

# PARKING

SEPTEMBER 2021

# & MOBILITY

INTERNATIONAL PARKING & MOBILITY INSTITUTE



## Modernizing Curbside Management

*How smart parking technology  
paves the way to a digital curb.*



**Curbside  
Management**  
Glossary of Terms **31**



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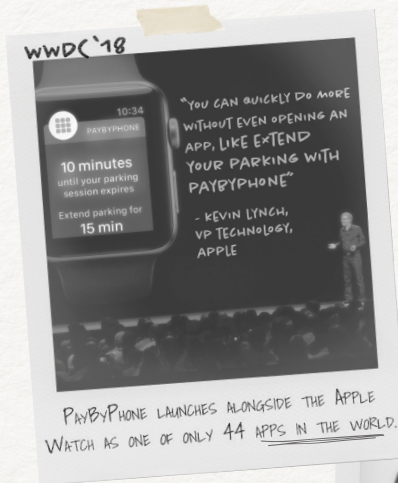
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SEPTEMBER 2021  
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## FEATURES

### 22 Modernizing Curbside Management

How smart parking technology paves the way to a digital curb.

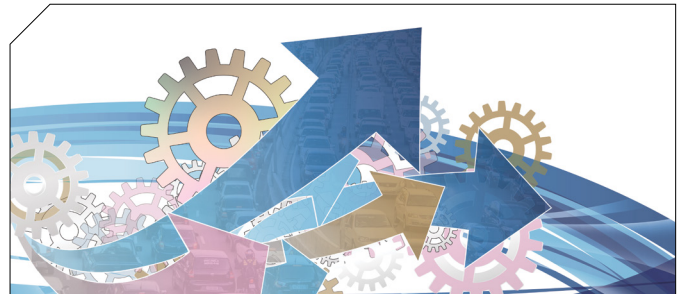
By David Hoyt



### 26 From Passive Coping to Active Steering

The Multimodal Layer Model as a framework for effective traffic strategies.

By Benjamin Scher and Rainer Hoffmann



### 32 Curbside Management

A glossary of terms prepared by the IPMI Research & Innovation Task Force.



### 40 Nordstrom to Disney to Parking

How new mindsets and a commitment to customer service are changing the face of parking management.

By David Feehan





**4 ENTRANCE**

Moving Forward: Beyond the Pandemic

By Pamela Corbin, CAPP

**6 FIVE THINGS**

IPMI Member Benefits to Use

**8 THE BUSINESS OF PARKING**

Supporting Team Members Through Trauma and Turbulent Times

By Julius E. Rhodes, SPHR

**10 THE GREEN STANDARD**

Post-COVID Thoughts and Concerns about TDM and Parking

By Brian Shaw, CAPP

**12 MOBILITY & TECH**

The Importance of Sharing Data

By Michael Drow, CAPP, and Christopher Perry, CAPP

**14 ON THE FRONTLINE**

Just a Little R-E-S-P-E-C-T

By Cindy Campbell

**16 PARKING & MOBILITY SPOTLIGHT**

Detroit Smart Parking Lab to Open This Month

**18 ASK THE EXPERTS****44 STATE & REGIONAL SPOTLIGHT**

California Public Parking Association

By John Hamblen

**46 STATE & REGIONAL SPOTLIGHT**

Pacific Intermountain Parking & Transportation Association

By Emily Kwatinetz

**48 BY THE NUMBERS****49 IN SHORT**

Highlights from the IPMI Blog.

**51 AROUND THE INDUSTRY****56 PARKING & MOBILITY CONSULTANTS****58 CALENDAR**

# Outstanding



**THE LAFERRARI WAS DESIGNED** to be the Italian car company's definitive, ultimate model. It was their first hybrid and their last mid-mounted 12 cylinder, roaring with 949 horsepower while saving 40 percent fuel consumption, zero to 60 in 2.4 seconds. Only 499 were made between 2013 and 2016, all sold by invitation to owners who largely remain anonymous, and most never driven to this day beyond contract-required service miles.

To my college-age car fanatic, it is, as Joe Pesci once said, the silver tuna—as the company intended, the ultimate hypercar, the most elusive, the one car guys chase a glimpse of for years. When one popped up at the dealer about 45 minutes from our house and somehow hung around until his on-campus summer project ended, there was no question about it: We were going.

We've been to high-end dealers to see other cars before and the drill is generally the same: Park my Subaru next to a wall of glass at the side and spend an hour taking photos, talking about every nuance of the cars, and being soundly ignored, generally with a downward-facing, slightly annoyed sniff, by the designer-suited staff.

Ferrari was different. Same wall of glass, same Subaru, same young man and dopey mom, but a coiffed salesperson put a little hop in his step to open the door for us and smiled and replied, "Of course, my pleasure," when I thanked him. Every person there greeted us when they walked by, including the service staff when we snuck back to see what treasure was on the lifts that day. One salesperson even stepped to the side of the steps leading up to the lofted office level to let us go first when we ran up to get photos of the beast from above, and nobody said a word when we reached a camera over the velvet rope to get a better shot of the bright red silver tuna's black, carbon fiber logo—or when we peered inside the five other 30-year mortgage-priced cars in the room.

The LaFerrari the kid finally saw has 100 miles on its glass-enclosed engine and shines for days. It originally sold for just more than \$1 million and is currently priced at \$3.5. Someone will buy it and stash it away in a garage as an investment but it won't be anyone remotely like us. And it didn't matter. We were treated like customers—valued ones. It was, honestly, shocking in the very best way.

I am replacing "the Nordstrom of customer service" in my own vernacular. From here on out, it's the Ferrari of customer service, for going above and beyond when they clearly got nothing out of it and there was zero return. I'll remember that a lot longer than what cars we saw that day, and hope it sunk into the college kid's head a little bit along with the thrill of finally catching way more than a glimpse of his elusive prize. It's a lesson that'll serve him well.

Until next month...

*Kim Fernandez*  
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## ENTRANCE

# Moving Forward: Beyond the Pandemic

By Pamela Corbin, CAPP

**D**O YOU FEEL IT? The end of the pandemic is getting closer. People have gotten vaccinated and feel a sense of freedom resulting in socializing with friends and families, venturing out to restaurants and movie theaters—for some, it has been over a year. Then there are those individuals who are still apprehensive, filled with anxiety worrying about the post-pandemic life and what it will bring.

It is truly amazing how people in the parking industry took this challenging time and made lemonade out of lemons. In a time when organizations were scrambling to figure out what to do, people in our industry pushed forward implementing new technologies during a down-time, with some catapulting much farther and expanding into more new arenas than they would have accomplished prior to COVID. While it forced everyone out of their comfort zones, our industry stepped up to the plate and hit many home runs. IPMI staff, board and members all stepped up to the plate.

Municipalities and airports added new parking access and revenue control systems, touchless technologies, new cleaning techniques, etc., which may have been delayed had COVID not happened. The IPMI Conference & Expo was scheduled in May 2020, just a couple of months after the full-blown shutdown started; IPMI stepped up and worked to get a virtual conference scheduled in record time.

Since then, there have been numerous webinars, workshops, Shoptalks, free Frontline trainings and events offered to the membership. These various mediums allowed us to stay in touch during

the most trying times, allowing us continue networking and learning from each other at a much faster pace than would have been possible otherwise. People stuck together and worked through this ordeal rather than sticking their heads in the sand or removing themselves into a solo a quarantined environment. It took everyone together to make the things happen that happened, with many lessons learned; after all, the most valuable lessons often learned are from tough and challenging situations and times. It definitely shows the resilience human beings have and solidified the strong bonds that we have in our industry.

We are on the home stretch; it won't be long now until we meet again in person in Tampa, Fla., for the [IPMI Parking & Mobility Conference & Expo in November](#). In the meantime, stay safe, keep pressing forward, and be patient and understanding as we deal with our employees and customers in our post-COVID environment. ♦



**PAMELA CORBIN, CAPP**, is parking services manager with the City of Greenville, S.C., and a member of IPMI's Board of Directors. She can be reached at [pcorbin@greenvillesc.gov](mailto:pcorbin@greenvillesc.gov).







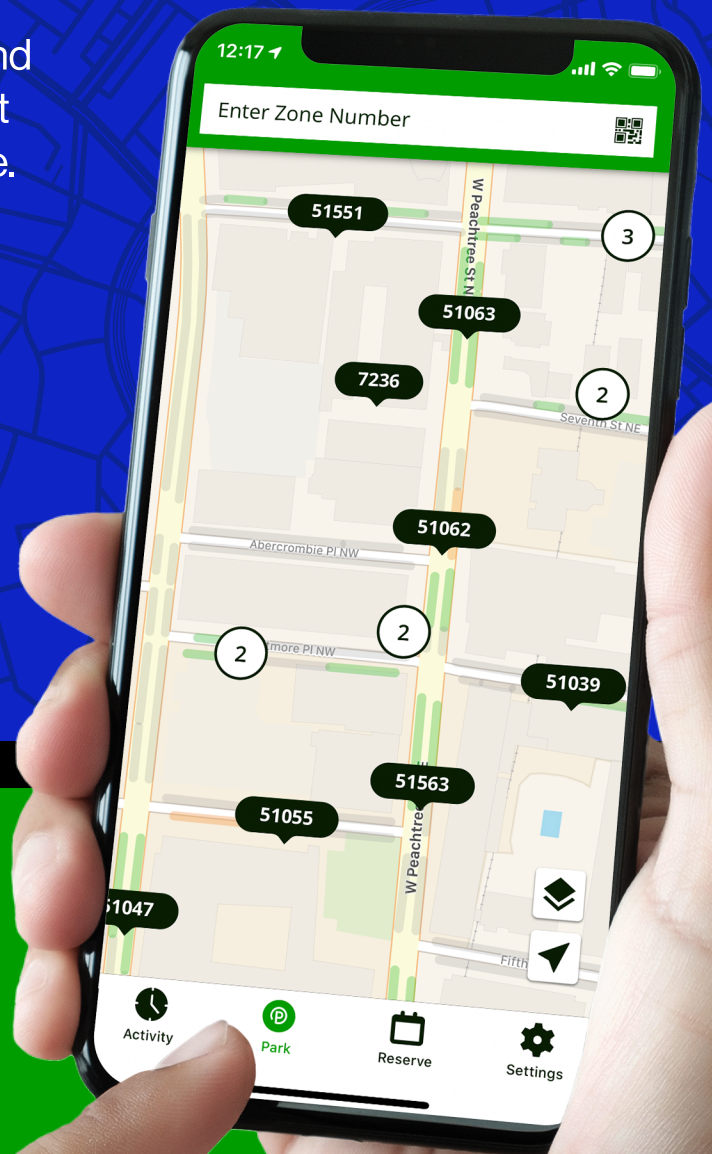
# Smart Solutions for Smart Cities

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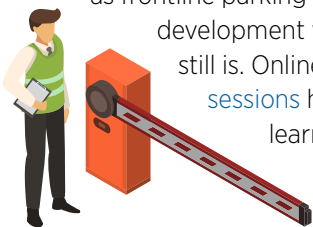
# IPMI Member Benefits to Use

Maybe your company joined IPMI and you haven't had time to look into why that benefits you personally. Maybe you've been so busy that some of the new things have fallen off your radar. Or maybe you're using all of your member benefits to their full extent (cheers to you!). In any case, here's a friendly reminder of some of the amazing things you get from your membership in IPMI—the world's largest association of parking, mobility, and transportation professionals. Not a member? We've got you covered. [Log in today](#) and join. Your organizational membership includes your entire staff.

**1 Sharing and networking.** Once offered only live at the annual IPMI Parking & Mobility Conference & Expo, Shoptalks—roundtable discussions for specific industry sectors or on specific topics—are a great opportunity to hear from an expert, listen to others' experiences, share your own expertise, ask questions, and connect with colleagues from around the world. [Keep an eye on the calendar](#) and sign up for these free, online events.



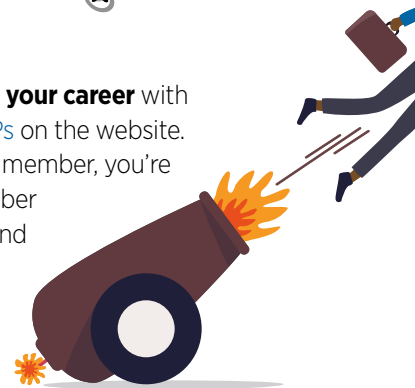
**2 Frontline forward.** Did you know a whole lot of industry managers and executives got their start as frontline parking staff members? Professional development was key to their success—and still is. Online [Frontline Fundamentals sessions](#) help new-to-the-industry pros learn more, think different, and get ahead—and they're free for members.



**4 Set yourself ahead by earning CAPP.** The industry's most respected credentials for parking and mobility professionals is offered exclusively by IPMI; members can apply for [scholarship funds](#) to cover the cost of in-person and online training to get ready for the exam. [Click here](#) to learn all about CAPP and your road to earning it.

# CAPP

**3 Boost your operation and your career** with our [Career Center](#) and [RFPs](#) on the website. Members (if your company is a member, you're a member) can post jobs, member news, browse open positions, and post and search industry RFPs for free—and they're all shared in our newsletters and on our social media.



**5 Become an industry expert—get your name out there!** As a member,

you can participate in [Forum](#), our online community; share your thoughts with the rest of the industry by [blogging for IPMI](#), [request to join Parking & Mobility's Ask the Experts panel](#) or write a feature article, or present at conferences, webinars, Shoptalks, and more (the call for presentations comes out soon!). There's no better way to shine!

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**September 14: Life at Work is Like a Legos Set: All the Blocks are Necessary to Achieve the Bigger Picture.**

Presented by Alejandra "Alex" Argudin, CAPP

**September 28: Managing Customers in a Remote Environment.**

Presented by Maggie Vercoe

**October 19: The Undercover Consultant.**

Presented by Nicole Chinaea, CAPP

**November 2: Refocused and Refreshed: Experiential Customer Service.**

Presented by Dennis Burns, CAPP

**November 16: Situational Awareness.**

Presented by Pam Corbin, CAPP

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# Supporting Team Members Through Trauma and Turbulent Times

By Julius E. Rhodes, SPHR

**IT IS HARD TO BELIEVE** that we are in the second half of the year and that so much has happened. If you are like me, you entered 2021 with some trepidation as a result of the unprecedented global pandemic, social protests, and political upheaval that seemed to never end. But there were also some rays of hope. An effective vaccine was developed for the coronavirus and we generally felt good about the prospects of a return to a pre-pandemic way of life. Employers also began to have team members return to the workplace after many months of remote work.



As I write this column, we are seeing a spike in the number of COVID cases brought about by the Delta variant, there is talk about the need for a booster shot to help address rising COVID cases, and many team members have expressed their desire to not return to the five-day workplace many left. As a result, we are all struggling through some traumatic times that are the result of unabated stress that has continued for an extended period of time. Not only that, but there does not appear to be an end in sight—at least not in the short-term. So, what are we to do? Well, let's begin by defining trauma, its relation to stress, and how we can help support our team members at this time.

## Trauma

The term trauma is used to describe an event that is experienced as physically or emotionally harmful or life

threatening, overwhelms our ability to cope, and has lasting adverse effects on a person's mental, physical, social, emotional, or spiritual wellbeing. The important things to keep in mind when dealing with trauma are the Es: events, experiences, and effects.

We all are aware of the events that have taken place the last 18 months and possibly the effects they might have on ourselves and our team members. However, it is the experiences that get to the emotional aspects of our ability to accept or reject the things that affect our lives that must be accounted for.

As Dale Carnegie famously said, "People are not creatures of logic but creatures of emotion." While I dislike using absolutes in this case, I will say that everyone has suffered and even those who will say they are fine are definitely not the same people they were 18 months ago. Stress, from a definition-

al standpoint, is a perceived imbalance between what is asked of us and what we think we can accomplish given the availability of resources. Unabated stress leads to long-term effects that cause the trauma we are experiencing now and, unfortunately, in the future.

## The Bright Side

There is a bright side: We have the opportunity to look towards a brighter future and it comes in the way we view history. If we take the traditional western view of history as linear, we will continue to move forward in a position where we do not learn from the past. I believe the way to move forward is to take the eastern view of history as circular and understand what can we learn from the past so we continue to ascend. We must learn to grow through tough times and not just go through tough times because nothing is



As Dale Carnegie famously said,  
“People are not creatures of  
logic but creatures of emotion.”

forever. We have seen bleak moments before, and if we approach things with discipline, intentionality, and effort, we will see the crest of a new and brighter dawn.

### Offering Support

As employers the following are some things, we must do to support our team members through this difficult period of trauma and turbulence:

- Provide opportunities for team members to check in, not about work but about their lives.
- Remember it's not enough to provide support team members can access. You must publicize them on a continual basis and encourage team members to take advantage of them.
- During times of trauma many people retreat into a shell and although they may appear fine outwardly, they are often dealing with a sense of fear and a perception of helplessness, and their ability to think rationally is often made more difficult. As employers and peers, we need to help them see a sense of connection to others and meaning in the work they do.

### The Three Rs

Help them understand the importance of the 3 Rs: resilience, reconnect, and reintegrate.

When most people talk about resilience, they do so in terms of the ability to bounce back quickly from an adverse situation. When I talk about resilience, it is a vigorous approach to life. Don't make people feel there is a ticking clock on when we expect or require them to be back to normal.

People who take a vigorous approach to life during times of trauma and turbulence can be supported in their ability to reconnect and reintegrate into a more stable routine if they understand and take advantage of the supports that are available to them, internally and externally.

We need to be able to process trauma, which means not questioning why something happened. Rather, we need to understand how we move forward from trauma. Notice, I said how do I or we move forward and not how do I or we move on? ♦



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“Parking is only part of  
the journey. By designing  
an enriched pedestrian  
experience, we ultimately  
create a better destination.”

– Shruti Namjoshi, Watry Design, Inc.



# Post-COVID Thoughts and Concerns about TDM and Parking

By Brian Shaw, CAPP

**L**ATELY, as we emerge from the pandemic and organizations can determine for themselves how to operate post-pandemic, I have been contemplating several, parking, mobility, and sustainability issues:

- What is more sustainable? Folks working remotely or commuting? Is more remote working generating more non-work trips vs. concentrated peak-hour trips? Is it better to have the ability to provide transit and ride-share viability vs. remote workers avoiding commute trips?
- What is more equitable? Daily parking fees vs. monthly permits and payroll deduction consistency? How to manage the revenue impacts and budgeting from daily vs. monthly? How best to set daily rates in terms of equity and demand management?
- How do you ensure folks are carpooling when remote working is so common? Do we care? Do we need to track mode use now? Is parking purchasing alone adequate now for determining TDM program eligibility?

I do not have all the answers but thought I would pose questions and concerns to raise as we emerge from the pandemic. Where our Stanford team has some ideas, I will share them. We are all heading into uncharted territory so let us continue to [use IPMI to share our ideas, concerns, and solutions](#).

## Commute Trips vs. Non-work trips

It remains to be seen if having more folks working remotely is better for traffic and mobility than pre-pandemic, traditional commute patterns. Arguably, fewer commuters should make traffic better, but also cause there to be fewer ride-share options and makes transit less efficient on a cost/ride basis, frequency, and capacity. Reducing the viability of ride-sharing and transit also affects folks at lower income levels and creates an equity issue for folks who need to come to work but do not drive.

## Daily vs. Monthly Parking Rates

Speaking of equity, as there will likely be more folks

working remotely, should parking permits shift from a monthly model to daily? Is that model equitable to essential workers who need to be onsite every day? Should their parking be discounted to reflect the savings achieved by folks who do not need to come work as often? We are addressing this by maintaining discounted monthly permit rates, particularly for our residents and essential workers, but not discounting daily rates, which are staying as they were prior to March 2020.

## Balance Between COVID Concerns and TDM Modes

At the start of the pandemic, there were concerns about riding transit, sharing rides, and generally being in the same space with others. Cleaning was also a primary issue for transit services. With more data and research, transit has been shown to not be a transmission source for the COVID-19 virus. Air circulation and mandatory mask use as well as enhanced cleaning procedures have made transit a safe mode. I have been riding transit since our return to work in June.

Some employers have ended transit subsidies due to lower use as well as concerns over promoting transit use. I will suggest a reinstatement of transit subsidies as folks return to work and transit services return to pre-pandemic levels of service. Providing some competitive advantage for transit continues to be needed to offset the inherent convenience of driving.

## Vanpools

We have remained committed to supporting our vanpoolers, who have tended to be essential employees and/or folks who have challenging and expensive commutes. This commitment has weathered ever





changing state regulations on maximum occupancy and social distancing. Fortunately, as California has emerged from state mandated COVID regulations, we can shift from managing mandates to developing, growing, and maintaining our vanpools. As more folks come back to work on site, we will see if demand for vanpools grows.

### Carpools

Carpooling has been tricky for us to bring back. There remains a high level of remote working occurring, meaning we are unable to determine if commuters are sharing rides to work. As a result, we continue to have our carpool parking program suspended. We have determined that to bring back a carpool parking and ride matching incentive program, we need to know not just that a commuter did not buy parking, but did they even come to the work site. They will likely mean developing an approach that allows commuters to have their trips tracked in an app so their commuting is confirmed, and parking benefits or other incentives can be provided. For us, that is a way off until our peak hour trips and/or parking demand rebounds.

### Biking & Walking

Like carpools, incentives for this mode have been modified until a way to track commute trip is developed. We have focused on education and training to help commuters learn how to bike and walk safely to work and keep their bikes in good condition.

My final point: Wait and see what is needed by your population before restarting programs and services. Let the data guide you and help make a case to decision makers on how best to emerge mobility programs and services as the pandemic comes to a long-sought end. ♦



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# The Importance of Sharing Data

By Michael Drow, CAPP, and Christopher Perry, CAPP

**T**HESE ARE EXCITING TIMES—around the globe, new services and technologies are intersecting to create value-added conveniences for customers and business owners while better using available parking, mobility, and transport infrastructure. Whether related to car-sharing, ride-sharing, micro-mobility services, prepaid parking, dynamic pricing in parking structures, remote management of operations, and/or improved reporting, the sharing of data is key to enabling the adoption of these services.

Through the [Alliance for Parking Data Standards \(APDS\)](#), the parking, transport, and mobility industries are managing consensus-built, international parking and curbside management data specifications to establish a common language for data concepts and definitions. These data specifications reduce the effort required to connect technology solutions to each other and allow entities to refocus their resources on innovating new services and operations.

## Benefits

The benefits of using a common data specification are already being realized in projects around the world. Through the use

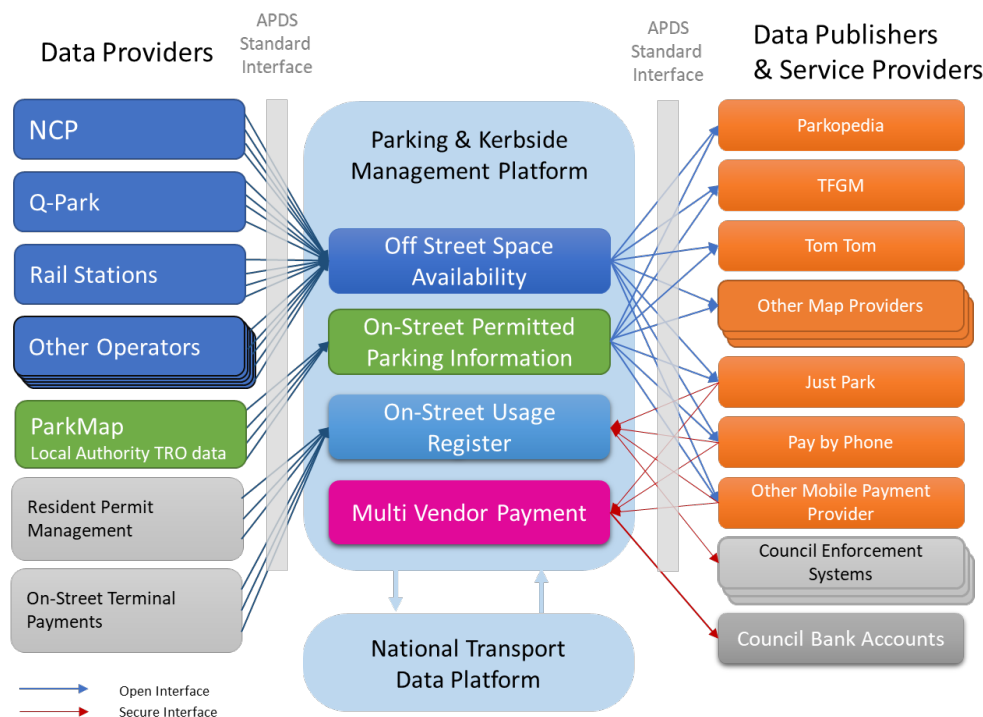
of a common data specification, parties are spending more time focused on developing value-added solutions versus trying to develop custom or one-time data connections. The utilization of the APDS framework not only defines the framework for the immediate integration needs but also lays the groundwork for future initiatives.

One such project is in the U.K., where multiple cities are launching a citywide parking platform that allows the public and private parking operators to share parking availability and rates with a multitude of parking aggregators and mobile pay providers. By leveraging a common data sharing specification, the cities are

able to encourage adoption and participation in the platform.

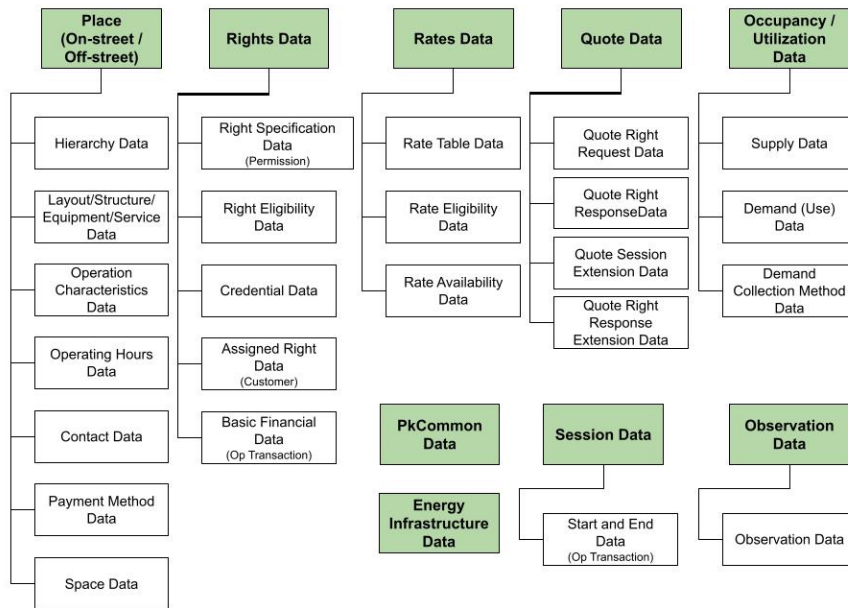
## How Is This Benefiting The Various Entities?

- Owners/operators can share their available parking spaces at rates they define through the city parking platform, improving their access to customers.
- Customers gain access to more parking options via the parking payment providers they prefer to use, whether their vehicle, a map provider, or a mobile parking provider.
- Parking payment providers have access to the public and private parking inven-





## Data Domains - APDS April 2021



tory and receive real-time inventory and rate updates to ensure they are selling items to customers correctly.

- Cities gain better visibility of how their transportation infrastructure is being utilized and can identify areas for improvement.
- Everyone benefits from spending fewer resources negotiating how to build data interfaces and managing them going forward.

Similar projects are underway throughout North America and many technology providers are involved in the APDS data specification, especially as it becomes an ISO-recognized data specification.

### The Specifications

The APDS specifications define the data structure to share relevant parking and curbside management location (on- or off-street), transactions, and other data between parties. The specifications define common terms and a consistent structure to share and receive data. The above chart highlights various data domains covered in APDS to support parking facilities, on street operations, loading and delivery zones, EV charging points, and many other parking and mobility related activities.

Learn more about APDS at [alliancefor-parkingdatastandards.org](http://alliancefor-parkingdatastandards.org), where you can

download an overview or the details of the specification, watch videos highlighting key elements of the standard, and access current suggested API formats being used.

The APDS is a collaborative effort between industry stakeholders and its future success is dependent upon this. IPMI will host user group sessions where you can learn more about the specification. The user groups will focus on communicating updates and changes to the APDS and provide a forum for feedback and project summaries. So talk to your solution partners and join one of the user groups where you can share your success stories and learn more about how you can leverage APDS specifications to connect your existing systems to other services—including EV charging, reservations, mobility and curbside tools, automated valet parking systems and many more. ♦

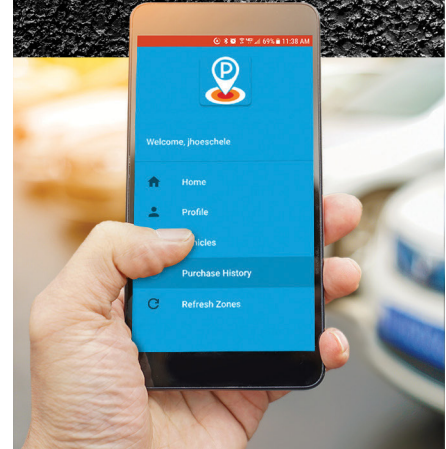


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## AIMS MobilePay



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# Just a Little R-E-S-P-E-C-T

By Cindy Campbell

**B**EING A CHILD OF THE '60S AND '70S, I grew up listening to Aretha Franklin on the radio. Her soulful stylings always moved me. If you're a fan of Aretha's, I highly recommend seeing the new biographical movie named after her first commercial hit, "Respect." You won't be disappointed.

While we're at it, let's talk a little bit more about the concept of respect.

By now, you've likely seen the online videos showing the outrageous behaviors of hostile, unruly airline passengers. Fellow travelers have stepped up to help overwhelmed airline personnel, even assisting to subdue violent passengers with a generous application of duct tape—so many frightening displays of chaos, hostility, and outright insanity on a regular basis.

Is it just me or is anyone else not that surprised by the bad behavior being displayed in the friendly skies?

## The Attitude

Rudeness is on the rise everywhere. We see it in coffee shops, grocery stores, at political gatherings, sporting events, and most certainly online. This isn't simply a personal observation—media outlets everywhere are reporting on the ever-increasing number of incidents involving aggressive disrespect and intolerance.

This concerning trend has not gone unnoticed in the parking and transportation industry. I've lost count of the colleagues who have talked with me

about the recent uptick in aggressive confrontations their teams are experiencing. Customer conflict and frustration is nothing new to us—we've encountered these outbursts as far back as I can recall. The difference now seems to be how quickly these interactions are escalating to displays of threatening behavior and potentially violent arguments. We cannot afford to sit silently waiting, hoping that society will eventually correct itself. Collectively, we need to help our team members learn new approaches and enhanced skillsets to address these bad customer behaviors. Providing training and resources to members of the frontline team who are most often on the receiving end of the aggression is

essential to not only their health and well-being but to the effectiveness and overall reputation of our organizations.

Recently, a colleague who manages a large team of frontline professionals asked for advice about what their organization could do to address the level of disrespect shown to their staff by members of the public.

While this is a complicated issue with no singular solution, one of the first things we must instill in our team members is the ability to appreciate and comprehend the duality of respect: If we want to receive respect, we must first extend it. This can be easier said than done when





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you're on the receiving end of a verbal tirade that feels like it's personally directed at you, yet it's well worth the effort—both professionally and personally.

### Flight or Fight

Our natural human response when we encounter hostility and aggression is typically the choice between two paths: Run away or stay and fight. There are certainly times when leaving a potentially unsafe interaction will be the wisest choice—we should always pay attention to our gut instincts. When we perceive our immediate safety isn't in jeopardy, we can choose to actively set the tone for a tolerant interaction that demonstrates mutual respect. For our part, actively listening for the meaning of the customer's message (versus the words they choose in the heat of the moment) along with monitoring our tone and making sure our facial expressions and body language match our intended message are key to setting the tone for mutual respect. While this approach isn't a cure-all for rudeness, it represents us well and helps us to lighten the emotional load of the other person's offensive message. When we see ourselves as deserving of respect and respond in kind, we're able to feel less stress from these encounters.

Of course, your team members deserve respect—we all do. Learning how to actively listen to a customer through their angry words is one way we set an example for reciprocal respect. Making a concerted effort to better understand what their underlying issues might be without getting too bogged down by rude or disrespectful words becomes mission critical.

So much more could (and will) be said about the hostility we're experiencing and ways we can address it within our teams. If you're looking for training options and resources, reach out. We're all in this together. ♦



**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](mailto:campbell@parking-mobility.org).

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# Detroit Smart Parking Lab to Open This Month

**T**HE STATE OF MICHIGAN, FORD, BOSCH, and Bedrock this month will launch the Detroit Smart Parking Lab. Hosted at Bedrock's Assembly Garage in Detroit, the lab provides a real place to simulate scenarios and test advanced parking and electric vehicle (EV) charging technologies.

The lab, said Ford in a statement, will allow "mobility and smart infrastructure pioneers and real-estate innovators and startups to test parking related mobility, logistics, and EV charging technologies."

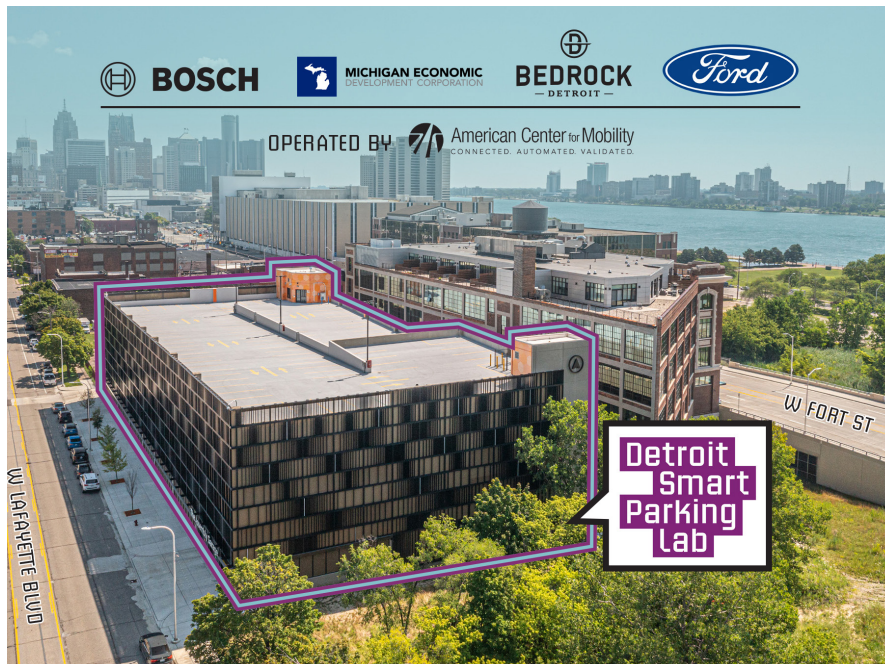
"Michigan continues to lead the way in developing, testing and deploying the solutions that will drive the future of transportation, including mobility-related parking solutions," said Governor Gretchen Whitmer. "Innovative collaborations like the Detroit Smart Parking Lab are solving issues that will make transportation more accessible and affordable while creating an environment for technology and mobility-related companies to thrive and grow in Michigan."

The garage formerly hosted a demonstration site by Ford, Bedrock, and Bosch, that used automated valet technology to let small SUVs to drive and park themselves in the garage.

## Rental Cars

In addition to testing parking and mobility technology, the Smart Parking Lab will also be a test bed for rental car companies. The first to test will be Enterprise, which will test how automated valet parking technology can be used in the quick turnaround process, in which vehicles are returned, serviced, cleaned, fueled/charged, and sent out for rental again.

"Participation in the DSPL project allows Enterprise to explore the feasibility and viability of autonomous, connected, and electrified mobility innovations with recognized technology collaborators," said Chris Grayson, regional vice president at Enterprise in Detroit, in a statement. "As consumer demand and infra-



structure viability increases in the coming years, these types of vehicle technology will play an increasingly important role in both the future of sustainable mobility overall and our fleet at Enterprise.

## Mobility

Automated valet parking shares center stage with EV charging at the Smart Parking Lab. Mobility organizations will be able to use the facility independently or work with the founding members on specific projects. Additionally, grant projects are considered, through the [Michigan Mobility Funding Program](#). From its website:

*The funding platform is designed to accelerate investment in:*

- *Mobility and electrification solutions that create safer, more equitable and environmentally conscious transporta-*

*tion for all Michigan residents*

- *High potential mobility and electrification companies who anticipate long-term growth in Michigan and seek to play a meaningful role in the state's mobility ecosystem*

*Our grants are focused on catalyzing and scaling mobility solutions across three key areas of focus:*

- *Sustainable Futures: Improve environmental sustainability by encouraging EV adoption and the buildout of EV charging infrastructure*
- *Equitable Futures: Alleviate mobility barriers and increase access to affordable and reliable transportation options*
- *Multimodal Transportation: Modernize existing transportation systems and keep Michigan at the forefront across all connected and autonomous transportation modes*





The lab, said Ford in a statement, will allow “mobility and smart infrastructure pioneers and real-estate innovators and startups to test parking related mobility, logistics, and EV charging technologies.”

## Eligibility for Testing Environments and Real-World Deployments

- Focus on sustainable futures, equitable futures, OR multi-modal transportation
- Provide matching funds or receive matching funds from a project partner
- Demonstrate how the grant will help your company grow in Michigan
- Additional Eligibility for Real-World Deployments
- Collaborate with a Michigan partner (public or private)
- Meet a local use case/need in Michigan

“Collaboration is essential for the future of mobility,” said Paul Thomas, executive vice president of Mobility Solutions, Americas for Bosch,” in a release. “With the Detroit Smart Parking Lab, we have a cross section of collaborators—from government leaders to mobility and tech companies—that that will empower us to bring innovation to market through collaboration.”

Organizations can inquire about lab space and collaboration possibilities through the [American Center for Mobility](#). That organization manages the lab and has managed a smart mobility testing center before.

Organizers said they hope what’s done in the lab will lead to better solutions for people driving and parking—to help make getting to ultimate destinations easier.

The Detroit Smart Parking Lab is located in the Corktown neighborhood, near other Ford parking and mobility projects. ♦

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# ASK THE

# EXPERTS

What are you most looking forward to about the 2021 IPMI Parking & Mobility Conference & Expo?



**Tiffany R. Peebles**  
*Director*  
Parking Authority  
of River City, Ky.

I am most looking forward to interacting in person with other municipalities to hear their individual experiences coming through the pandemic. Also, I'm excited to hear about nuances, technology, and innovation that has helped others navigate through these unprecedented times.



**Brian D. Shaw, CAPP**  
*Executive Director*  
Stanford  
Transportation

I'm looking forward to catching up with old friends and colleagues. It's great to run into folks you haven't seen or heard from in a while on the Expo floor or between sessions. And no Zoom required!



**Jennifer Tougas, CAPP, PhD**  
*Interim Assistant Vice President of Business Services*  
Western Kentucky  
University

I find that if it's been a couple of years since I've been able to attend, the IPMI Conference is incredibly rejuvenating and inspiring. It's great to catch up with colleagues and reconnect with this wonderful, diverse, and supportive community. It reaffirms why I'm proud to be a part of this profession.



**Scott C. Bauman, CAPP**  
*Manager of Parking & Mobility Services*  
City of Aurora, Colo.

Networking and socializing with industry colleagues is always special. I definitely miss seeing my old friends. However, being on the exhibitor floor to interact with vendors and dealers and actually touching and learning about new gadgets and equipment—that's my happy place!



**Ben Wesley, CAPP**  
*Market President,*  
Nashville  
Premium Parking

I'm most interested in networking and the education sessions addressing how new technologies are changing parking design and how EVs are rapidly electrifying our future.



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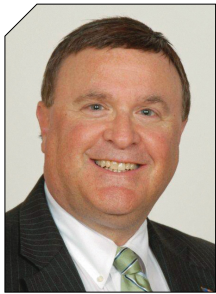


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**Larry J. Cohen,  
CAPP**

*Executive Director  
Lancaster Parking  
Authority*

Without an in-person Conference last year, the opportunity to connect with our peers from around the world after two years will be even greater and appreciated as we continue to overcome COVID-19-related issues.



**Stephen J.  
Rebora, RA**

*President & CEO  
DESMAN*

I have a new appreciation for the importance of face-to-face interaction. I look forward to the awesome sessions, some vendor swag, and the late night war stories.



**Brett Wood,  
CAPP, PE**

*President  
Wood Solutions Group*

The easiest answer is that I can't wait to see all of my favorite parking friends for the first time in almost two years. There will be great conversations around all the adversity we've faced, the lessons we learned, and how our industry is helping to re-shape the future of transportation. It's going to be a heck of a celebration!



**Katherine Beaty**  
*VP, Implementation  
TEZ Technology*

You're on mute: I am most looking forward to conversations where someone is not on mute or with blurred/virtual backgrounds and talking over each other because its hard to read body cues in a virtual world. I miss the feel of natural conversations.



**Casey Jones,  
CAPP**

*Director, Customer  
Success  
FLASH*

The pandemic has solidified in my mind the importance of our community to the overall success and advancement of the parking and mobility community. The upcoming Conference is the chief way we'll strengthen our bonds and reaffirm our shared commitment to one another. I can't wait to see my parking family in Tampa!

**HAVE A QUESTION?** Send it to [editor@parking-mobility.org](mailto:editor@parking-mobility.org) and watch this space for answers from the experts.  
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### **How U.S. Cities can Learn from Smart City Innovations in Europe**

*Presenter: David Parker, Chief Operating  
Officer, Cleverciti*

## **NOVEMBER 10, 2021**

### **The Truth Behind Common Parking Myths**

*Presenters: Michael Pendergrass, AIA,  
Associate Principal and Matt Davis,  
Associate Principal, Watry Design, Inc.*

## **DECEMBER 15, 2021**

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*Presenter: Thomas Szubka, CAPP, Senior  
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# MODERNIZING *CURBSIDE* MANAGEMENT

*How smart parking  
technology paves the way  
to a digital curb.*

By David Hoyt







**D**ISCUSSIONS OF ‘CURBSIDE MANAGEMENT’ have reached a fever pitch, especially as vaccinations are slowly pushing traffic levels to pre-pandemic levels. Despite all the buzz, curbside management is by no means a new concept. Within minutes of driving along a city street or walking down a busy sidewalk, you’re sure to see signs of it--literally. Signs for loading zones, no parking, pick up and drop off areas, short-term parking--all examples of traditional curbside management strategy.

Through the years, the fundamental goal of curbside management hasn’t changed: to make the most effective use of your limited, high-demand real estate. On the other hand, how the curb is being used has completely transformed due to a multitude of factors from digital business transformation to changing customer behaviors. Curbside use is evolving so quickly that manual, signage-reliant curbside management methods are being left in the dust.

However, there is one piece of the curbside management puzzle that is flourishing: parking. Modern, consumer-friendly parking apps and smart parking solutions are thriving like never before. Given their success and rapid adoption, it’s surprising these technologies rarely come up in larger discussions of curbside management strategy. With customers increasingly embracing digital experiences, there’s an opportunity to rethink how the successful features of smart parking technology can apply to the curb. Ultimately, leveraging digital parking solutions in new ways gives cities, universities, and municipalities a practical first step towards a consumer-friendly digital curb

### **Pitfalls of Static Curbside Management**

Currently, curbside management strategy is heavily reliant on street signs and hardware to communicate policy. Because updating them is a manual,

time-consuming process, policies and rates often become generalized and fixed. For many years this approach worked because changes in consumer behavior and business needs occurred much more slowly. Unfortunately, the mostly analog systems of curbside management sacrifice the ability to anticipate and react to rapid changes in curbside demand and customer expectations.

Part of what makes today’s curb so difficult to manage is how fluid it’s become. With curbside usage and demand more dynamic than ever, inflexible curbside management continues to fall short in a few key areas:

#### ***Doesn’t Accommodate New Business Models***

A decade or so prior, perhaps the biggest curbside management challenge looming on the horizon was the rise of online shopping. Now, digital transformation upends the landscape every few years. Businesses like ride-share, multi-modal transport, and delivery apps (to name a few) seemingly come out of nowhere and change traffic demands overnight. Since most of the current approaches to curbside management are so reactive, it’s nearly impossible to monetize curbside usage for the most popular, newest services.

#### ***Tends to Undervalue the Curb***

Similarly, constraints on traditional curbside management lead to routinely undervaluing our most highly used areas. With limited real estate and increased demand, there’s so much potential to monetize the curb. However, attempts to do so often run into a wall because it’s impossible to monetize equitably without accurate information

on how and when each individual curb is being used. In the end, blanket curbside policies can't maximize a given curb's value because they cannot dynamically adjust policies to different use cases in real time.

### ***Creates Inequitable Curb Access***

High demand areas also create a constant tug of war for curbside access. On a given day, one location might need to be used variably for public transportation, freight deliveries, cars, scooters, bikes, and pedestrians. Equitable curbside management ensures that the right people get access to the curb when they need it. While providing equitable curbside access is essential to ease congestion, equitable is not the same as making it a free-for-all. Without flexible policies, you may inadvertently impede traffic flow by prioritizing certain vehicles, which can lead to compliance and enforcement issues down the line.

### ***Enforcement and Communication are Difficult***

Even with the best of intentions, the manual processes driving the current approach to curbside management can make enforcing it a Herculean task. The curb is being used in such wildly different ways, it's hard to create unified enforcement strategies, let alone ones that are equipped to keep up. However, a lack of compliance isn't always the result of an error in enforcement. Often, incorrect curbside usage is simply the result of policies that are confusing or inconsistent. When signage is unclear and people are in a rush, they're more likely to chance a ticket, which snowballs into more compliance issues over time.

### ***New Policies Aren't Driven by Data***

Many of the approaches to curbside management are reactive because they're based on old information. Real-time visibility into peak demand, turnover, and traffic flow are essential to making smarter decisions that increase revenue and ease congestion. Short of regularly canvassing every curb, digital solutions are the only way to realistically gather this kind of information. Luckily, hesitation to invest in new technology is slowly dissolving in the face of the widespread popularity of digital experiences.

### **Extending Smart Parking to the Curb**

Today's curb is a constantly evolving landscape of transportation initiatives, customer expectations, public needs, and more. Signage and other analog curbside management methods have proven too inflexible to fully maximize the curb's true potential. Even with unlimited resources at your disposal, you'll struggle in the long-term without a fully-integrated system that can leverage all your data sources and traffic systems.

For years, parking apps and other smart parking technologies have steadily been applied to uses outside the traditional parking space. When considering the most pressing challenges

facing curbside management today, digital parking solutions seem uniquely suited to being the foundation of a digital curbside management strategy.

Modernizing parking to meet today's customer expectations has helped parking providers streamline operations, bolster enforcement, and increase revenue. By utilizing the most effective strategies and takeaways from successful digital parking, we see a number of potential benefits for the curb:

### ***Maximizes Curbside Value***

Fixed pricing policies only work if the demand for a given area never changes. Of course, we know this isn't the case. The value of the curb is constantly fluctuating. Dynamic pricing models are ideal to both maximize a curb's value and increase turnover, but until recently the limitations of manual curbside management made their implementation impossible.

Smart parking solutions provide a practical, user-friendly way to introduce equitable dynamic pricing to support curbside management. Pre-configured rates can be automatically adjusted based on peak hours, specific vehicles, locations, or a number of other factors. Tailoring individual areas with flexible pricing is a great way to encourage optimal curbside usage. Because the pricing policies are managed in the backend, they can be implemented quickly without causing user confusion.

**When considering the most pressing challenges facing curbside management today, digital parking solutions seem uniquely suited to being the foundation of a digital curbside management strategy.**

### ***Streamlines Enforcement and Closes Compliance Loopholes***

Digital parking systems support integrations with enforcement and permitting systems, which is essential to successfully roll out dynamic curb use or flexible pricing models. Since vehicles are tracked across the entire system, they also close commonly exploited enforcement loopholes. In practical terms, comprehensive, digital enforcement makes it significantly harder for users to abuse short-term parking or avoid progressive rate increases by jumping between different zones. Less manual enforcement and more visibility also helps streamline enforcement operations so you can concentrate your efforts in the areas that need it most.

### ***Simplifies Passenger Loading Zones***

Recently, the influx of ride-share apps and other mobility solutions have turned traditional passenger loading zones into



chaotic free-for-alls. The situation is exacerbated when newer businesses find themselves competing for space with other public and private transportation providers.

Digital permitting, geofencing, and other features used in smart parking technology provide flexible options to manage and monetize passenger loading zones. Designated loading zones or temporary loading zones can ease congestion and accommodate specific events or unexpected traffic disruptions. Reservation systems could also potentially play into curbside management for tourist destinations, cities, or universities. For instance, they could be used to encourage tour or charter buses to book designated loading zones in advance—giving you better control over traffic flow.

#### ***Increases Efficiency for Commercial Loading***

Most smart parking systems already integrate with commercial permit systems, making them an ideal solution to optimize loading and unloading times. Additionally, smarter ways to control and communicate the specific parameters of commercial loading zones makes them significantly easier to monitor and enforce. Not only that, but increased visibility of loading zone usage and traffic can also be shared with fleet drivers so they can alter delivery routes in real time.

#### ***Creates More Equitable Curbside Access***

Physical signs, hangtags, and permits have struggled to keep up with the increasingly complex demands of the modern curb. This is a common source of frustration for people who expect, or more importantly, require special access to specific areas. Digital permitting systems are already being used by smart parking technology to easily implement varied zoning rules and pricing. A digital curbside solution helps make the curb more equitable by efficiently communicating and keeping track of things like disabled parking, promotional parking, resident-only parking, and more.

#### ***Better Communication of Complex Curbside Policies***

Dynamic pricing models are a popular idea, but the realities of updating and maintaining signage often stop these initiatives from getting off the ground. In truth, communicating and enforcing flexible pricing models is nearly impossible without doing it digitally.

Smart parking solutions help overcome these hurdles by providing a user-friendly way to communicate up-to-date information on current curb policies in

**Digital permitting, geofencing, and other features used in smart parking technology provide flexible options to manage and monetize passenger loading zones.**

real time. This also helps streamline operations since it cuts back on the need to update and maintain signage. Once configured, users can be notified automatically based on their location, vehicle type, or any other criteria.



#### ***Enables Better, Data-Driven Decisions***

Widespread pitfalls and trends in curbside management have only recently come to light because of an abundance of new data. Similarly, the foundation of effective curbside management rests on the ability to leverage every system and data source at your disposal. A digital curbside solution enables better data-driven decisions by giving you a comprehensive view of your curbside rates and policies.

#### **Important Takeaways for Smarter Curbside Management**

The future of effective curbside management is digital. Smart parking technology provides a practical approach to achieve dynamic, efficient, and user-friendly curbside management. However, given the variability between different cities, universities, or municipalities, it's impossible to prescribe a single winning approach. Collaboration between hardware and software partners is critical to ensure that a curbside management solution fits your needs in both the short and long-term.

In order to create meaningful solutions for the curb, the industry must embrace the unpredictable, evolving nature of curbside needs. Effective curbside management rises from a willingness to embrace its many unknowns. A technology partner's flexibility to collaborate and change over time will be particularly important to achieve long-term success. ♦



**DAVID HOYT** is chief revenue officer at ParkMobile. He can be reached at [david.hoyt@parkmobile.io](mailto:david.hoyt@parkmobile.io).

# FROM PASSIVE COPING TO ACTIVE STEERING

*“We are always last to act—bikes, cars, e-scooters. Waves of shared mobility keep flooding our cities and we still act surprised that the urban space becomes overly crowded and we seem to lose control about what is happening in our city.”*

—Anonymous city traffic planner



## *The Multimodal Layer Model as a framework for effective traffic strategies.*

By Benjamin Scher and Rainer Hoffmann

**U**RBAN SPACES ARE BECOMING INCREASINGLY COMPLEX multimodal traffic systems. The times in which public transportation like buses, trams, or subways competed primarily (or even exclusively) against the privately owned car and the occasional bike feel like ages ago. In addition to the prominent ride-hailing offers, contemporary mobility includes various forms of flexible and shared micro-mobility services such as bicycles, e-scooters, and cars in all forms and sizes.

Despite quite pronounced regional differences in respect to the specific modal mix, the tendency that urban traffic involves more stakeholders, is more fragmented, and is overall more complex holds for almost any city of a certain size across the globe.

In most cases the market logic follows the essence of the quote above. Privately owned firms enter a new space and try to gain market with a strong presence on public roads and a dense

vehicle network, making the public space more crowded—at least in the short term.

However, we observe a shift in some cases: Public authorities try to regain control over the types and numbers of vehicles offered in their city. To do so, cities and private companies alike require a tool or system that allows them to achieve two things: First, they require an overview of the complex and interconnected mobility value creation across the various means of transportation. Second, based on this overview, they need to analyze their situation and develop scenarios how things could change into a more demand-based and sustainable solution. During the last years and many strategy consulting projects with various industries, the h&z Center for Future Mobility has developed and refined a model that has proven its value in this regard.

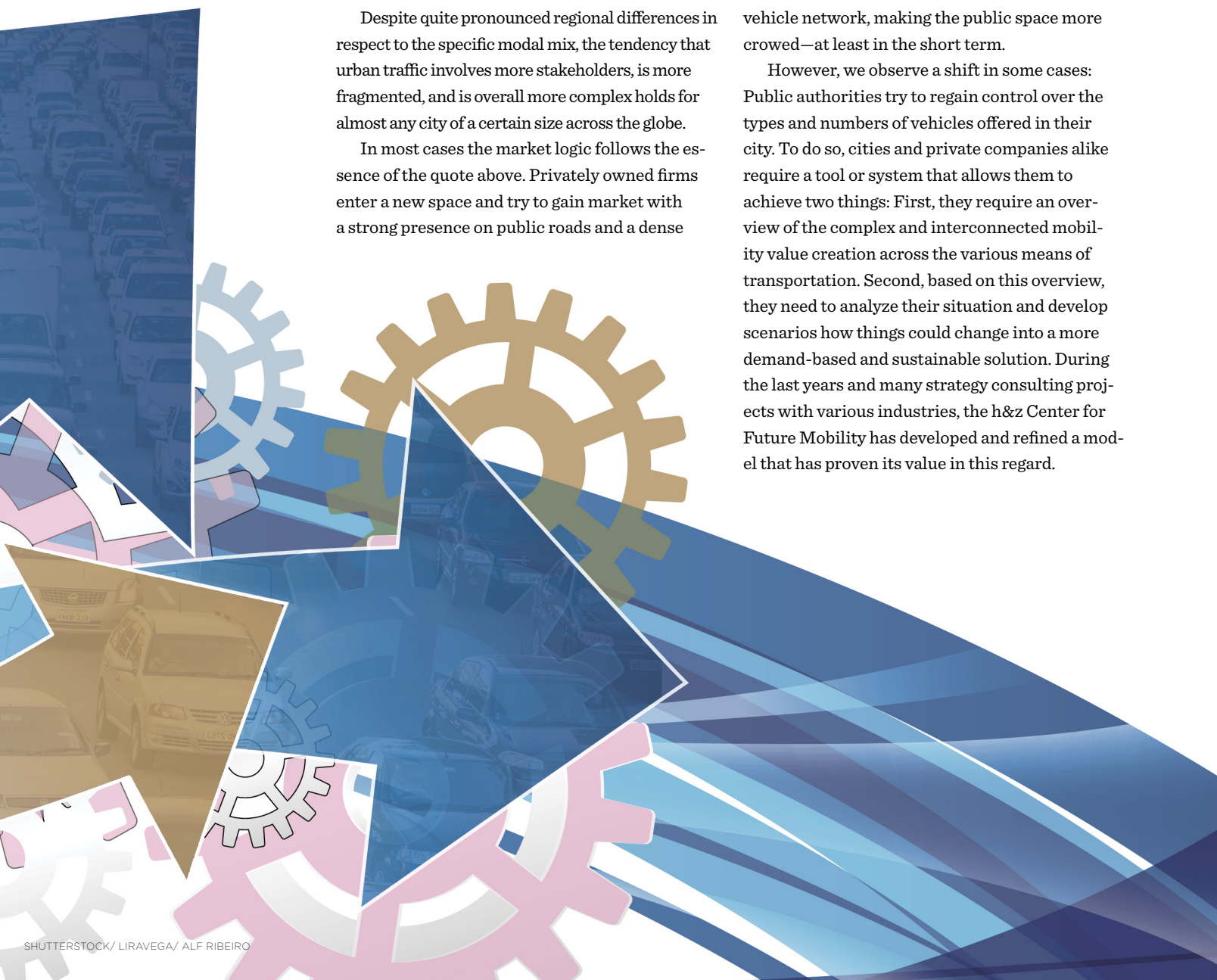
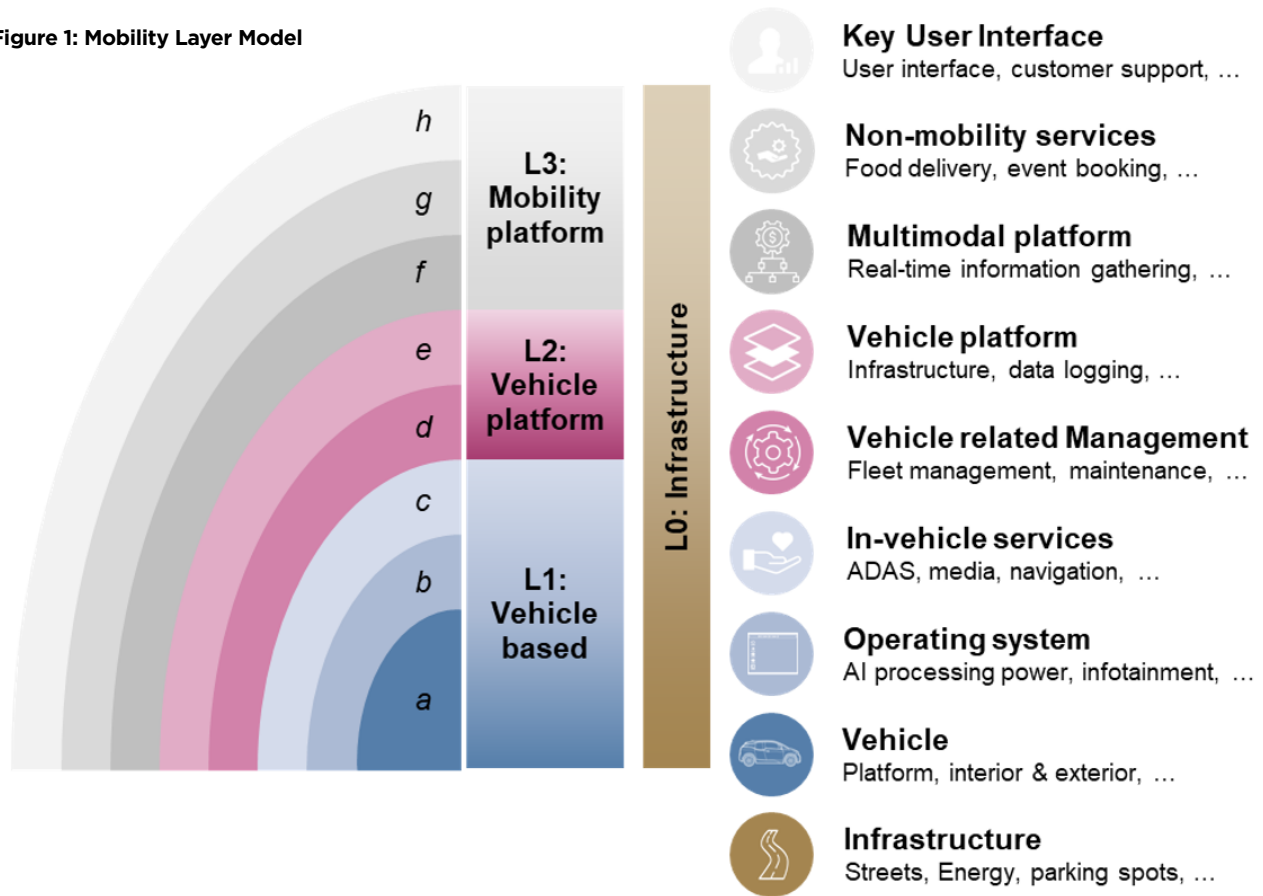


Figure 1: Mobility Layer Model



### The Mobility Layer Model (MLM)

The MLM starts with L0 Infrastructure, which covers all value creation associated with traditional infrastructure providers such as streets, train tracks, airports, and alike, as well as digital infrastructure solutions such as smart traffic light or various forms of telecommunication hardware. However, it also encompasses less tangible activities that enable a mobility service to function. These include testing and certification, legislation, or insurance. This infrastructure layer is placed alongside all other layers as it interacts with all following layers on different levels.

The next value creation layer, Vehicle Hardware (L1a), is concerned with traditional vehicle development. Firms in this layer take decisions around the type, functionalities, and design of the vehicle. Traditionally, you would expect firms like GM, Volkswagen, or Toyota (from the automotive sector), MAN, Scania, or Tata (from the bus sector), and Bombardier, Alstom,

or Siemens (from the train sector) to be prominent representatives of this layer.

Often, but not necessarily, these firms also span toward the second layer, Vehicle Software (L1b), where all digital solutions are integrated with the vehicle hardware. This may involve communication protocols as well as advanced driving assistance or autonomous driving. The transformation of many existing industry heavyweights toward a software-focused value creation<sup>1</sup> shows the importance of this layer.

We have seen a comparable dynamic between the Hardware and Software Layer in the smartphone industry, where an increasing share of the value creation has shifted to the software development (Apple with iOS and Google with Android), leaving the hardware layer as a mere shell value contribution (Blackberry, Samsung, Huawei and many more).

As the third layer within the single vehicle, the service layer (L1c) encompasses all (value-added)



services offered within/based on the vehicle. This includes mundane solutions like power outlets (primarily based on the Hardware Layer), but also includes digital services such as Infotainment or Personal Navigation (primarily based on the Software Layer). This service layer already hints toward the fact that—while all layers have their distinct value creation elements—they are often interconnected, complementary, and building on each other. Just based on these three first layers (L1a, L1b, L1c), all concerned with the single vehicle, we see that synergies between certain layers that are often utilized by one firm (offering everything from the Hardware, the Software, and the Services) or in strong development partnerships.

Once the single vehicle layers are completed, we can take these vehicles (regardless of whether they are trains, cars, scooters, bikes, UAVs, or any other means of transportation) and multiply them toward a fleet. In this fleet management section, we have two main value creation layers: one primarily concerned with the physical fleet management, and the other one taking care of the digital fleet control.

The darker pink layer (L2d) covers all maintenance, repair, and cleaning activities. Naturally, this layer offers significant cost-saving potentials, if done efficiently. In addition to the management of the existing fleet, this layer also covers the critical elements of purchasing, phasing-out and reselling of vehicles. As such, it controls the overall stake of vehicles in the fleet. When looking at many of the present (European) car-sharing fleets, the cars usually leave the fleet when they can realize the maximum value on the used car market. Combining this with the design implications in L1a, we see that many vehicles are designed for the traditional private car market, rather than specifically for a fleet service, which has direct implications for the performance of the sharing service itself. Mobility firms like MOIA or Zoox provide a counterexample, where vehicles are developed exclusively for their fleet purpose, promising higher quality services.

With L2e, as the digital fleet management layer, we enter the home turf of the famous Ubers and Lyfts of the world. This layer ensures that the right vehicle is at the right place, at the right time, in the right condition while striving toward a high utilization across all in-fleet vehicles. Naturally, this involves digital mapping, routing, and various IT applications.

The two pink layers clearly exemplify the many relationships that the model has with L0: Infrastructure, where activities like charging a fleet and intelligently routing it strongly depend on the available infrastructure.

Combining all five previous layers, we have covered so far (L1a-L2e), we have created a fully functioning fleet operation. This holds true for traditional fleets like a subway system just as much as for newer forms of vehicle-sharing or ride-hailing.

## Integrating Toward the Customer

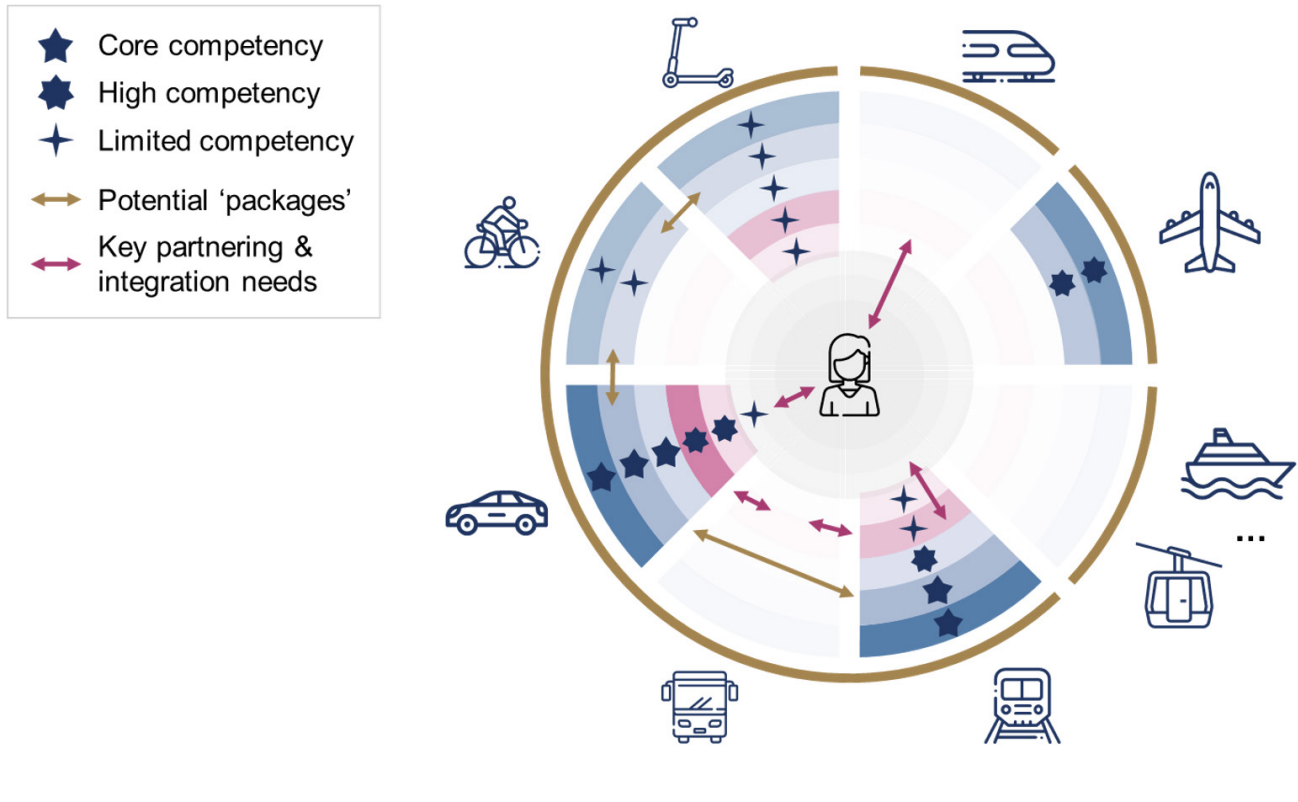
However, a high-quality mobility service does not stop here, as there are significant advantages for the end customer if the various mobility solutions are integrated toward her or him. More concretely, the MLM prescribes a multi-modal integration in the last grey layers. Rather than opening several applications on their smartphones to compare the specific price, availability and proximity of different mobility offerings, there will be one customer interface (mainly the smartphone, sometimes public touch-screens at stations) offering and comparing the various available options in one place. To do so, L3f covers all back-end integration processes, where the many different data elements from the various fleets of different vehicles are collected and integrated. Firms like Traffi or Wunder Mobility who have developed specific white label solutions for this layer, display significant growth numbers further confirming the importance of this layer.

L3g, as the second but last layer, integrates further service that are out of the traditional mobility value creation, but offer large potentials to shape how a mobility service might work. One could think about a twist in business models, where the service of getting from A to B becomes free of charge for the passenger, but there is a background commissioning model, where the restaurants or retail store pays a small fee to the mobility provider for bringing a customer to their doorstep. While such models often have data-privacy and even ethical questions to be discussed, they do offer new ways of thinking about mobility. Whether they become a reality or not, we need to include those non-mobility services like shopping, events, food, or tourism into the MLM to account for the variety of models possible in the future.

Finally, L3h covers the key user interface, including activities like the development and maintenance of the actual interface (usually a smartphone application), customer support, or payment processes. It is through the final layer that the customer using any type of mobility solution accesses all other layers.

Ultimately, a reliable, user-centric, sustainable, and economically viable mobility service depends on both the most efficient value creation in each individual layer *and* the utilization of the many potential synergies across the various layers. This is not only true when looking at a single mode of transportation, but also across various modes. Below we displayed an anonymized workshop documentation from a strategy program with a major European mobility conglomerate. It gives a first idea on how the MLM can enable promising strategy development for the various private sector firms involved in 21st century mobility as well as their fruitful integration for better traffic management decisions in the public sector. Ultimately, public authorities are responsible toward their citizens to develop or maintain a sustainable and user-friendly public traffic system. The MLM

Figure 2



offers a thinking tool to decide which tasks can best be covered by which means of transportation and subsequently which value creating activities (layers) are required and which firms could best provide them. Thereby, the MLM can function as a mediator between the public interest and the private sector trying to push their respective solutions. Rather than having multiple scooter-sharing firms offering virtually the same service and consequently flood the streets with even more vehicles, the MLM support in maintaining and overview and a healthy mix and intensity across all modes of transportation.

Analyzing which industry or firm is best equipped to cover each of these layers allows for an efficient mobility service. Individual firms significantly differ in their strategies. Comparing traditional automotive OEMs that start at L1 as their venture point with a software incumbent like Google, we see how the first are repeatedly trying to move up the layers by integrating software and fleet capacities into their portfolio. In comparison, many tech firms, Google being a prime example, move down the layers all the way to L2,

where Google's subsidiary Waymo is among the prime contenders to develop a stable autonomous driving system. Firms who originated in the middle, car rental firms like Enterprise or Sixt being prominent examples, also follow different strategies when trying to cover more parts of the mobility value creation displayed across the different layers. ♦



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#### ENDNOTE

1 See for example the ACCELERATE strategy of Volkswagen <https://www.volkswagenag.com/en/news/2021/03/volkswagen-is-accelerating-transformation-into-software-driven-m.html>

# Curbside Management

## GLOSSARY OF TERMS



Prepared by the IPMI Research & Innovation Task Force

VERSION 1.0



**T**HE PURPOSE OF THIS GLOSSARY is to provide common terms and definitions related to the practice of Curbside Management. This document is intended to equip industry professionals with basic knowledge to participate in Curbside Management practice and discussion and provide context on these features.

As the management of the curb evolves, we anticipate that the glossary document and definitions will change with the industry. To submit comments, feedback, and ideas in response, please email [info@parking-mobility.org](mailto:info@parking-mobility.org) with your feedback using the subject line IPMI Curbside Management Glossary.



### ***Bicycle Rack***

A device, typically mounted to the ground, to which bicycles can be attached using an owner-provided bicycle lock. Bicycle racks can be a variety of shapes and sizes. Some *parking meters* can be used as or repurposed as bicycle rack; ADA access should be considered if repurposing for this use.

### ***Block***

A measurement of space, typically between streets or at a prescribed distance. A block may start at one intersection of two streets and end at the next intersection of two streets. A block may also be considered as the four block faces surrounding a building or group of buildings, used for purposes of delineating accessible parking spaces.

### ***Block Face***

One side of a *block*. For example, the north side of a given *block* on an east-west street is a block face; the south side of the same *block* is a different block face.

### ***Car-Sharing***

Car-sharing is a shared passenger vehicle rental service that is membership-based, available to qualified drivers, and allows members to use a car-sharing vehicle without a separate written agreement each time a member reserves and uses a vehicle. Car-sharing services provide a spread-out network that may be rented on-demand.

- **RESERVED SPACE.** Reserved-space car-sharing, sometimes called two-way or traditional car-sharing, allows users to borrow from and return vehicles to the same reserved car-sharing space. This space is traditionally not shared with other *curb* uses and is reserved 24 hours a day/7 days a week.
- **POINT-TO-POINT.** Point-to-point car-sharing, sometimes called one-way or free-floating car-sharing, allows users to pick a vehicle up at one location and drop it off in another. This approach does not alter the use of the *curb* but may require (at the discretion of the jurisdiction) some specialized regulatory exceptions to override specific curb use management parameters (i.e. time limits, meter payment).
- **PEER-TO-PEER.** Peer-to-peer car-sharing allows users (owner-members) to make their privately owned vehicles available for rent by other users (renter-members). This approach does not alter the use of the *curb* but may require (at the discretion of the jurisdiction) some specialized regulatory exceptions to override specific *curb* use management parameters (i.e. time limits, meter payment).

### ***Curb***

The physical barrier between sidewalk and street. Most *curbs* are elevated above street level to inhibit motor vehicle impingement on the sidewalk and



GETTY

control drainage on the sidewalk. Some *curbs* are “free-form,” where the sidewalk is at the same elevation as the street.

#### ***Curb Cut***

Related to *curb management*, a break in the structure of the *curb* leading to loading dock, alley, or driveway.

#### ***Curb Lane***

The area of space on a street adjacent to the *curb*. Curb lanes may be used for a variety of purposes, including motor vehicle throughways, parking, bike facilities, loading, and delivery space.

#### ***Curbside***

The space adjacent to the physical *curb* in public

right-of-way including but not limited to all or a portion of the street, inner *curb*, outer edge of street, sidewalk, shoulder, or other condition depending on road type. This area serves as the interface for different functions that interact at or with the curb.

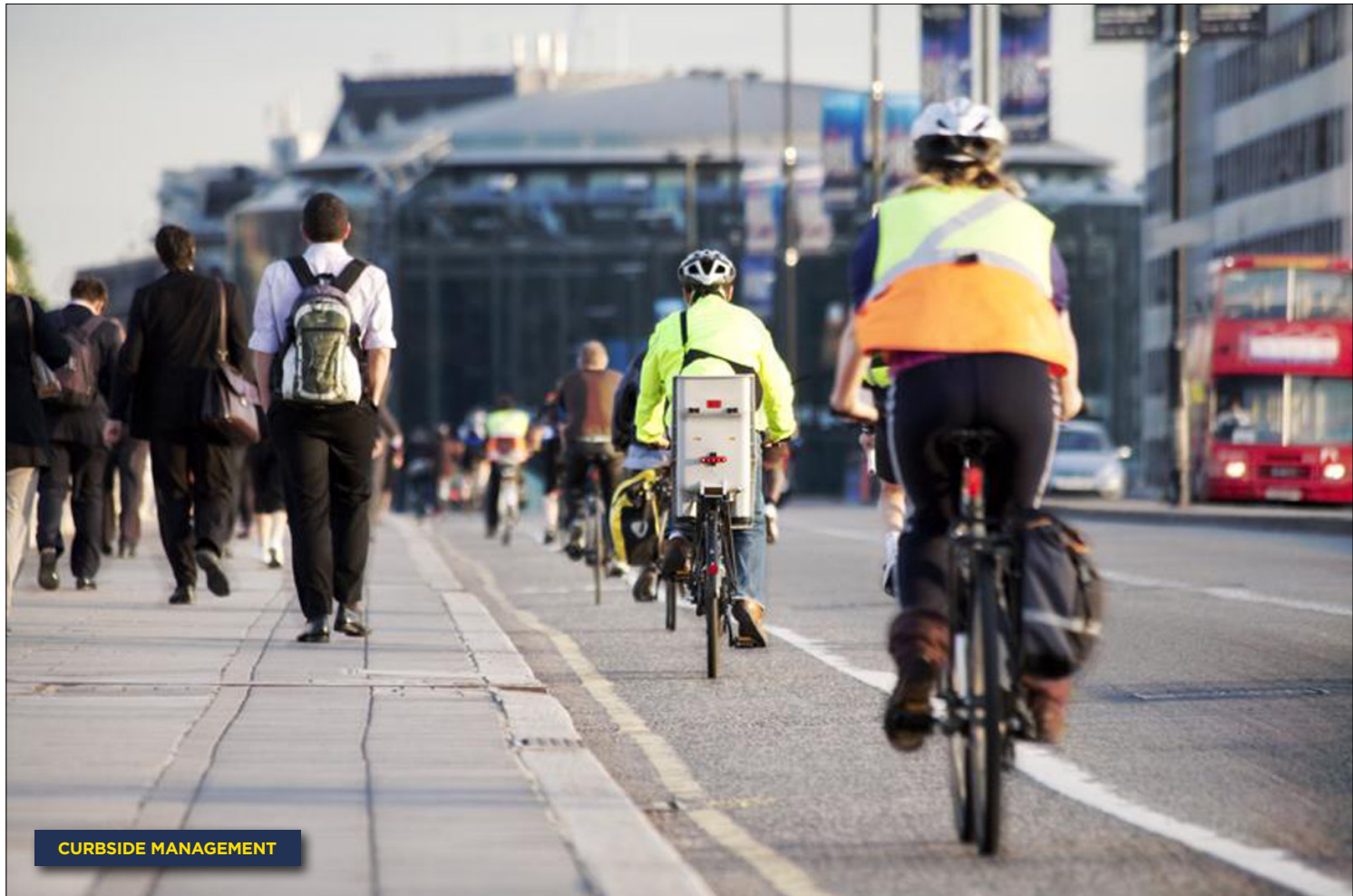
#### ***Curb Space***

The physical *curb* (e.g., concrete edging, gutter plan, or other barrier); a barrier between the sidewalk and street, and where markings and signage may be placed to regulate the *curbside*.

#### ***Curbside Delivery***

As related to *curb management*, use of the *curb* for the purpose of delivering products to business and individuals located near the *block*.





CURBSIDE MANAGEMENT

### ***Curbside Management***

The development, implementation, management, and enforcement of policy, assets, and technology governing the uses that interact with the *curb lane*, *curb space*, or *curbside*.

### ***Curbside Pick-Up***

A method of goods transfer whereby a patron of a business drives to the business and begins *standing* at the *curb*. After notifying the business of their presence, the business will deliver the product to the vehicle at the *curb*. After completion of the curbside pick-up, the vehicle departs.

### ***Dock***

As related to *curb management*, a device to corral and control the usage of bicycles, scooters, or other *micromobility* devices. The device can be on the

sidewalk or the street and can be variable in size. The device will typically require power and communication to operate. May also relate to freight *docks* that can cross or impinge upon *curb* space to provide off-street *loading* to buildings.

### ***Dockless***

Used to describe *micro-mobility* devices and publicly accessible bicycles, scooters, or other *micro-mobility* devices that do not make use of a dock but are able to be used and left anywhere at the user's convenience.

### ***Electric Vehicle Charging Station/Charger***

Infrastructure used to charge electric vehicles. In the public right of way, the most common charging stations are Level 2 and DC fast chargers. Level 2 charging refers to the voltage the charger uses, in this





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case 240 volts. Level 2 chargers can typically provide enough power to provide a full charge to an electric vehicle in three to four hours and are ideal for on-street parking environments. DC fast chargers utilize direct current power and, in some cases, more than 600 volts of power. DC fast chargers can provide a full charge to an electric vehicle in about 30 minutes and are best suited for high-demand parking areas that require frequent turnover.

### ***Enforcement***

The operational act of observing *curbside* spaces and ensuring that usage is conducted in a proper manner

according to posted regulations. Enforcement is conducted by enforcement officers, either manually or in a semi-automated fashion (e.g. license plate recognition). Improper parking, *loading*, *standing*, or stopping is often regulated through the issuance of citations, which apply a monetary value to the action to de-incentivize further parking issues.

### ***Flexible/Dynamic Curb Space***

*Curb space* designed to have a multitude of uses depending on time of day, corresponding land use, or street typology, etc. For example, during rush-hour, parking may be disallowed in an urban area to allow for an additional lane of traffic. In residential areas, *curb space* may function to serve residents during primary dwelling hours and commercial/commuter traffic during daytime peaks.

### ***Interstitial Space***

The area between active *curb space* and pedestrian space where infrastructure items such as *parking meters*, water quality elements (i.e. bioswales), and landscaping elements (i.e. treeboxes), etc., are placed.



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### ***Loading***

Related to *curb management*, a location where the physical addition or removal of goods or people from a vehicle occurs. The goods may further be delivered to a location off the *curb*. Loading may occur in a dedicated loading zone or at any place along the *curb*. Loading can be designated as short-term or longer-term depending on need and land use context. Loading regulations are also influence by time of day and street typology.





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***Micro-Mobility***

Small electric- or human-powered devices that enable people to move between points. Often require a mobile app to unlock and use. May make use of a dock or be dockless.

***Micro-transit***

Door-to-door services, often run by a transit agency, that provide customized transit options for those who cannot use traditional services (e.g., elderly, disabled, etc.). Service often requires *loading* or *unloading* space that is both convenient and ADA accessible, and may be at the *curb*.

***Mobility Corral***

An in-curb installation of a group of storage racks for the purposes of parking and securing mobility devices, freeing up sidewalk space for pedestrian access. Primarily used for bicycles, but different personal mobility devices will likely utilize mobility corrals.

***On-demand Delivery Service***

Same-day delivery commercial services that deliver goods directly to customers, typically within minutes or hours of initial order placement. May include services that pick-up and deliver goods from other stand-alone businesses/vendors or distribute them from a central location such as a warehouse or virtual/cloud/dark kitchens. They are typically mobile app-based but may offer traditional website interfaces as well.

***Parking***

The act of temporarily storing a vehicle unattended in a given location, which may be along a *curb* and may be subject to a *parking meter* or *parking meter zone*.

***Parking Meter***

A device used to satisfy parking fees, often located near *curbs*, which may be mechanical or electronic and cover one space or multiple spaces. Meters may accept coin, bank note, credit card, or contactless payment.

***Parking Meter Space***

A specific space in the roadway for vehicle parking and corresponding to a particular parking meter or parking rate.

***Parking Meter Zone***

An area of spaces that share a common parking rate or payment mechanism, such as a multi-space meter. May also refer to a zone within a mobile payment app.

***Parking Pricing***

A demand management tool that is used in *curbside* parking to help define length of stay, access, and



turnover. Traditionally set by the hour for a set time limit, more recent parking pricing strategies use graduated pricing for longer stays, demand-based pricing to influence decisions, and time-of-day pricing to reflect changing levels of desired access.



### ***Parklet***

A defined *parking space* or group of *parking spaces* along a *curb* that is repurposed as park-like amenity for pedestrian or other uses.

### ***Permit Parking***

Designation of vehicular parking spaces along a *curb* and/or during established hours for specific users, such as residential parking permits or reserved spaces for adjacent users. Permit parking is governed by pre-registration of a vehicle and application of a visible permit (hangtag, sticker, license plate) for enforcement purposes.

### ***Permit Zones***

Designated locations for *permit parking*. Permit zones can be monetized for registered users, and can also occur in hybrid settings where permit holders park alongside time-regulated and/or monetized users, as in a residential area adjacent to a commercial district.

### ***Pick Up/Drop Off (PUDO) Zone***

*Curbside* locations that are dedicated full-time for passenger pick-up and drop-off and commercial loading. These zones enable passenger and commercial

loading directly at the curb and out of travel lanes. Parking is not allowed at these locations at any time.

### ***Ride-hailing***

Ride-hailing is when a rider requests, hails, or hires a personal driver to take them exactly where they need to go. The service is typically not shared with any other riders, nor does it make several stops along a route.

### ***Ride-sharing***

Ride-sharing is synonymous with carpooling, where a rider shares a vehicle with other riders and several stops are made along the route to pick up other riders.

### ***Sidewalk Cafe***

Restaurants that adopt a portion of the sidewalk outside of the restaurant's building to use as a dining room. This space may be adjacent to or running along the *curb* on the sidewalk.

### ***Signage (Wayfinding)***

Delineated street signage that defines the structure and legal usage of *curb* assets. Signage includes static regulatory signage, informational signage, and directional navigation. Advanced signage has begun using dynamic messaging to communicate flexible options and regulations for *curb* space.

### ***Standing***

Generally, the act of temporarily stopping a vehicle in curb space without exiting or dismounting the vehicle.







### ***Streatery/Streateries***

A portmanteau of “street” and “eatery;” restaurants that adopt part of the street outside of the restaurant’s building to use as a dining room. This space may be adjacent to or running along the *curb*, on the street.

### ***Transportation Network Company (TNC)***

The business of matching a network of sometimes available private vehicle operators with those needing transportation, calculating and accepting fares, and distributing payments to the vehicle operators. May also be referred to as *ride-sharing* or *ride-hailing*.

### ***Transit Stop***

A defined location where buses or other transit vehicles make regular pick-up and drop-off of passengers at the *curb*. Transit stops nearly always include signs and may include shelters.

### ***Zone***

Specific to *curb management*, a carve-out or allocation of *curb* space dedicated to a specific use at a specific time, or all the time.

### **Resources for Further Reading**

Visit the [digital edition of the glossary here](#) and explore additional resources and publications.

- [A Guide to Parking](#)
- [Sustainable Parking Design & Management: A Practitioner’s Handbook](#)
- [IPMI’s Roadmap to Recovery](#)
- [Roadmap to Recovery, University Planning, Strategies, and Benchmarking for 2021](#)
- [Why Cities Need Better Curbside Data, \*Parking & Mobility Magazine\*, August 2021](#)
- [Ensuring Curb Equity, \*Parking & Mobility Magazine\*, July 2021](#)
- [A Primer on Parklets, \*Parking & Mobility Magazine\*, May 2021](#)
- [COVID and the Curb, \*Parking & Mobility Magazine\*, March 2021](#)
- [Allying for Better Streets, \*Parking & Mobility Magazine\*, February 2021](#)
- [Curbing COVID-19 in Indianapolis, \*Parking & Mobility Magazine\*, January 2021](#)

***IPMI thanks Smart Growth America/ Transportation for America; ITE; and NACTO for their contributions to this glossary.***



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A man in a black tuxedo, white shirt, and white bow tie is holding a white cloth in front of his chest. The cloth has text on it. The background is a plain, light gray.

# NORDSTROM TO

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*How new  
mindsets and a  
commitment to  
customer service  
are changing  
the face of  
parking  
management.*

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By David Feehan



# DISNEY *TO* PARKING

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**IN 1989, THE NEW DOWNTOWN MANAGEMENT ORGANIZATION IN KALAMAZOO,** Mich., began negotiating with the City of Kalamazoo to take over and manage the downtown municipal parking system. A recent survey of residents had revealed that the most hated aspect of downtown was parking. Enforcement officers had been dubbed “meter Nazis” and one customer referred to the parking garages as “dull, dirty, dark, and dangerous.”

The city was losing as much as \$100,000 a year on the system, had bond obligations to pay, and heard frequent merchant complaints at city council meetings. Business leaders on the board of directors of Downtown Kalamazoo Incorporated (DKI) thought they could do a better job and so, through a series of leases, subleases, and operating contracts, DKI assumed responsibility for downtown parking—on street, off street, garages, enforcement, and meter repair.



## What if Nordstrom Parked?

As the new president of DKI, I was woefully unprepared to manage a downtown parking system. My parking experience up to that time was as a lot attendant while in college in Aberdeen South Dakota. But I knew a paradigm shift in thinking was necessary and urgent. So I recruited a hastily organized parking task force, and at the first meeting, posed the question, “How would the parking system operate if it were run by Nordstrom?” Nordstrom was, at the time, the epitome of customer service.

My task force took to the challenge enthusiastically and brainstormed more than 20 amenities and services we could offer, from battery jumps to lockout assistance. Overall, we decided to treat our customers as guests. We decided that our model would not be enforcement-based, nor revenue-based. Instead, it would be experience-based. I did not know it at the time, but I was beginning to emulate the Walt Disney approach.

Governing, the online magazine, recently published an article based on a book by Bruce Loeffler and Brian Church entitled “The Experience.” According to this article:

*“The Experience” is a unique guide to mastering the art of customer service and service relationships, based on the principles employed at the renowned leader in customer experience—the Walt Disney Company. Co-author Bruce Loeffler spent 10 years at Disney World overseeing service excellence and has partnered with Brian T. Church in this book, to show you how to bring that same level of care and value to your own organization. Based on the I. C.A.R.E. model, the five principles—Impression, Connection, Attitude, Response, and Exceptionals—give you a solid framework upon which to raise the level of your customer experience. You will learn how to identify your customer service issues and what level of Experience you are currently offering. You can then determine exactly what the “customer experience” should be for your company, and the changes required to make it happen.*

*The Walt Disney Company is the most recognized name in the world for customer service. The “Disney Experience” draws customers from all around the world. This book describes what it takes to achieve that level of Experience, and how any organization can do it with the right strategy and attention to detail. When the Experience is enhanced, the opportunity arises to convert customers to ambassadors who will share their Experience with others. Find “the experience” and what it means to the Organization Learn the five levels of experience, and why most companies fail at it Identify service problems that face every company in the mar-*

*ketplace Utilize the Experience Quotient and apply the I. C.A.R.E. principles. Learn how to convert customers to ambassadors who share their story with others. Customers are the lifeblood of business. A great product offering isn’t enough in today’s marketplace, where everyone’s looking for an “experience.” Imagine the kind of value a Disney-level customer experience could bring to your organization. “The Experience” is a guide to getting there, from an insider’s perspective.”*

## Getting Moving

DKI hired a Cleveland-based company, Coyne Kangesor, as its management company. This company quickly understood what we were trying to do and added another dozen ideas to our list of services. We changed the name, branded the system “AutoPark,” and dressed our staff in bright green blazers.



**Overall, privatizing parking has proven to be successful in several cities because it permits parking to be used as an economic development tool. Downtown organizations realize that their mission is to create a positive experience for visitors, residents and workers alike.**

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Some of the changes we made were relatively simple. We did not issue overtime parking tickets before 9 a.m. or after 4:30 p.m. Why? Because we wanted people to come downtown for breakfast and stay for dinner and a drink after work. We did not ticket within three blocks of downtown festivals because we wanted out-of-town visitors to leave in a good mood.

One big change was with regard to on-street parking. The city had purchased its first full set of electronic parking meters (EPMs). This early model was very unreliable, so I replaced them with reconditioned mechanical meters. Many years later, Kalamazoo upgraded to multi-space meters.

## Marketing

In addition to emphasizing the experience and training our staff how to be nice to people, we launched a branding and marketing campaign. We sponsored the first drive of the game by the Western Michigan University Broncos football team. We created new signage on all facilities. We redesigned parking tickets as “invoices,” and thanked people for visiting downtown.

Overall, the results were unexpectedly positive. Customer complaints dropped 70 percent and meter complaints dropped 80 percent. The mayor’s office reported no parking complaints for a one-year period. Ticket writing dropped, but ticket revenues and collections shot up. Increased revenues allowed us to issue bonds and repair existing garages, expand another garage, and eventually build a new 500-space garage. DKI charged a \$100,000 per year management fee to the system and paid the city bonds and a \$50,000 lease fee. Best of all, downtown merchants loved the system, as did their customers.

Now, 30 years later, Downtown Kalamazoo Inc. is still managing the parking system. And several cities, including Tempe, Ariz.; Nashville, Tenn.; and Ann Arbor, Mich., have followed suit. But like all U.S. downtown parking systems, the past year has not been easy. In conversations with Adam Jones, Downtown Tempe Authority, and Andre Haan, Downtown Kalamazoo Inc., both acknowledged the negative impact the pandemic had created.

## And Then, COVID

Jones described how his operation has grown over the years. At one time the authority only managed about 1,500 municipal spaces, but today through contracts with private owners manages 18,000 spaces. This includes all on-street and off-street city-owned spaces and also includes the enforcement function. Tempe refers to enforcement as “compliance,” an approach similar to Kalamazoo, where citations are labeled “invoices.” Meter checkers are trained as ambassadors.

Tempe has wrestled with the issue of free parking, but in the end, actually extended evening enforcement hours to 10 p.m.

When the pandemic hit, many systems laid off or terminated employees, but Tempe did not. Instead, Jones’s organization kept people on payroll, cleaning meters and being visible, painting garage interiors a bright white. Revenues plummeted, but staff morale stayed high.

Jones said the biggest challenge right now is downtown workers who are coming into the office on a part time basis, because they are teleworking. How to deal with parking passes has required innovation.

Overall, privatizing parking has proven to be successful in several cities because it permits parking to be used as an economic development tool. Downtown organizations realize that their mission is to create a positive experience for visitors, residents and workers alike, so that drives everything – from hours of operation and enforcement to employee training, to simple things like the selection of uniforms and the placement and design of signage.

No one understands “the experience” better than the Walt Disney Company, but parking systems would do well to incorporate Disney’s philosophy into their operations, and City governments might explore turning parking operations over to downtown management organizations. In most locations, it has paid off. ♦



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# CPPA Rises Above Challenges

by Jon Hamblen

**T**HE CALIFORNIA PUBLIC PARKING ASSOCIATION has been serving the public parking profession since 1985. This amazing group of individuals volunteers time and resources for the benefit of its members. CPPA's purpose is to:

- Provide professional development opportunities via workshops, career postings and annual conferences.
- Lobby for members in Sacramento regarding changes in legislation.
- Provide networking opportunities with parking professionals throughout the industry.
- Provide members access to exchange information on best practices.
- Provide a technology forum for members to learn about the latest innovations.
- Encourage participation in the advancement of the public parking profession.

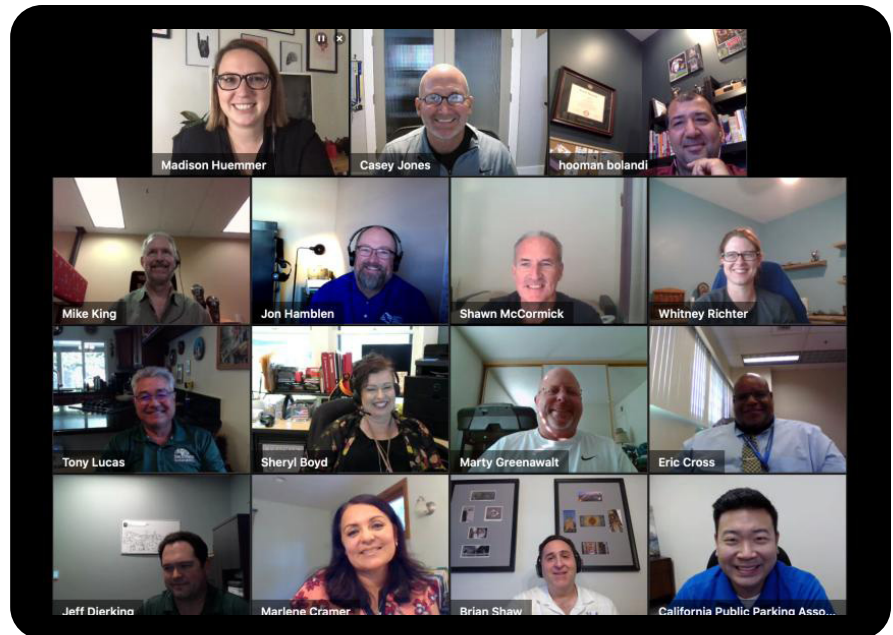
## Moving Ahead

Much like all of the parking industry, the CPPA has had a challenging time during the COVID-19 pandemic. The pandemic has certainly affected our members and CPPA has worked hard to help keep our members connected and supported as we transition from lockdowns to our new post-pandemic reality.

One step we took was to move our 2020 and 2021 conferences to online events. Our 2021 conference will be virtual and we will be celebrating the everyday heroes who worked tirelessly during the pandemic and recovery. More information about the conference can be found by visiting [cppaparking.org/conference/](http://cppaparking.org/conference/). Members who are facing budget restraints can complete the CPPA scholarship form by visiting [cppaparking.org/scholarship/](http://cppaparking.org/scholarship/). ♦



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# Who Even is PIPTA?

By Emily Kwatinetz

**T**HE PACIFIC INTERMOUNTAIN PARKING AND TRANSPORTATION ASSOCIATION (PIPTA) is an association of parking and transportation professionals with the goal of providing an open forum to discuss challenges, share information, and remain abreast of industry best practices. Most of us have experienced the value of a regional conference, but one of the most valuable aspects of a state and regional association like PIPTA is the community. When I first joined the industry I was accurately warned that after the first year I'd be "stuck"—and here I am five years later. I think a major reason why many of us stick around is we not only appreciate what we work on, we also form meaningful connections with our industry peers. So, buckle up your Birkenstocks, and let's take a ride around the beautiful Northwest to meet some of the incredible people behind PIPTA.

## The People

Our first stop is in Boise, Idaho where we meet PIPTA President, Casey Jones, CAPP. It's fitting that Casey resides in the "Gem State" since he's a rock for our organization. As a founding member, Casey served as the first Board President in 2005. Despite his industry expertise, he continues to receive more citations than he cares to admit, and he has even been locked inside a parking facility. On weekends, Casey can be found enjoying outdoor activities from skiing to biking

to even running marathons. Since his favorite mode of transportation is the train, let's hop on and move along to our next stop.

We arrive in Denver, Colo., where we meet Cindy Patton. Cindy is a self-proclaimed parking and transportation nerd and loves being a part of the industry. One time her car was towed, and the enforcement staff couldn't find it, so she rode in the back of a police car for the search. When paying the citation, she made the Magistrate laugh with her

story—and he's now her colleague! On weekends, Cindy spends a lot of time at playgrounds with her two little girls, but she has also made time to obsessively watch *Murder She Wrote*, sing at weddings, and travel to over 20 countries. While she did write the pilot program for e-scooters and bikes in Denver, Cindy's favorite mode of transportation is walking, so let's reach our daily goal of 10,000 steps and visit our next destination.

After a long walk, we arrive in Westminster, Colo., where we meet the amaz-







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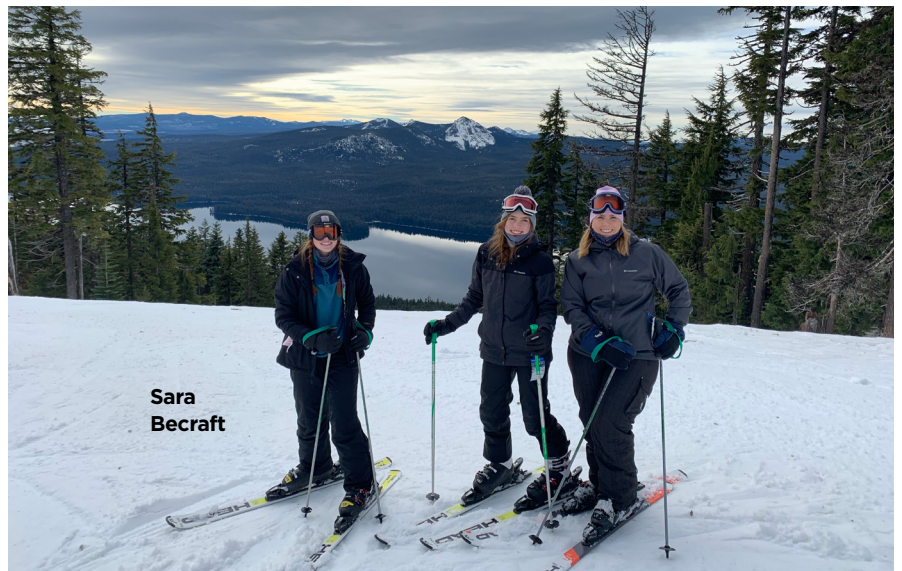
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ing Laura Lierz, CAPP. Laura is a friendly face at conferences and cares tremendously about the industry. Even though her dreams of becoming an astronaut didn't pan out, she successfully avoided a career path dependent on physics equations, so I'd say that's a win. Outside of work, Laura can be found exploring hiking trails around Colorado, cooking creative meals, and attending her son's swim meets. Laura's favorite mode of transportation is the airplane, so let's board and fly over to our next destination.

We touch down and head to Eugene, Ore., where we meet Sara Becraft. Unlike Casey, Sara has only had one parking citation ever since she's an obedient rule follower. Sara loves the industry and nerds out over "fun" things like database manage-

ment and system administration. When she's not mom-ing her two busy teenage daughters, she can be found on the water boating and fishing or in the mountains skiing and hiking. Sara's favorite mode of transportation is the bike, so let's hop on her tandem to conclude our tour.

We hope you enjoyed riding around the Northwest and meeting some of the fantastic people that support PIPTA. We looking forward to seeing you at our upcoming events! ♦



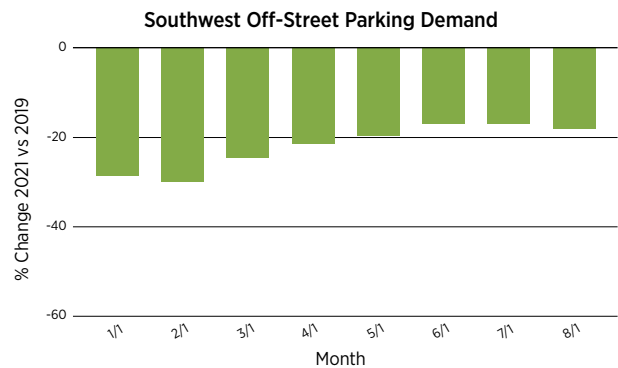
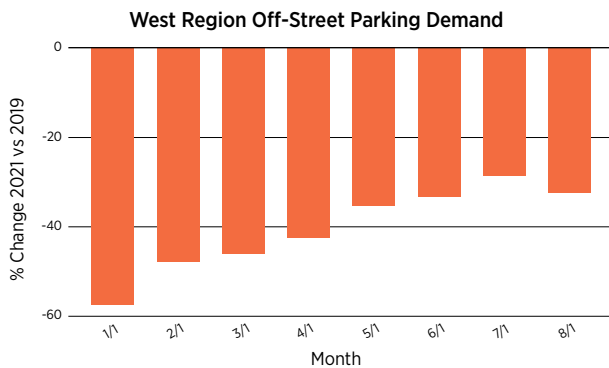
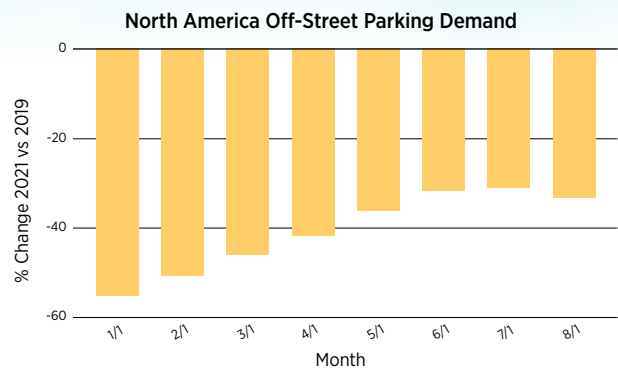
**EMILY KWATINETZ** is a senior associate with Dixon Resources Unlimited. She can be reached at [emily@dixonresourcesunlimited.com](mailto:emily@dixonresourcesunlimited.com).

# by the Numbers

As the parking and mobility industry recovers, *Parking & Mobility* will publish the latest regional parking statistics in every other issue.

## ***This month's numbers:***

Data and graphs provided by Smarking



**Sample Sizes:** North America—540+, West—200+, Southwest—240+, Midwest—60+, Northeast—90+

## It's Not You, Social Media, It's Me

By Vanessa Solesbee, CAPP, CCTM

I grew up with a passion for public service, and while I never thought that passion would take me into parking, I am so glad it did. When I had the opportunity to take classes at the Disney Institute as part of a summer internship between my freshman and sophomore years in college, I remember thinking I had found my people and my calling. Cultivating the ability to navigate even the most difficult customer interactions—to listen, educate without talking down; to really engage with someone that had a strongly held belief that was different from mine and to do so in such a way that they left them feeling like something magical had taken place? Um, yes, please. Count me in.

So why, with my passion for solving the toughest problems head on, did I decide a few weeks ago to hit the pause button on part of our current community engagement strategy and take a break from social media?

In preparation for implementation of paid parking this summer for the first time in our town's history, we have been on stakeholder engagement overdrive since 2017. Public meetings, online tools, intercept surveys, booths at the farmers' market, nearly 40 presentations to community groups (in the last four months alone!), weekly "parking office hours," door-to-door visits downtown—you name it, we've done it. While some of these interactions have been challenging, none have held a candle to the constant and vitriolic response when we post on social media. The content itself makes no difference—from announcing new incentive programs to sharing that we are planning to spend the revenue to reinvest into future parking and transit offerings, it doesn't matter. The online fury is swift and intense.

Like many communities, we have a few, very vocal stakeholders who are absolutely incensed about paid parking. This situation is not unique to our town. However, I have been doing stakeholder outreach, community engagement and communication work since 2002 and the tone over the past, say, 12 to 18 months feels different to me. While the responses to our parking-related posts on social media have been particularly acute for me personally because I care deeply about our community and this program we are building, I have also heard from many colleagues and friends in other, diverse fields (events, public



information, public health, business associations, recreation) that they are struggling as well. Nearly every message posted brings with it a few hyperbolic attacks and the whole post quickly spirals out of control.

At what point do we stop posting information on social media that (we think!) is helpful to those we are trying to serve?

Social media is ubiquitous and for years, it has served a vital role in helping parking programs communicate with their stakeholders in fast, visual, and interactive ways. However for many, social media has always been a double-edged sword. When does providing answers or offering assistance to an angry customer move from being viewed as responsive to antagonistic? And depending on what platform you use, are your customers or stakeholders really there or are you just fanning the flames under your own feet?

While many of these questions may seem rhetorical, they are ones that anyone currently engaged in any sort of social media outreach or strategy should actively consider. Is the value proposition social media once brought still there, or is it something we feel that we "need to do" to check that box in our outreach strategy? The answers to all of these questions will depend on your town, university, airport, business, or campus; however for us, the decision to move away from social media temporarily has allowed us to focus more time on other, more meaningful strategies. It has also allowed us to take a step back and realize the damage that we may have been doing to ourselves by continuing to remind folks (with our clever graphics and helpful tips) that they absolutely hate what we are doing.

While I am sure we'll revisit our decision to take a break from social media at some point in the future, for now, you can find me at a table near the farmers' market, engaging with our residents and visitors in meaningful ways that build community instead of tearing it down. And you know what? I think Mickey would be proud.

---

**VANESSA SOLESBEE**, CAPP, CCTM, is parking & transit manager with the Town of Estes Park, Colo.

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# The Mighty B17 and its Secret for Success: The Checklist

By Matt Penney, CAPP

No one had seen anything like it. The B17 was immediately the new king of its class for large, propeller-driven aircraft. At its unveiling, a reporter dubbed it the “flying fortress” because of the numerous machine guns protruding in all directions from its fuselage. Boeing quickly adopted and trademarked the name and today, the B17 is widely recognized by its iconic shape and renowned for its decisive role in WWII.

This legendary aircraft didn’t have a great beginning. It would actually lose a competitive contract to arguably one of the most forgettable bombers of the era: the Douglas B-18 Bolo. The B-17 had been outperforming the Bolo in every way and then, the prototype crashed. The prototype was destroyed and the three crew were killed.

It came to light in the investigation that before takeoff, the (very experienced) test pilot had neglected to disengage the devices that locked the aircraft’s control surfaces while it was on the ground. With the locks in place, the pilot would have been unable to control the aircraft once in flight. Boeing’s solution for the future: a checklist. They determined that the aircraft had become too complex to attempt to manage without one. In this day and age, it’s hard to imagine a world without—let alone a



flight without—a checklist.

I love checklists and had no idea of their origin until recently. I believe they help put people and organizations in the best possible situations for success.

I see them everywhere—at a vacation theme park with the family, I watched teenagers methodically position themselves

and walk through their checklist (with another great safety practice—pointing and calling) right before they launched people, including me, on a high-speed ride.

If you have a complicated or zero-fail task ahead of you, take the time to build a checklist. It is not a reflection of you or your team’s talent; it’s simply about making sure you don’t miss the small stuff.

As the world moves back into a more active landscape, more pedestrians, buses, bicycles, automobiles, and the numerous forms of alternative transportation are going to be interacting again. It’s possible we might have fallen into some bad procedural habits during COVID. Dust off or update your checklist and put it back in play.

Remember, even one of the most iconic aircraft in history would have never reached its legendary status without a checklist.

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**MATT PENNEY, CAPP**, is director of parking and transportation services at Baylor University and an IPMI industry trainer.

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# RFPs Just Not That Into You: Finding That Special Someone

By Mandy Bowers

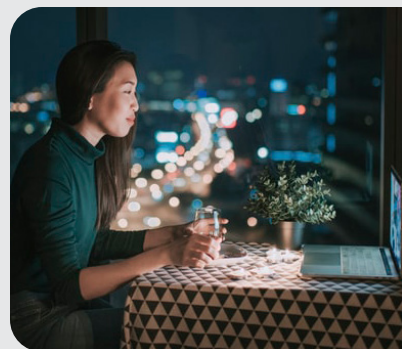
My husband and I were engaged after a six-month courtship. We were introduced by a mutual friend and our first date was at a coffee shop. We pushed past the first date jitters and ended up talking for hours, finding things we shared throughout our conversation. Josh and I had the benefit of meeting before smartphones were prevalent—dating was awkward enough before the advent of mobile apps and dating sites. I can’t imagine navigating swiping left or right to find someone. (Which way is “yes,” by the way?)

The request for proposal (RFP) procurement process is like dating in the digital age. You write your profile (the RFP), including interests (project scope) and what you are looking for in a suitor (consultant). You then consolidate your information, upload everything, and wait for responses—putting yourself out there. Best case scenario: You get a handful of excellent matches to thoughtfully evaluate and select a match. Worst case: You get way too many responses (or too few) that don’t meet your needs.

While it can be entertaining to hear a bad date story, I

think we all would rather avoid the personal embarrassment. Often, a bad date can leave you wondering: What could I have done better? Should I have updated my profile picture? Should I have worn something different? Did I talk too much/little? The answer isn’t in the questions you ask yourself but rather in the questions you ask your potential suitors.

Join me on August 11 for [Ask Better Questions, Get Better Answers; Improving Your RFP Procurement Process](#) as part of IPMI’s 2021 Parking & Mobility Webinar series. I will address RFP myths versus realities, tips for writing an RFP, and RFP best practices. While I can’t guarantee you will find the love of your life, I will provide you with tools to help your procurement process pique interest for a perfect match.



---

**MANDY BOWERS** is senior marketing specialist with Kimley-Horn.

## PayByPhone Appoints New Vice President of Sales, North America, and Vice President of Enterprise Sales

**PAYBYPHONE** appointed Carmen Donnell, CAPP, Vice President, Sales and Adam Kriegel Vice President, Enterprise Sales of North America.

Kriegel's mission and key focus is to grow and scale the PayByPhone Enterprise product vertical business in the U.S. and Canada markets. As a commercially focused executive level sales leader, he will lead and be responsible in acquiring all levels of clients across multiple product verticals and expanding sales to new markets.

Donnell will have the mission and key focus to continue to grow the PayByPhone Parking business now across North America markets.

"PayByPhone is in the midst of extraordinary growth throughout the US and Canada, both Adam and Carmen have been successful in their current roles and can be credited for building a fantastic sales organization over the



last two and a half years," says Roamy Valera, CAPP, PayByPhone CEO, U.S. and Canada. "I find it rewarding when I have the opportunity to continue to collaborate, form and build the blueprint for success with great individuals like these two."

## Parkopedia to Provide Upgraded Premium Parking Services to Volkswagen of America

**PARKOPEDIA** announced a new deal with Volkswagen of America (VWoA) to provide parking reservation services to Volkswagen drivers using the Car-Net service and the associated smartphone app in the USA. The service is now live for drivers and will cover both legacy and new vehicles produced by Volkswagen that support Car-Net services. This comes as an extension to Parkopedia's premium parking services provided to the automaker, which include detailed parking information on available spaces delivered through Car-Net already.

The system will be available through the latest generation Car-Net app via a new reservation option, utilising Parkopedia's market-leading payment platform. The platform enables drivers to register their payment details once in a sin-

gle secure account and then digitally pay for parking sessions effortlessly within activated locations. Reserve and pay is a further example of how Parkopedia is working with automakers to help innovate the automotive industry and provide better user experiences for drivers.

There are additional benefits for drivers of 2021 model year vehicles, equipped with the latest MIB3 infotainment system, such as Atlas and Arteon models. These vehicles will feature further benefits from the new service, by providing enhanced navigation directly to available spaces via the vehicle navigation system working in unison with the Car-Net system. These additional features will now act to complement the existing parking coverage that Parkopedia already provides to millions of Volkswagen drivers across the USA.



## Philadelphia Parking Authority Board Members Retire

**EVERY ORGANIZATION** has its foundation. And every foundation has its pillars. For nearly two decades, Chairman Joseph T. Ashdale and Dr. Karen M. Wrigley were those foundations and pillars for the Philadelphia Parking Authority (PPA) during their storied tenures as board members.

Since being appointed to the Authority's board in June 2001, Ashdale and Wrigley's guidance and institutional knowledge ushered in positive transformation through operational and administrative changes while forging positive working relationships with city, state, and federal transportation partners.

Throughout their tenures, Ashdale and Wrigley continually advocated and pushed for the use of cutting-edge technology to improve customer service and overall operational efficiency while reforming the agency's transparency, procurement, and hiring policies. In doing so, the PPA has delivered more than \$1 billion in the last 20 years back to government entities through sound fiscal management and effective cost-cutting measures.

The results of these reforms and operational efficiencies have not gone unnoticed. Peer review organizations recognize the PPA's success through multiple industry accolades such as:

- Named Accredited Parking Organization with Distinction 2021-2023.
- Awarded the Excellence Award for Innovation & Design by Pennsylvania Parking Association in 2005 for website design.



- Awarded International Parking & Mobility Institute's Organization of the Year Award 2020.
- Awarded International Parking & Mobility Institute's Marketing & Communications Award in 2016.
- Named Accredited Parking Organization with Distinction 2018-2021.
- 3 Center City Garages were named as Premier Facilities by the International Parking and Mobility Institute in 2018.
- Awarded GovTech Magazine's Innovation & Technology Award in 2019.
- Awarded International Parking & Mobility Institute's Marketing & Communications Award in 2019.
- Awarded Outstanding Agency Accreditation Achievement Award from the [National Institute for Government Purchasing](#) (NIGP) in 2019.
- Awarded International Parking & Mobil-



ity Institute's Marketing & Communications Award in 2020.

- Awarded International Parking & Mobility Institute's Professional Excellence in Operations to Deputy Executive Director Corinne O'Connor in 2020.
- Awarded GovTech Magazine's Innovation & Technology Award in 2020 for the PPA's "Safe Work Playbook."
- Awarded GovTech Magazine's Innovation & Technology Award in Leadership to Deputy Executive Director Richard Dickson in 2020.

Above all else, Ashdale and Wrigley's tenure at the PPA focused on people and improving their lives. They each care deeply about the PPA employees, their well-being, and the quality of service delivered to the public. Their guidance and invaluable knowledge will be missed for decades to come.



## Gold for Parking Startup in Colorado Smart Cities Challenge

**SPOT PARKING** is among the winners of a prestigious smart city challenge in Colorado, designed to find innovative solutions to best recover from the effects of the pandemic.

The Colorado Smart Cities Alliance [Revive! Challenge](#) received proposals from around the world. Spot's [innovative smart city technology](#) was selected to provide [smart digital curbs](#) for cities in Colorado, reflecting the ever-changing nature of how we use our curbs since the pandemic.

"The rise in urban freight deliveries,



curbside dining, and loading zones since the pandemic has made us look at the curb as more than just a parking space" says CEO and Founder Elizabeth Zealand.

Through the deployment of Spot's innovative and advanced parking and mobility solutions, cities in the US will be able to [maximize the use of the](#)

[curb](#) to better serve the needs of their communities.

"This continues Spot's investment into the US and we are grateful to have worked with the Colorado Smart City Alliance on this innovative

project" adds Zealand.

Spot has offices in Denver and Los Angeles and this win adds to the already impressive list of clients, which include [CampusParc at The Ohio State University](#). Spot will now begin the collaboration with smart cities in Colorado to digitize the curb for smarter, greener and safer urban mobility.

## Increase Productivity with ELSAG® License Plate Readers for Parking Management

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## ParkMobile Names Jeff Perkins as CEO

**PARKMOBILE** announced its Board of Directors has appointed Jeff Perkins as the company's CEO. Perkins will succeed Jon Ziglar, who has been CEO since 2015. Ziglar will remain on the company's Board of Directors and serve as a Senior Advisor to the Board of EasyPark Group, which recently completed the acquisition of ParkMobile.

Perkins joined ParkMobile in 2017 as Chief Marketing Officer. In 2020 he took on additional responsibilities for the Product Management organization. Under his leadership, Perkins has helped the company grow from 8 million to over 25 million users over the past four years and vastly expand its product capabilities.

"On behalf of the Board of Directors, I would like to congratulate Jeff on this appointment and thank Jon for his leadership of ParkMobile over the last six years," says Johan Birgersson, chairman of ParkMobile and CEO of EasyPark Group. "During Jon's tenure, ParkMobile has established itself as the clear market leader in the parking and mobility ecosystem, with best-in-class products and an innovative go-to-market approach. Jeff is a highly talented executive who has been instrumental in driving the company's growth and will be critical to its continued success in the future."



"Jeff has been one of my closest partners over the last several years and has been instrumental in driving growth and innovation for the business," says Ziglar. "His clear vision of our strategy, understanding of our clients, users, and products, and most of all, his focus on culture and ability to bring out the very best in people make him exactly the right leader for this time."

Perkins started his career in advertising at Saatchi & Saatchi, working on Procter & Gamble's Tide brand. He later went on to hold senior leadership roles at AutoTrader and PGi. Prior to joining ParkMobile, Perkins was the CMO at QASymphony (now called Tricentis), where he helped grow the business from \$1 million to \$20 million ARR over three

years, leading to a \$40 million Series C led by Insight Venture Partners. Perkins' work has earned him numerous accolades, including the Atlanta Business Chronicle's MAX Award for marketing excellence and the Technology Association of Georgia's Award for Marketing Executive of the Year. He received his BA from American University and MBA from Emory University's Goizueta Business School.

"In the four years I have been with the company, I have never been more excited about our future," says Perkins. "I want to continue to build on the strong foundation that Jon put in place, making sure that we continue to have the best products, the best people, and the best culture to drive our business forward."



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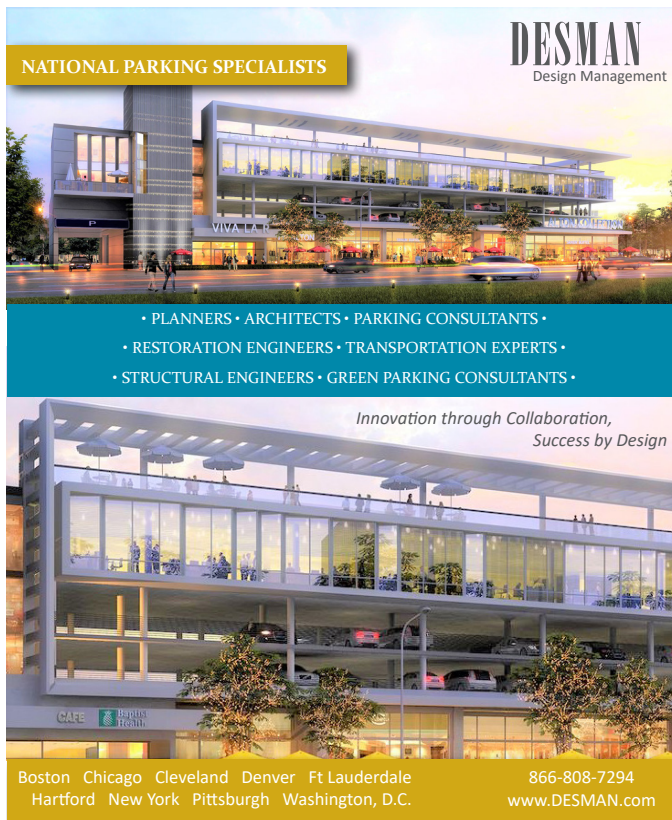
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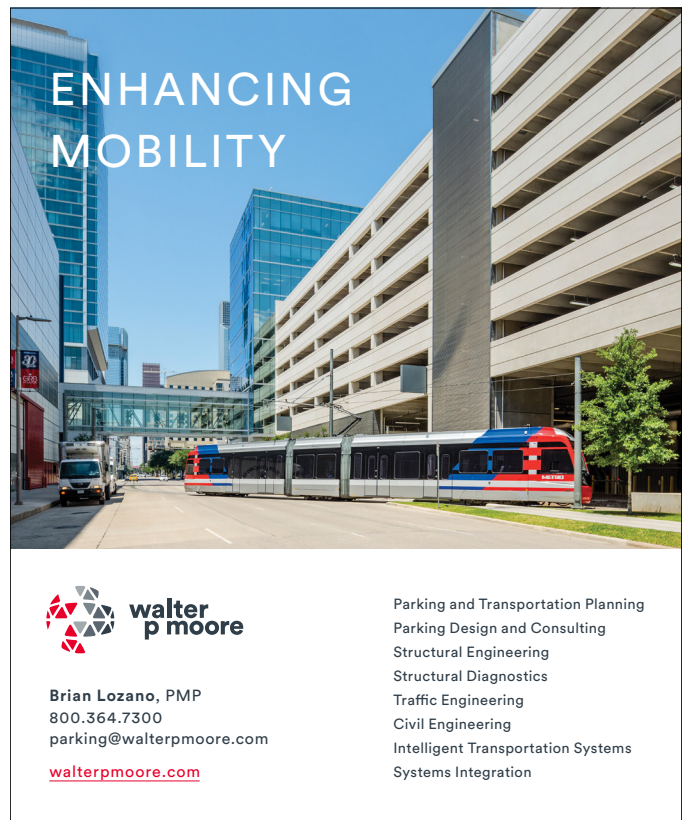
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## 2021

### SEPTEMBER 1

#### Free Industry Shoptalk (Virtual)

Hospital/Medical Center Parking and Mobility: Unique Challenges and Solutions

### SEPTEMBER 14

#### Free Frontline Training (Virtual)

Life at Work is Like a Legos Set: All the Blocks are Necessary to Achieve the Bigger Picture

### SEPTEMBER 21

#### Online, Instructor-Led Training (Virtual)

Disaster Recovery

### SEPTEMBER 22

#### Free Learning Lab (Virtual)

The Galveston Blueprint: Optimizing Officer Security and Efficiency with Ticket by Mail, presented by gtechna

### SEPTEMBER 28

#### Free Frontline Training (Virtual)

Managing Customers in a Remote Environment

### OCTOBER 19

#### Free Frontline Training (Virtual)

The Undercover Consultant

### OCTOBER 20

#### Webinar

How U.S. Cities can Learn from Smart City Innovations in Europe

### OCTOBER 19 AND 21

#### Online, Instructor-Led Training (Virtual)

Wicked Problem Solving

### OCTOBER 27

#### Free Learning Lab (Virtual)

Presented by Blink

### NOVEMBER 2

#### Free Frontline Training (Virtual)

Refocused and Refreshed: Experiential Customer Service

### NOVEMBER 3

#### Free Industry Shoptalk (Virtual)

Diversity: Rising Through the Ranks

### NOVEMBER 4

#### Online, Instructor-Led Training (Virtual)

Accredited Parking Organization Site Reviewer Renewal Training

### NOVEMBER 8, 10, 15 AND 17

#### Online, Instructor-Led Training (Virtual)

Parksmart Advisor Training

### NOVEMBER 10

#### Webinar

The Truth Behind Common Parking Myths

### NOVEMBER 16

#### Free Frontline Training (Virtual)

Situational Awareness

### NOVEMBER 29-

### DECEMBER 2

#### 2021 IPMI Parking & Mobility Conference & Expo, Tampa, Fla.

### DECEMBER 8

#### Free Industry Shoptalk (Virtual)

The Year Ahead

### DECEMBER 15

#### Webinar

Getting Smart: Strategies to Get Started Creating Smart Communities



## State and Regional Events Calendar

### SEPTEMBER 13-15

Mid-South Transportation and Parking Association (MSTPA) & Parking Association of Georgia (PAG) Annual Conference and Tradeshow

Chattanooga, TN

### SEPTEMBER 23

Michigan Parking Association Membership Drive/Golf Outing

Timber Ridge Golf Course

### OCTOBER 5-8

Carolinas Parking & Mobility Association 2021 Annual Conference & Tradeshow

Harrah's Cherokee Casino Resort

### OCTOBER 12- NOVEMBER 16

California Public Parking Association (CPPA) Virtual Conference

### OCTOBER 12-14

New York State Parking & Transportation Association (NYSPTA) Fall Conference and Tradeshow

Watkins Glen, NY

### OCTOBER 14

Pacific Intermountain Parking & Transportation Association (PIPTA) Roadshow Event

Denver, CO

### OCTOBER 25-27

Southwest Parking & Transportation Association (SWPTA) Annual Fall Conference

Las Vegas, NV

### NOVEMBER 4-5

Mid-Atlantic Parking Association (MAPA) Annual Conference and Tradeshow

Baltimore, MD

### NOVEMBER 8-10

Parking Association of the Virginias (PAV) Fall Workshop & Tradeshow

Virginia Beach, VA

### NOVEMBER 17-19

Florida Parking & Transportation Association (FPTA) Annual Conference & Expo

Orlando, FL

## Dates to Remember

**9/15** CAPP Scholarship Application Deadline for #IPMI2021 in Tampa

**9/15** CAPP Testing Deadline for #IPMI2021 in Tampa

**10/13** Early Bird Rates End for #IPMI2021 in Tampa

**11/2** Advanced Rate Ends for #IPMI2021 in Tampa

**11/2** CAPP Classic Golf Outing Registration Closes



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<b>AIMS Parking.....13</b> <a href="http://aimsparking.com">aimsparking.com</a> 800.886.6316	<b>MEYPAR USA Corp.....15</b> <a href="http://meypar-usa.com">meypar-usa.com</a> 281.404.1667	<b>THA Consulting ..... 56</b> <a href="http://tha-consulting.com">tha-consulting.com</a> 484.342.0200
<b>DESMAN..... 57</b> <a href="http://desman.com">desman.com</a> 877.337.6260	<b>TKH Security   Park Assist..... 45</b> <a href="http://parkassist.com">parkassist.com</a> 917.793.5400	<b>Walker Consultants ..... 56</b> <a href="http://walkerconsultants.com">walkerconsultants.com</a> 800.860.1579
<b>International Parking Design, Inc. ... 56</b> <a href="http://ipd-global.com">ipd-global.com</a> 818.986.1494	<b>ParkMobile ..... 5</b> <a href="http://parkmobile.io">parkmobile.io</a> 678.681.9433	<b>Walter P Moore ..... 57</b> <a href="http://walterpmoore.com">walterpmoore.com</a> 800.364.7300
<b>IPS Group Inc .....19</b> <a href="http://ipsgroupinc.com">ipsgroupinc.com</a> 858.404.0607	<b>PayByPhone Technologies, Inc. .... C2</b> <a href="http://paybyphone.com">paybyphone.com</a> 877.610.2054	<b>Watry Design, Inc..... 9</b> <a href="http://watrydesign.com">watrydesign.com</a> 408.392.7900
<b>Kimley-Horn and Associates, Inc. . 1, 56</b> <a href="http://kimley-horn.com/parking">kimley-horn.com/parking</a> 919.653.6646	<b>Rich &amp; Associates, Inc..... 57</b> <a href="http://richassoc.com">richassoc.com</a> 248.353.5080	<b>WGI .....11</b> <a href="http://WGInc.com">WGInc.com</a> 866.909.2220
<b>Leonardo/ELSAG LPR Solutions.... 53</b> <a href="http://leonardocompany-us.com">leonardocompany-us.com</a> 877.773.5724	<b>Southland Printing .....17</b> <a href="http://southlandprinting.com">southlandprinting.com</a> 800.241.8662	



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