comes to contempt, which will you choose? ♦



CINDY CAMPBELL is IPMI's senior training and development specialist. She is available for onsite and online training and professional development and can be reached at campbell@parking-mobility.org.

"Parking is often the first and last impression a patron has when visiting a destination, and we believe it should be a positive one."

- Doug Ventura, Watry Design, Inc.

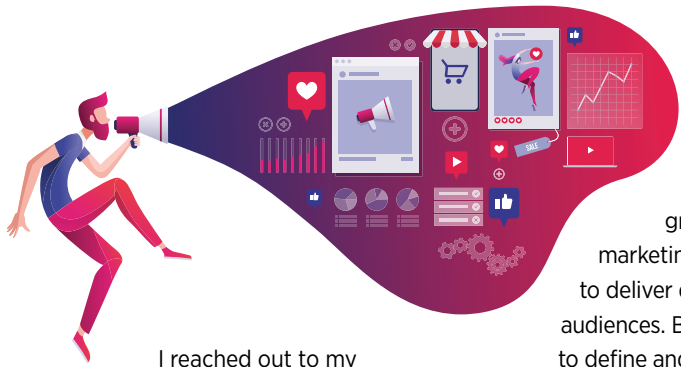


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Five Tips for Creating a Digital Marketing Program

By Bill Smith, APR

LATELY, city parking administrators have been reaching out to IPMI for tips on how to create an effective digital marketing program. It's easy to understand why they are interested. Digital marketing is accessible, scalable, affordable, and effective. It is essentially a 'must do' for any parking organization or business, big or small. But how to begin? How do you know how to create an effective plan that will support the organization's mission and organizational or business goals? For some, it seems a natural progression, but others may find it a bit more daunting.



I reached out to my colleague Craig Wilson for some tips. Craig is a longtime parking marketing professional who specializes in digital marketing. He currently runs the digital marketing programs of several of our industry's largest companies.

Here are Craig Wilson's top five tips for creating a digital marketing program:

What's the Point?

Take your time when you first get started and consider what it is you want to accomplish with the program. Do you need to extend your reach? Do more people need to know who you are, or do they need to better understand what you do? Or maybe you need to communicate how your brand or your offering is evolving. Do you want to develop a community with your current and potential customers? Taking these and other factors into consideration will inform many of your decisions going forward. It's essential to give this step proper attention.

Who Are You Trying to Reach?

Make the effort to understand your target audience. Perhaps the greatest benefit of digital marketing is that it affords the capability to deliver directly to individual target audiences. But it is up to you, the marketer, to define and understand that audience. How digital platforms compartmentalize and categorize their demographic data is worth familiarizing yourself with.

Wade Into the Current Digital Marketing Environment

Listen to others, both in your space and in other parts of the parking industry, who are already using digital strategies to communicate with your audiences. Simply put, get to know your competitors (both direct and indirect) so that you can craft messages that are both effective and unique to your brand and offering.

Tell Your Story

Commit to making content that reflects your brand and tells your story. After working through the above steps, begin to create assets of communication (either yourself or with the help of an agency) such as potential social media posts, online ads, blog posts, etc., that support your communication strategy.

If At First You Don't Succeed, and Even If You Do

Try, measure, adjust. Choose your media outlets and get your message out there. Watch how your efforts perform (digital marketing is highly measurable; don't fail to take advantage of that) and make changes as needed to boost performance.

One More Thing

Here's a bonus suggestion. Think about how you can use digital marketing within your overall sales and marketing strategy. Consider the through lines of marketing to sales and how your efforts are working to drive positive business outcomes, and ultimately to improve sales.

Marketing doesn't happen in a vacuum. Every strategy, every tactic, should be designed to create an outcome that promotes your organization and its organizational or business goals. Be sure to keep track of how your digital marketing program is performing and whether it is helping you to achieve your goals. And don't be afraid to adjust when called for. ♦



BILL SMITH, APR, is principal of Smith-Phillips Strategic Communications and contributing editor of Parking & Mobility. He can be reached at bsmith@smith-phillips.com.

The Interception of Parking and Mobility: A Vision Across Generations

By Alejandra “Alex” Argudin, CAPP

WHEN THE INEVITABLE QUESTION of why a parking authority is involved in micro-mobility comes up, my answer is simple: *we cannot lead from the present, we need to plant the seeds for the future.*

As more millennials and Gen Zs move into the Miami urban core, the modes of transportation they opt for are changing. Some choose to walk to work or adopt transportation modalities that are eco-friendly and economically sound. These modalities include the use of shared electric mopeds, free circulators, such as Freebee, e-bikes, and more.

Recent trend lines show us how hybrid work models after the COVID-19 pandemic are affecting parking, the choice of transit modes and, even, where we want to live, work and play. As people eschew traditional modes of transportation, they seek a better quality of life by living and working near transportation options. Hence, the multitude of transportation-oriented developments (TOD) that are springing up all around us.

As a parking authority, we must anticipate changes and work in a proactive manner; embrace innovation; and be nimble, adaptable, and prepared for a post-car era. In that same breath, we must share in the responsibility to move people by providing connectivity and access. Connectivity and access foster economic vitality and social prosperity.

Shared mobility, whether it is a moped, Freebee circulator, car- or bike-sharing services, is a means of facilitating people a reliable way to reach their destination.



The adoption of these modes will ensure that the underserved individuals who do not own a vehicle can access gainful employment.

Just a couple of months shy of the unraveling of COVID, the Miami Parking Authority (MPA) engaged with the Revel electric shared mopeds. At the time, mopeds were viewed as a new modality to help Miamians bridge the first- and last-mile gap by providing them with a safe and reliable option.

While we could not predict what was looming, the Revel adoption ultimately paid enormous social dividends for the Miami community. As a socially committed organization, Revel swiftly stepped up to the plate to provide free rides to first responders in the height of the pandemic.

In the spirit of continuing to use its capabilities for the public good, Revel continues to offer a 50 percent discount to individuals who are eligible or actively participate in any local-, state- or federally-administered assistance program. In addition, military and veteran members

receive a 40 percent discount across all rates.

Furthermore, the MPA launched and continues to sponsor the Freebee circulator in downtown Miami. Freebee continues to connect downtown employees working in restaurants, hotels, and other business sectors, thus allowing them to reach their places of employment without interruption, free of charge.

I believe that the parking business is amid a tectonic shift in the way it operates. For the MPA, the line of sight is clear: work collaboratively with our partners at the state, city, and county levels toward building a safer, more equitable and prosperous urban community where parking and transportation modalities are mutually inclusive. ♦



ALEJANDRA “ALEX” ARGUDIN is chief executive officer of the Miami Parking Authority and a member of IPMI’s Board of Directors. She can be reached at aargudin@miamiparking.com.

ASK THE

EXPERTS

What do you see as the greatest opportunity to increase the success of college and university parking operations?



Jennifer I. Tougas, Ph.D., CAPP

*Director, Parking and Transportation Services
Western Kentucky University*

Our primary audience, the students, are Gen Z digital natives. We need a strong digital presence to meet them in their space!



Chris Lechner, CAPP

*Assistant Director for Analytics
UCLA Events and Transportation*

Commitment to customer service through flexible parking options. The pandemic has shifted parking and mobility demands for every customer base served by university parking operations. Re-examination of old rules in light of the next normal will ensure that mobility operations are problem solvers for the university community.



Marlene Cramer, CAPP

*Director, Transportation and Parking Services
Cal Poly, San Luis Obispo, CA*

The greatest opportunity to increase the success of university parking operations is to have a strong, meaningful relationships and connections to the campus. Like any personal relationship, having a healthy, meaningful relationship requires attention and intention to cultivate and grow the relationship. Take initiative to reach out and connect with your campus partners, offer information, new ideas, solutions, and always be willing to listen.



Josh Cantor, CAPP

*Director, Parking & Transportation
George Mason University*

The greatest opportunity to increase the success of the operations is to better use data and analytics to guide decision making. With major changes in teleworking and online classes, better understanding the needs of our customers and right-sizing operations and programs while maximizing revenue and creating efficiencies is our end goal, while still supporting the larger mission of providing access for the university community.



Debbie Lollar, CAPP, MS

*Executive Director, Transportation Services
Texas A & M University*

Services we provide and communication between our operations and our customers will continue to get more automated. By default, we will have less personal interaction with customers. As we are developing technical solutions, keep simplicity and service in the forefront of our minds. And there is no substitute for good, personal service when issues arise.



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**Scott C. Bauman,
CAPP**

*Manager of Parking & Mobility Services
City of Aurora Public Works Department*

Putting on my former university parking manager’s hat, I’d say the greatest opportunity to increase success in today’s university environment is to leverage and capitalize on social media to communicate, educate, and make meaningful connections with the student body. Perhaps acquire a talented marketing/ advertising work-study student to send 100% of their time increasing the department’s footprint on all online and social media sites while also promoting and growing your subscriber numbers to increase your social presence on campus.



**David J. Lieb,
TDM-CP**

*Principal, National Director of Higher Ed Mobility Planning
Walker Consultants*

Don’t think of yourself as a “parking operation.” Embrace the notion that what people are looking for is access and mobility. Offer solid alternatives, including parking, transportation demand management (TDM), and commuter support services. That can be the path to equity and cost savings for the campus and its commuters.



**Victor Hill,
CAPP, MPA**

*Account Manager
T2 Systems*

Virtual permitting. Your plate is your permit, and it opens up countless opportunities to provide more—and better—options for anyone who parks on campus. Coupled with a strong infrastructure, it becomes an integral part of managing both parking and the curb.



**Vicky Gagliano,
CAPP, LEED AP**

*Director of Parking Studies
THA Consulting*

COVID has provided college and university parking directors with an excuse (opportunity, really) to restructure and explore how to better utilize their dwindling parking assets. No longer can academic administrators hold them to the traditional parking permit and hierarchy model or “how it’s always been done” with the new teaching and learning methods that have been put into place these past few years. These changes, and the new ways students attend classes, can breathe new life into parking systems that were operating right on the edge and provide better options for all user groups.



Jim Anderson

*Market Development Manager, Building Solutions Team
MBCC Group*

Continue to digitalize your parking operating plans and systems to better understand your university parking user constituency, time and space demand, campus access and mobility, and safety for value delivery.

HAVE A QUESTION? Send it to editor@parking-mobility.org and watch this space for answers from the experts.

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May 11: Empowering the Parker: The Benefits of True Open Parking Ecosystem. Presented by Kelsey Owens and Mary Gray Cunningham, Passport.

June 15: IPMI's Mobility Framework in Action. Presented by Carmen Donnell, CAPP, PaybyPhone and Nathan Berry, Passport.

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Evolving Technologies in
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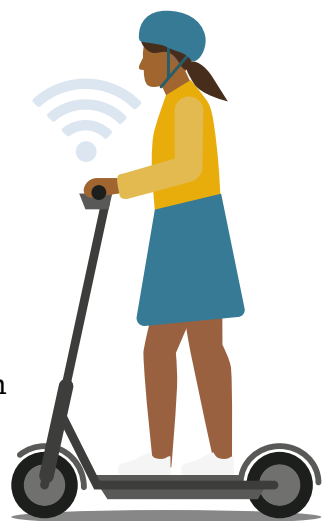
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Reorienting campus mobility strategies to achieve a future-proof urban campus

By Michael D. Godfrey, CAPP

SINCE MARCH 2020, the pandemic shutdown has put everyone in a position to experience what a reduction in vehicle impact could look like for a campus. With the “stay at home” mandates leaving cars unused in driveways and the virtual offices relocated to dining rooms, the normal complications of traffic management and parking constraints disappeared only to gradually reappear over the course of several months. In the aftermath, we are left to ask and analyze what lessons we can pull from this experience and what actions we can take to create active campus mobility and redefining what the focus of campus circulation could be. Flow within a campus has traditionally been concentrated on vehicular pathways, and this has created issues both in safety and in access across sites. A specific challenge to mobility planning involves the approach for growth in an older urban campus setting; multiple stages of build-out over several decades on these sites often results in older circulation pathways that may no longer align with the campus’ future growth and development plans.





Technological advancements in transportation are surfacing impacts that have not yet been fully realized. Self-driving cars are becoming closer to reality, forcing a reassessment of how a commute is envisioned from beginning to end and how this affects current parking strategies. The proliferation of electric vehicles and their charging stations are altering what it means to “park” to encompass fueling. Adding to all of this, the global climate situation is pushing a thorough examination on how to better manage our carbon output, of which cars and buildings play a big role. How do you future-proof (or future-prepare) your campus for the ever-evolving technologies in transportation and mobility?

People-Centric Design

First step would be to realign the focus back to people—reversing the car-centric spaces that have long been the center of campus design for decades. With personal car usage becoming less desirable over car sharing or alternate methods for transportation, along with the necessity to reduce the heat island effect, designing around vehicles is becoming more of a burden than an improvement. Designing around people, on the other hand, is a constant: people will stay the same—they will go places, gather, learn, and be together, and will do so using cars, bikes, or any other type of future transportation. Future planning that revolves around people, or more specifically, the pedestrian, creates flows that will endure changes in transportation modes. By reinforcing that our core mode of movement—walking—is protected and celebrated, we build walkways that are expansive and welcoming. We consolidate parking structure entries and exits and move them over or under the ground level to ensure the pedestrian pathways are safe and continuous. The planning world has already agreed that arterial roads cutting through a campus can be shifted to the exterior, and a more granular focus can be given to the perspective of the pedestrian.

People-Centric design focuses on providing an experience of parking that is simple, intuitive, and sets the stage for the experience of the destination. Taking the route from street to stall to entrance through the eyes of the experienter: what do they see, what do they take in? Can this experience be upgraded to include elements of fun and moments of engagement? Technologies involving accurate and real time car counts are becoming simple to install and can be integrated into app-based interfaces, allowing people to check an app and plan their parking destination, if desired. What if these transportation and parking apps included incentives based off a



user’s visiting frequency, or parking choices (points for carpooling, or choosing spaces that require more walking)? Wayfinding strategies are the visual language of how people need to move through the space. Like any visual language, consistent use of strong and clear symbols creates universal understanding. Overlapping this symbolic language with car counting systems and can be another opportunity to add interest and engagement to the parking experience

by integrating they symbols into notifications and communications. The proliferation of LED screens can add vibrant and transformable visual cues to any space; wayfinding can become dynamic over static.

Future Proofing

Parking structure design can play a major role in future proofing our sites. Car storage is a necessary part of any active site, both urban and suburban. The need to build these structures escalates as we rely on our surface lots and continue to grow business. Urban sites specifically are beholden to the value of every square foot of available land, and we begrudgingly trade potential program space for parking structures, knowing that future needs and technology advancements will most likely render the structure irrelevant. With a conceivable increased use of shared vehicles, parking structures may be only temporary; we hesitate to invest in them knowing both the prescriptive use and the likely short-term needs. More and more we hear the question: what about designing a structure that can serve an immediate function as a parking garage, but later be converted to an office building? This paradigm is changing as the initial cost increase over a standard parking structure reduces, but the long-term return on investment may catch up with the future cost of the demolition and construction of a new building (not to mention the environmental impacts). Combining this with the overarching strategy of “people first”, an adaptable building could hold a longer lifespan, offering the option for a faster conversion than construction of a new building.

As a shorter-term action, current mechanical car parking advancements offer alternative approaches to managing vehicle storage. Car stackers or robotic valet systems increase the number of cars that can be parked per square foot and allows a maximum utilization of vertical space while minimizing an overall footprint. Investing upfront in these technological advancements can ensure that the overall available footprints for future buildings or green space will not have to be traded for lower value vehicle storage areas.



Connection-Focused

Transitioning from type-focused flow designs to connection-focused flow designs can reorient the concentration on a campus from roads to destinations and reduce the overall number of vehicles. Campuses can be complicated and challenging to traverse, especially medical campuses where many visitors are either unfamiliar or are mobility impaired. Instead of relying on vehicles moving from location to location, how can we instead reorganize our campus planning models so the buildings are connected for easier and more accessible pedestrian flow? Can we focus our efforts on emphasizing the pedestrian and shift our vehicular paths to the perimeter of our sites? Holding parking structures and their personal vehicles along the edges of campus, we can have open and protected pedestrian paths connecting directly into the interior campus building. How can we better plan shuttle or tram programs to replace interior campus vehicular roads, or employ a people mover concept to maintain accessibly and predictable travel? Can planned transportation secure consistent and accessible ways to traverse a large site while minimizing pedestrian conflict, and maximizing predictability of movement through schedules and consistency?

Connection-focused design benefits directly from communication and collaboration with the local and regional transportation services. Most campuses have integrated services through municipal bus and shuttles that bring people into the campus, but typically that is where it ends. The bus stops or drop-offs, typically along a primary road, and requires either additional connections to a specific building, or multiple pedestrian pathways that branch out to a campus' different regions. The "L" Train in Chicago was built to replicate the connection that the subway brought to New York with the reality that building underground was impossible. Taking advantage of vertical space can include utilizing it for connecting people with buildings directly. The monorail at Disneyland is a great example of a campus

making the most out of their site without affecting their direct footprint on land. Although typically seen as an "attraction" over a simple and successful connection-focused mode of transportation, the core concept behind the elevated system

overall makes this strategy something worth exploring.

Looking ahead, the diverse modes of transportation that can connect the outside community to the campus can encompass a variety of types: bus, train, shuttle, bike, scooters, and personal vehicle. Mass transportation can be defined and then managed through a centralized mobility hub and an integrated app for user information and access. Personal vehicles will be located along the site perimeters, no longer given a center stage and key locations, instead it will be situated where their drivers can quickly access their destinations through campus-wide connected systems. Parking structures function as garages on day-one, with the intent of conversion to programmable space as individual car usage declines. Intercampus mobility is then preserved for pedestrian and internal shuttle, and pathways are engaging and enticing. Site square footage is maximized for pedestrian experience and use as future program space and building, and to expand the campus green areas. Reorienting our campus mobility strategies to people-centric design with a connection-focused approach will get us closer to a future proof urban campus. ♦



MICHAEL D. GODFREY, CAPP, is director parking and transportation services for the University of California Davis Health. He can be reached at mdgodfrey@ucdavis.edu.

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Timeline of a Successful Parking Technology Implementation

By Chris Dobek

Staying

2017

“We like to be on the cutting edge.” As I heard those words during my second-round job interview with North Carolina State University’s (NC State) Director of Transportation and her Assistant Director for Parking Services, I did not realize I was hearing eight words that would redefine my career. It was during that lunch at a local Italian restaurant on May 3, 2017, that I got a clear picture of the NC State

vision for the future of parking: data should support all decision making, customers should not wait days or weeks to receive parking permits, technology should be maximized to increase efficiency—and I was in for a challenge!

CASE STUDY

The conversation helped earn me a new job and served to lay the foundation for implementing license plate recognition (LPR), integrating virtual permits, and ultimately transforming the whole of how the parking services department operated.

North Carolina State University (NC State) is a land grant university in Raleigh, North Carolina. Our office, NC State Transportation, manages 20,000 parking spaces, shared between permit-required and pay-by-plate locations, within 174 unique parking locations including nine parking decks. Each year our office sells approximately 8,000 employee and 11,000 student parking permits.

Today, we rely exclusively on virtual parking permits enforced by license plate recognition installed on nine mobile patrol units and 14 fixed locations. But that was not always the case, and following is the timeline of activities that brought us to where we are today.

on the Cutting Edge

JULY 2017 TO JUNE 2018

We began our transition with research. During this period, we realized that our interest and investment in LPR was different from other institutions. When discussing LPR with our peers or reviewing case studies, most of the emphasis seemed to be placed on revenue gains from increased permit enforcement or staff reductions. Often, the projected increase in citation revenue justified the expense of adding LPR to a parking operation. We knew this was not our reasoning for making the jump - our focus was, and is still today, directly aimed at efficient parking management. Our goals were to simplify the customer's experience, increase our parking permit sales, and expand our enforcement presence.

Our office introduced LPR and virtual parking permits during a one-year period between July 2017 and June 2018. We adopted a phased-in approach, which allowed us to slowly introduce LPR to our customers, resolve any technical issues, and develop new policies relating to the use and storage of the digital data collected.

Although our long-term goal was to eliminate physical permits, we used both physical and virtual permits during this initial test period. In July 2017, we unveiled two mobile LPR patrol vehicles. Rather than purchasing new vehicles, we up-fitted two Toyota Prii (the plural of Prius) vehicles from our existing fleet. After two days of training, our officers were actively patrolling campus using LPR.

Obstacles to Success

Immediately our officers identified our first obstacle— inaccurate vehicle information associated with parking permits. Although our customers were required to include vehicle information when purchasing parking permits, there was not a mechanism in place to ensure accuracy. Enforcement officers operating LPR would receive dozens of “hits” (vehicles out of compliance) while patrolling campus because our customers had not updated their parking accounts during the annual renewal period, or throughout the year if vehicles were purchased or sold. We quickly learned that customers did not have a reason to update or ensure that parking account information was accurate because the physical permit validated parking.



To address this issue, enforcement officers maintained a list of “permit problems” shared with our customer service staff. Customer service representatives would investigate accounts: deleting old vehicles, correcting transposed characters, and contacting permit holders with instructions to update their permit accounts with the correct vehicle information. This clean-up

Six specialty RFID hang tag parking permits barely fill a wall once reserved for physical permits.



initiative was our first true introduction to a key benefit of virtual permits: *accountability*. While investigating vehicle ownership, staff identified several situations where customers were actively exchanging, selling, or sharing permits. We also met our goal of increasing our enforcement during this test period. Campus colleagues would frequently call to report that they saw “one of our little cars driving around,” and often added with a tone of astonishment, “I don’t think I’ve ever seen an officer in this lot before.”

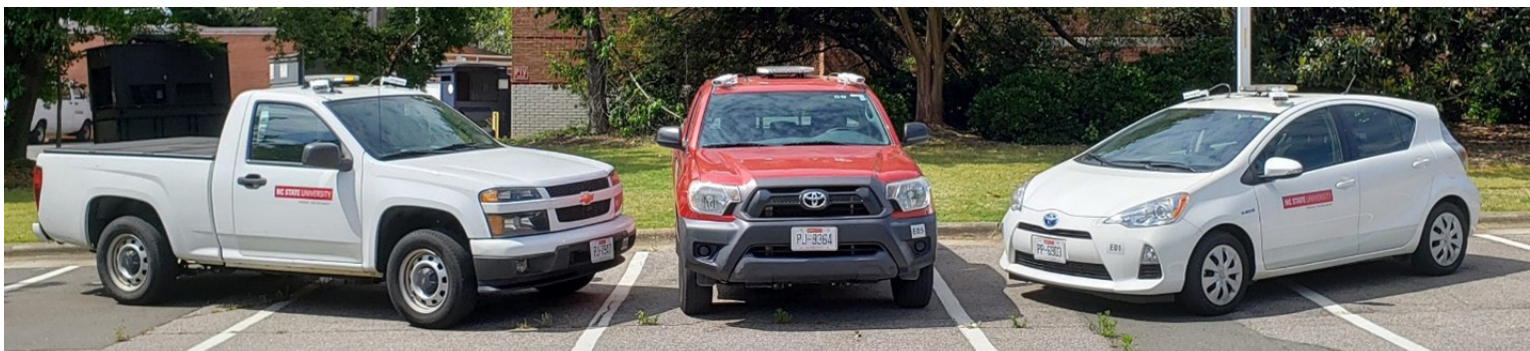
After completing three months of testing, we identified the following concerns that required attention prior to our July 1, 2018, roll out:

- Accuracy of vehicles listed on permits. Permit holders need to update accounts with accurate information.
- Do we address permit trading and selling by limiting the number of vehicles per permit?
- LPR is only effective when there is a license plate to scan. North Carolina does not provide front license plates; do we require *head-in* parking?
- Concurrent parking—how do we accommodate partners, couples, and spouses who share vehicles?
- License plate physical condition affects readability. Characters on older plates are faded, red text does not read well, and characters may be misread (examples D as 0, 8 as B, S as 5).
- How do we share the benefits of LPR with our customers?
- Geo-fencing—how tightly may we adjust the virtual boundary between two adjacent permit locations?
- Departmental buy-in:
 - Enforcement officers who used to walk outside all day are now sitting in a vehicle for six to seven hours a day.
 - Officers are receiving “hits” with every other vehicle scan. The technology is solid, but our account data is not accurate. The perception is this is not working.
 - Lift gates, bike racks, spare tires all impede the ability to read license plates.

As we continued our testing, it was clear that the benefits of license plate recognition integrated with virtual permits far outweighed any concerns:

- Accurate occupancy counts.
- On-demand occupancy reports, dispatching patrol vehicles at any time of day or week to complete occupancy counts.
- Employee accountability: prior to LPR, officer’s productivity was measured by the number of citations issued. With LPR, a manager may monitor vehicle position, lots patrolled, and the number of vehicles scanned.
- Department is no longer limited by the physical permits on hand.
 - New permits may be created and distributed in minutes.
 - Permit exchanges occur online.
 - Impossible to deplete a virtual inventory.
- Increased communication identifying VIP vehicles.
- Permit holder accountability, no more lost or damaged permits.
- Temporary parking permits, gate access, or increased parking permission may be granted immediately in real time.

Enforcement fleet consists of nine vehicles including pick trucks and compact sedans.





Front “vanity” plate available for purchase; characters match the state issued license plate.

- Reduce permit printing and shipping budget.
- Virtual permits are not mailed to an old or incorrect address.
- Officer presence in every lot, every day.
- Virtual permits do not get lost in the mail.

Building User Confidence

After our initial tests, we were convinced that we made the correct decision to invest in virtual permits managed in the field using LPR. Our next order of business was convincing our customers. To prepare the campus community for our transition to virtual permits enforced by LPR, we sponsored town hall presentations, developed a marketing campaign including print, web, and video demonstrations, and facilitated outreach meetings with employee and student organizations across our three campuses. Through these initiatives, we learned that our customers were skeptical; moving to virtual permits is a big change. We also learned that our customers did not have the appetite to support the head-in parking requirement, which is necessary when vehicles are only issued a rear license plate. As stated earlier, LPR is only effective if the camera has something to read. One student stated that it was their constitutional right to back into a parking space, as it was a form of personal expression. It was obvious our students, peers and departmental permit holders were not pleased with requiring vehicles to head-in park.

Thankfully, we were not alone in North Carolina. Our colleagues at UNC Charlotte developed a front plate vanity program a few years earlier for their patrons who preferred back-in parking. Utilizing their specifications, we developed our own NC State University vanity front plate. For \$5, patrons may purchase a vanity front license plate with the matching alpha numerics of the state-issued rear license plate.

Between January and June 2018, we up fitted the balance of our enforcement fleet with LPR and installed 14 fixed cameras throughout our campus. Our fixed cameras are integrated into our gate control system, providing access for approved permit holders and service vehicles.

JULY 2018

We officially transitioned to virtual permits for all employees and students on July 1, 2018. A year of preparation, testing and planning had paid off: *the technology worked*. Sigh of relief, right? Not exactly.

Although we advertised head-in parking, our patrons did not remember. Nor did head-in parking resonate with campus visitors or new employees and students. Although we requested that patrons update vehicle information, not everyone did. Not everyone recognizes the difference between “0” and “O” which is just one of many data entry challenges. While today it is second nature for all our patrons, in the beginning logging into a parking account to change vehicle information instead of merely peeling a sticker from a vehicle’s windshield was perceived as a major inconvenience.

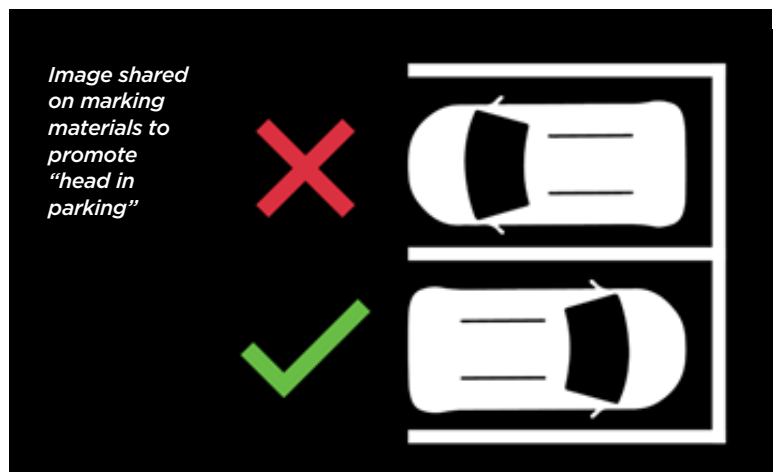


Image shared on marking materials to promote “head in parking”

Take the Time to do it Right

Overall, our transition to license plate recognition and virtual permits was a success because we did not rush the process. We took the time to test equipment, and we evaluated successful license plate read rates at different driving speeds and proximity to parked vehicles. We tested the difference between operating one or both cameras on a patrol vehicle. We measured turning radii and calculated the distances between adjacent permit areas to ensure geo boundaries were accurate. We stood outside for hours watching vehicles drive through gates. We witnessed patrons cringe as they approached gates, uncertain if the gate arm would raise. Instead of asking staff, “Can you hear me now?” we asked, “did LPR see that plate?” Most importantly, we responded to feedback from our customers and never discounted their complaints.

Modifications to the customer service area include social distance barriers, plexiglass shields, and cashless transactions.



Over the course of a year, we changed everything that our patrons knew about parking on campus. *We just asked them to trust us.* During the first year, we distributed dozens of special hangtags with embedded RFID tags to patrons who stated that our new system did not work, and gates would not activate for them. As we refined LPR camera configurations and patrons adjusted their driving styles, we slowly deactivated those special hangtags. We did not communicate the change to those customers, and they never called to complain that they could not access campus. Occasionally we will see one of those deactivated hangtags displayed on a customer’s vehicle.

JULY 2018 TO MARCH 2020

Between July 2018 and March 2020, we continued to explore the benefits of LPR and virtual permits, including transitioning all our special events and summer programs to virtual platform. We bolstered our credibility with campus partners by defending our decision using data cultivated from LPR.

And Then...COVID.

The most substantial change to our permitting philosophy occurred after our return to campus from the COVID-19 shut down. Our traditional annual virtual permit was not meeting the needs of our employees, and office permit sales were complicated by facemasks, Plexiglas shields, social distancing, and physical barriers. We recognized that we were not meeting the needs of our customers, and change was needed. We took several steps to counter the challenges.

First, we converted our contractor permits to our online portal. Prior to COVID, contractors purchased virtual permits in our office, providing vehicle information to our customer service representatives. Shifting to online sales allowed any contractor working at NC State the ability to purchase a daily or monthly permit through our online portal. For some of our larger contractors, we created custom virtual parking permits which they shared with their subcontractors. These new online options provide our contractors with the flexibility to purchase at their convenience without the hassle of waiting in line on a Monday morning.



Next, recognizing that employees wanted more flexibility with parking, our leadership team created a new daily three-tier permit pricing structure based upon location. Any employee without an annual parking permit may purchase a daily or monthly permit on-line. The new daily permits were priced at \$2, \$4, or \$6 per day. Prior to COVID only a select number of employees could purchase daily permits online. Today, all employees have this option.

For our non-permit customers, we converted all our pay lots to pay-by-plate locations by removing our gate arms and ticket dispensers. We also increased the number of available pay-by-plate locations across our three campuses.

TODAY

The use of virtual permits allows us to address the changing parking demands of our students. In a matter of minutes, our Parking Services Manager can create a new virtual permit with specific parking permissions and contact eligible customers via email. Most recently, we depleted a resident wait list by creating an “overflow” residential permit valid in a commuter parking deck. Staying true to our efficient parking management principle, our leadership team identified an opportunity, reviewed parking occupancy reports gathered from LPR,

analyzed this scenario, and ultimately decided to meet the demand for additional parking with a new permit type.

Using our event permit module, we can create an infinite number of custom parking permits. Although our vendor refers to the permit program as the “event module,” we use this product to generate custom virtual permits for any event or activity that does not meet the criteria of a traditional virtual parking permit. Examples include volunteers assisting with COVID support operations, students displaced by an off-campus apartment fire, or staff working at an early voting site.

Like most parking agencies, 2020 was financially a devastating year for us. We are fortunate that we rebounded. While our student commuter oversell is exceeding 30%, our commuter deck occupancy is barely 75%. Although the variety of employee permit options far exceed any previous year, our overall employee revenue is less than previous non-COVID years. However, we weathered the COVID storm. For the first time in 23 months we are fully staffed, we are profitable, we are active participants in a master plan, and we will begin construction on a 454-space surface parking lot in the coming months. We are excited about the future of parking on our campus and look forward to using the lessons and technology we have learned through the last five years to continue serving our campus community. ♦



CHRIS DOBEK is assistant director for parking services at North Carolina State University. He can be reached at cddobek@ncsu.edu.



Incentivizing Biking

George Mason University finds ways to increase biking with goals of sustainability and wellness in mind.

By Josh Cantor, CAPP & Janet Walker

GEOERGE MASON UNIVERSITY (Mason) is relatively young, in fact we are celebrating our 50th anniversary as an independent university in 2022. With around 39,000 students and more than 7,000 faculty and staff, Mason is the largest public research university in Virginia. Although young, Mason's reach is global, and we have students from 50 states and 130 countries. Mason's culture is collaborative and collegial, and it shows in most of what we do, including biking.



king to Work



INCENTIVIZING BIKING TO WORK

Bicycling has been an integral component of Mason's Transportation Demand Management (TDM) program, overseen by Mason's Parking and Transportation department. Mason was first recognized as a Bicycle Friendly University by the League of American Bicyclists in 2011, again in 2015, and most recently in 2019 where it earned a Silver level status. As well, there is a strong bike culture in the Washington, D.C. area on which to build.

Mason had a faculty/staff Bike Commuter Choice program in place for several years going back to 2014, when the IRS finally allowed bicycling commuting as an approved pre-tax benefit. Generally, it supported cyclists by providing shower access, two complimentary parking passes, and a \$20 certificate redeemable at area bike shops if a cyclist rode to work a minimum of eight times per month. It was a manual, paper-based system, but it worked. We partnered with Mason Recreation to provide the shower access at campus fitness facilities and the program fit into the then-current IRS guidelines, which provided a tax-free benefit of \$240 per year to support cycling to work. The Parking and Transportation department funded and administered the program.

Since it was a completely voluntary program, people "cycled" in and out of participation. Some rode every month; others chose to ride only during the more temperate seasons and commuted by other means during colder winter months and the Washington area's hot and humid summers. The program also had its limitations. The IRS forbade employees from participating in both Bike Commuter Choice and our other commuter-support program, Commonwealth Commuter Choice, which provided tax-free subsidies to full-time employees who used public transportation or vanpool to commute. The bicycle commuting benefit again was limited to \$20 per month, much less than the full federal pre-tax transit Commuter Choice benefit that was \$130 monthly when the biking benefit started and is currently at \$280 per month. The gift certificates were also paper-based, creating some challenges in administration as they expired each year and unused certificates had to be replaced.

However, the real challenge came in December 2017 when Congress changed the nation's tax policy, and the bike commuter benefit was no longer tax-free. Once that happened, we could no longer provide the gift certificate because we had no way to tax it in our department. Numbers fell from an average participation of 26 in 2017 to just under 19 participants in 2018. Not ones to give up, we reached out to the cyclists who had been participating in the program, shared the news, and told them we were going to design a new program and could use their help.

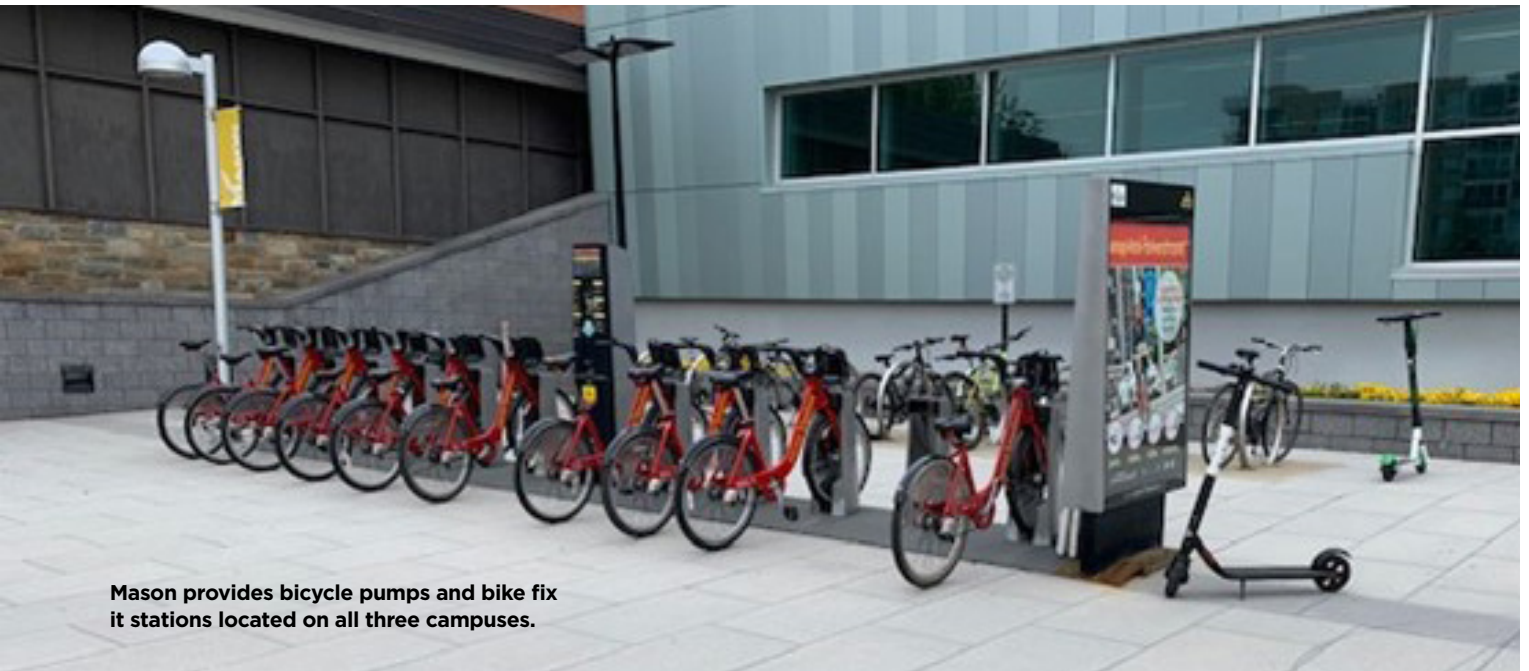
As you can imagine, our program participants are avid cyclists. They became the perfect partners with whom to go to the drawing board and design a new program from scratch. We also reached out to our colleagues in Human Resources and Payroll to solve that pesky taxability issue. This collaboration ensured that whatever we

designed, they could help us to correctly implement.

We started with focus groups of cyclists and asked what was important to them. What motivated them to bike to work? They shared ideas and we incorporated them into the new program. It took nearly a year of drafting and redrafting as we honed the benefits and the parameters of the new and improved Bike Commuter Choice program. We came at it from different angles, and in the end, we prioritized two questions in designing the program: how do we incentivize people to bike to work, and how do we have them document when they rode, but make it administratively simple?

Mason offers both sheltered and non-sheltered bicycle parking.





Mason provides bicycle pumps and bike fix it stations located on all three campuses.

We wanted to trust our participants and be flexible. We tried to anticipate questions but weren't afraid to not have all the answers at the start. Thinking beyond the boxes we created was encouraged as we decided on what should be included, such as counting short rides less than a mile for employees who lived in an on-campus faculty/staff housing community or giving credit to those who used pedal assist electric bikes. As we created a new program out of the ashes of the old program, we didn't feel bound by old restrictions. Getting back to our two priorities of finding ways to incentivize employees to commute by bike and to make the program as simple as possible to administer remained at the forefront of our thought process.

In January 2019, we unveiled the new faculty/staff Bike Commuter Choice Program. It offered three tiers of financial support tied to how frequently a faculty or staff member rode. We included all faculty and staff—full-time and part-time. We tried to build a program that supported all cyclists, whether riding from neighborhoods adjoining campus or those who were riding from other jurisdictions and everyone in between. The dollar amounts and timing (now quarterly) had been set by cyclists themselves:

- Tier 1: 15-23 rides per quarter, \$50 and six complimentary parking passes

- Tier 2: 24-35 rides per quarter, \$90 and nine complimentary parking passes



Mason provides bicycle pumps and bike fix-it stations located on all three campuses.

- Tier 3: 36 or more rides per quarter, \$140 and 12 complimentary parking passes

We also provided funds for an annual bike check - \$100 if you rode at Tier 2 for the year and \$200 if you rode at Tier 3 all year. A quarterly distance bonus, another cyclist suggestion, was included if someone rode more than 10 miles each way to work—Tier 1: \$15; Tier 2: \$30; and Tier 3: \$45.

The complimentary shower access was retained through our continued partnership with Mason Recreation. They allowed free access to participants from 6 a.m. to 1 p.m. Shower access has recently expanded as new buildings at Mason frequently include showers.

The financial support and the value of the parking passes are all taxable. Program participants electronically submit their form once per quarter, and Parking and Transportation compiles their efforts into an Excel spreadsheet which is then submitted to Human Resources and Payroll. They process the amounts and put the funds in participants' paychecks, accounting for the value of parking passes participants have requested in their W-2 for income received. The Parking & Transportation fund is then

BCC BY THE NUMBERS CONTINUED

Bike Commuter Choice Program	Introductory Tier	Tier 1	Tier 2	Tier 3
Required rides per quarter	5 rides per quarter –\$30	15 rides per quarter –\$50	24 rides per quarter –\$90	36 rides per quarter –\$140
Annual bike check funds*	n/a	n/a	\$100	\$200
Free parking passes	3	6	9	12
Distance bonus	\$5	\$15	\$30	\$45
Maximum Annual Benefit**	\$236	\$452	\$868	\$1324

*Paid with Q4 incentives if participant participated at that tier in all 4 quarters
 **Based on riding all 4 quarters at that tier and qualifying for all incentives

GEORGE MASON UNIVERSITY

charged back by Human Resources and Payroll for the amount the employee earned that quarter.

2019, the first year implementing the new program, saw an increase from an average of just under 19 participants in 2018 to just over 34. We had one cyclist tell us the support was enough to cause her to turn in her parking pass and commute exclusively by bike. In that same year, 19 of the participants qualified for a bike check bonus having ridden at Tier 2 or Tier 3 all year.

Of course, COVID-19 dramatically impacted the program as most of our faculty and staff were teleworking in 2020, but we’re roaring back. In 2021, our participation has climbed each quarter from seven in Quarter 1 to 14 in Quarter 2, to 29 in Quarter 3 with six new riders.

The program continues to evolve as we encourage participants to share their ideas improvements. One suggestion led us to introduce a fourth tier in 2021 to encourage people as they were returning to work to consider biking as an option. Just five rides are needed per quarter to achieve this new introductory tier level and they receive financial support of \$30 and three complimentary parking passes. Cyclists also asked for more flexibility in the type of complimentary parking they received so we provide surface lot passes valued at \$8 each and parking deck validations valued at \$15 each, with each pass they request being taxable.

We have recently fielded a request to consider an alternate way of calculating eligibility for the bike check bonus. Currently, it is tied to achieving the same level of cycling for four quarters. At our next Bike Advisory Committee meeting this spring, which is made up of cyclists and university biking stakeholders, we’ll discuss whether it also can be tied to the number of times someone rides for the year. This will help

those riders who are more inclined to ride daily in the warm months and not penalize them for not riding in the inclement months.

Our cycling community is so enthusiastic that they asked us to track those quarters when they don’t qualify for any of the tiers. They just want to share that they are cycling even two or three times a quarter.

If you’re considering how to incentivize your colleagues to bike, we’d encourage you to:

- Consider the possibilities.
- Keep it simple.
- Be flexible.
- Plan to adapt as everyone works with the new program.
- Roll with the unexpected.

Folks had questions we had never even thought of, but we found the answers. COVID-19 had a devastating impact on the program, but because it is

administered internally, we could all “ride it out” until the cyclists returned. That adaptation included keeping the funding levels the same for each tier during COVID but reducing the number of rides required for Tiers 1-3. We did reduce the number of complimentary parking passes since many are still teleworking to some degree.

In short, the program at Mason is organic; we encourage feedback and want the participants to feel that they have a stake in not just the benefits they receive but in the opportunity that they must enhance, further develop, and evolve the program to better fit their needs. As George Mason is committed to reducing its carbon footprint as part of a Campus Sustainability Plan, to reducing parking demand as part of its new Master Plan, and to prioritizing well-being, Parking and Transportation plans to continue to grow the program and encourage more of our Mason colleagues to discover the joy and well-being that cycling to work can bring.

[Click here](#) for more information about Mason’s Bike Commuter Choice Program, please visit. ♦



JOSH CANTOR, CAPP, is director, parking & transportation, for George Mason University and a member of IPMI’s Board of Directors. He can be reached at jcantor1@gmu.edu.



JANET WALKER is transportation programs manager for George Mason University. She can be reached at jwalker8@gmu.edu.



APDS News:

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Cashless Operations *in Higher*

An investigation of the the costs and benefits to cashless operations for higher education institutions, and what needs to be considered before making the transition.



By David Lieb, TDM-CP & John Gettings

Background

Many universities are considering the pros and cons of converting their parking systems to fully cashless operations, and how to serve customers that have either have no access to or no desire to use non-cash payments.

What is “Cashless?” One of the first things noted in our research and our conversations with universities is that there isn’t necessarily a common vocabulary, and there are different definitions of “cashless.” Though the terminology was more similar than we might have expected, cashless may refer to any or all the following:

- Meters that only accept credit cards.
- Meters that accept credit cards and/or mobile payments via a cellphone app (or via telephone/cellphone calls).
- Mobile payment app only—no meters of any kind present.
- Cashless field operations—no coins or bills accepted in any facility or at any of the parking equipment.
- Cashless offices—no cash option at the parking/transportation office for the payment of parking fees or fines.

What does a cashless parking system in a higher education setting look like? For the subjects interviewed, a cashless parking system means no cash is accepted from students or faculty and staff for permits or citations in the parking office, and if there are meters on campus, the meters do not accept cash.

At most universities, faculty and staff can purchase permits and pay citations through payroll deduction or with credit cards, checks, or money orders in the parking office. Students can purchase permits and visitor passes as well as pay for citations either online, in the parking office, or through the bursar’s office. It should be

Education

noted that while the parking department is “cashless” the bursar or cashier may or may not still accept cash payments.

Methodology

Walker researched the penetration of cellphones among the U.S. population¹ to determine the likelihood of the availability of technology to the users of university parking systems. As mobile/cashless transactions generally require the use of credit or debit cards, we also researched the percentage of unbanked American households. Being “unbanked” refers to people who do not have bank or credit union accounts, and therefore are unlikely to be able to use automated or electronic transactions. For information on the magnitude of these populations, Walker referenced publications from the FDIC².

We also contacted universities known to have gone partially or completely cashless. The information that we gathered was consistent enough for us to consider what we heard to be indicative. University feedback is incorporated into the findings below.

Findings

Some of the benefits and liabilities of going cashless, especially in the context of institutions of higher education, include the following:

Pros:

- Cellphone market penetration is nearly ubiquitous, with 97% of Americans owning a cellphone of some type; 85% have smartphones.¹
- Cellphone ownership is similar across nearly all demographic groups, based on age, ethnicity, or place of residence. The main exceptions are the 65+ age group (94%) and rural residents (92%), with all other groups at 97%-100%.
- Smartphone ownership is lowest among age 65+ (61%), income \$30,000 per year or lower (76%), and those with an education of high school or less (75%).
- Most mobile parking payment products offer both a smartphone app and a phone number to pay for parking. Those who lack a smartphone but have a cellphone of some kind have the option to pay without the need for cash.
- Although the use of mobile parking applications requires a payment medium such as a credit or debit card, nearly 95% of U.S. households are banked, or have a bank or credit union account.²
- The demographics of a university skew towards those who are younger, more educated, and more affluent.
- Students adapt quickly to changes in process and technology.
- Cashless meters—meterless, mobile-pay-only operations—reduce the labor associated with jams, repairs, and cash collection.
- Having fully cashless operations eliminates the time and labor associated with cash reconciliation and lowers audit risk and fraud.
- On a university campus, there are generally options for the processing or collection of payments outside of a parking/transportation office, such as a bursar, cashier, payroll, etc.

Cons:

- A percentage of the US population does not have cellphones (3%) or smartphones (15%). The likelihood of cellphone ownership is lowest among senior citizens, rural residents, and the poor.
- Approximately 5% of the US population are unbanked, meaning they have neither credit nor debit cards. This represents over seven million households.
- While day-to-day arrivals to campus—faculty, staff, students, prospective students, vendors, etc.—are likely to have smartphones and to be banked, visitors to attractions and special events, including cultural events, may be less likely to have these characteristics.



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- Certain populations are less tech-savvy and may have difficulty with mobile payment activities, even if they own the appropriate technology.
- Some people may not prefer to download an app. Multiple apps may be necessary if the patron needs to use mobile payments in more than one jurisdiction.
- Customers may simply prefer the option of using cash to park and may view a cashless-only operation as not being customer-service friendly.

While the secondary reasons for transitioning to a cashless parking system vary from institution to institution, the primary impetus for the change includes cost and convenience. Campus visitors using meters prefer to pay with credit cards or mobile apps. As hourly rates rise, advances in technology make it easier to go cashless. Even before their transitions, many institutions noted that the cost of collecting the coins and bills from meters often exceeded the dollar value collected. Like the situation at meters, cash payments in the parking office itself were also dwindling before the universities transitioned to cashless systems. Eliminating cash payments not only reduced liability but also freed up personnel in departments that may already have been short-staffed.

While for some universities the pandemic may have hastened the transition to cashless systems, many had already made the change or were considering the change prior to 2020. Research showed that the amount of time each institution had been cashless varies from one year to 10 years, with most making the transition successfully. A key factor to success was a strong marketing campaign and public support during the initial transition.

Recommendations

Based on our experience with university clients, it is possible to go cashless. However, there are items to assess when doing so:

- Who are your users?
- Do you attract a lot of off-campus visitors? Are they seniors, low-income, and/or from rural areas?
- How many cash transactions does the department currently process in the office and in the field? What percentage do these represent?
- At locations where there is an option (e.g., credit card/cash), what is the ratio of use of each medium?
- Are offices such as Bursar, Cashier, and Payroll equipped and prepared to support the department?

Our recommendation is a phased approach to going cashless, focusing first in the field where the risks of tampering, the maintenance burdens, the effort of cash collection, and audit trail risks are the highest. With successful implementation of cashless parking facilities, the initiative can be expanded to office operations.

- In all cases, communication and marketing are key to helping people understand what to expect, and how to use credit card/mobile pay and mobile-pay-only facilities. If appropriate, list/map the facilities that still accept cash.
- Begin with pilot programs in areas in which you can add mobile payments as an option, allowing the university to measure the change in payment behaviors to get a baseline of how many cash transactions are processed, versus credit card, versus mobile payment apps.
- Start with areas predominantly used by students.
- In locations in which you go completely cashless, provide information and wayfinding to help people find their remaining cash-pay options.
- There is little to no cost associated with introducing more than one mobile application. Providing choices will make it easier for customers who have already downloaded one app, without requiring them to download an additional one.
- If the office does go cashless, accepting credit cards, checks, and money orders will accommodate most customers.
- Seek the support of the Bursar or the Cashier for taking cash payments for permits and citations. Engage Payroll to make payroll deduction as payment for staff and faculty permits and citations.
- Customers who do not have smartphones can use a cellphone to call and use an automated system to pay for parking.
- Customers who are unbanked would have to purchase their parking privileges at the parking office.
- If the parking office is also cashless, customers who are unbanked may have to use cash to purchase payment media such as pre-loaded debit cards or money orders at grocery or big-box retail stores. Again, communication and good signage are critical.

Going cashless is possible, but we recommend a phased approach, collection of data metrics, good customer communications, and strong partnership with other campus departments. ♦



DAVID LIEB, TDM-CP, is national director of higher ed mobility planning services for Walker Consultants. He can be reached at dlieb@walkerconsultants.com.



JOHN GETTINGS is a mobility & parking consultant with Walker Consultants. He can be reached at jgettings@walkerconsultants.com.

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1. *Demographics of Mobile Device Ownership and Adoption in the United States*, Pew Research Center, 2021
2. *Federal Deposit Insurance Corporation (FDIC)*, 2021



Q & A with Mike Tudor

President of Mid South Transportation & Parking Association (MSTPA)

by Cindy Campbell



We pride ourselves on great southern hospitality, and these events are opportunities for us to come together like family. Because really, that's what the parking community is, one big family.

THE MID SOUTH TRANSPORTATION & PARKING ASSOCIATION (MSTPA), led by President Mike Tudor, CAPP and a dynamic board of directors, will be hosting an annual conference March 15-16 in Birmingham, Alabama. Cindy Campbell, senior training and development specialist for IPMI, recently sat down with Mike to discuss their conference and ongoing success of MSTPA.

CINDY CAMPBELL: *With MSTPA having hosted a successful conference in September, what was the thought process behind this conference in March?*

MIKE TUDOR: The March conference this year is designed as a smaller, more focused 1 ½ day conference. While we typically hold our large conference in March, we had to postpone last year's conference to September due to COVID. As a board, we recognize that hosting another large event only six months later could be challenging to many organizations that have had to tighten their budgets for these types of training opportunities. Therefore, we decided to make it a shorter conference structured with offerings that are very unique. We are excited about what we have to offer.

What has you the most excited about it?

To begin with, the conference will be held in Birmingham, Alabama. We have never had a conference in Birmingham since I have been on the board, so we are excited to be able to take our attendees to this area. There is a lot of growth that is taking place in Birmingham right now. We are thrilled to go there and work with the local community to be able to see what they have done for parking and development in that area.

What are some of the things that the conference is offering in support of that growth in the parking industry?

We are offering a couple different ways to feed the parking community with relevant knowledge from the industry. We will be presenting Frontline training with you, Cindy, and we know that will be extremely valuable to those in the area. Other soft-skills sessions include the return to work after COVID and emotional intelligence. There are technical sessions on technology implementation, curbside management, and EV charging. We are also going to take our members out for two different tours.

Yes, I am excited about what I have heard about these tours! They are not the standard observational tours we have come to expect, correct? What are the goals of the tours, and what can the attendees expect to take away from them?

During COVID, budgets have been tight. Getting the funds to perform capital improvements on facilities is difficult. To help our attendees with this challenge, we will be looking at a local parking facility, the Boutwell Auditorium Parking Deck, and reviewing it from several angles of operations and maintenance. We will then come back



and do a charette, breaking up into groups and talking about long term maintenance, event operations, and the customer experience. We think this will be valuable for both our local attendees and for the other members who can take what they learn back home. The goal is that through this charette, attendees will identify how to make a five-year or a 10-year maintenance plan to attack the needs of their facility, incorporate modern technology into event operations, and maintain a high level of customer service and experience.

That same evening, we will be offering a tour of the Civic Center in Birmingham, which is the main events center for the area. They have recently completed a lot of renovation work to this site. Then, the next morning we are planning an additional session focused on event parking. This will be a great opportunity for attendees to learn best practices for managing event parking in their facilities.

These sound like such great take-aways! From maintenance, to operations, to handling events—what awesome things to have our members experience. And from such a hands-on perspective!

That is what we were shooting for. Especially for so many of the front-line folks—this training will be very valuable.

And for the mid-level managers who are tasked with accomplishing so many of the day-to-day operations and maintenance tasks, we are looking forward to being a great resource. Our vision was to provide valuable, hands-on knowledge that they can take back and use. Training is great, but if you cannot take it back and use it, you lose it. We want them to leave with actionable takeaways that they can use right now.

Where did these creative ideas for your sessions come from?

From our board. We had a strategic planning session during COVID, and we decided that while our annual conference was great, we had more to offer. We felt that the conference alone just didn't feed the membership enough, and we wanted to better engage our members throughout the whole year. We began doing monthly blogs, a newsletter, and we have begun offering webinars to our members as well. We also decided on a mid-year conference session, and when the topic of Birmingham came up, we knew there were many opportunities to explore, not just our standard parking topics, but to also focus on the maintenance/operations and events topics.

Well, this sounds like a really cool event. And just like MSTPA as a whole, I get a really welcoming,

inviting, familial air about the conference. So much of the success of these conferences is about the people involved, and clearly your board has worked hard to pull all of this together. As we round out our conversation, what would you say is the crown jewel of your current board activities?

This board is the most active one I have been on in my years at MSTPA. We are all volunteers, we all have our full-time jobs, but this group is very engaged. We get together monthly to talk about ideas and work through the events. MSTPA members can see that engagement come through in the quality and value of what we are offering. We pride ourselves on great southern hospitality, and these events are opportunities for us to come together like family. Because really, that's what the parking community is, one big family. And I am excited for the chance to see everyone again in Birmingham.

For more information on the MSTPA Annual Conference, March 15-16 in Birmingham, Alabama, visit mstpa.org. ♦



CINDY CAMPBELL is IPMT's senior training and development specialist. She is available for onsite and online training and professional development and can be reached at campbell@parking-mobility.org.



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Questions? Want to talk it all through? We're here to help.

Top Reasons to Finally Take the CAPP Leap

By Kathleen Federici, MEd

As you likely already know, CAPP is the leading professional designation for the parking, transportation, and mobility industry. CAPPs represent the best of the industry, and as one you will be joining a unique and exclusive community of experts.

If CAPP certification is something you have even momentarily considered, now is a great time to take that next step. Here are just a few of the reasons that you should consider pursuing your CAPP designation now.

Professional advancement

Achieving your CAPP is a great way to show your employer, clients, and colleagues that your industry knowledge and experience is at the highest level. The CAPP program covers an extensive range of important topics, and certification will show that you have dedicated yourself to becoming a well-rounded and knowledgeable industry professional. Further, the CAPP designation is absolutely an asset in the pursuit of other opportunities throughout the industry and the advancement of your evolving career.

Commitment to your parking and mobility career

We all have a different story of how we ended up in this industry; and few of us got here on purpose. But many of us have been here for years, having dedicated our careers to what we believe is an industry that plays an important and meaningful role in whatever community we serve. If you plan to continue to work in the parking and mobility industry, CAPP is the next logical step along your career path, and one that will no doubt provide you with the education, tools, and connections to continue your professional journey in the future.

You have extra time this year

It may seem somewhat minor, but with the 2022 IPMI Parking & Mobility Conference & Expo not being held until late-July this year, the deadline to pass the CAPP



Respected worldwide as the leading credential in parking and mobility

exam to walk across stage is more than a month later than usual. That means you have that much more time to submit your application, study, and take the exam. This year the deadline to pass the CAPP exam is April 22. Take advantage of this extra time, and plan to walk across the stage at this year's CAPP Recognition Ceremony in New Orleans.

Do it for YOU

To even be eligible to take the exam, you must demonstrate that you have participated in a wide range of industry-related education and professional development activities. That alone demonstrates a significant commitment of time and energy to even get to this point. The next logical step is to reward yourself for that effort and obtain the industry's most recognized professional designation, proving that you have the education and experience to be considered as a leading parking and mobility professional. Don't wait any longer; take the next step now. You've earned it!

There are certainly many reasons to pursue the CAPP designation. Even more than outlined here. But there's never been a better time to consider adding the CAPP to your professional name.

Check out all of the resources IPMI has available to our members to help guide you along in the process. And don't worry. If you aren't quite ready to take the test this year, it's still a great time to consider pursuing it in 2023. The deadline to take the exam in time for the 2023 CAPP Recognition Ceremony is March 1, 2023. That gives you plenty of time to get all of your documentation in order, study, and take the exam with time to spare.

KATHLEEN FEDERICI, MEd, is IPMI's director of professional development.

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Why We Love Parking

By Robert Ferrin, CAPP

If you've listened to an industry podcast or interview of late you often hear the question, "How did you get into parking?" Responses vary, but two common themes emerge: one, I have no idea how I got into parking, I certainly didn't plan to be a parking professional; and two, I wouldn't think of doing anything else, I love the industry and the people I work with.

Little did I know I'd get this same question from my nine-year-old kids at the dinner table a few weeks ago. It started simply enough about how my workday was. As I talked about a new garage that we are wrapping up construction on, my son looked me square in the eyes and said, "How did you get into parking? And why do you love it so much?" As industry professionals we are trained to react quickly on our feet, and this moment was no exception. And I wasn't about to tell my impressionable kids the initial reaction we all have - I have no idea how I got into parking. My simple response was that I got into parking and love what I do because I love to solve complex and challenging problems. Parking allows me to do that on a number of levels, and no two days are alike.

This started a 30-minute conversation about all the things



my team and I work on day in and day out. Our dinner table conversation was both energizing and therapeutic. In one week, you could work across a dozen different professions, from facilities management to fiscal oversight to security and process improvement and everything in between. As professionals this industry keeps us challenged and stretches our problem-solving skills constantly. I count myself blessed to be in this fantastic industry and have had the opportunity to connect with so many amazing professionals.

So, I ask you, how did you get into parking? And why do you love it? What would your response be to an impressionable nine-year-old? [Share your comments on the Forum](#) or [on a blog post](#).

ROBERT FERRIN, CAPP, is assistant director, parking services with the City of Columbus, Ohio, and a member of IPMI's Board of Directors.



QR Code Safety

The January 2022 edition of the [IPMI Insider newsletter](#) shared a link to an article that caused quite a stir titled, "[Scammers Are Using QR Codes to Plunder Parking Meter Payments.](#)"

The response from the IPMI community was swift and abundant. Several companies have shared their responses to this challenge, and we would like to share them with you.

- HONK has published, "[A Quick Response to the Question of QR Security.](#)"
- Oobeo offers, "[QR Code Scams: Are You at Risk?](#)"
- ParkEngage issued, "[Best Practices for Implementing QR Codes Safely in Parking Processes.](#)"
- FLASH has contributed, "[QR Code Fraud: What It Is and How to Avoid It.](#)"

You can always count on IPMI members to navigate a tricky topic and get you actionable information you can use!

/ AROUND THE INDUSTRY

Around the Industry provides a briefing on some of the most current IPMI member news and announcements. For the full listing of all member news, please visit the [IPMI & Member News page](#) of the IPMI website.

Spothero Welcomes Karen Bartuch as VP of Brand Marketing

SPOTHERO announces the hire of [Karen Bartuch as VP of Brand Marketing](#). In this role, Bartuch will develop and execute a long-term brand marketing strategy for the organization as a member of SpotHero's Executive Team.

"As we grow and scale, we intend to deliver a heroic customer experience and more parks across the United States and Canada," said SpotHero Co-Founder &

CEO Mark Lawrence. "Karen's depth of knowledge and experience offer us the opportunity to deliver on this brand promise in new and exciting ways, driven by insights garnered from the market."

Bartuch's career spans over 20 years in the public and private sectors serving on Motorola Solutions, PwC, Chicago Police Department and as an advisor to startups. In these roles, she led various efforts including policy, communications, marketing, business development, digital, research and customer insights. Most recently, she led Brand, Digital and Go-To-Market teams at Amazon. She is passionate about creating genuine and meaningful connections between brands and customers.

"SpotHero is one of Chicago's best tech companies with an amazing team and culture," said Bartuch. "I am so excited to help continue to make our customers' lives better in new and innovative ways while developing a top brand and team."



TEZ Technology Announces the Addition of Key Leadership Positions to Help Lead App-free Solutions into the Future.

TEZ TECHNOLOGY (TEZ) announces the addition of two new key leadership positions and professionals who will help expand the development and integration of its app-free parking solutions into the future. JG Biebighauser joins TEZ as Vice President of Product, along with Russell Wiant who will serve as Vice President of Engineering.

As Vice President of Product, JG Biebighauser (top) will lead the company's strategic product development efforts and implementation efforts. He will lead a team of project managers responsible for bringing the TEZ vision to life through innovative product development. JG has more than 16 years of parking industry experience. Most recently he served as Regional Director for Parking Concepts, Inc. (PCI) where he was responsible for operations,

sales, and business development throughout the Southeast. Previously, JG was Founder and President of the valet parking company Valeta, Inc.

As Vice President of Engineering, Russell Wiant (bottom) will lead TEZ's development team, designing and building TEZ's suite of app-free and contactless solutions. He will also be in charge of managing TEZ's global partners. Prior to joining TEZ, he served as Vice President of Product Management and Product Development at Nectar Service Corporation, where he was responsible for building unified communications solutions for the company's managed service provider and enterprise customers.

TEZ Founder and CEO Ken Lovegreen stated, "As parking operations worldwide integrate contactless solutions on a

greater level, TEZ is excited for the opportunity to continue to enhance our innovative suite of app-free parking products to help our existing and prospective clients create a more pleasant and convenient experience for their customers. With the addition of both JG and Russell to our team, we are well-positioned to continue to identify opportunities to further support our partners. Both bring their own unique combination of industry knowledge and leadership skills that will allow us to further develop our products and brand."



Biebighauser



Wiant

Walker Consultants Welcomes Mark Santos to Lead Fort Lauderdale Office

MARK SANTOS, CAPP, joined the Walker team as Director of Operations and opening of our Fort Lauderdale office to better serve our clients in South Florida. Mark has a B.S. in Civil Engineering, is a registered Professional Engineer in Florida and Pennsylvania, is trained as a ParkSmart Advisor through the GBCI and USGBC and is a certified administrator of public parking (CAPP). He has more than 22 years of experience in parking planning, design, and restoration. He is highly skilled in the planning, functional design, operational consulting, and rehabilitation of parking facilities.



Mike Drow named Parking Revenue Recovery Services President and CEO

PARKING REVENUE RECOVERY SERVICES (PRRS), Inc. today named **Michael Drow** as its new President and CEO effective February 1, 2022. Mr. Drow is recognized as a proven leader in the parking industry having built several technology-based solutions and service operations during his 15 years in the industry.

Drow joins PRRS with expertise and industry perspective. Having worked at T2 Systems, a leading provider of parking and mobility technology solutions, he served as Senior Vice President Sales and Corporate Development. Prior to that, he worked at SP Plus Corporation supporting parking management operations and directly responsible for the development and growth of several innovative technology business units such as remote management and mobile parking payment platforms.

PRRS' unique parking enforcement and collection service—a service that is legally compliant and a financial asset to owners and operators—combined with Drow's experience in parking technology and leadership, will enable PRRS to expand its services across North America.

"Mike has a track record of driving innovation through introducing and growing new technology-based services. As the necessity for agile service providers to meet clients' current and future needs increases in importance, Mike's industry experience



combined with his respected leadership and desire to collaborate with customers and partners makes him the right fit to lead PRRS's growth. We're thrilled to have Mike leading the business," said Gabor Burchner, PRRS Board of Director.

PRRS and Asura brought ARC and ARC360 systems to the market to support PRRS enforcement services. This parking enforcement services already active on over 100 parking sites across five U.S. cities. With the recent investment by GB & Partners, it will soon expand to hundreds of North American parking operations, making PRRS with ARC the critical player in parking revenue collection and enforcement management services.

"I am very excited to join PRRS and deliver value added services to our parking operating partners, making them more successful," said Mr. Drow. "During my career, I've challenged the status quo. I've championed the delivery of innovative solutions and services in a quickly changing industry. PRRS has been an innovator in the use of technology to deliver their services, and with the recent investment by GB & Partners, we can deliver more value to the parking industry. I cannot be more thrilled to have the opportunity to collaborate with the PRRS team, and our existing and future customers, to continue to challenge norms and deliver innovative enforcement and collection services."

Lancaster Parking Authority Gears Up for Opening of New Parking Garage Project as Part of Ewell Plaza and Public Library

THE CONSTRUCTION of the Christian Street Parking Garage, future home of the Lancaster Public Library, new event space with green roof atop, 4,500 square feet of new retail space, and a direct pedestrian passageway from Queen Street to Christian Street is nearing completion.

As well, in Fall 2022, the statue honoring Barney Ewell, the Ewell Plaza landscape, and the installation of a colorful public art façade on the front of the garage and above the Lancaster Public Library will be complete.

The nine story, 325-space parking garage, located at 151 North Queen Street, will continue to fill a need in the downtown core. Even during Covid-19, demand for parking is strong, with wait lists at four of the seven LPA garages. The new garage will also serve direct access to tenants of



the 101 NQ building, current home of LNP Media and Cargas.

When the garage was first proposed five years ago in 2017, the City of Lancaster and the Lancaster Parking Authority (LPA) recognized an opportunity to incorporate public art into the architectural façade of the new parking garage and asked that LPA utilize part of the project budget to design, fabricate, and install a creative backdrop to the emerging plaza. LPA agreed to redirect

funds, the largest funds to public art in the history of the city, that would have otherwise been used to build a standard exterior.

The installation of the public art concludes a multi-year process that started with the formation of a selection committee to evaluate façade design proposals, including representatives from the Parking Authority, Public Library, Public Art Advisory Board, and the building's architect and construction firms. Criteria for artist selection included a proven track record delivering similar projects safely, on time and on budget, including the ability to integrate public art into architectural façades.

The anticipated opening of the \$34 million Christian Street Garage portion of the project will be March 1, 2022, with the remaining elements throughout 2022.

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Wednesday, March 2, 2022

How Parking Plays A Key Role in the New Hybrid Work Environment
Moderated by Brett Wood, CAPP, PE

Wednesday, May 4, 2022

Impartial Parking Policies and Curbside Equity
Moderated by Matt Darst

Wednesday, September 7, 2022

Innovations at the Curb
Moderated by Robert Ferrin, CAPP

Wednesday, November 2, 2022

to be announced

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/ CALENDAR

2022

MARCH 2

Free IPMI Virtual Shoptalk

How Parking Plays A Key Role in the New Hybrid Work Environment

MARCH 8 & 10

Online, Instructor-Led Course

Accredited Parking Organization (APO) Site Reviewer Training

MARCH 8

Free Virtual Frontline Training

Curb Management—Lessons Learned

MARCH 9

IPMI Webinar

No Parking Without a Plan: Planning for a Successful Technology Implementation

MARCH 15

#IPMI2022

Call for Awards Closes

MARCH 24

Free Member Chat: Accredited Parking Organization (APO)

MARCH 25

Last Day for Early-Bird Registration for #IPMI2022 in New Orleans

MARCH 30

Free IPMI Learning Lab

Behind Every Smart City Is Smart Tech: Using Intelligent Error Correction to Deliver a Frictionless Parker Experience.

Presented by gtechna

APRIL 12

Free Virtual Frontline Training

Doing More with Less...How to Make Your Data Work for You

APRIL 13

IPMI Webinar

Curb Loading Trends (CLT): How to Secure and Leverage Data to Manage, Monetize, and Reinvent the Curb

APRIL 14

Free Member Chat: New Member Networking

New Member Chat

APRIL 27

Free IPMI Learning Lab

How Transit & Local Businesses Can Work Together to Drive Economic Growth

Presented by Transloc

MAY 4

Free IPMI Virtual Shoptalk

Impartial Parking Policies and Curbside Equity

MAY 5

Free Member Chat: CAPP

MAY 10

Free Virtual Frontline Training

Beating Burnout: Always Put Your Oxygen Mask on First

MAY 11

IPMI Webinar

Empowering the Parker: The Benefits of True Open Parking Ecosystem

MAY 17

Online, Instructor-Led Course

Analysis & Applications of Technology

MAY 18

Free IPMI Learning Lab

Presented by gtechna

JUNE 14

Free Virtual Frontline Training

Be Memorable: The Importance of Becoming an Office Influencer

JUNE 15

IPMI Webinar

IPMI's Mobility Framework in Action

JUNE 16

Free Member Chat: Accredited Parking Organization (APO)

APO Chat

JUNE 29

Free IPMI Learning Lab

Details to be announced.

Presented by ABM

JULY 24-27

2022 IPMI Parking & Mobility Conference & Expo, New Orleans

AUGUST 1

IPMI Call for Volunteers Open

AUGUST 22

Call for Volunteers Closes

SEPTEMBER 7

Free IPMI Virtual Shoptalk

Innovations at the Curb

SEPTEMBER 13

Free Virtual Frontline Training

Change Management

SEPTEMBER 14

IPMI Webinar

Everything You Wanted to Know About EV Charging But Were Afraid to Ask—EV Charging Basics

SEPTEMBER 20 & 22

Online, Instructor-Led Course

Wicked Problem Solving

SEPTEMBER 28

Free IPMI Learning Lab

Presented by gtechna

OCTOBER 11

Free Virtual Frontline Training

Leading From the Second Chair: The Importance of Empowering Others

OCTOBER 13

Free Member Chat: CAPP

OCTOBER 13

Free Member Chat: Accredited Parking Organization (APO)

/ CALENDAR

OCTOBER 18

Online, Instructor-Led Course

Accredited Parking Organization (APO)
Site Reviewer Renewal Training

OCTOBER 18, 20, 25, & 27

Online, Instructor-Led Course

Parksmart Advisor Training

OCTOBER 26

Free IPMI Learning Lab

Presented by Blink

NOVEMBER 2

Free IPMI Virtual Shoptalk

To be announced

NOVEMBER 8

Free Virtual Frontline Training

Customer Experience—From the
Customer's Point of View

NOVEMBER 9

IPMI Webinar

Parking Work is Emotional Customer
Service Work

DECEMBER 6

Free Virtual Frontline Training

Avoiding Conflict Through Preparation

DECEMBER 7

Free IPMI Learning Lab

To be announced

State and Regional Events Calendar

MARCH 2

New England Parking Council (NEPC) Municipal Forum

Worcester, MA

MARCH 15

NYSPTA Spring Professional Development Seminar

Port Jefferson, NY

MARCH 15-16

Mid-South Transportation & Parking Association (MSTPA) Conference

Birmingham, AL

APRIL 18–21

Texas Parking & Transportation Association (TPTA) Conference & Tradeshow

San Antonio, Texas

MAY 10–13

Pennsylvania Parking Association (PPA) Spring Conference & Tradeshow

Allentown, PA

JUNE 8-10

New England Parking Council (NEPC) Conference & Tradeshow

Mashantucket, CT

SEPTEMBER 13-16

36th Annual Carolinas Parking & Mobility Association (CPMA) Conference and Expo

Charleston, SC

OCTOBER 18-20

New York State Parking & Transportation Association (NYSPTA) Conference & Trade Show

Buffalo, NY

OCTOBER 19-21

Pacific Intermountain Parking & Transportation Association (PIPTA) Annual Conference & Expo

Salt Lake City, UT

OCTOBER 24-26

Southwest Parking & Transportation Association (SWPTA) Fall Conference

Las Vegas, NV

DECEMBER 6-9

Florida Parking and Transportation Association (FPTA) Annual Conference and Tradeshow

Palm Beach, FL

Stay up to date on industry events and activities! Visit parking-mobility.org/calendar for the latest updates and additions.