

# INFORMATION PACKET

## Table of Contents

Friday, October 15, 2021



Item	Pages
Table of Contents	1
<b>City of Casper Documents &amp; Information</b>	
The Grid - Schedule of Council Meetings & Addendum	2
Land and Water Conservation Grant	6
Urban Center Parking Plan Report	7
<b>Agencies, Boards and Committees Documents &amp; Information</b>	
ARAJPB City County Annual Meeting minutes 09.08.21	127
ARAJPB Minutes 09.08.11	129
ArtCore Community Promotions Final Report 10.15.21	131
Casper's Council of People with Disabilities minutes 09.23.21	136
Central WY Regional Water System JPB packet 10.19.21	140

We are CASPER

Communication Accountability Stewardship Professionalism Efficiency Responsiveness

# The Grid

A working draft of Council Meeting Agendas

**October 19, 2021** Councilmembers Absent: Knell & Quest

<b>Regular Council Meeting Agenda Items</b>	<b>Est. Public Hearing</b>	<b>Public Hearing</b>	<b>Ordinances</b>	<b>Resolutions</b>	<b>Minute Action</b>
Approval of Oct. 12 Special Meeting & Executive Session Minutes					
Establish November 2, 2021 as the Public Hearing Date for a Transfer of Ownership for Retail Liquor License No. 5 Travis Taylor d/b/a Cocktail's Located at 138 South Kimball Street to 307 Horse Racing, Inc., d/b/a 307 Horse Racing, Located at 138 South Kimball Street.	C				
Establish November 2, 2021 as the Public Hearing Date for New Microbrewery Liquor License No. 8 for The Black Tooth Brewing Company, LLC, d/b/a Black Tooth Brewing Company, Located at 322 South David Street Suite A.	C				
Zone Change of the Property Located at 129 North Elk Street (former Willard School – Lots -12, Block 97, Butler's Addition), from Zoning Classification ED (Educational District) to C-2 (General Business). 3rd reading			N		
Updating and Amending Chapter 13.03 – Utility Billing and Collection (Landlord Utility Agreement). 3rd reading			N		
Approval and Adoption of the Casper Rail-Trail Extension Plan				C	
Approval and Adoption of the Evansville Trail Linkage Plan				C	
Approval and Adoption of the Robertson Road to Mills Trail Extension Plan				C	
Authorizing the Release of the Demolition Lien Recorded Against Real Property Located at 710 East K Street.				C	
Authorizing the 3-Year Agreement with Thomson Reuters for Westlaw Internet Legal Research Services for the City Attorney's Office.				C	
Approving the Purchase of One (1) Unmanned Aircraft from Advexure Unmanned Systems, in the Total Amount of \$26,890.70.				C	
Authorizing a Contract for Professional Services between the City of Casper and the Casper Area Chamber of Commerce for the Staging, Promotion and Advertising of the 2021 Casper Christmas Parade.				C	
Authorizing an Agreement with Kinsco LLC, in the Amount of \$55,000 Annually for Five Years, to Supply Uniforms to the City of Casper Fire-EMS Department.				C	
Authorizing an Agreement with Dave Loden Construction, Inc., in the amount of \$98,710.00, for the Life Steps Roof Replacements, Project No. 21-043.				C	
Authorizing a Professional Services Agreement with WWC Engineering (WWC), in the Amount of \$150,000, for the "K" Street Improvements – St. Mary Street to Bryan Stock Trail, Project No. 21-063.				C	
Authorizing a Contract for Outside-City Water Service with Matthew J. Rich and Darcy Rich.				C	
Approval and Adoption of the Downtown Casper One-Way to Two-Way Conversion Study				C	

10/15/2021

# The Grid

A working draft of Council Meeting Agendas

## October 19, 2021 (continued) Councilmembers Absent: Knell & Quest

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
Approval of Night Skiing Rates at Hogadon Basin Ski Area.				C	
Authorizing the Purchase of Forty-five (45) New Scott X3 Pro Self-Contained Breathing Apparatus, Masks, Bottles and Accessories, in the Total Amount of \$399,970.70, from SeaWestern Inc. for Use by the Casper Fire Department.					C
Authorizing the Purchase of Two (2) New 58,000 Pound Tandem Axle Trucks with Dump Body, Hydraulics, and Snow Plows and Salters, from CMI TECO, in the Total Amount of \$454,372, for Use by the Streets Division of the Public Services Department.					C
Authorizing the Purchase of One (1) New Compact (Mini) Excavator, from Bobcat of Casper, Casper, Wyoming, in the Total Amount of \$44,407, for Use in the Parks Division of the Parks, Recreation, and Public Facilities Department.					C
Authorizing the Purchase of Three (3) New Pickup Trucks, from Greiner Motors, Casper, Wyoming, in the Total Amount of \$111,250, Before Trades, for Use in the Parks Division and Weed and Pest Division of the Parks, Recreation, and Public Facilities Department, as well as the Streets Division of the Public Services Department.					C
Authorizing the Purchase of One (1) UTV and Accessories, from Stotz Equipment, Casper, Wyoming, in the Total Amount of \$35,950, for Use by the Solid Waste Division of the Public Services Department.					C
Executive Session - Personnel, On-Going Litigation & Land Acquisition					

## October 26, 2021 Councilmembers Absent:

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Begin Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Meeting Followup		5 min	4:30
Preseason Snowfighting Briefing	Information Only	20 min	4:35
Bus Stop Safety/Shoveling - Public Awareness	Direction Requested	20 min	4:55
Citywide Facility Assessment Evaluation Agreement	Move Forward for Approval	20 min	5:15
Tani Field & Mike Lansing Field Update	Information Only	20 min	5:35
Agenda Review		20 min	5:55
Council Around the Table		10 min	6:15
Approximate Ending Time:			6:25
OYD Ribbon Cutting			7:00

10/15/2021

# The Grid

A working draft of Council Meeting Agendas

## November 2, 2021 Councilmembers Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
Pre-Meeting: Employee Mental Health Services					
Establish November 16, 2021 as the Public Hearing Date for a New Restaurant Liquor License No. 21 for Whelan Catering, Inc., d/b/a House of Sushi, Located at 260 South Center.	C				
Public Hearing: Certification of Annexation Compliance to Determine if the Annexation of Tract 31, Dowler No. 3 Subdivision Complies with W.S. § 15-1-402.		N	N		
Public Hearing: Transfer of Ownership for Retail Liquor License No. 5 Travis Taylor d/b/a Cocktail's Located at 138 South Kimball Street to 307 Horse Racing, Inc., d/b/a 307 Horse Racing, Located at 138 South Kimball Street.		N			N
Public Hearing: New Microbrewery Liquor License No. 8 for The Black Tooth Brewing Company, LLC, d/b/a Black Tooth Brewing Company, Located at 322 South David Street Suite A.					
Approval and Adoption of the Casper Area MPO's Bicycle and Pedestrian Plan Update				C	
Authorizing a Resolution to Support the Film Commission.				C	

## November 9, 2021 Councilmembers Absent:

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Begin Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Meeting Followup		5 min	4:30
Phase III of Graves Implementation - Employee Compensation	Information Only	20 min	4:35
Parks Watering Data	Direction Requested	30 min	4:55
Council Goals Update & Tracking Demo	Direction Requested	30 min	5:25
Agenda Review		20 min	5:55
Legislative Review		20 min	6:15
Council Around the Table		10 min	6:35
Approximate Ending Time:			6:45

## Future Agenda Items

### Council Items:

Item	Date	Estimated Time	Notes
Strategic Plan			2021
Formation of Additional Advisory Committees			
Excessive Vehicle Storage in Yards			
Graffiti Abatement & Alternatives			
Parkway Parking			After FY22
Hate Crimes Ordinance			
Safe Place Program Implementation & Resolution			
Parliamentary Procedures			

### Staff Items:

Sign Code Revision			
Blood Borne Pathogens			
Street Projects Priority List	Dec. 14		
Infrastructure Funding Public Outreach Plan	Dec. 14		
Utility Rate Changes for Water, Sewer & Refuse Collection	Dec. 14		

### Potential Topics-- Council Thumbs to be Added:

Resolution for Removal of Majestic Trees?			
Restructure of Community Promotions			
Handheld Device Use While Driving?			
Drug Court Update/Report			

### Future Regular Council Meeting Items:

Bright Spot - Veterans' Graves Adoption Project	Nov. 16		
Public Hearing - New Restaurant Liquor License No. 21 for Whelan Catering, Inc., d/b/a House of Sushi, Located at 260 South Center.	Nov. 16		
Public Hearing Date - Disposition of City-Owned Property Located Near the Southwest Corner of South Beverly Street and East 4th Street.	Dec. 21		

### Retreat Items:

Economic Development and City Building Strategy
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October 14, 2021

MEMO TO: Carter Napier, City Manager *gan*

FROM: Jolene Martinez, Assistant to the City Manager

SUBJECT: Land and Water Conservation Grant

We have received, reviewed, and returned to the State of Wyoming the Land and Water Conservation Fund (LWCF) grant draft contract. We now await a final contract that will be brought to Council for approval. The grant is for phase I of the First Street gateway park, which is located on the riverfront between First Street and the BNSF bridge. The grant will fund replacement of the river trail; construction of a driveway and parking lot off B Street; construction of a boat ramp; and seeding native upland grasses.

The grant required a 50/50 match either with cash and/or in-kind investments. We were able to leverage some of the \$223,000 Natrona County Joint Powers Board grant to obtain this grant, as \$80,000 of Rec Board grant was to construct the boat ramp and parking area for this area of the First Street gateway park. We are hoping to be able to leverage the rest of the Rec Board grant for another grant (possibly LWCF) for the riverfront area between Poplar Street and First Street.

This table is the breakdown of funding for phase I:

Project Cost	Federal Funds	Natrona County JPB Recreation Board Grant Funds	City Cash Funds	City In-kind Funds (staff time and equipment)
\$492,581	\$246,290.50	\$80,000	\$41,849.50	\$124,441



**CASPER AREA METROPOLITAN  
PLANNING ORGANIZATION**

# **Urban Center** Parking Plan



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## Contents

<b>I.</b>	<b>Executive Summary</b>	<b>1</b>
<b>II.</b>	<b>Planning Context</b>	<b>7</b>
	Guiding Planning and Policy Documents	7
<b>III.</b>	<b>Parking Supply/Demand Assessment</b>	<b>11</b>
	Off-Street Parking Inventory	13
	Off-Street Spaces Per Sub-Area	13
	Urban Center (Overall Study Area)	14
	Downtown Business District	14
	Old Yellowstone District	14
	Existing Parking Supply	14
	Existing Parking Demand	15
	Peak Hour Occupancy	17
	Average On-Street Parking Duration and Turnover	18
	Future Parking Demand	19
	Organization	26
	Off-Street Parking Resource Management	26
	On-Street Parking / Enforcement	27
	Key Issues	28
<b>V.</b>	<b>Peer City Parking Programs</b>	<b>33</b>
	Peer City Parking Program Summary	41
<b>VI.</b>	<b>Community Engagement and Communications</b>	<b>43</b>
	Community Outreach Overview	43
	In-Person Community Outreach Event summaries	44
	Feedback from Project Steering Committees	46
	Online Survey Results	48



<b>VII. <u>Parking Program Management and Organization</u></b>	<b>55</b>
Parking Program Management and Organization	55
Recommended Program Organizational Option	56
Program Reorganization Action Plan	59
Parking System Operating Methodologies	62
Financial Framework and Strategies	63
<b>VIII. <u>Streetscape Design/Curb Lane Right-of-Way Management</u></b>	<b>69</b>
Curb Lane/Right of Way Management Recommendations	76
Time Limits and Restrictions	77
Parking Design Guidelines	84
<b>IX. <u>Parking Management Strategies / New Parking Program Implementation Plan</u></b>	<b>87</b>
20 Characteristics of Effective Parking Management Programs	87
Summary	89
"Charting the Right Course"	89
Recommended Guiding Principles	90
Primary Action Items	94
Secondary Action Items	107
<b>X. <u>Appendices and Parking Management Toolkit</u></b>	<b>109</b>



## Acknowledgments

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### City Council

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- Ray Pacheco, Mayor
- Charlie Powell, Vice President of Council
- Bob Hopkins, Councilmember
- Mike Huber, Councilmember
- Jesse Morgan, Councilmember
- Shawn Johnson, Councilmember
- Dallas Laird, Councilmember
- Kenyne Humphrey, Councilwoman
- Chris Walsh, Councilmember

### City Manager

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- J. Carter Napier

### Casper Area Metropolitan Planning Organization

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- Aaron P. Kloke, Planner

### City of Casper Planning Department

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- Liz Becher, Community Development Director

### Steering Committees

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#### Technical Committee

- Andrew Beamer, Public Services Director
- Shad Rodgers, Streets Superintendent
- Liz Becher, Director of Community Development
- Craig Collins, City Planner
- Sgt. Scott Jones, Casper Police Department
- Jackie Warney, Casper Police Department
- Kevin Hawley, Casper DDA
- Pam Jones, Casper Area MPO
- Aaron Kloke, Casper Area MPO/City of Casper

#### Stakeholder Committee

- Jacque Anderson, Jacque's Bistro
- Bob Ide, Owner, Ide Land and Leasing Company
- Todd Smith, State of Wyoming
- Kate Sarosy, Statewide volunteer president for AARP
- Kathy Edwards, Cadillac Cowgirl
- Brettnee Tromble, First Interstate Bank
- Randy Pryde, Movie Palace
- John Huff, Yellowstone Garage
- Pete Fazio, Eggington's Restaurant
- Tom Heald, Wyoming Plant Company

### Consultant Support

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#### Kimley-Horn and Associates, Inc.

- Dennis Burns, Project Manager
- Adria Koller
- Christina Jones

#### The Solesbee Group

- Vanessa Solesbee, Assistant Project Manager

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# Executive Summary

SECTION

1



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## I. Executive Summary

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### Introduction

In the winter of 2017, the Casper Area Metropolitan Planning Organization (MPO) engaged Kimley-Horn and Associates (Kimley-Horn) to develop an Urban Center Parking Plan for the downtown area of Casper, WY. This plan identifies both short and long-term goals for the development of a forward-thinking and holistically-managed public parking system that will support the City/MPO's larger economic and community development goals, today and in the future.

### Primary Objectives

The primary goal of this Urban Center Parking Plan is to be a guide for decision makers on topics such as governance, customer service, planning, technology, enforcement, as well as parking facility and systems management. Specific project objectives include providing strategies and tools to:

- Identify governance and management structures that will work best for Downtown Casper and the Old Yellowstone District, that will also contribute to the successful implementation of other recommendations.
- Improve public perceptions of parking within the study area.
- Position parking as a contributor to continued redevelopment and economic expansion of Downtown and Old Yellowstone District.
- Provide recommendations on establishing positive and proactive customer relations.
- Explore the range of parking management strategies that can be used by the City's and MPO's management staff to encourage on-street parking turnover and promote increased community vitality without unduly penalizing infrequent violators.



- Identify management strategies and technologies that can improve the customer experience, while also controlling operating costs and enhancing system financial performance.
- Position parking management within the larger “access management” context in a way that promotes a balanced system of parking and multi-modal transportation alternatives.

## Key Findings

Following up on the recently completed Generation Casper Comprehensive Plan, the City of Casper is considering the development of a comprehensive parking management program as a strategy to support on-going community and economic development initiatives. This report provides a road-map for the development of a comprehensive and strategic approach to parking and mobility management in Casper. The development of such a program will require the following ten elements:

1. Based on the limited parking supply/demand assessment detailed in this report, the City of Casper does not have a parking supply problem (even at the peak parking demand periods, overall demand never exceeded 50% of the parking supply). What Casper currently needs is greater parking management expertise and a reorganization of the approach to parking and overall “access management”.
2. A Sense of Purpose and Direction relative to Parking and Transportation Policy – This strategic parking plan should complement and build on the foundation of this important element as completed in other recent planning efforts by the City and MPO.
3. Program Organization and a Strong and Capable Program Leader – The recruitment and hiring of a parking manager with experience managing a municipal parking program (or assignment of this responsibility to a new entity). Chapter VII of this report (Parking Management Strategies and Program Organization) outlines several parking program management and organizational models and recommends a preferred alternative for the City of Casper. This chapter also discusses parking system operating methodologies. Program organization is a key foundational element and a vital initial step to creating an effective and sustainable parking management program. There is also an opportunity to leverage parking management as a tool to support economic development (a separate Whitepaper on this topic is provided).
4. A Strong Customer Service Orientation – One of the key leadership elements that needs to be infused into the program from the beginning is a strong customer service focus. This applies not only to staff training but also to facilities maintenance and investments in new technologies. Parking can play a key role in improving the perception and the experience of Downtown overall. Collaboration and partnerships with the City of Casper and the MPO will be an important component of this initiative.
5. A Focus on “Mastering the Fundamentals” of Parking Management – This focus area is about gaining an in-depth understanding of the many complex and challenging aspects that are somewhat unique to parking. Appendix 38 (20 Characteristics of Effective Parking Management) provides a strong framework built around specific program categories. This resource provides the basis for a comprehensive program development approach. Between this chapter and the wealth of tools provided in the Appendices (Parking Management Toolkit), there are numerous program elements, both short and long term, that can transform the Casper parking program into one of the best small municipal programs in the country.
6. Establish parking as a separate “enterprise fund” and dedicate all parking related revenue streams to support the enterprise fund.
7. Better leverage under-utilized private parking resources in the Urban Center area through creative opportunities to develop shared parking resources, provide high-quality parking management services and revenue sharing arrangements with large local businesses and institutions.



8. Investment in New Technology – Leveraging new technology will be a critical element in achieving many of the stated goals of this project including:
  - A. Enhanced customer friendly programs and services
  - B. Improved operational efficiency
  - C. Enhanced system financial performance
  - D. Improved system management
9. Development of a strong parking maintenance program with regularly scheduled facility condition appraisals, the creation of parking facility maintenance reserves and a prioritized facility restoration and maintenance schedule.
10. Over time, expand the parking program’s mission to adopt a broader more “mobility management” oriented perspective. Development of transportation demand management strategies, promotion of transportation alternatives, support for active transportation and the development of complementary parking policies will be important in this area.
11. Parking Planning - Development of a robust and effective parking planning function or at a minimum, the inclusion of parking management in larger community planning initiatives and on-going discussions relative to new or proposed development projects is highly recommended. Also work closely with City Planning to address parking requirements (zoning code) and ADA parking issues.

## Primary Action Items

Beginning on page 86 there is a list of recommended “*Primary Action Items*”. Each primary action item is formatted to provide an action item description, intended result, the entity or agency primarily responsible for implementation, key community partners, a recommended time-frame for implementation, and supportive documents provided to assist with implementation.

Below is summary listing of these key recommendations:

### Primary Action Item #1

Adopt New Program Vision and Mission Statements and Recommended Parking Program Guiding Principles, Hire a Parking Management Professional (or engage a parking management firm), Create a Parking Advisory Board and Implement Parking Management Best Practices

### Primary Action Item #2

Begin a process to evaluate investment in New On-Street and Off-Street Parking Technology

### Primary Action Item #3

Leverage Parking as a Community and Economic Development Strategy and Develop a Comprehensive Parking Planning Function

### Primary Action Item #4

Improve utilization of the existing parking garage (Wolcott and Center Streets) by investing in needed repairs/recommended upgrades.

### Primary Action Item #5

Develop a New Parking Program Brand and Marketing Program including significant on-going community outreach strategies.

### Primary Action Item #6

Invest in Training and Staff Development with a Goal of Mastering the Fundamentals of Parking System Management and Operations. Develop a set of parking management data benchmarks (a list of recommended



key performance indicators is provided in Appendix 25) and provide City administration with regular updates on program development/management goals and accomplishments.

#### **Primary Action Item #7**

Expand the Scope of the Parking Program Over Time to be More Supportive of Alternative Modes of Transportation and Embrace More of a “Mobility Management Philosophy”

#### **Primary Action Item #8**

Assess the Current Parking Enforcement Program Using the Tools Provided. Invest in Mobile License Plate Recognition Technology.

#### **Primary Action Item #9**

Establish the parking program as a separate enterprise fund and combine all parking related revenue streams into this fund.

#### **Primary Action Item #10**

Development of a robust and effective parking planning function, or at a minimum, the inclusion of parking management in larger community planning initiatives and on-going discussions relative to new or proposed development projects.

#### **Primary Action Item #11**

Consider conducting a pilot program on Second Street of the proposed Streetscape Design/Curb Lane Management and signage recommendations.

### **In Summary**

The development of a strategic vision and a strong, well defined action plan is a critical first step in creating a comprehensive public parking program for the Metro Casper Area. We applaud the City and MPO’s recognition of this fact and for making this important investment.

A comprehensive and well-managed parking program can be a significant partner and contributor to advancing the community’s economic development goals as well helping to improve the overall experience of accessing Casper’s urban center business districts. We are confident with the strong team of City/MPO leaders, an engaged and supportive Mayor, City Council and development partners, that the future of Casper’s urban center is bright indeed.

This report provides the City with not only a comprehensive strategic planning framework, but also an extensive “parking management toolkit” packed with valuable tools, manual templates, audit checklists, whitepapers, etc. to assist in program implementation and staff development. Now the real work on parking program improvement begins!





# Planning Context

SECTION

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## II. Planning Context

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The City of Casper has established a clear regulatory framework and vision to guide the development and evolution of Downtown and the Old Yellowstone District. The following section provides a high-level summary of recent planning and policy documents as they relate to providing context to this strategic parking management plan. As we developed this parking management plan, we looked for opportunities to support the larger community goals expressed in these adopted City plans.

### Guiding Planning and Policy Documents

#### Generation Casper Comprehensive Plan (2017)

The Generation Casper Comprehensive Plan's vision statement and six guiding themes are aimed at creating a community that "serves as an economically diverse, regional hub centered on lively commercial centers that embraces a strong and unique community identity through a world-class quality of life." Six themes were identified to support this vision, as shown at right.

The Downtown and Old Yellowstone Districts are primary focuses of Generation Casper as activity centers with considerable influence on the vitality and economic health of the city. Key implementation strategies outlined in the Plan include evaluation of code changes as they relate to parking and development encourage shared parking and mixed use development. The Plan also identifies a goal to reduce surface parking facilities throughout the urban core to "increase the cohesion of the urban center." Such a strategy is complimentary to the concept of Park Once neighborhoods and multi-modal activity centers as discussed later in the report.

Generation Casper specifically calls out programs in Montreal and San Francisco that re-purpose underutilized on-street parking spaces to provide expanded, outdoor and semi-sheltered seating for nearby restaurants and cafes. Curb-lane management strategies and local applications of similar parklet programs and best practices are further discussed later in this report. Such programs provide an economical means for area businesses to expand during peak seasons while reducing their financial commitment. These programs also increase the walkability of the area and attract further pedestrian traffic, benefiting neighboring retail and service businesses.

#### Connecting Casper 2040: Casper Area Long Range Transportation Plan (2014)

In 2014, the City released an updated Long Range Transportation Plan (LRTP) to the 2030 LRTP published in 2007. Connecting Casper 2040 provides an ongoing, living guide to the process of analyzing existing and future roadway, transit, non-motorized facilities, rail, and airport infrastructure and programming supporting the access and mobility of the City's constituents and visitors. Recommendations in the report include evaluation of individual modes to foster multi-modal transportation and development of a comprehensive system that supports vehicle, bicycle, pedestrian, transit, rail, and air. The report highlights the need for increased safety in the pedestrian environment and in the interactions of various modes of transport. Accident data demonstrates a concentration of incidents occurring within the study area for both vehicles and pedestrians, prevalent during traditional peak parking demand hours and in the developing Old Yellowstone District. Connecting Casper also provides trend data showing significant growth in transit ridership between 2005 and 2011, demonstrating an increasing willingness among constituents to utilize alternative modes of transportation, or a downturn in the economy.

#### Community Vision Themes

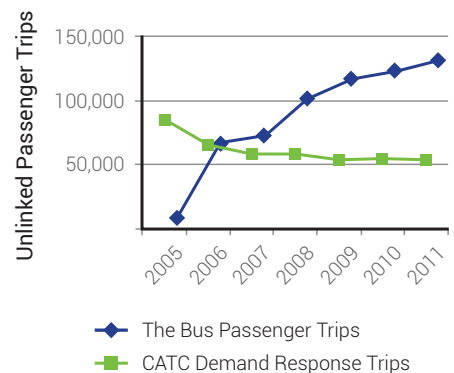
1. Endless Character
2. Vibrant Urban Center
3. Distinctive Regional Hub
4. Enhanced Connectivity
5. Embracing the River
6. Undiscovered Quality of Life



## Casper Area Trails, Path and Bikeway Plan (2013)

The Casper Area Trails, Path and Bikeway Plan discusses the ways in which the City can be improved through a comprehensive and connected bicycle and pedestrian network. This guide provides a range of recommendations including the provision of 30 foot buffers from on-street parking to intersections to improve visibility and increase the safety of pedestrians, cyclists, and vehicular cross traffic. Other recommendations include reviewing underutilized parking facilities in the public right-of-way for potential reallocation to pedestrian and bicycle benefit, and relatively extensive investment in the bicycle infrastructure in the form of various types of bicycle pathways. The following table is a summary of recommended and existing bicycle facilities from the Casper Area Trails, Path and Bikeway Plan.

## Annual Ridership 2005-2011



## Other Plans and Documents Reviewed

- City of Casper - Downtown Strategic Plan (2012)
- City of Casper - Design Standards for Commercial/Downtown Streetscape and Parks (2005)
- Old Yellowstone District and South Poplar Street Form Based Code
- City of Casper Special Events Planning Guide and Policy
- City of Casper - Downtown Parking and Traffic Study (2000)
- City of Casper Parking Garage Aesthetic Assessment (2009)
- Casper Parking Structure Management Agreement
- Casper Parking Regulations Manual
- Casper Police Downtown Parking Information Packet

Recommendations		Existing Facilities	
Facility Type	Mileage	Facility Type	Mileage
Bike Lane	32.48	Bike Lane	3.35
Buffered Bike Lane	0.65	N/A	
Climbing Bike Lane	2.02	N/A	
Paved Shoulder	3.60	Paved Shoulder	16.74
Install New Trail/Path	8.04	Trail/Path	43.34
Bike Boulevard	N/A	N/A	
Shared Lane Marking	20.58	N/A	
Upgrade Bike Lane	3.35	N/A	
Upgrade Trail/Path	2.36	N/A	
Further Study Needed	4.87	N/A	
Recommendations Total	103.66	Existing Total	63.43

Network (Recommendations + Existing) Total = 167.09





# **Parking Supply/ Demand Assessment**

SECTION

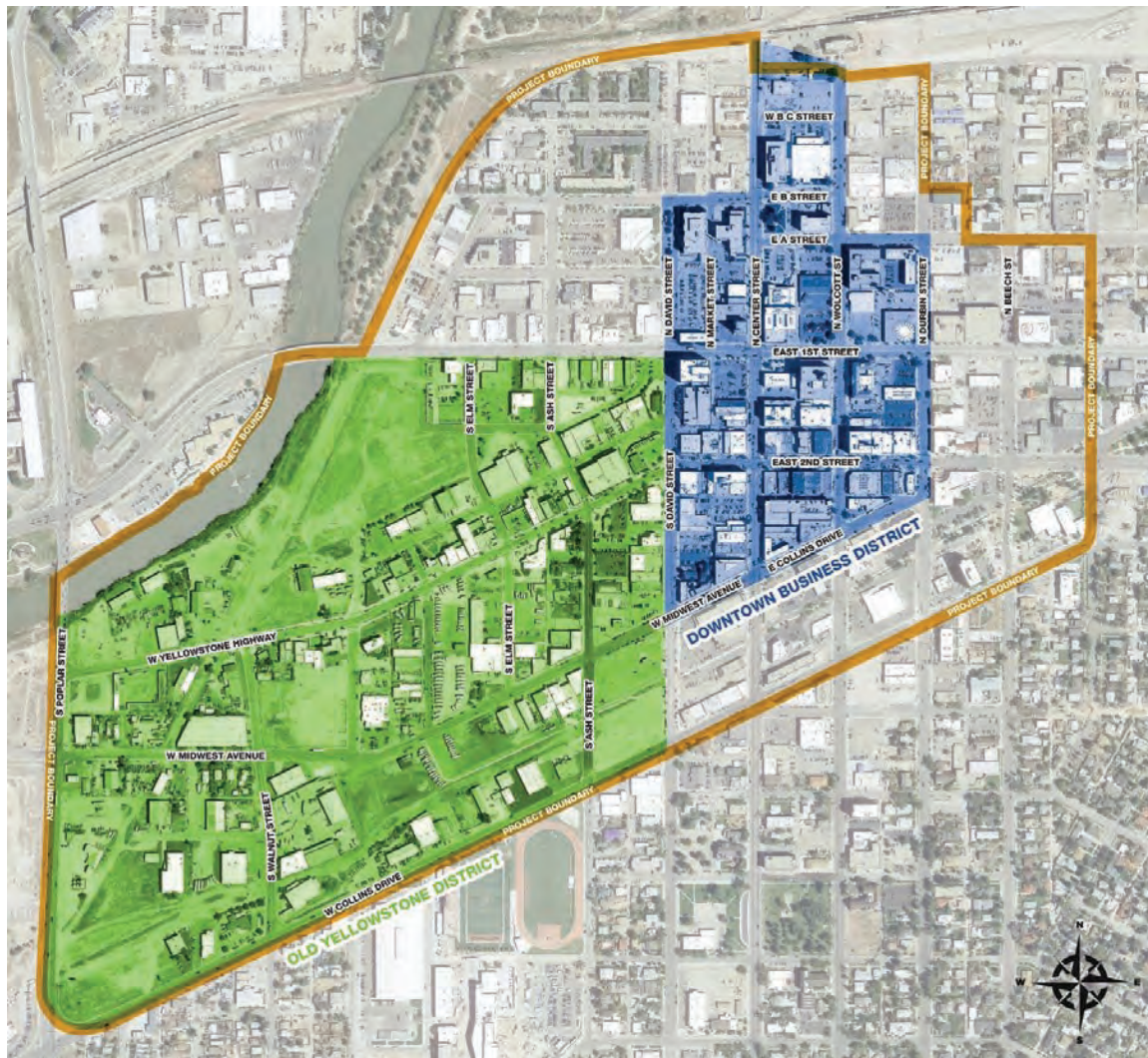
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### III. Parking Supply/Demand Assessment

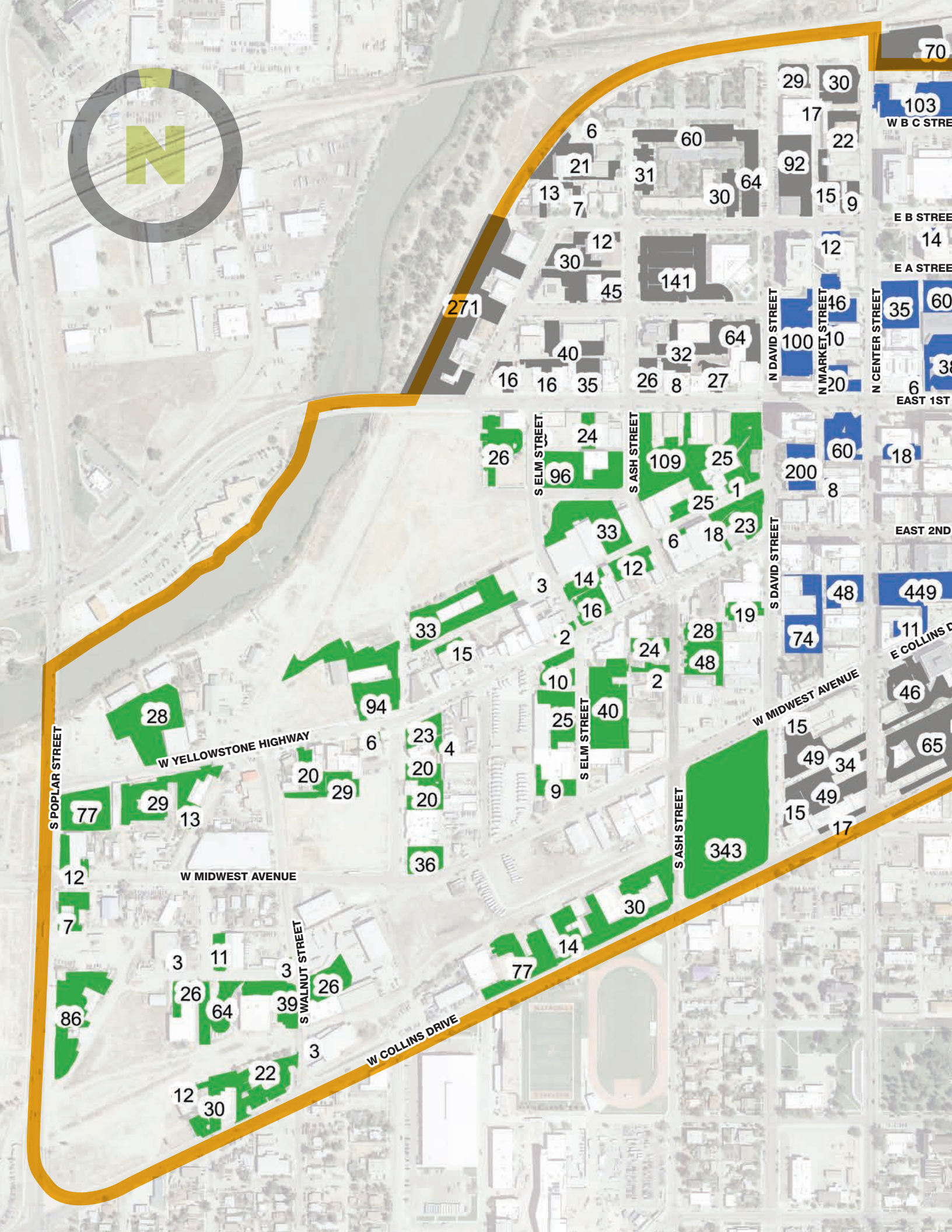
#### Study Area

The overall study area for this project is outlined below in orange. Two sub-areas were identified for special focus and deeper analysis into parking behaviors and trends based on their unique characteristics. These areas, shown below, are the Downtown Business District and the Old Yellowstone District.



Inventories of public and private parking facilities accessible to field technicians on the date of collection are shown below. Each facility is labeled with number of available parking spaces and highlighted to match its respective sub-area, where applicable, and summarized in the graphs and tables that follow.







# Off-Street Parking Inventory

## Key

Observed Parking Occupancy  
Peak Hour, 10:00am

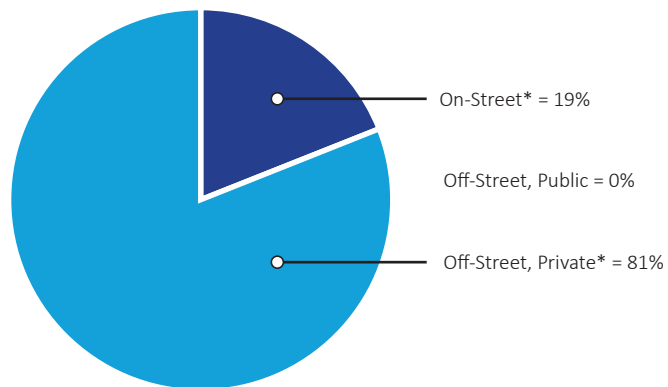
- Urban Center
- Downtown Business District
- Old Yellowstone District
- Project Boundary

## Off-Street Spaces Per Sub-Area

Study Area	Public Off-Street Spaces	Private Off-Street Spaces	Total Off-Street Spaces
Urban Center (overall study area)	509	6,079	6,588
Downtown Business District	509	994	1,503
Old Yellowstone District	0	1,896	1,896

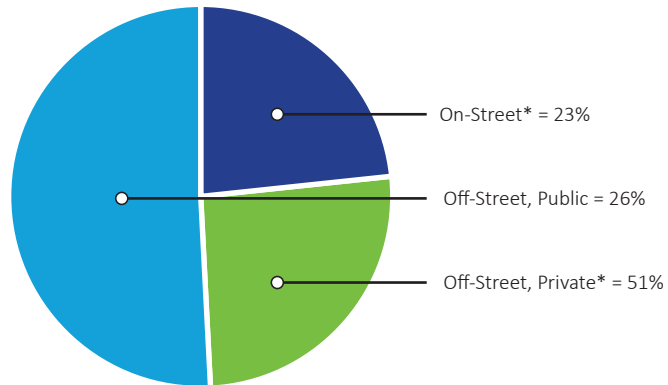


## Existing Parking Supply



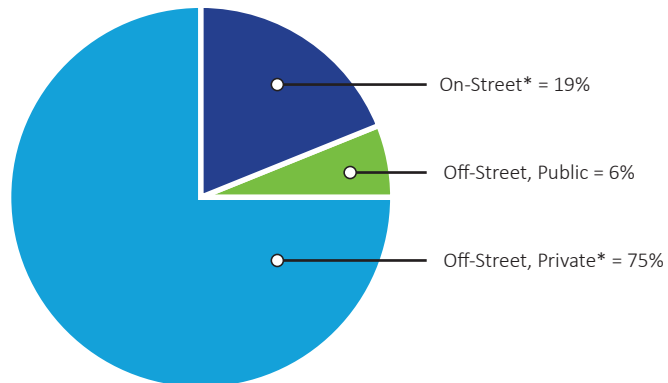
### Urban Center (Overall Study Area)

FACILITY TYPE	CAPACITY
On-Street*	1,512
Off-Street, Public	509
Off-Street, Private*	6,079
<b>TOTAL</b>	<b>8,100</b>



### Downtown Business District

FACILITY TYPE	CAPACITY
On-Street*	456
Off-Street, Public	509
Off-Street, Private*	994
<b>TOTAL</b>	<b>1,959</b>



### Old Yellowstone District

FACILITY TYPE	CAPACITY
On-Street*	443
Off-Street, Public	0
Off-Street, Private*	1,896
<b>TOTAL</b>	<b>2,339</b>

*\*Unmarked facilities are estimated based on 20 lineal feet per space divided by total uninterrupted feet of curb space or 350 square feet per space divided by total square footage of lot.*

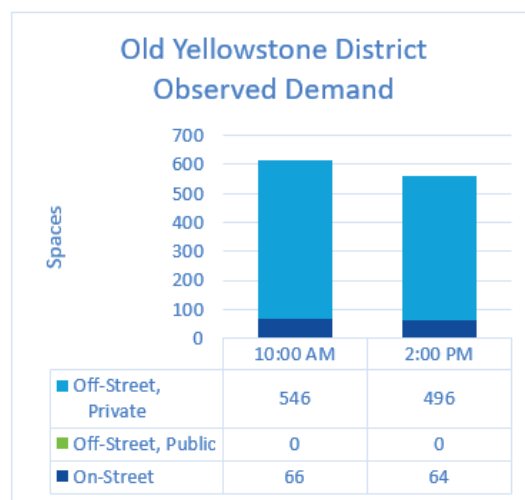
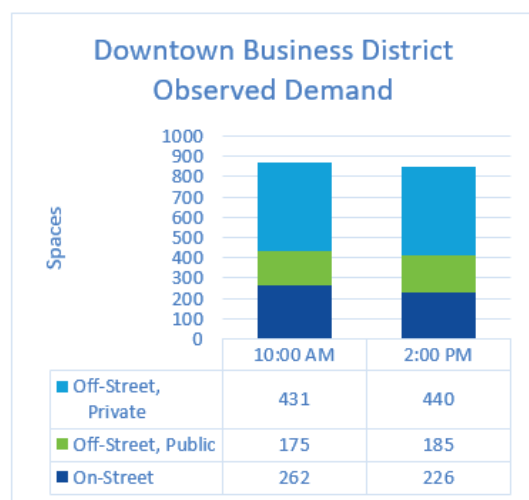
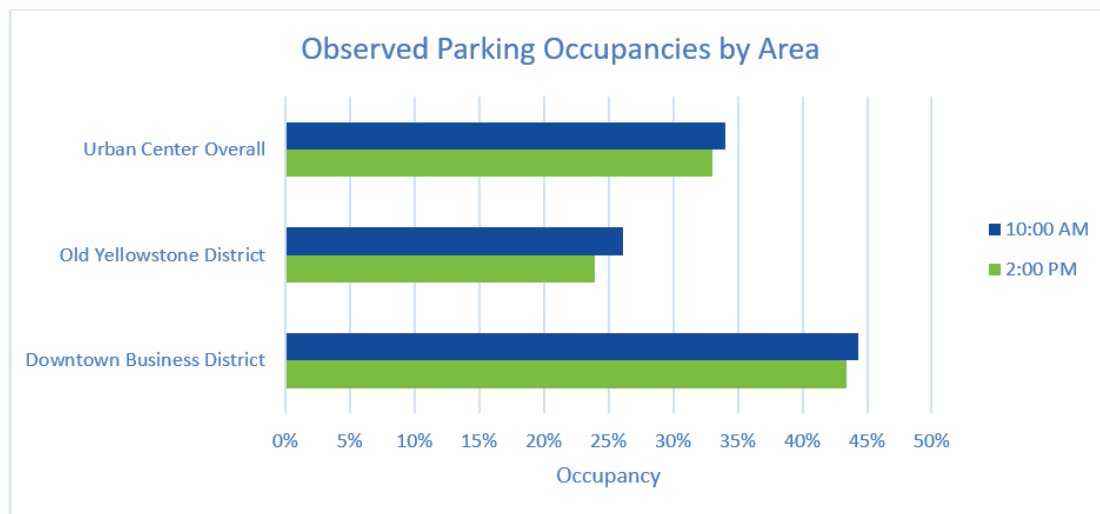


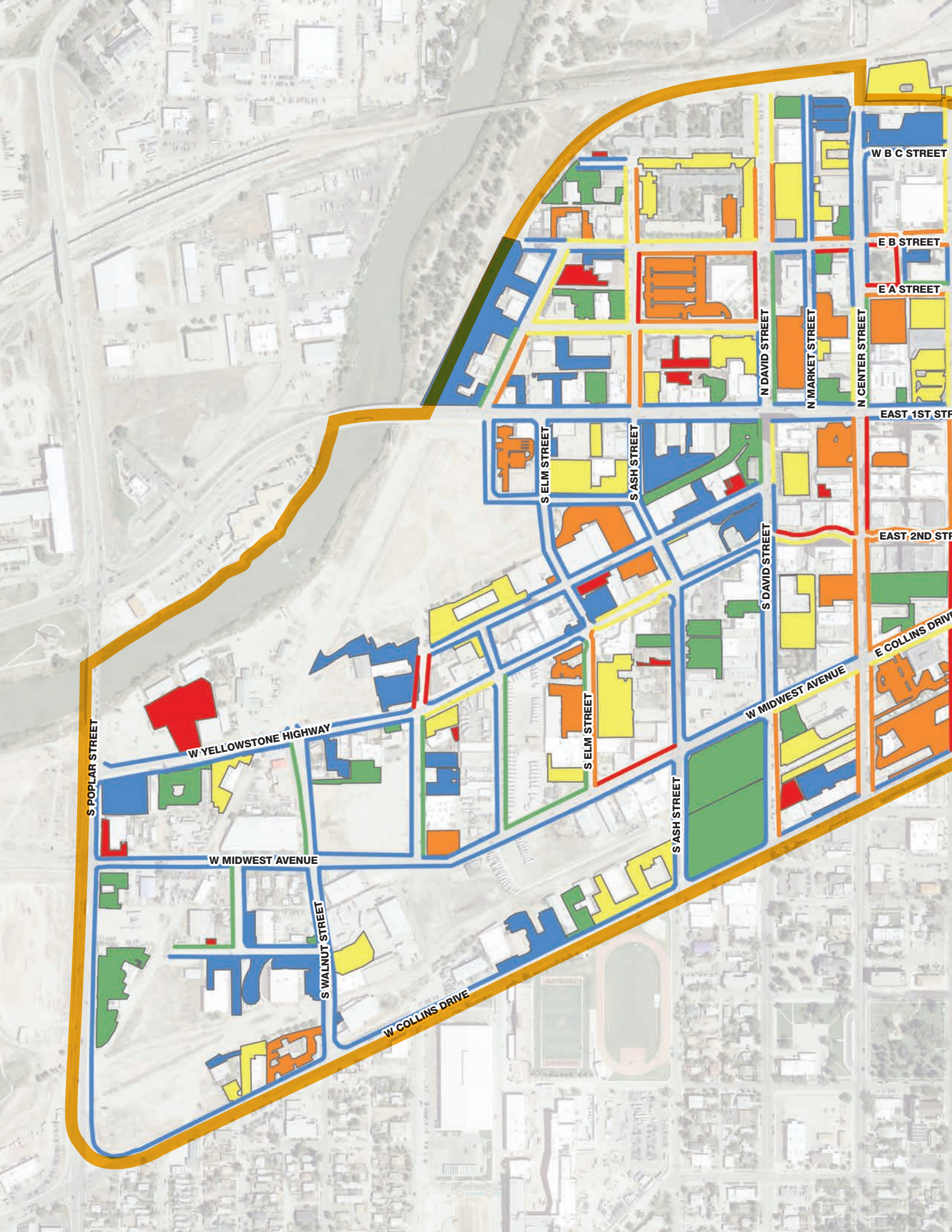
## Existing Parking Demand

Kimley-Horn performed manual counts to capture parking occupancy and behavioral data for the Study on Tuesday, December 12, 2017 with counts beginning at approximately 10:00AM and 2:00PM. This date was selected to represent a typical weekday at typical peak hours for a central business district.

The industry “best practice” threshold for identifying demand constraints for a system is when occupancies consistently reach 85% of capacity, known as “Effective Capacity.” Interestingly, this level of occupancy does not necessarily have to occur across the entire system for users to have trouble finding parking. When facilities with the highest demand (and in the most popular locations) are consistently full, the perception of parking availability can deteriorate throughout an entire urban center.

The figure below graphically depicts parking occupancies by type for the overall Study Area, whereas the heat maps on the following pages show parking occupancies by facility for each collection period. As demonstrated in the graph below, the peak hour was observed to occur during morning collection.





S POPLAR STREET

W YELLOWSTONE HIGHWAY

W MIDWEST AVENUE

S WALNUT STREET

W COLLINS DRIVE

S ELM STREET

S ELM STREET

S ASH STREET

S ASH STREET

S DAVID STREET

N DAVID STREET

N MARKET STREET

N CENTER STREET

W B C STREET

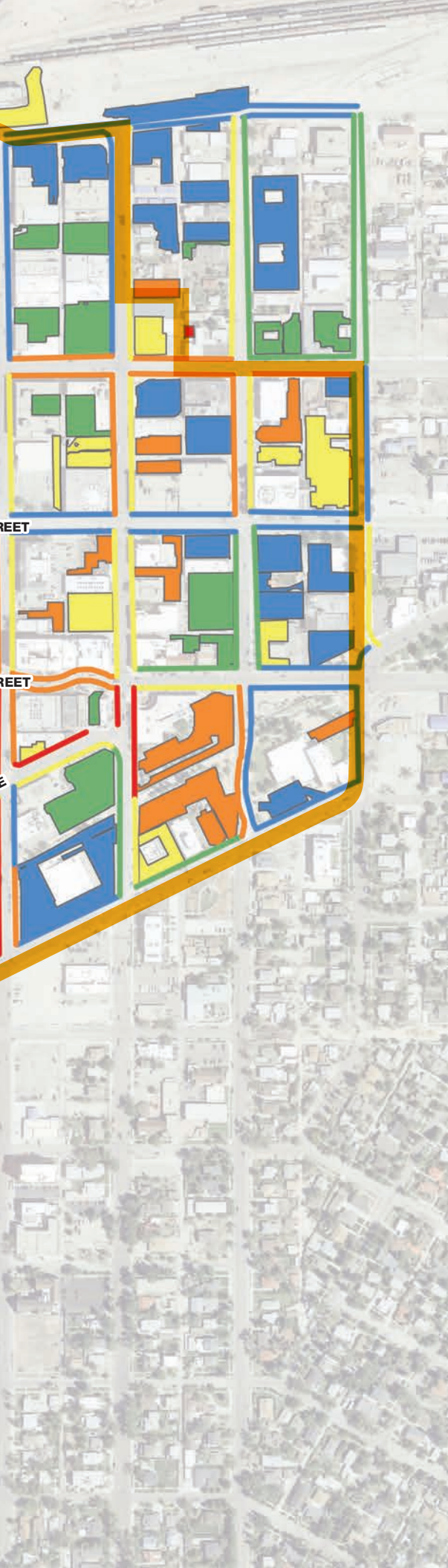
E B STREET

E A STREET

EAST 1ST ST

EAST 2ND ST

E COLLINS DRIVE



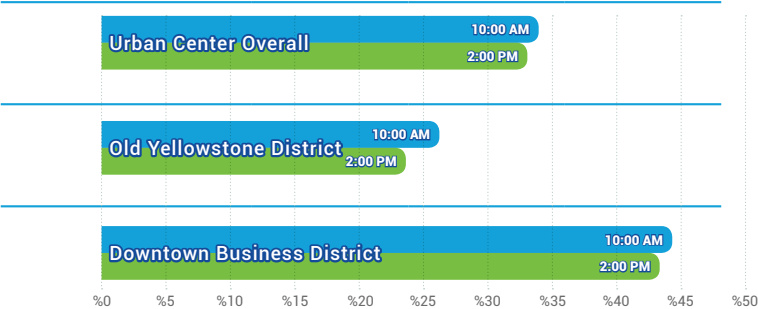
# Peak Hour Occupancy

## Key

Observed Parking Occupancy  
Peak Hour, 10:00am

- 0 – 50%
- 50 – 75%
- 75 – 85%
- 85 – 90%
- 90+%
- Project Boundary
- No Parking

## Observed Parking Occupancies by Area



## Average On-Street Parking Duration and Turnover

In addition to occupancy data, manual counts of on-street parking duration and turnover were performed on a sampling of core business district block-faces. Eight block faces encompassing 2nd Street between David Street and Beech Street were used for the parking duration assessment. This information was analyzed further to include insight into length of stay, turnover of availability, and violations within this area during the peak usage time-frame. Parking within this area has a two-hour time limit.

Block Face	Capacity	Number of Parked Vehicles by Length of Stay (hours)					Total Vehicles	Total Duration	Average Duration	Average Turnover	Number of Violations	Violation Hours
		0-1	1-2	2-3	3-4	4-5						
David to Center EB*	13	22	4	1	2	0	29	41	1.41	2.23	3	5
David to Center WB	12	8	15	1	1	2	27	55	2.04	2.25	4	9
Center to Walcott EB	13	38	4	1	0	0	43	49	1.14	3.31	1	1
Center to Walcott WB	13	42	5	0	0	0	47	52	1.11	3.62	0	0
Walcott to Durbin EB	10	26	5	0	0	0	31	36	1.16	3.10	0	0
Walcott to Durbin WB	12	25	7	2	1	1	36	54	1.50	3.00	4	7
Durbin to Beech EB	11	5	0	0	4	1	10	26	2.60	0.91	5	11
Durbin to Beech WB	8	6	4	2	0	1	13	25	1.92	1.63	3	5
<b>Total Area</b>	<b>92</b>	<b>172</b>	<b>44</b>	<b>7</b>	<b>8</b>	<b>5</b>	<b>236</b>	<b>338</b>	<b>1.43</b>	<b>2.57</b>	<b>20</b>	<b>38</b>

\*Parking in the right-on-way was partially blocked to accommodate off-street construction activities within a commercial business.

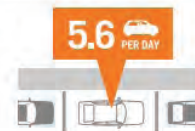
As the data in the table above indicates, parking along 2nd Street between David Street and Beech Street turned over approximately 2.57 times (compared to an industry standard goal of 5 - 6 “turns per space per day”). The vehicles parking in these spaces stayed an average of 86 minutes (1.43 hours). Two block faces, however, were observed to exceed an average duration of stay beyond the 2-hour time restriction for the area. These included the eastbound side of 2nd Street between Durbin Street and Beech Street, as well as the westbound side between David Street and Center Street. It should be noted that construction efforts for an off-street commercial building were underway in the section between David Street and Center, and these spaces were utilized by related vehicles and equipment. Altogether, 20 time violations were observed within the five-hour time collection period for a total of approximately 38 violation hours. These violation hours represent an additional 19 vehicles that could have been accommodated in this area with no time violations.

The lack of parker compliance with posted time limits is significant and indicates a low level of enforcement. Effective utilization of time-restricted parking is dependent upon active enforcement that achieves the intended level of turnover. The level of turnover reflects how effectively those spaces are utilized. Since on-street parking is considered to be the most

## THE VALUE OF DOWNTOWN PARKING

Customer access to on-street parking brings sales directly to businesses.

**AVERAGE DAILY TURNOVER**  
PER OCCUPIED STALL



**AVERAGE RETAIL SALE**  
PER CUSTOMER TRANSACTION

**\$31.55**

**DAILY POTENTIAL RETAIL SALES**  
PER OCCUPIED STALL

**\$176.68**

**NUMBER OF SHOPPING DAYS**  
PER YEAR



**ANNUAL POTENTIAL RETAIL SALES**  
PER OCCUPIED STALL

**\$53,534**

Destination Downtown outreach staff conducted a parking study among 30 retail businesses in the downtown core.



convenient parking within the system, effective utilization of these spaces is important to the health of downtown business that depend on customer and visitor convenience.

This concept is best demonstrated in a recent study out of Vancouver, Washington which concluded that sales increased due to higher parking turnover rates because each parking space could accommodate more customers throughout the day. Having enforcement practices and regulations that promote turnover can have beneficial economic impacts. In the instance of Vancouver, having an average turnover rate of 5.6 vehicles per day, an average retail transaction of \$31.55, and 303 shopping days in the year, the potential retail sales per occupied stall was found to be \$53,534 per year.

<sup>1</sup>Employee Parking in Downtown Vancouver, WA, City of Vancouver, WA 2014 [https://www.cityofvancouver.us/sites/default/files/fileattachments/community\\_and\\_economic\\_development/page/17196/downtown\\_vancouver\\_employee\\_parking\\_guide.pdf](https://www.cityofvancouver.us/sites/default/files/fileattachments/community_and_economic_development/page/17196/downtown_vancouver_employee_parking_guide.pdf)

## Future Parking Demand

As noted in the parking supply/demand assessment earlier in this report, overall utilization of existing parking resources at the peak demand period is below 50%. By promoting shared parking and implementing a more active parking management function, much of the parking demand for the new development projects noted below can be accommodated using existing parking resources (apart from the proposed Convention Center project).

## Potential Development Sites

Looking forward, several potential development projects within the defined study area were identified for evaluation. Most are small and included the following:

1. Source Gas Property – to be used for multi-story residential (North of W Midwest Ave, between Walnut and Spruce). Project assumptions include:
  - A. All residential.
  - B. Assumed # of units: 30
  - C. Assumed number of bedrooms per unit: 2
2. Former Milos Property – to be used for office space, residential, and retail. (on NE corner of S Ash and W Midwest Ave). Project assumptions include:
  - A. 1 office for 3 employees (1,240 sf.)
  - B. 3 two-story retail/residential units
    - i. Retail: 3 units at 1,250 sf
    - ii. Residential: 3 units with 2 bedrooms per unit and 1250 sf/unit
3. Former Ka-Larks Property – to be used for retail. Across the street from the Wyoming Plant Company, 355 S Ash.
  - A. Assumed Retail Square Footage: 5,040 sf.
4. Former Livery Stable – to be used for retail
  - A. Assumed retail square footage: 9,640 sf.
5. Former Plains Building – possible uses include retail or public space, or mixture located at 322 S David St.
  - A. Assumed retail square footage: 29,000 sf.
6. Convention Center – although Council rejected the idea of the center going on the Former Plains Building parcel, this idea is still alive. The most plausible site at this point would be the site of vacant land along the River, along S Walnut St, just south of W 1st St. The last proposal that was made public said this would be a facility that would house 200 hotel rooms, a 55,000 square feet conference center and 400 parking spaces.

## Other Potential Parking Demand Impacts

While not technically a new development site, The Lyric, located at 230 S. Yellowstone Highway is seeing continued growth and success. Their intent is reportedly to grow to a point where they can host events that may bring in several hundred, if not 1,000 individuals, in a single evening.

See map of potential development locations on the following page.



## Future Parking Demand Projections

The following table summarizes the projected parking demands for each of the potential development projects above.

Location	Land Use/Units of Measure	Quantity	ITE #	Rate	Demand	Reduction for Transit / TDM	Total Demand	
Source Gas Property	Residential (Units)	30	230	1.46	per unit	44	5%	42
Former Milos Property	Office (Sq. Ft.)	1,240	701	2.4	per KSF	3	5%	3
	Retail (Sq. Ft.)	3,750	820	2.65	per KSF	10	5%	10
	Residential (Units)	3	230	1.46	per unit	5	5%	5
The Lyric (Future expansion)								
	Lobby - Banquets/Weddings	400 seats	NPA	0.3/seat	seats	120	5%	114
	Large Theaters (4 each: 231 seats)	924 seats	NPA	0.3/seat	seats	277	5%	263
	Small Theaters (4 each: 100 seats each)	400 seats	NPA	0.3/seat	seats	120	5%	114
Former Ka-Larks Property	Retail (Sq. Ft.)	5,040	230	1.46	per KSF	8	5%	8
Former Uvery Stable	Retail (Sq. Ft.)	9,640	820	2.65	per KSF	26	5%	25
Former Plains Building	Retail (Sq. Ft.)	29,000	820	2.65	per KSF	77	5%	74
Convention Center	Hotel (rooms)	200	ULI	1.25	per room	250	5%	238
	Convention Center (Sq. Ft.)	55,000	ULI	8	per KSF	440	5%	418
Total:						1380		1314

## State Campus Development in the Old Yellowstone District

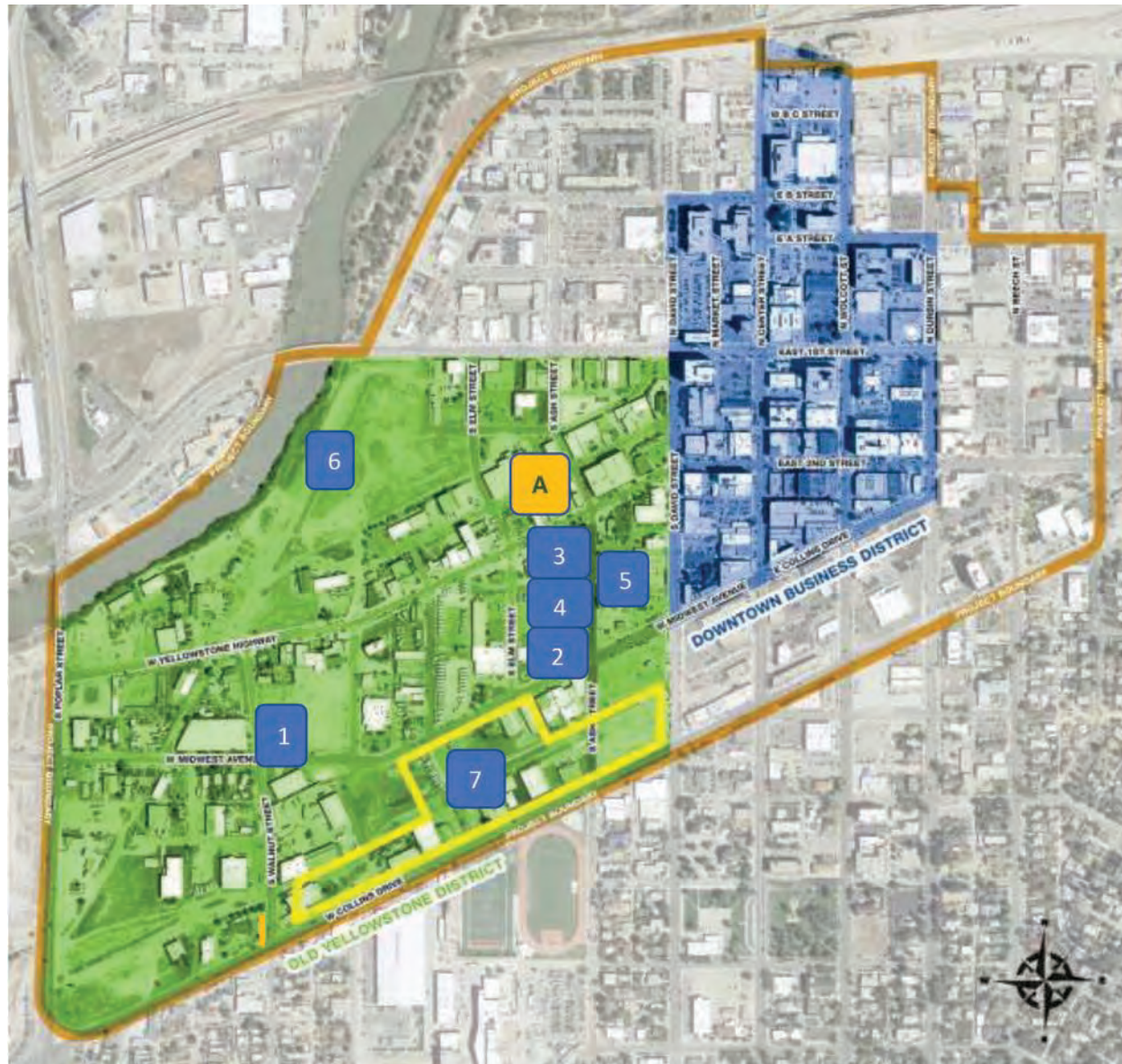
While information on this potential development project has been limited, plans for a new state office building complex are moving forward in the general area outlined below:

An estimated parking demand of between 400 and 450 surface parking spaces is anticipated to be provided by the State if this project proceeds.



## Potential Development Site Locations

The locations of the potential development sites are identified on the map below.



- |   |                                |   |                                      |
|---|--------------------------------|---|--------------------------------------|
| 1 | Source Gas Property            | 5 | Former Plains Bldg. Property         |
| 2 | Former Milos Property          | 6 | Potential Convention Ctr. site       |
| 3 | Former Ka-Larks Property       | 7 | Potential State of WY Office Complex |
| 4 | Former Livery Stables Property | A | The Lyric                            |



## Future Development Projects Analysis

Given the cluster of proposed development projects and the success and prospect of continued growth of The Lyric as indicated on the map below, the lot indicated on the map with a star should be considered as a potential public parking development site. It is estimated that between 140 and 175 spaces could be gained on this lot depending on configuration, landscaping, etc.

This cluster of development is also very close to the existing City parking structure, creating further justification for some significant investment in parking structure improvements to enhance the attractiveness, safety and utilization of this parking asset.



## Summary

Based on the limited parking supply/demand assessment detailed above, the City of Casper does not have a parking supply problem (even at the peak parking demand periods, overall demand never exceeded 50% of the parking supply). What Casper currently needs is greater parking management expertise and a reorganization of the approach to parking and overall “access management”.





# **Current Parking Program Assessment**

SECTION

**4**

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## IV. Current Parking Program Assessment

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This chapter provides an overview of the current parking management functions currently in place in Casper, WY and identifies several key issues that will be addressed later in this report.

### Authority and Legal Framework

- The Casper Parking Ordinance (Chapter 10.36 of the municipal code) outlines the general rules, regulations and prohibitions related to parking in the downtown Casper area.
- Per the ordinance, the city manager, by and through his or her designee, is hereby authorized to develop and enforce rules and regulations, designate and post prohibitions, limitations, regulations and exceptions thereto, regarding parking motor vehicles within the city limits of Casper.
- The ordinance lays out a number of “general parking rules and prohibitions”, defines recreational vehicles, addresses vehicle removal authorization, defines penalties and enforcement, etc.

### Operational Guidance

#### Parking Regulations Manual *(Dated April 20, 2010)*

This document was provided for review and provides the following information:

- A review of the Casper Municipal Parking Code (Section 10.36)
- An overview of parking in the downtown district
- Permanent reserved parking permit types and application processes
  - Handicapped parking permit
  - Recreational vehicle parking permits
  - Loading zone parking permits
  - Critical parking – Schools parking permit
  - Parkway parking permits
- Temporary parking permit types and application processes
  - Temporary special needs parking permits
  - Construction parking permits
- Courtesy parking tickets and permits
- Bus stops
- Snow emergency routes

#### Special Events Policy *(Draft)*

The Special Events Planning Guide and Policy document includes elements such as:

- Event types/classifications
- Authorization and permitting
- Fees
- Notification Plan
- Required event planning forms, including:
  - Event site plan
  - Emergency Action Plan
  - Closure of streets, trails and sidewalks
  - Waste management plan
  - Public notification plan
  - Parking plan
  - Security plan
  - Weather contingencies
  - Insurance

#### Event Parking Plan *(Required for all events)*

- Customers will need to anticipate the parking needs of their attendees. Parking is legal on most city streets within the City of Casper, and many parks and public places have their own parking lots. But for many events,



available on-street parking and parking in public lots will not be sufficient to accommodate all of the attendees. The parking plan will need to include a reasonable estimate for the number of cars that will be at the event, and the Plan should explain how the Customer will arrange to ensure that those parking spaces will be available for their guests.

- Parking plans will likely include some combination of the following:
  - An assessment of on-site parking capacity, including on-site parking lots and nearby street parking spaces.
  - Advisories and/or advertising that instruct attendees on where to park and how to get to the event.
- Arrangements made with the owners of nearby private parking lots. This might include:
  - Lots owned by area businesses, schools, or churches. The owner of these lots will need to certify that these arrangements have been made.
  - Parking Attendants,
  - Plans that involve attendees parking farther than they normally would from the event site, including the Customer's plan for how to inform attendees of this fact, and how to encourage attendees to follow this plan.
  - For very large events: shuttle busing from designated parking areas.

## Organization

- City provides on-street parking enforcement
- City provides maintenance services to public parking facilities
- DDA manages the municipal parking garage and the "1st and Center" parking lot under a limited management agreement

## Off-Street Parking Resource Management

- Provided primarily by the DDA via a limited management agreement.
  - Per the management agreement (Contract for Professional Services) recitals:
    - The City is seeking professional services related to management of the Municipal Parking Structure located at 230 South Wolcott Street, hereinafter known as the "Facility" and the Municipal Parking Lot located at 106 North Center Street, hereinafter known as "Parking Lot No. 1;"
- Key terms of the management agreement are spelled out in the agreement documenting specific responsibilities of both the DDA and the City of Casper.
- Time of Performance:
  - The services of the Contractor shall be for four and one-half (4 ½ ) years beginning January 1, 2016 and ending on June 30, 2020. With the consent of the City Council and the Board of Directors of the Contractor, this contract may be renewed on an annual basis without any changes in the provisions.
- The City parking garage is operated:
  - Monday – Thursdays from 11:00 AM – 10:00 PM
  - Fridays from 11:00 Am – 12:00 AM
  - Saturdays and Sundays – Free Parking
  - Monthly parking rates for the garage are:
    - \$37/month for "covered parking"
    - \$32/month (Business rate for multiple spaces)
    - \$14/month for uncovered parking
    - Costs for the 1st and Center Lot is \$32/month



## On-Street Parking / Enforcement

Per the Casper Police Department provided organizational chart (dated 2016), the force has approximately 142 positions (99 Sworn officers and 43 civilian officers). 3 the civilian officers are noted on the organization chart under the Field Operations Bureau/Traffic and Schools Unit as Community Service Officers (CSOs)/Parking.

Casper Police Department uses the DigiTicket and Cardinal systems to issue parking citations. Both systems are operated by computer and attached to the City of Casper computer network.

DigiTicket is a system used by all sworn and non-sworn officer that enforce traffic and parking violations. DigiTicket also communicates directly with the Casper Municipal Court systems for criminal cases. DigiTicket does allow the user to input the owner/driver information into the system. DigiTicket does not have a timed parking feature.

The Cardinal system communicates directly with TicketTrack which is a system used by the City of Casper Finance Division. Cardinal is only used for downtown timed parking. This system allows the user to place a registration into the system, time stamp that registration and then will automatically print a parking citation if the registration is placed in the system again after a 2 hour time limit. This system has its positive aspects as it allows the user to monitor 2 hour parking limits with ease. The negative aspect of the system is that it does not allow the user to input owner information, thus causing the issue with "Owner-less Tickets" being written.

Some other technologies being considered by the Casper Police Department are:

- Digital Parking Meters
- License Plate Readers
- The use of video or "Coban Video" to mark cars in 2-hour limit parking spaces.



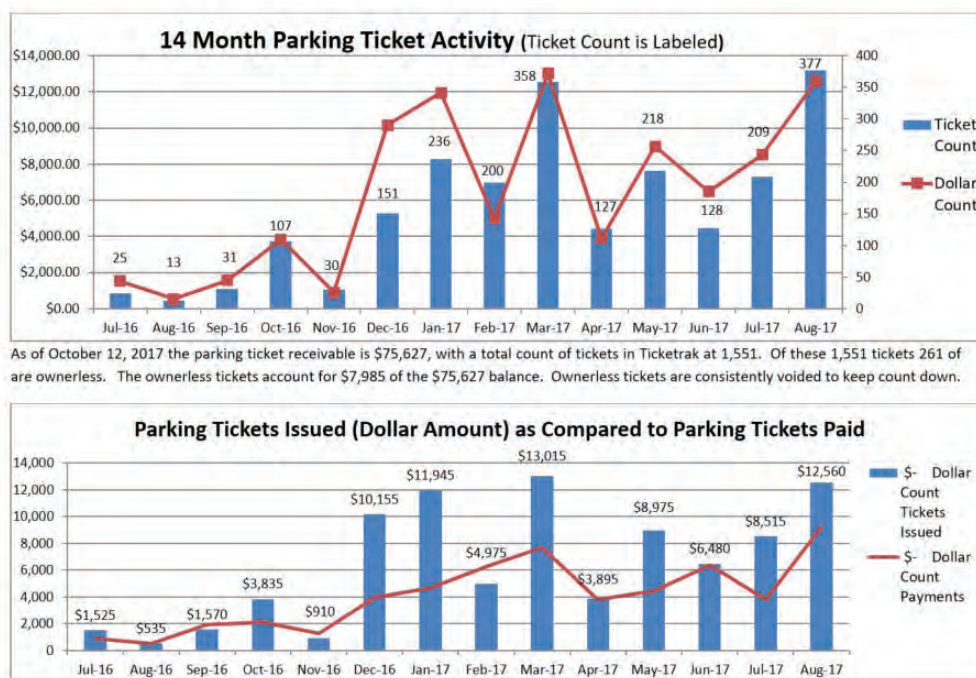
## Key Issues

Currently it is very difficult to enforce parking violations in downtown Casper in a marked vehicle due to the layout of streets in the downtown area.

Recently the Casper Police Department has become aware of an issue within the process of collecting fines for Parking Violations that are issued by the Casper Police Department Officers and Community Service Officers.

Currently the City of Casper Finance Department voids parking citations and fines that are not paid within 60 days. A recent examination of just the first week of January 2016, \$750.00 in parking violation fines were voided simply because the person receiving the citation failed to act upon it.

One of the issues faced by the Finance Department was dealing with “Owner-less Tickets” or tickets that are issued simply to the license plate or Vehicle Identification Number and do not list a name and address for an owner or responsible party.



## Analysis:

A report entitled “History of Parking Ticket Activity since January 2015 – October 2017” was reviewed and analyzed. The table to the right summarizes the key results:

- Currently there is nothing written into the Casper City Parking Ordinance that addresses the two-hour limits on downtown parking. It is routine for the Community Service Officers to produce a copy of the current signage posted in the downtown area for the court to enforce parking violation.
- Recently the Casper Police Department has become aware of an issue within the process of collecting fines for Parking Violations that are issued by the Casper Police Department Officers and Community Service Officers.
- Citizens that received parking citations are advised that they have 10 days to pay the fine or set a court date to dispute the charge. If the citizen does not address the issue within ten days a notice is sent to the citizen advising them that they have an outstanding parking violation that they need to address. After that process is completed, no further follow up takes place and no enforcement action will be taken. Therefore, there is no repercussion for citizens who choose to ignore the fact that they have received a parking citation.
- Currently the City of Casper Finance Department voids parking citations and fines that are not paid within 60 days. The current practice makes the job of enforcing parking within the City of Casper useless at best. A recent examination of just the first week of January 2016, \$750.00 in parking violation fines were voided simply because the person receiving the citation failed to act upon it. The number of citations issued that week was 22 and 11 of those were voided due to inaction resulting in a 50% dismissal of issued citations.
- One of the issues faced by the Finance Department was dealing with “Owner-less Tickets” or tickets that are issued simply to the license plate or Vehicle Identification Number and do not list a name and address for an owner or responsible party. The Casper Police Department Community Service Officers have created a shared document between Finance and their office that allows the Community Service Officer to locate responsible information, place it into the document, allowing the Finance Customer Service Representative to place a name with the violation and send out a notice. This however, does nothing to alleviate the issue with citation and fines being voided due to in action.
- The Community Service Officers also completed a Parking Comparison by reaching out to similar sized departments in Wyoming and surrounding states to determine how they enforce parking violations in their jurisdiction. This study found that most other jurisdictions either function the same as Casper by voiding tickets that are not addressed within 60 days or they hire a collection agency to collect fines that are older than 60 days.
- Below in information gathered as of October 12, 2017 related to citations issued and voided for a two year period.
- Of approximately \$89,000 is issued citations, nearly \$55,000 in citations were paid. This equates to approximately a 62% “citation collections ratio”, compared to an industry standard of approximately 80%.
- Another area of note is the wide variation of citations issued per month. Based on the 14-month sample provided, the average monthly dollar value of citations is approximately \$6,350. The highest monthly citation value was noted in March 2017 with a total of \$13,015 (over double the average month value) and the lowest monthly citation value was in August 2016 with only \$535 in citations issued.

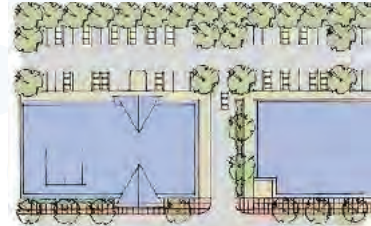
		Tickets Issued (\$ Value)	Tickets Paid (\$ Value)
2016	JUL	\$1,525.00	\$915.00
	AUG	\$535.00	\$530.00
	SEP	\$1,570.00	\$1,620.00
	OCT	\$3,835.00	\$2,000.00
	NOV	\$910.00	\$710.00
	DEC	\$10,155.00	\$4,000.00
2017	JAN	\$11,945.00	\$4,200.00
	FEB	\$4,975.00	\$6,000.00
	MAR	\$13,015.00	\$7,950.00
	APR	\$3,895.00	\$3,900.00
	MAY	\$8,975.00	\$4,200.00
	JUN	\$6,480.00	\$6,400.00
	JUL	\$8,515.00	\$3,900.00
	AUG	\$12,560.00	\$8,600.00
		<b>\$88,890.00</b>	<b>\$54,925.00</b>
<b>Approximate "Citation Collections Ratio" = 62%</b> <b>Industry Standard is 80%</b>			



Section 17.94.100 of the Casper Municipal Code (Parking Regulations) was reviewed as part of the current program assessment review. This section of the code deals with building uses and parking requirements in the Old Yellowstone District. Another section of the code, Section 17.94.110 addresses Shared Parking Agreements. This is an important topic and is addressed in the strategic plan.

A document entitled “Site Development Standards - Parking Lot Design” was reviewed. It addresses parking lot design, including adherence to the principles of Crime Prevention Through Environmental Design (CPTED), traffic patterns, pedestrian safety, lighting, screening, drainage, construction requirements, etc. Parking is also addressed as an element of the City’s Form-Based code.

*Parking located at the rear of building. From Form-Based Code.*





# Peer City Parking Programs

SECTION

5

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## V. Peer City Parking Programs

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The following “*Peer City*” reviews provide “*Case Study Snap Shots*” of similar sized municipalities. Casper is just beginning to consider a more comprehensive approach to parking management. The following four programs provide a snapshot of how these other communities integrate parking management into their larger community development strategies and provides some sense of their program’s size and scope.

It is recommended that the City of Casper reach out to these peer cities and develop a cooperative relationship with the parking and mobility programs of these communities. Based on our experience, these communities will be extremely helpful in sharing their knowledge, experience and expertise as Casper begins to focus on enhancing their parking management program.





## City of Boulder Parking Services, Boulder, Colorado • Population 103,840

### Program Overview

Boulder Parking Services manages the parking garages, on-street systems and enforcement for Boulder's three major commercial areas: downtown Boulder, University Hill and, when completed, Boulder Junction. They also manage 10 Neighborhood Permit programs throughout the City. Their mission is to provide quality parking programs including: enforcement, maintenance, and alternative modes services through the highest level of customer service, efficient management and effective problem solving.

#### Quick Stats

- 2,700 on-street spaces
- 2,194 spaces in garages
- 1,300 bike parking spaces
- 6,392 EcoPass holders
- On-street paid parking via multi-space meters
- Pay-by-phone available
- Offers free weekend parking in garages
- Enhanced wayfinding through variable messaging signage
- Piloting sensors in garages to indicate space availability
- Installed parking meters in 1946
- 2014 parking revenue: \$10,721,689

#### Revenue for 2014 by Sources

- On-street meter – 33%
- Short term garage-hourly – 17%
- Long term garage-permits – 26%
- Parking products – garage/on-street – 6%
- NPP-resident/commuter – 1%
- Enforcement – 16%

#### Downtown Vitality

- Average Commercial Lease (Rent)/Sq. Ft.: \$29.01
- Retail Mix:
  - Retail: 60%
  - Restaurants and Bars: 40%
- Retail Sales Mix:
  - Restaurants and Bars: 55%
  - Retail: 45%
- Downtown Vacancy: Very low (<3%)





## Challenges & Opportunities

- Boulder's parking management and parking district system has a long history, with the first parking meters installed on Pearl Street in 1946. During the past decades, Boulder's parking system has evolved into a nationally recognized, district-based, multi-modal access system that incorporates transit, bicycling and pedestrians, along with automobile parking.
- The City takes an integrated approach to parking management and actively encourages the use of alternative modes of transportation. 56% of people accessing downtown by car, 19% walk, 9% take the bus, 9% bike and 9% use other methods like carpooling.
- Boulder has a sophisticated customer base that is used to shopping in larger cities where on-street paid parking is common, so they don't hear a lot of complaints from customers about paying for parking.
- Revenue from on-street paid parking supports other downtown initiatives, including and EcoPass for all downtown employees, Transportation Demand Management efforts and downtown amenities like public art and pop-jet fountains.
- There is a fairly "significant" group of downtown business owners who feel that on-street parking should be free. However, downtown Boulder inc. (DBI) staff indicate that on Sundays when parking is free, all on-street spaces are completely filled by employees hours before any businesses even open.
- Even with the City's strong emphasis on encouraging the use of public transit, biking and walking when accessing downtown, there is still a 1,500+ person waiting list for a downtown parking permit and an estimated shortage of nearly 2,500 additional spaces by 2022.
- Due to the limited supply of parking in downtown Boulder, there is not enough parking inventory to support both employees and customers, so the DBI supports the City charging for parking on-street.
- As part of an ongoing, multi-year planning project (Access Management and Parking Strategy or "AMPS"), the City is creating a toolbox of funding mechanisms (i.e., Parking Benefit District, TDM District) for commercial districts who want to manage parking and raise revenue.

## Contact Information

**Ms. Melissa Yates**  
*Department of Vitality*  
 City of Boulder

Phone: 303.413.7300  
 Address: 1500 Pearl Street, Suite 302  
 Boulder, Colorado 80302  
 Email: [YatesM@BoulderColorado.gov](mailto:YatesM@BoulderColorado.gov)

# Colorado

# Missoula



## Missoula Parking Commission, Missoula, MT • Population: 69,122

### Program Overview

The Missoula Parking Commission (MPC) manages three parking garages, 12 surface lots, the on-street system and enforcement for downtown Missoula. They also manage a Residential Permit Parking Program adjacent to the University of Montana. Their mission is to work with government, businesses and citizens to provide and manage parking and parking alternatives – the MPC identifies and responds to changing parking needs and opportunities.

#### Quick Stats

- 1,100 on-street spaces
- 1,275 spaces in garages
- 200 bike racks
- Installed parking meters in 1948
- Currently implementing new multi-space meters and Pay-by-Phone
- Offer “1st hour free” in garages
- 2014 parking revenue: \$1,557,656

#### Revenue for 2014 by Sources

- Lease spaces – 44%
- Parking meters – 31%
- Parking tickets – 14%

#### Downtown Vitality

- Average Commercial Lease (Rent)/Sq. Ft.: \$15.12
- Retail Mix:
  - Retail: 65%
  - Restaurants and Bars: 35%
- Retail Sales Mix:
  - Retail: 60%
  - Restaurants and Bars: 40%
- Downtown Vacancy: 13%





### Challenges and Opportunities

- The Missoula Parking Commission's biggest focus right now is working on implementation of new smart meter technology and transitioning to a different rate structure (from .25/hour to \$1.00/hour). They have selected multi-space meters with a Pay-by-Phone option.
- Their second biggest priority is stakeholder and community education. The MPC works to communicate pro-actively to stakeholders about why rates are changing and that there are multiple options available for customers including less expensive off-street garage parking.
- The Missoula Downtown Partnership (MDP) actively works with the MPC to keep downtown stakeholders informed about the changes in parking management policy and technology.
- While there is a small vocal downtown business owners group who feel that parking should be free on-street, the MDP supports the MPC's use of on-street paid parking to ensure turnover and availability for customer parking.
- MDP staff and board members were heavily involved in the community engagement efforts that surrounded the recent selection of new parking meter technology for downtown Missoula.
- Increased meter rates have allowed the MPC to decrease their reliance on revenue from fines, and they have seen compliance increase and fine revenue decrease.
- The MPC recently used meter revenues to invest in the award-winning Park Place parking structure. Almost immediately after the commitment was made to build Park Place, a developer purchased a significantly-sized adjacent property that had long been vacant.
- Having meters provides a diversified revenue stream that has helped MPC navigate the recession.

### Contact Information

**Mr. Rod Austin**

*Director*

Missoula Parking Commission

Phone: 406.552.6250

Address: 128 West Main Street  
Missoula, Montana 59802

Email: [RAustin@ci.missoula.mt.us](mailto:RAustin@ci.missoula.mt.us)

# Montana

# Eugene



## Epark: City of Eugene Parking Services • Population: 159,190

### Quick Stats

- 996 on-street spaces
- 2,627 spaces in garages
- 917 bike spaces; 100 bike racks
- On-street parking is a mixture of coin-operated and single-space credit card meters
- Pay-by-phone available (off-street only)
- Offer "1st hour free" in two largest garages (~1,000 spaces)
- Installed parking meters in 1939
- 2014 parking revenue: \$3,100,000

### Revenue by Sources

- Leased commercial space: 18%
- Monthly garage permits: 41%
- On-street meter revenue: 19%
- Daily garage parking: 12%
- Citations (in garages): 1%
- Special events: 3%
- Citations (on-street): 6%

### District Vitality

- Average Commercial Lease (Rent)/Sq. Ft.: \$24.00
- Retail Mix:
  - Retail: 50%
  - Restaurants and Bars: 50%
- Retail Sales Mix:
  - Retail: 36%
  - Restaurants and Bars: 34%
  - Other: 30%
- District Vacancy: 25%





### Challenges and Opportunities

- Epark Eugene has parking management jurisdiction for the entire city of Eugene including enforcement of public streets on the University of Oregon campus. The downtown program (which includes 52-block area) accounts for about half the overall program in size and in revenue generated.
- There is a mixture of coin-operated meters and single-space credit card enabled meters throughout downtown Eugene and on the University of Oregon campus. Multi-space meters are also being piloted in some areas.
- The City is currently transitioning from a Residential Parking Permit Program (RPPP) that costs \$40/annually to a market-based fee structure that will cost \$150 per quarter (or \$600/annually).
- In 2010, parking meters were removed from a 12-block area in downtown Eugene where the City wanted to incentivize redevelopment. Now that the area is nearly redeveloped, the business owners are asking the City to reinstall meters to encourage turnover and address the issue of employees parking on-street.
- The biggest challenge that Epark is currently facing is its decentralized organizational structure. Maintenance of the off-street facilities is currently managed by another City department, as is fine adjudication.
- Downtown Eugene offers a variety of transportation options, including bus depot, train station and Bus Rapid Transit connect to the University of Oregon.
- According to the Eugene Chamber (Downtown Eugene Inc.), off-street garages are almost never at capacity, however there are very few available on-street spaces.
- While downtown vacancy is at about 25%, this is mostly because there are a few very large vacant spaces; most of the smaller retail spaces leased at the beginning of summer 2015.
- Downtown retail is majority locally-owned and can be very seasonal; there are some businesses that aren't open for months at a time (especially when school is not in session).
- Parking garage safety is biggest concern for downtown business and property owners.

### Contact Information

**Jeff Petry**  
*Parking Services Manager*  
 City of Eugene, Oregon  
[EparkEugene.com](http://EparkEugene.com)

Phone: 541.682.5079  
 Address: 99 West 10th Avenue  
 Eugene, Oregon 97401  
 Email: [jeff.t.petry@ci.eugene.or.us](mailto:jeff.t.petry@ci.eugene.or.us)

# Oregon

# Spokane



## City of Spokane Parking Services • Population: 212,052

### Program Overview

In the downtown core, Spokane's 800 modern parking meters accept Visa, Master Card, and most American coins, providing multiple payment options for new visitors and regular users. Outside the downtown core, customers will see 2,700 traditional coin-operated parking meters that have been in use for decades.

The City is currently rolling out a Pay-by-phone option for all of the meters, whether modern or traditional, which is available for many of the meters now and should be completed over the next several months.

### Contact Information

#### Andrew Rolwes

*Vice President of Public Policy and Parking  
Downtown Spokane Partnership*

Phone: 509.456.0580 ex 109

Fax: 509.747.3127

Address: 10 N Post Street, #400  
Spokane, WA 99201

Email: [ARolwes@Downtownspokane.net](mailto:ARolwes@Downtownspokane.net)

### Quick Stats

- 9,401 total parking stalls
- 3,500 on-street spaces
- 5,901 off-street in 29 lots and garages
- 917 bike spaces; 100 bike racks
- On-street parking is a mixture of coin-operated and single-space credit card meters
- Pay-by-phone being implemented in 2015-2016
- Offer "1st hour Free" in two largest garages (~1,000 spaces)
- Installed parking meters in 1939
- 2014 Parking Revenue: \$3,100,000

### Revenue

- Leased commercial space: 18%
- Monthly garage permits: 41%
- On-street meter revenue: 19%
- Daily garage parking: 12%
- Citations (in garages): 1%
- Special events: 3%
- Citations (on-street): 6%

### Downtown Vitality

- Retail Mix:
  - Retail: 50%
  - Restaurants and Bars: 50%
- Retail Sales Mix:
  - Retail: 36%
  - Restaurants and bars: 34%
  - Other: 30%
- District Vacancy: 25%

# Washington



## Peer City Parking Program Summary

These “Peer City Reviews” are provided to give an overview of the scope and programs of several similar communities who have fairly sophisticated and well-developed parking programs. Rather than “peer cities” we consider these to be “cities we can learn from”. Contact information for the leaders of these community parking programs have been provided. Each contact listed has agreed to be a resource for the City of Casper and share information on their program as you continue to evolve your parking program. Developing a solid network of peer communities can be an effective way to learn and improve your program over time.



# Community Engagement and Communications

## SECTION

# 6

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## VI. Community Engagement and Communications

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### Community Outreach Overview

From December 2017 through February 2018, the Casper Urban Center Parking Plan Project Team led a multi-faceted outreach campaign designed to discover, frame and prioritize feedback from downtown and community stakeholders related to the current and future parking experience in Casper's Urban Center.

This chapter provides an overview of the variety of opportunities for stakeholder engagement and education that were offered throughout the project, highlights consistent themes – observed by the consultant team and self-reported by the community – and concludes with strategies for incorporating identified stakeholder priorities into the Urban Center Parking Plan.

The chapter is organized as follows:

- In-Person Community Outreach Event Summaries
  - A. Project Kick-off & Town Hall Meeting
  - B. Informal Downtown Business Owner Discussion
  - C. Project Open House
  - D. "Coffee Talk" Session
- Feedback from Project Steering Committees – Technical and Community Stakeholder
- Online Survey Results
- Summary of Stakeholder Priorities and Key Themes
- Conclusion



## In-Person Community Outreach Event summaries

Several in-person events (all open to the community and publicized widely via traditional and social media) provided the foundation for the parking plan's community outreach strategy. The following section summarizes each in-person event along with key themes.

### Town Hall Meeting

#### Overview

- **Date:** Wednesday, December 13, 2017, 5:30-7:30 p.m.
- **Location:** Fox Theatre
- **Format:** 30-Minute Presentation + 30-Minute Q&A
- **Attendees:** Approximately 30

#### Key Themes

- **Increasing Demand:** Upcoming development projects in and around downtown will impact levels of parking demand.
- **Permit Programs:** Need to address food truck regulations.
- **Enforcement:** Need to encourage compliance without discouraging visitors from coming downtown.
- **Parking Space Size and Design:** Need to address angled vs. parallel parking and size appropriately for predominant vehicle size.

### Downtown Business Owner Informal Discussions

#### Overview

- **Date:** Tuesday, February 13, 2018, between 9:30 – 11:00 a.m.
- **Businesses Visited:** Four (4) – one coffee shop / deli and three retailers (furniture, apparel and audio/visual)

#### Key Themes

- **Employee/Owner Parking:** Some employees and store owners park on-street rather than in designated off-street lots.
- **Validation Program:** Current program is not well-understood by business owners nor the parking public.
- **Enforcement:** Inconsistent enforcement of time limits, both perceived and observed.
- **Pedestrian Safety:** Perception that some downtown streets are unsafe for pedestrians; vehicles move quickly and do not yield appropriately for pedestrians at crosswalks.
- **Signage and Communication:** Need improved on-street signage to help encourage use of the parking garage and to indicate where public parking is available.
- **Loading Zones:** Few options for downtown stores, often temporarily park on street with flashers on for loading/unloading.

## Community Open House

### Overview

- **Date:** Tuesday, February 13, 2018; 11:00 a.m. – 3:00 p.m.
- **Format:** Four (4) Stations with Boards, staffed by consultant team members and MPO staff members
- **Materials:** Seven (7) Information Boards, Activity Board, Online Survey Station, Comment Box

### Key Themes

- **Pedestrian and Bicycle Enhancements:** Pedestrian walkways, pedestrian malls, and additional bike lanes are needed to improve the pedestrian experience and encourage longer walking tolerances.
- **Employee Parking:** Suggest incentivizing employees (via lower monthly pricing) to use off-street facilities and the parking garage.
- **Parking Space Size and Design:** Identify opportunities to maximize curb space by determining appropriate application for angled vs. parallel parking; please keep in mind that many individuals in Wyoming drive larger vehicles when calculating parking stall size.
- **Residential Parking:** There are limited options for downtown residents due to on-street restrictions.
- **Enforcement:** Enforcement improves (temporarily) when complaints are made; however, enforcement could be improved during both peak and non-peak times.
- **Permit Programs:** Need to address food truck regulations.
- **Paid Parking:** On-street metered parking should be considered in high demand areas.

## "Coffee Talk" Session

### Overview

- **Date:** Wednesday, February 14, 2018. 7:00 – 8:00 a.m.
- **Format:** Brief Presentation + Q&A session

### Key Themes

- **Pedestrian Safety:** Perception that some downtown streets are unsafe for pedestrians.
- **Permit Programs:** Need to address food truck regulations.
- **Parking Space Size and Design:** Identify opportunities to maximize curb space by determining appropriate application for angled vs. parallel parking; please keep in mind that many individuals in Wyoming drive larger vehicles when calculating parking stall size.
- **Enforcement:** Need to encourage compliance without discouraging visitors from coming downtown.
- **Streetscape:** Need to address parklets and other private usage of on-street parking spaces (i.e., construction staging).
- **Employee Parking:** Need to address where downtown employees should park, especially lower-wage earner / service employees.
- **Increasing Demand:** Upcoming development projects in and around downtown will impact levels of parking demand.
- **Local Context:** Recommendations need to be tailored to Casper to fit within the local context; sensitive to "general" recommendations.
- **Clear, Consistent, and Straightforward Recommendations:** Parking management and signage should be clear, straightforward, and easy to understand.



## Feedback from Project Steering Committees

Two complementary Steering Committees were assembled to help guide the development of Casper's Urban Center Parking Plan: a Technical Steering Committee consisting of key City and MPO staff, and a Community Stakeholder Committee consisting of downtown retailers, restaurateurs, property owners and business owners. The following section summarizes the key themes and priorities of both groups.

### Technical Steering Committee

#### Overview

- Members: 9
- Meetings:
  - A. Wednesday, December 13, 2017
  - B. Wednesday, February 14, 2018

#### Key Themes

- **Increasing Demand:** Weekday midday continues to be the peak period, but recent growth in restaurants and bars have added demand during evening hours. Off-street parking during evenings at restaurants and bar is often full. Weekend demands have increased in the morning and early afternoon in some areas, with employees and residents often parking on street. Additionally, upcoming development projects could add to parking demand in the Urban Center.
- **Pedestrian Safety:** Perception that some downtown crossings are unsafe for pedestrians. Traffic speed is also an issue.
- **Pedestrian and Bicycle Demands:** Observed increasing demand for dedicated bike lanes, racks and pedestrian paths.
- **Parking Requirements for Developments:** Some confusion and public frustration with projects that do not provide off-street parking; active policy discussion about responsibility to provide parking (public vs. private).
- **On-Street Paid Parking:** Casper previously had on-street meters; this option should be considered as a viable option for Casper again.
- **Employee Parking:** Many employees park on-street, even when off-street permit programs are available.
- **Enforcement:** Current collection rates are low compared to number of citations issued. Collection process needs to be improved and presents a significant source of lost parking system revenue as currently managed.
- **Permit Programs and Loading Zone Management:** Police Department receives frequent complaints regarding overtime violations, loading zones, food trucks, use of alleys, and general curb space management practices (i.e., lengthy construction staging parking in on-street spaces).
- **On-Street Parking Availability:** Perception among business owners that lack of parking availability in the Urban Center causes them to lose business.
- **Parking Garage Enhancements:** Potential need for lighting, security, maintenance, restroom, and signage improvements; some lighting improvements planned.
- **Event Management:** Eclipse event was well-managed and provides a positive, local example of how things can be managed effectively.
- **Parking Supply:** There is some interest in exploring public/private shared parking options and potentially additional public supply to meet expected increases in demand.

👤 Andrew Beamer .....Public Services Director  
👤 Shad Rodgers.....Streets Superintendent  
👤 Liz Becher .....Director of Community Development  
👤 Craig Collins.....City Planner  
👤 Sgt. Scott Jones.....Casper Police Department  
👤 Jackie Warney .....Casper Police Department  
👤 Kevin Hawley .....Casper DDA  
👤 Pam Jones .....Casper Area MPO  
👤 Aaron Kloke .....Casper Area MPO/City of Casper



## Community Stakeholder Committee

### Overview

- **Members:** 10
- **Meetings:**
  - A. Thursday, December 14, 2017
  - B. Tuesday, February 13, 2018

### Key Themes

- **Parking Garage Enhancements:** Perception that parking garage is dark, uninviting, and poorly maintained during the winter.
- **Event Management:** Need to develop event plans, particularly for events that close downtown streets; eclipse event was well-managed and provides a positive, local example of how things can be managed effectively.
- **Permit Programs and Loading Zone Management:** Need to address food truck regulations, deliveries, and construction vehicle use.
- **Parking Requirements for Developments:** Perceived inconsistency in application of private off-street parking requirements (e.g. some property owners report having to pay to provide off-street parking at their own expense, while others report receiving an exemption).
- **Parking Garage Costs and Utilization:** Perceived to be cost-prohibitive for some downtown employees (especially service industry and part-time employees); frequently vacant reserved spaces contribute to perception that garage is underutilized.
- **Validation Program:** Need to review program effectiveness and utilization.
- **Residential Parking:** Limited options for downtown residents; many park on the street.
- **Increasing Demand:** Upcoming development projects in and around downtown will impact levels of public parking demand.
- **Signage and Communication:** Need improved on-street signage and improved online information; one-way streets make garage access confusing.
- **On-Street Paid Parking:** Any meter program would need to address short trips. There is support for a 20-minute free option (i.e., Boise, ID) as well as designated loading zones, employee parking, and provision of multiple time limit options. Group was open to exploration of paid parking as a viable parking management strategy for Casper.

👤 Jacques Anderson .....Jacques's Bistro  
👤 Bob Ide, Owner .....Ide Land and Leasing Company  
👤 Todd Smith .....State of Wyoming  
👤 Kate Sarosy .....Statewide volunteer president for AARP  
👤 Kathy Edwards .....Cadillac Cowgirl  
👤 Brettnee Tromble .....First Interstate Bank  
👤 Randy Pryde .....Movie Palace  
👤 John Huff .....Yellowstone Garage  
👤 Pete Fazio .....Eggington's Restaurant  
👤 Tom Heald .....Wyoming Plant Company



## Online Survey Results

An online survey was widely publicized via traditional and social media, and open to participation between February 12th and March 14th, 2018. The survey was designed to gather feedback and priorities from Casper residents, visitors, employees, and business owners. 147 individuals completed the survey.

### Demographics

#### GENDER IDENTITY

Female: 60%    Male: 38%    No Answer: 2%



#### AGE

17-39: 29%    40-59: 41%    60+: 27%    No Answer: 2%



#### DOWNTOWN/OLD YELLOWSTONE DISTRICT RESIDENT, VISITOR, EMPLOYEE, OR BUSINESS OWNER

Visitor: 42%    Employee: 25%    Business Owner: 26%    Resident: 7%



### Downtown/Old Yellowstone District Employees

Responses: 34

- **Parking Location:** 68% park off street in a private lot; 23% park off street in a public lot or garage, 9% park on street.
- **Typical Parking Experience:** 91% can find close parking in a reasonable amount of time; 9% feel parking is usually not close to their destination.
- **Weekday (M-Th) Parking:** 63% occasionally find it challenging to find parking between 9 a.m. and 3 p.m.; 30% do not find it challenging to find parking.
- **Friday Parking:** 54% occasionally find it challenging to find parking between 9 a.m. and 3 p.m.; 21% do not find it challenging to find parking.
- **Saturday Parking:** 56% do not find it challenging to find parking; 16% find it challenging to find parking after 5 p.m.
- **Sunday Parking:** 61% do not find it challenging to find parking; 35% find it challenging to find parking between 9 a.m. and 1 p.m.
- **Paid Parking:** 79% of downtown employees do not pay to park while at work; 18% pay but their employer covers the cost, and 3% pay for their own parking.

### Downtown/Old Yellowstone District Residents

Responses: 14

- **Overnight Parking:** 64% park off-street in a lot or garage; 36% park on-street.
- **Public Parking:** 54% feel there is enough public parking; 38% do not (8% neutral).
- **Resident Parking:** 54% feel there is enough resident parking; 46% feel there is not.
- **Bicycling:** 43% do not feel downtown is welcoming for bicyclists; 29% feel it is (29% neutral).
- **Walking:** 38% feel downtown is welcoming for pedestrians; 23% feel it is not (38% neutral).
- **Transit:** 23% feel downtown is not well-served by public transit; 15% feel it is (62% neutral).
- **Weekday (M-Th) Parking:** 50% generally do not find it challenging to find parking; 25% find it challenging to find parking after 5 p.m.



- **Friday Parking:** 50% generally do not find it challenging to find parking; 38% find it challenging to find parking after 5 p.m.
- **Saturday Parking:** 50% generally do not find it challenging to find parking; 38% find it challenging to find parking after 5 p.m.
- **Sunday Parking:** 88% do not find it challenging to find parking.
- **Typical Parking Experience:** 50% can find close parking in a reasonable amount of time; 43% feel parking is usually not close to their destination.

## Downtown/Old Yellowstone District Business Owners

Responses: 35

### BUSINESS TYPES

Professional: 43%    Retail: 34%    Service: 14%    Dining/Other: 9%



### BUSINESS SIZE

1-5: 60%    6-10: 20%    11-20: 11%    21-100: 9%



- **Parking for Employees:** 69% provide parking for employees; 20% do not (11% provide parking for some employees only).
- **Employee Parking Location:** 77% tell their employees where to park; 23% do not.
- **Walking Distance:** 74% feel that one block or less is a reasonable distance for their customers to walk and 20% feel two blocks is reasonable (6% do not think about this).
- **Customer Parking:** 54% feel there is typically enough parking for their customers within a reasonable distance; 46% do not.
- **Mode of Travel:** 94% think the majority of their customers arrive by car.
- **Weekday (M-Th) Parking:** 62% think the highest demand for parking near their business occurs between 11 a.m. and 1 p.m., and 19% think the highest demand is after 5 p.m.
- **Friday Parking:** 48% think the highest demand for parking near their business occurs between 11 a.m. and 1 p.m., and 26% think the highest demand is after 5 p.m.
- **Saturday Parking:** 50% think the highest demand for parking near their business occurs between 11 a.m. and 3 p.m. on Saturdays. 23% do not feel there are any high demand times on Saturdays.
- **Sunday Parking:** 50% think the highest demand for parking near their business occurs between 9 a.m. and 3 p.m. on Sundays. 45% do not feel there are any high demand times on Sundays.
- **On-Street Parking:** 51% think customers of area businesses are parking in the on-street parking spaces closest to their business, 26% think it is employees or business owners of area businesses, and 23% think it is a combination of other users.

## Downtown/Old Yellowstone District Visitors

Responses: 61

### FREQUENCY OF VISIT

Regularly: 69%    Occasionally: 29%    Rarely: 2%



- **Mode of Travel:** 87% typically drive downtown, 8% typically walk or bike, and 5% typically use a combination of modes.



- **Finding Parking:** 52% typically find parking within 2 minutes, 36% typically find parking within 3 to 5 minutes, and 12% find it typically takes more than 5 minutes to find parking.
- **Parking Location:** 84% of downtown visitors typically park on-street.
- **Typical Parking Experience:** 70% of visitors can find close parking in a reasonable amount of time, while 26% feel parking is usually not close to their destination.

## All Respondents

- **Biggest Challenges with Parking in Downtown/Old Yellowstone District:**
  - A. Finding an available space that is close to their destination
  - B. Finding an available space quickly
- **Top 3 Preferred Parking Management Strategies within Downtown/Old Yellowstone District:**
  - A. Develop a Downtown Employee Parking Program
  - B. Identify Opportunities for Shared Parking
  - C. Enhanced Enforcement of Existing Parking Rules and Regulations
- **Most Common Suggestions for Improving Parking Management:**
  - A. Enhanced Enforcement (22% of comments)
  - B. Incentivize the Use of Off-Street Facilities (21% of comments)
  - C. Pedestrian Improvements (9% of comments)
  - D. More Public Parking Options (9% of comments)

Appendix 33. documents the detailed results of the parking study on-line survey.

## Stakeholder Priorities and Key Themes

Community members expressed a wide variety of concerns, priority issues, and recommendations related to parking within Casper's Urban Center during the three-month community outreach campaign. Each comment received – both from in-person engagement opportunities and via online efforts – was grouped into one of approximately 30 categories to help identify the issues that represent the key priorities of the community. The following section summarizes First, Second, and Third Tier priorities as a means to help organize the information gathered. During the development of the Urban Center Parking Plan, all feedback received was considered while crafting study recommendations.

### Tier 1 Priorities

Tier 1 Priorities were expressed consistently through a variety of outreach events and within the online survey. Addressing these issues should serve as a key focus of the Urban Center Parking Plan recommendations.

#### Incentivize the Use of Off-Street Facilities

- Consider options to encourage employees to use the parking garage and other off-street facilities rather than occupy on-street parking spaces.
- Costs associated with parking in the parking garage incentivizes employees to park on-street or in private lots, and alternative options should be studied.

#### Enhanced Enforcement

- Current enforcement levels are not consistent enough with inadequate penalties for repeat offenders to serve as an effective deterrent for employees and other long-term parkers.
- Enforcement philosophy should strike a balance that both effectively cites and fines repeat offenders without serving as a deterrent to downtown visitors.



## **Pedestrian Enhancements**

- There is a strong desire among community stakeholders to improve the downtown pedestrian environment including streetscape enhancements, crosswalk treatments to improve safety, and potential consideration for a downtown pedestrian mall.
- Many community members indicated that during special events, visitors are willing to walk several blocks to their destination.

## **Tier 2 Priorities**

Tier 2 priorities were expressed in some form during nearly all outreach activities. While Tier 2 priorities were voiced nearly as often as Tier 1 priorities, there was not always consensus on potential solutions.

## **Additional Public Parking Options**

- While not all community members feel that Casper needs additional public parking in the near-term, a combination of local areas of high demand (2nd Street) and upcoming development projects that will potentially increase demand has led many to feel Casper should begin working to identify areas to add additional parking supply for the future (within 3-5 years).
- Many community members expressed interest in pursuing shared parking arrangements with private lot owners to increase the number of public parking options in downtown.

## **Parking Garage Enhancements**

- There is a perception that the parking garage is dark, challenging to navigate, not welcoming for larger vehicles, and has limited payment options.
- Improved lighting, additional winter maintenance, re-striping to accommodate large and small vehicles, wayfinding improvements, and upgraded access kiosks were all suggested as potential improvements.

## **Clear, Consistent Signage and Wayfinding**

- There is a strong desire among community members for simple, clear, and consistent signage that effectively communicates parking information and regulations (i.e., hours, cost, public/private).
- Many feel that current wayfinding signage is inadequate and does not effectively direct visitors to available parking areas. The one-way streets can add to this challenge.

## **On-Street Regulations, Permits, and Loading Zones**

- Food trucks are popular among some community members while others feel they unfairly occupy limited numbers of on-street parking spaces. The need to address this hot button issue was the only item mentioned during every outreach opportunity, in-person and online.
- Loading zone usage, temporary permits for construction activities, and on-street residential parking restrictions were all voiced as key concerns.
- Clear, consistent, and understandable management of the on-street public parking system was a key desire and common theme.

## **Event Management**

Parking issues tend to emerge during events in Downtown Casper, and consistent event management was expressed multiple times as a priority.

## **Paid On-Street Parking**

- Some community members suggested on-street paid parking as a method to manage parking in areas of highest demand. This approach, if used, should use allow for multiple payment options, multiple time stay options, and should be easy for visitors to navigate and use. This suggestion was tied to the desire of community members to help incentivize use of the downtown garage.



### Tier 3 Priorities

Tier 3 priorities were expressed by at least two or more individuals during outreach activities and should serve as a reference as recommendations are developed. They are presented as community recommendations rather than key themes:

- Update, improve, modify or discontinue the Validation Program
- Analyze the appropriate application for angled vs. parallel parking to maximize limited curb space
- Invest in bicycle improvements such as bike lanes and bike racks
- Invest in improved transit service
- Modify parking spaces to accommodate larger vehicles
- Allow free, unrestricted overnight parking on-street
- Clarify, communicate and consistently apply parking requirements for new developments
- Invest in mixed-use parking/retail rather than a single-use parking structures

### Conclusion

When viewed comprehensively, feedback received from the stakeholder outreach process supports three “big-picture” themes:

1. **Consistent, Integrated Approach to Parking Management:** The most consistent theme expressed through the outreach process was that on-street regulations, off-street public parking options, and enforcement should work together to ensure that employees and long-term parkers understand clearly where to park so that short-term parkers (visitors and customers) are able to quickly and easily find downtown parking. Enforcement should support this approach by focusing on identifying, citing, and collecting fines from repeat offenders.
2. **Clear and Straightforward Signage and Wayfinding:** Available parking options need to be easy to understand and navigate so that all users can easily find parking to meet their needs. This includes on-street parking signs, navigational signs to off-street parking options, as well as signage within the downtown parking garage.
3. **Focus on Enhancing the Pedestrian Experience in Downtown:** Many community members expressed a strong desire to ensure that pedestrians feel safe and welcome in Downtown from the time they park their car until they arrive at their destination. Streetscape improvements, crosswalk enhancements, and additional lighting and winter maintenance within the garage will all help to improve the pedestrian experience and ensure that as Casper grows, the Urban Center feels inviting and welcoming to all.

These themes, along with the supporting detail provided by the tiered priorities, will help to inform the recommendations developed as part of Casper’s Urban Center Parking Plan.

Appendix 34. provides a detailed parking program “Strategic Communications Plan and Implementation Strategy”. Components of the Strategic Communications Plan include:

- Program Brand Development, Messaging and Key Audiences
- Media Tools and Platforms
- Additional Communication Tools and Tactics
- Public Relations
- Communications Plan Implementation Framework
- Staffing and Staff Development
- Annual Communications, Marketing and Stakeholder Engagement Planning
- Media Relations Planning
- Implementation Matrix

Appendix 39 provides strategies for enhancing pedestrian safety in parking environments.





# **Parking Program Management and Organization**

SECTION

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## VII. Parking Program Management and Organization

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### Parking Program Management and Organization

As the parking profession has evolved, several very effective parking system organizational models have emerged. Each of these models has its own strengths and weakness depending on several factors including the parking system's size, degree of development, programs offered, political landscape, community goals, etc. The four most successful and commonly utilized organizational models are:

- A Consolidated (“vertically integrated”) City/District Department model
- The Parking Authority model
- The “Contract” or Business District model
- The Parking District model

There are of course several variations and hybrids of these models, but these are the four primary alternatives commonly seen across the country. Each of these models is detailed in more depth in Appendix 35, but they all have one common factor that contributes to their success: They all address the major problem associated with the “horizontally integrated model” previously described.

When evaluating which organizational option will work best in a specific community, it is important to ask community stakeholders to create a prioritized set of evaluation criteria. A typical list of criteria would include determining which organizational option:

- Best supports economic development
- Best reflects the image and personality of the community
- Is most efficient/cost effective
- Is most customer-friendly
- Is most politically feasible
- Is most focused on the vision
- Is easiest to achieve
- Is most responsive to businesses and stakeholders
- Is most financially viable
- Provides the most effective coordination

Appendix 35 provides detailed descriptions of several parking system organizational models that have shown demonstrated success in recent years. Each organizational model description is illustrated by an example of a specific program based on that model.



## Recommended Program Organizational Option

Kimley-Horn and Associates, Inc. assessed and ranked each of the major models described above. The table below summarizes our organizational options assessment:

City of Casper – Organizational Model Analysis						
	Status Quo	City Dept. Model	BID/DDA Contract Mgmt. Model	Parking Authority Model	Professional Services/Out-Sourced Mgmt. Model	Hybrid
Supports economic revitalization	1	8	8	8	8	8
Most efficient and cost effective	1	7	6	5	8	8
Most customer friendly	2	6	6	6	6	6
Most politically feasible	2	8	3	6	7	8
Most focused on vision	2	7	5	7	7	8
Easiest to achieve	5	6	4	5	5	7
Most responsive to business and DT stakeholders	2	7	6	7	5	7
Most financially viable	5	7	4	6	6	8
Most effective coordination	2	6	4	6	5	5
Provides needed parking management expertise	2	5	5	5	9	9
Best promotes long-term growth	2	8	3	9	7	8
Facilitates intergovernmental coordination	2	7	2	7	6	7
Supports the principal of "Vertical Integration"	2	8	5	8	6	8
Facilitates DT re-branding/ integration with DT master plan goals	2	6	3	6	6	6
Promotes alternative transportation and multi-modal transportation options	1	5	2	5	4	5
Fosters innovation and mission broadening	2	7	3	7	5	7
Effectively identifies and engages with local "community champions"	2	7	4	6	4	7
Ability to recruit or develop the best possible program leader	2	6	3	8	4	6
<b>Total:</b>	<b>39</b>	<b>121</b>	<b>76</b>	<b>117</b>	<b>108</b>	<b>128</b>

### Consultant ranking of estimated effectiveness in achieving category objectives:

1 = Very low level of effectiveness      10 = Very high level of effectiveness



Our recommended approach proposes the adoption of a “hybrid” of several of the organizational models described above in an attempt to account for several key factors that are specific to the current and future conditions in the City of Casper and the Old Yellowstone District. Some of these community specific factors include:

- The size of the community
- The fact that parking management will essentially be a new operational function and that there is a *lack of existing expertise* to manage this discipline
- The desire for improved coordination and collaboration between the City and State (with the pending new State Office Building / campus masterplan)
- The desire to promote the recently adopted Comprehensive Plan
- The desire to leverage parking management as a tool for community and economic development.

The recommended option is described in more detail below:

The rationale for this a recommendation is summarized below:

**The preferred organizational option for the City of Casper merges the following two organizational models:**

- The City Department model
- The Professional Services/ Out-Sourced Management Model

This approach is seen as the best option for the City of Casper for the following reasons:

1. The Professional Services model envisions a small, lean staff that could be housed in the City, preferably in the Community Development department. Part of this recommendation is in recognition that the overall program will be relatively small, reflecting the size of the community and the relative program budget. This option begins small from a staffing perspective, but is scalable over time if needed.
  - A. Initially a program director/manager, with a limited support staff or even shared support staff is envisioned. Depending on how quickly new program initiatives advance (for example if new technology acquisition and deployment are pursued), a “special projects” coordinator may be needed (or this type of position could be evaluated as part of the private parking management contract).
  - B. The program director/manager position should have strong planning, program development and communications abilities. He/She needs to be able to generate trust and confidence in the community and with the City Council and community stakeholders.
  - C. The primary responsibility of the program director/manager, initially, will be program and policy development and assuming the hiring of a private parking management firm (at least initially), he/she will provide contract management and administrative services.
    - i. This would include such items as:
 

<ol style="list-style-type: none"> <li>a. Coordinating with other City departments/functions</li> <li>b. Recommending parking rates/fines and other policies</li> <li>c. Reviewing and approving program operational budgets</li> <li>d. Implementing directives from and reporting to the city administration and City Council</li> </ol>	<ol style="list-style-type: none"> <li>e. Developing an RFP to hire a private parking management firm</li> <li>f. Working with the private parking management firm to develop standard operating policies/procedures in a variety of areas (see Appendix 38 – “20 Characteristics of Effective Parking Management Programs”)</li> </ol>
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See Appendix 40 – Casper Parking Manager Position for more detail on the recommended parking manager position description.



2. The Outsourced management component recognizes that no significant parking management expertise currently exists within City. By engaging a private parking management firm (at least for an initial three-year term) will provide the following benefits:
  - A. Helps ensure that the program gets successfully established
  - B. Provides a base of parking management experience and competence
  - C. Provides the City or County with a built-in advisory function during the early years (all the major private parking management firm will pitch this as a benefit)
  - D. Provides established business practices, tools, forms, policies, procedures, etc. – in essence the private parking management firm can help get all the program operational basics in place more quickly and efficiently than can be done by creating a program from scratch with only internal resources.
  - E. The private parking management firms will provide a robust set of system reporting options including detailed revenue and expense reports, program budgets, maintenance programs, etc.

After the initial three-year term of the private parking management firm, an assessment should be conducted to determine whether the firm has delivered enough value for the parking management fee to be continued or whether the program could be managed exclusively with in-house staff.

3. The Casper Advisory Board envisions a community advisory board made up of 5 to 7 individuals representing different aspects of the community
  - A. Examples of the type of expertise desired for parking commission members might include:
    - i. One county and/or state representatives
    - ii. Multiple City staff representatives. City positions that typically are involved in a parking commission board might include 2 of 3 of the following:
 

<ol style="list-style-type: none"> <li>a. Mayor or City Manager's designee</li> <li>b. City Council member(s) whose districts are represented</li> <li>c. Economic Development Director</li> </ol>	<ol style="list-style-type: none"> <li>d. Planning Director</li> <li>e. Finance Director</li> <li>f. Public Works Director</li> <li>g. Transit Director</li> </ol>
--	--
    - viii. Invested community representatives
 

<ol style="list-style-type: none"> <li>a. Representative of a large employer</li> <li>b. Property owners / Developers</li> <li>c. Business leaders/Merchant's Association leaders, etc.)</li> </ol>	<ol style="list-style-type: none"> <li>d. Representative from the transit agency</li> <li>e. Active transportation advocates</li> </ol>
---	---
4. The new parking program should have a dedicated manager responsible for managing on-street, off-street and parking enforcement functions.
5. All parking revenue streams should be consolidated to support parking as a dedicated enterprise fund.
6. To achieve a more fully integrated parking program, it is envisioned that additional functions will be added over about a five-year period. These additional functions should include:
  - A. A more robust parking planning function (working with City Planning on parking and related transportation issues). There are a number of parking specific planning tools that will be recommended. Parking should also be at the table when issues related to zoning code changes and parking requirements are debated and amended.
  - B. Better integration and collaboration with downtown management and economic development programs. One of the lessons learned from other parking commission models is the extent to which



parking can become a true community partner in terms of downtown revitalization and development efforts. Collaborative program initiatives and participation on boards and committees and generally closer working relationships can generate significant community wide benefits to all parties.

- C. A specific focus on developing programs related to transportation demand management, transportation alternatives and other sustainable transportation program options should be developed over time. In the long-term, the parking program should evolve to adopt a more comprehensive and balanced mobility management function.

## Program Reorganization Action Plan

### Step One: Recruit and Hire a Parking Management Professional

- Develop a parking manager position description and begin recruitment. (See tools and examples provided)
- It is recommended that this position be located within the Community Development Department.

**Note:** while the DDA has been doing an adequate job of managing parking with very limited resources in recent years, we see the need for an increased investment in parking management expertise and resources as a critical element in advancing the parking program to the level at which it can eventually become a self-funding enterprise. An enhanced connection to community/economic development and planning and a more direct interface with other parking related City departments is also seen as critical at this formative stage of parking program development.

- We highly encourage a close and collaborative relationship with the DDA which could include participation on the parking advisory board and could also involve special contracts whereby the DDA is contracted to provide “clean and safe” programs or marketing support for the parking program.
- Ensure that all parking management functions are placed under this single operational entity.
- Establish the parking program as dedicated enterprise fund with all parking related revenue streams.

### Step Two: Engage a Professional Parking Management Firm

- Develop an RFP for parking management services and engage a professional parking management firm to assist in program formation and development for a least an initial three-year term.

### Step Three: Community Engagement and Advisory Board

- Utilize the extensive community feedback on parking issues from this study as the starting point for developing and prioritizing initial program action plans
- Constitute a Parking Advisory Board to provide on-going program development and management feedback
- Meet monthly to craft a program development agenda in association with the new parking manager and parking management firm
- Develop a parking program financial overview summary to be reviewed on a regular basis (See Appendix 22.- Consolidated System Financial Report)
- Use the “20 Characteristics of Effective Parking Programs” framework as the basis for program development. Also reference the International Parking Institute’s “Accredited Parking Program” (APO) documents to inform program development with a long-term goal of achieving IPI program accreditation. (See Appendix 38. - 20 Characteristics of Effective Parking Management and Appendices 3 and 4.)

### Step Four: Action Plan

- Utilizing the “Primary Action Items” list from this study, it is recommended that the new parking manager and parking management firm develop a specific set of “Year One” program development action items. This draft action plan should be vetted through the parking advisory board, City administration (and other impacted departments) as well as City Council to ensure that the program gets off to a strong start.
- See appendix # 9 for a draft “New Parking Manager Integration-Action Plan”



- Refinement and adoption of new parking program's Vision/Mission and Guiding Principles documents will help set the program direction and vision
- Development of a robust and comprehensive set of parking management policies and procedures is a key task for the parking management firm in the first year.

The following section outlines a comprehensive set of internal parking program elements that should be addressed as the program evolves.

### Internal Parking Program – Roles and Responsibilities

The City of Casper parking program should have complete responsibility for the management of all parking related program elements, including the following program components:

- **Off-Street Parking Facility Management** – This includes day-to-day operations of parking facilities (both garage and surface) as well as maintenance, management, marketing, and security of facilities.
- **On-Street Parking Resource Management** – This component includes management of un-metered and potentially metered on-street spaces, which could include commercial districts, transit station areas, and neighborhood areas.
- **Collaborative Management of Private Assets** – This includes working with private sector property and business owners, as well as developers, to define shared or leased parking management agreements, or development plans for public-private partnerships related to parking facility construction. Additional program revenues could potentially be generated by having the Parking Commission manage private parking assets on a shared revenue basis.
- **Parking Enforcement** – Enforcement includes introduction of on-street and off-street parking enforcement, management of citations, collection of violations revenue etc. Adjudication of parking citations should be a function separated from the department that issues the citations.
- **Parking Planning and Policy Development** – This includes developing plans and policies to support the parking program, as well as coordinating with area stakeholders such as businesses, churches, medical campuses, residents, regional transportation districts and local/state transit agencies. Coordination with City planning departments is also an expectation.
- **Special Event and Downtown Management Coordination** – This includes developing plans and coordinating parking management policies and procedures related to special events. A close working relationship between the DDA, local event venues, and other private sector groups that host large events will be required.
- **Technology Acquisition and Management** – This includes the planning, acquisition, management, and maintenance of parking management, revenue control systems, communications, and associated technologies to help manage and support a data-driven program operation. Developing a comprehensive web-based parking management system that can grow and evolve with the program is highly recommended. Coordination with City IT departments as it relates to technology acquisition and implementation is recommended.
- **Operations and Maintenance** – Operations and maintenance includes the overall day-to-day operation of the program's assets and the ongoing routine, preventive, and reactive maintenance needs of the program assets. Outsourcing of day-to day operations to a private parking management firm is recommended as discussed above.
- **Finance and Budgeting** – This includes developing, adapting, and managing annual and program budgets, as well as capital acquisition and ongoing maintenance and management costs. Developing maintenance reserves and parking repair and replacement reserve funds should be a long-term priority. As stated earlier, it is recommended that the parking department will be established as a separate enterprise fund.
- **Mobility/Transportation Alternative Programs** – A longer term goal of the program will be to evolve programs that will include the introduction and management of mobility improvements intended to enhance the transportation system and support an efficient parking and mobility program.

One of the most important actions that needs to be undertaken is the authorization of a parking director/manager position and the recruitment/hiring of a parking director/manager. We highly recommend that the City recruit and hire a high caliber individual that has both parking and transportation management experience and also excellent communications skills, the vision to guide program development and someone who can work well in a team environment.



Parking is more complex and inter-related than many other City functions. Parking can also be very controversial and needs a manager that can generate confidence and trust while also being politically astute. As the department evolves into a more robust, mature program with an expanded scope of services, it is recommended that the parking manager position be reviewed with an eye toward the development of a “Parking Director” or “Parking Administrator” level position. An extensive document has been provided in the report appendices which provides an overview of parking administrator positions from around the country including salary information, examples of program scopes and several example position descriptions.

As the department expands its scope and matures, new potential areas of staff development and recruitment might include “accounting and auditing”, “planning and community education” and “special projects”.

This organizational recommendation also envisions some form of Parking Advisory Council to provide a mechanism for ensuring on-going community engagement and input. The envisioned Parking Advisory Council should attempt to recruit a range of community leaders who are both invested in downtown Casper and have strong business backgrounds to provide sound direction and guidance. Developing some level of authority to affect or at least recommend policy decisions is important to ensure that high quality board members see their role as having value and that they are not merely ceremonial.

A framework should be developed whereby certain “policy-level decisions” are defined as the responsibility of the City Council and more “operational level decisions” are ceded to the Parking Advisory Council and/or parking director/manager. If there are certain policy decisions that the City Council decides should be made only by elected officials, these policy areas should be defined up front.

For a more detailed discussion of organizational options and operating methodologies, please see Appendix 35.



## Parking System Operating Methodologies

### Operating Methodologies

Once a management structure has been determined, operating methodologies are another organizational/management consideration. There are three primary methodologies for operating parking programs. These are:

1. **Self-Operation** The managing entity or owner operates the parking program itself. For example, a downtown parking authority could hire the necessary staff to operate the parking system internally.
2. **Outsourced – Management Contract** The facility owner or managing organization contracts a private parking management firm to handle day-to-day operations and maintenance through a management contract. Through the management contract, the private parking management firm is either paid a fixed management fee and/or a percentage of gross revenues and is reimbursed by the owner for all costs incurred in the operation.
3. **Outsourced – Concession Agreement** The facility owner or managing organization contracts a parking management firm to assume full responsibility for all aspects of the operation, including expenses, and the parking management firm pays the owner a guaranteed amount and/or a percentage of gross revenues (or a combination).
4. A variation on these basic methodologies that is just being introduced in the US parking market is that of parking system “monetization”. A more detailed description of each option is provided in the Appendix 35. - Parking System Organizational Options - Whitepaper.



## Financial Framework and Strategies

### Current Parking Program Review

Parking in downtown Casper is currently managed by the DDA

### Recommended Parking Program Financial Structure

Initially, it is assumed that the new parking program will be funded from the City's general fund. However, the long-term goal will be to develop the parking program as a self-sustaining enterprise fund capable of covering its own operating and maintenance expenses. Ultimately, the program should strive to be able to also cover parking facility maintenance reserves and even future new parking facility development.

For this financial vision to become a reality, the most effective approach would be to implement paid on-street parking. The model below illustrates the revenue generation potential of this strategy; however, it should be noted that the primary objective of paid on-street parking is not revenue generation, but maximizing the utilization of on-street parking for the local businesses that depending on having available and convenient customer parking. This is achieved by managing on-street parking as a short-term, high turn-over parking resource. This fundamental concept should be coupled with the principal that on-street parking rates should ideally be higher than off-street parking rates.

### On-Street Paid Parking Revenue and Capital Expense Model

The following is an overview of a preliminary on-street parking meter revenue projection model. This model was developed with number of key assumptions/variables that can be modified. Key variables include:

- Number of metered spaces in the "meter district area"
- Hours of operation per day
- Number of days per week
- Number of weeks per year
- Hourly parking rate
- Estimated utilization rate

This methodology provides an estimated annual meter revenue per year. The model also estimates projected parking meter equipment capital costs as well as system configuration, installation and training costs and provides an estimated capital investment payoff. The variable elements noted above can be changed in the model and results will flow through the model adjusting the projected parking revenue estimate.

The on-street parking meter revenue projection model provided on the following page estimates first year annual meter revenues of approximately \$471,000.00 with capital equipment costs of approximately \$541,500.00 leading to a first-year net revenue figure of -\$166,000.00. However, the net revenue to the parking program in year number two is approximately \$471,000.00. This level of net revenue should be consistent for the subsequent years, providing a solid base of revenue to parking operations and over time could also fund a range of other new program initiatives and eventually funds to develop additional parking assets.



The following section presents a draft program budget to estimate program operating expenses and other potential revenue sources.

Revenues	Assumptions	Estimated Parking Revenues 2019
Parking Garage Revenue - Monthly/Contract Parking - Transient/Hourly Parking	\$43/space/month- Covered Parking (259 spaces)- 80% Utilization	\$106,915
	\$35/space/month- Business Rate (30 spaces)- 80% Utilization	\$10,080
	\$20/space/month- Uncovered (91 spaces)- 80% Utilization	\$17,472
	\$2 minimum (2 hours)(69 hourly spaces)- 70% Utilization X average fee of \$3 for 250 days per year	\$36,225
	\$1 per hour (after 2 hours)	
	<b>Sub-Total Garage Revenues</b>	<b>\$170,692</b>
Parking Lot Revenue <i>Note: Parking is currently free on weekends and holidays</i>	\$43/space/month- Covered Parking (259 spaces)- 80% Utilization	\$106,915
	\$35/space/month- Business Rate (30 spaces)- 80% Utilization	\$10,080
	\$20/space/month- Uncovered (91 spaces)- 80% Utilization	\$17,472
	\$2 minimum (2 hours)(69 hourly spaces)- 70% Utilization X average fee of \$3 for 250 days per year	\$36,225
	\$1 per hour (after 2 hours)	
	<b>Sub-Total Garage Revenues</b>	<b>\$170,692</b>



## Draft Parking Program Budget



Draft Parking Program Preliminary  
Project Budget Outline  
Apr-18

The goal of this preliminary parking program budget outline is to give a high-level estimation of potential parking program revenues and expenses as well as recommended capital program elements.

		Estimated Parking Revenues	
REVENUES		2019	
Parking Garage Revenue			
- Monthly/Contract Parking	\$43/space/month - Covered Parking (259 spaces) Assumed 80% utilization	\$	106,915.00
	\$35/space/month - Business Rate (30 spaces) Assumed 80% utilization	\$	10,080.00
	\$20/space/month - Uncovered (91 spaces) Assumed 80% utilization	\$	17,472.00
	\$2.00 minimum (2 hours) (69 hourly spaces) Assumed 70% utilization x average		
- Transient/Hourly Parking	fee of \$3.00 for 250 days per year	\$	36,225.00
	\$1.00/hr (after 2 hours)		
	Sub-Total Garage Revenues:	\$	170,692.00
Parking Lot Revenue	\$43/space/month (1st and Center Lot = 55 spaces) Assumed 90% utilization	\$	25,542.00
	Note: Parking is currently free on weekends and holidays		
On-Street Meter Revenue	Based on On-Street Parking Revenue Model proved by KH	\$	470,934.00
Special Event Parking Revenue	Assumes free parking for events	\$	-
Parking Enforcement Revenue	Based on parking citation receivables report from July 2016 - Aug 2017	\$	75,627.00
	Construction, Parkway, School, Loading Zone, Recreational Vehicle, Handicap		
Permitting Fees	permits, etc	\$	5,000.00
	Total Operating Revenue	\$	747,795.00
EXPENSES			
	Parking Administrator Salary (\$60K) and 4 FTEs of parking staff from parking		
Gross Wages	management firm - including a parking manager (\$190K)	\$	250,000.00
Grounds Maintenance	Assumes only parking garage and 1st and Center Lot	\$	3,500.00
Total Insurance	Based on similar programs	\$	10,000.00
Management Fees	Assumes engagement of a private parking management firm	\$	55,000.00
Payroll Taxes	Based on similar programs	\$	3,829.00
On-Street Meter Supplies	Based on similar programs	\$	12,500.00
Postage and Delivery	Based on similar programs	\$	300.00
Printing and Reproduction	Based on similar programs	\$	500.00
Bank Service Charges	Based on similar programs	\$	100.00
Total Professional Fees	Based on similar programs	\$	10,500.00
Staff Development and Training	Based on similar programs	\$	6,000.00
Security	Based on similar programs	\$	28,500.00
Signage	Based on similar programs	\$	2,500.00
Total Supplies	Based on similar programs	\$	5,100.00
Total Utilities	Based on similar programs	\$	36,000.00
	Total Operating Expenses	\$	424,329.00
	Net Results:	\$	323,466.00
RECOMMENDED CAPITAL INVESTMENTS			
Capital Equipment for On-Street Meters	Includes approximate 450 meters, installation, testing, commissioning and system configuration/training costs.	\$	637,000.00
			Estimated pay-back in approximately 1.3 years.
Investment in Mobile License Plate Recognition software and equipment	Based on recent acquisition from a similar municipality	\$	75,000.00
			Estimated pay-back in approximately 2.0 years.
Parking Garage Enhancements Project	Painting facility interiors, equipment upgrades, lighting upgrades, count system, etc.	\$	250,000.00
	Total Estimated Capital Expenses	\$	962,000.00

### Notes on Recommended Capital Investments:

- The revenues from the recommended investment in on-street parking meters are included in the revenue projections.
- The investment in a mobile LPR system to enhance parking enforcement program is expected to improve operational efficiency, citation collections and citation revenues.
- Parking garage enhancements and improved management are expected to improve garage revenues by at least 20%.



## Parking Program Financial Plan Template

As the parking program evolves, the development of a parking program “financial plan” is highly recommended. For municipal parking programs, having a detailed and well-defined financial plan is considered an industry best practice. The program financial plan would ideally address the following major elements:

- Program Overview
- Program Background
- Planning and Policy Framework
- Key Operational Objectives
- Fund Balance and Reserve Policy
- Uses of Parking Revenues Policy
- Debt Policy
- Rates Policy
- Annual Updates

Appendix 37 is a template for developing the recommended parking system financial plan (with sample text for illustrative purposes only).





# **Streetscape Design/Curb Lane Right-of-Way Management**

SECTION

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## VIII. Streetscape Design/Curb Lane Right-of-Way Management

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### Chapter Overview

The purpose of this review of potential “Curb Lane / Right-of-Way Management” strategies is to define the efficient use of downtown curb lane space and improve signage that communicates the uses to the public.

The overall goal of this report chapter is:

Whether the use is for public parking, transit, loading, passenger vehicles for hire, food trucks, or valet parking, the City of Casper desires to enhance the downtown experience for all users of the curb lane. The following elements are included in this document:

- Definitions for curb lane priorities for specific curb uses in downtown
- Guidance and schematic recommendations for communicating regulatory messages and
- Recommended curb lane operational configurations

For this review, there are three distinct groupings of streets and curb uses, including:

Evaluate curb lane usage in the downtown area to develop a more consistent approach to signage, parking, enforcement, and management, resulting in a more inviting and appealing downtown experience.

1. **Core Streets** – including most of the streets within the Urban Center study area
2. **Residential Streets**
3. **Remaining Streets** – those streets not covered by the first two categories

### Proposed Street Type Priorities

The following draft priority listings were developed by the consultants to ensure that uses are applied appropriately and that the intent of the street network is properly administered. These priorities were developed with current conditions in mind; however, as the City evolves, these priorities should also evolve to reflect their changing importance in downtown and the Old Yellowstone District. Consistent with current urban design approaches, the primary priority on all streets should be the pedestrian experience. The goal of these strategies is to promote a “park once” mentality that transforms all drivers entering downtown into pedestrians once they reach their first destination. While the pedestrian experience does not necessarily occur in the curb lane, management and design decisions should support the fact that all streets need to enhance the pedestrian experience.



Signature Street	Primary/Secondary Street	Residential Street
<ol style="list-style-type: none"> <li>1. Transit Operations</li> <li>2. On-Street Parking</li> <li>3. Loading (Passenger, commercial, taxi/TNC, valet, etc.)</li> <li>4. Traffic Capacity</li> </ol>	<ol style="list-style-type: none"> <li>1. Transit Operations</li> <li>2. Traffic Capacity</li> <li>3. On-Street Parking</li> <li>4. Commercial Loading</li> <li>5. Passenger Loading</li> </ol>	<ol style="list-style-type: none"> <li>1. Parking (residents)</li> <li>2. Transit Operations (on the periphery)</li> <li>3. Residential Loading</li> </ol>

### Curb Lane Street Type Priorities

The primary method for restructuring and defining the curb lane uses in the downtown is through the development of Curb Lane Street Type Priorities, which present specific guidelines and recommendations for various uses along the curb. The following descriptions provide a general overview of recommendations for the various curb uses.

#### On-Street Parking

- On-street parking uses should be grouped consistently throughout Downtown – future curb lane management decisions should try to keep on-street parking consistently focused on the center block, unless some other use (i.e. transit loading) takes precedent on that block.
- The City should evaluate the use of short term parking, or “Customer Convenience Zones” in areas adjacent to commercial uses that require a higher level of turnover.
- The City should explore implementing paid on-street parking to better manage parking demand, prioritize short-term parking use, and influence parking turnover.
- If the City chooses to implement new meter technology in the downtown area in the future, parking occupancy and revenue data collected throughout the year (from the new on-street parking meters) should identify areas of higher occupancy and continue to expand the paid parking coverage area.
- The City should also consider redefining its parking violation fine structure, to provide more leniency to first-time or occasional offenders, while being more aggressive toward habitual violators.

#### Transit

- A vehicle parked at a bus stop should receive a fine similar to a traffic obstruction fine during peak hour (\$50 + tow).
- To minimize potential conflicts, bus stops should be located closer to the center of the block. Signage should be used to regulate “Stopping or Standing” at a bus loading area.
- It is recommended that the local transit system evaluate ridership data and look to potentially combine bus stops where fewest boarding’s are currently occurring.

#### Commercial Loading

- It is recommended that commercial delivery businesses buy an annual or temporary loading zone permit in various classes to provide several choices to suit their operational needs. The permit system would include multiple tiers, with each tier providing a greater level of flexibility for the user.
- In conjunction with this tiered permit system, the City will need to implement stricter and more punitive fines related to parking violations in a commercial vehicle loading zone.
- The City should also add a handful of strategically placed “long-term” loading zones, that would allow for longer delivery times (two to three hour durations). This application could also potentially apply to “Food Trucks” or



other special uses.

#### **Passenger Loading – Taxis / Transportation Network Services (TNCs - Uber/Lyft, etc.)**

- Taxis and TNCs should be restricted from parking in paid parking spaces while on-duty or
- Loading/unloading passengers.
- To provide a greater range of options for taxi/TNC vehicles, nighttime use of Commercial Vehicle Loading Zones should be restricted to taxi/TNC or valet use.

#### **Passenger Loading - Valet**

- Valet stands are a special use and should be located on the sides of blocks. In the event that transit is not present on the block, valet stands should be located as close to the center of a block face as possible, to minimize traffic and pedestrian impacts. The City should continue to try to minimize valet operations to one per block face where possible.
- If valet parking programs are implemented in Casper, the City should consider collecting an annual application fee of \$200 per valet operation, additional fees should be collected to monetize the valuable curb space that is being utilized by valet services, especially if the City implements on-street paid parking operations.

#### **Residential Permit Parking**

- Block faces on residential streets should be set up to maximize on-street parking, to the benefit of the adjacent residents. Loading should be interspersed throughout for larger deliveries, but most residential level deliveries can occur in short term parking spaces. Taxi and valet stands should be prohibited in residential areas.
- Because there are a limited number of on-street spaces throughout the entire downtown, it is recommended that the City adopt a policy where downtown residents may park in on-street spaces with a permit. On-street residential permits should note any potential restrictions such as for snow plowing, street cleaning, etc.

#### **Vehicular Capacity**

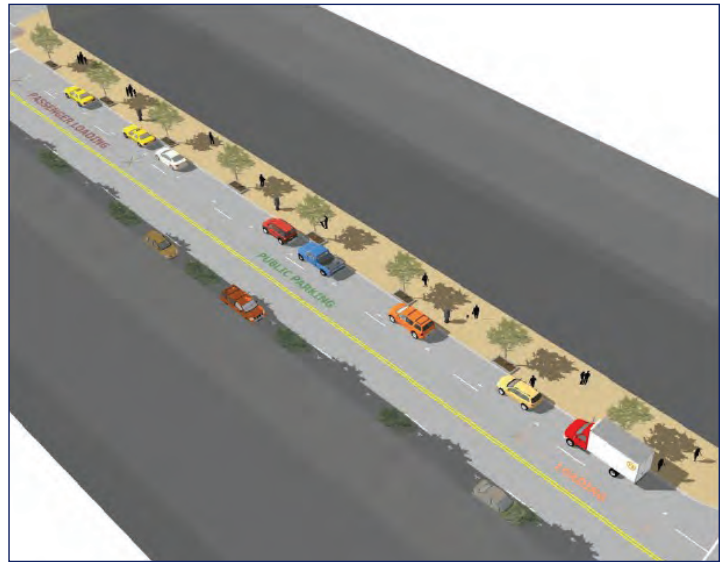
- If vehicle capacity becomes an issue (peak period traffic congestion), it is recommended that peak hour parking restrictions be placed only on streets near the downtown core and secondary streets where there is unacceptable vehicular congestion.



## Standard Block Face

Based on the street priority recommendations defined for the curb uses, block face templates were defined for the downtown area, including a standard block face and a residential street block face.

These block face templates were designed to provide the City with a starting point when evaluating new street configurations or development plans. This combination will provide guidance and the tools to evaluate and implement curb lane management strategies for any number of developments. Shown to the right, is an oblique aerial view of the standard block face template, which centrally groups the on-street parking for the block, buffered by commercial and passenger loading. The commercial loading is purposely placed on the entering side of the curb lane to provide better access for delivery vehicles.



## Signage Recommendations

Conceptual level signage examples were developed as part of the study process. The conceptual level example signs were developed using MUTCD (Manual on Uniform Traffic Control Devices) guidelines, but were further adapted to meet the unique constraints of the downtown environment. Three approaches were developed and are further described below.

The three approaches to the signage concepts include:

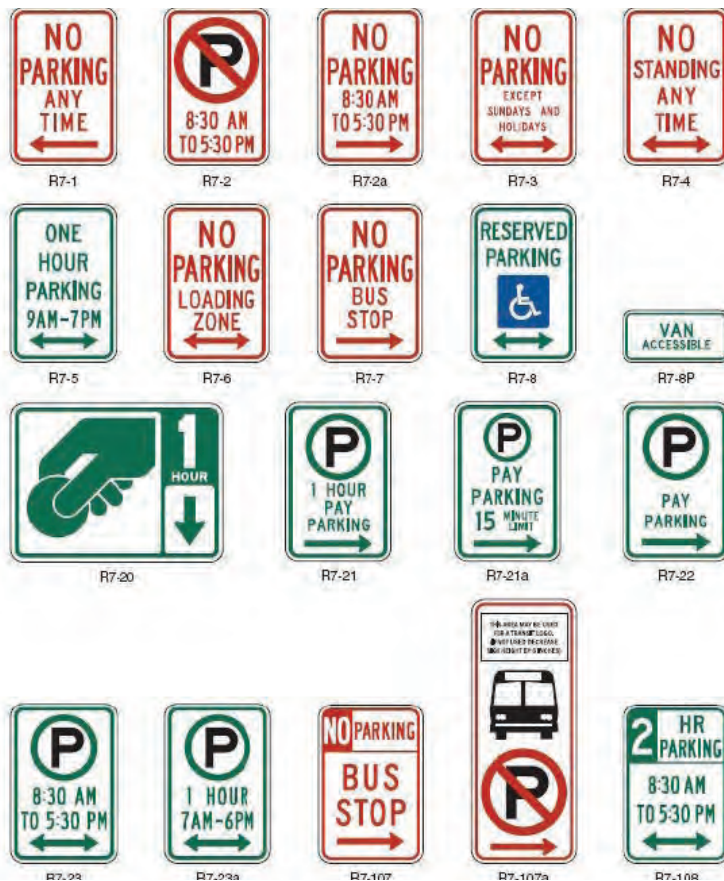
1. **Standardization Approach** – This basic approach uses MUTCD guidelines and standards to provide a more consistent approach to regulatory messaging. This approach standardizes signage and cleans up conflicting messaging and varying sign types throughout downtown.
2. **Graphic Symbol** – utilizing symbols to represent recurring uses along the curb, such as commercial loading, taxis, or buses. The use of symbols (supported by text) creates an easier to understand curb-side environment, including for out-of-town motorists or visitors from another country.



3. **Timeline Approach** – this approach is specific to curb lanes that have multiple uses throughout a given day. The timeline approach uses the human tendency and instinct to respond to temporal and chronological data to present the regulatory messages in a way that is easier to comprehend, learn and follow, especially when implemented consistently throughout a large area.



## Manual on Uniform Traffic Control Devices – Parking Signage



The MUTCD, a document issued by the Federal Highway Administration (FHWA), specifies standards for traffic signs, road surface markings, and traffic signals. Guidelines include shapes, colors, and fonts used in regulatory signage.

Specifically related to parking and curbside signage, MUTCD Sections 2B.46 – 48 provide general guidelines for regulatory signage. The general guidelines are stated as: Signs governing the parking, stopping, and standing of vehicles cover a wide variety of regulations, and only general guidance can be provided here. The word “standing” when used on the R7 and R8 series of signs refers to the practice of a driver keeping the vehicle in a stationary position while continuing to occupy the vehicle.

The MUTCD does not provide specific regulations related to parking signage, but rather general guidelines that should inform the development of regulatory messages and signage. Some of the general guidelines found in the document include:

### Signage Design/Regulatory Messages

- The legend on parking signs shall state the applicable regulations
- Parking signs should display the following information from top to bottom, in the order listed:
  - The restriction or prohibition
  - The times of day it is applicable, if not all hours, and
  - The days of the week it is applicable, if not every day
  - If colors are used for color coding of parking time limits, the colors green, red, and black should be the only colors that are used.
- Parking signs shall comply with the standards of shape, color, and location
- Where parking is prohibited at all times or at specific times, the basic design of the parking sign shall have a red legend and border on a white background
- Where only limited-time parking or parking in a particular manner are permitted, the signs shall have a green legend and border on a white background
- Where parking is prohibited during certain hours and time-limited parking or parking in a particular manner is permitted during certain other time periods, the red Parking Prohibition and green Permissive Parking signs may be designed as follows:
  - Two 12 x 18-inch parking signs may be used with the red Parking Prohibition sign installed above or to the left of the green Permissive Parking sign; or
  - The red Parking Prohibition sign and the green Permissive Parking sign may be combined to form a landscape sign on a single 24 x 18-inch sign, or a vertical sign on a single 12 x 30-inch sign.
- The words NO PARKING may be used as an alternative to the No Parking symbol. The supplemental educational plaque, NO PARKING, with a red legend and border on a white background, may be used above signs incorporating the No Parking symbol.
- To make the parking regulations more effective and to improve public relations by giving a definite warning, a TOW-AWAY ZONE plaque may be appended to, or incorporated in, any parking prohibition sign.
- Where parking spaces that are reserved for persons with disabilities are designated to accommodate wheelchair vans, a VAN ACCESSIBLE plaque shall be mounted below the handicap sign. The handicap sign shall have a green legend and border and a white wheelchair symbol on a blue square, all on a white background.

**Note:** “Signage Pollution” (over signage) is a potential concern. In cities where we have recommended this approach, the goal is to typically reduce the number of total signs and provide signage which is simpler and more understandable to the occasional user.

### Paid Parking

- If a fee is charged for parking and a mid-block pay station is used instead of individual parking meters for each parking space, pay parking signs should be used. Pay Parking signs should be used to define the area where the



pay station parking applies. Pay Station signs should be used at the pay station or to direct road users to the pay station.

- If the pay parking is subject to a maximum time limit, the appropriate time limit (number of hours or minutes) shall be displayed on the Pay Parking and Pay Station signs.

#### **Directional Guidance**

- If the parking restriction applies to a limited area or zone, the limits of the restriction should be shown by arrows or supplemental plaques. If arrows are used and if the sign is at the end of a parking zone, there should be a single-headed arrow pointing in the direction that the regulation is in effect. If the sign is at an intermediate point in a zone, there should be a double headed arrow pointing both ways. When a single sign is used at the transition point between two parking zones, it should display a right and left arrow pointing in the direction that the respective restrictions apply.
- As an alternate to the use of arrows to show designated restriction zones, word messages such as BEGIN, END, HERE TO CORNER, HERE TO ALLEY, THIS SIDE OF SIGN, or BETWEEN SIGNS may be used.

#### **Signage Placement, Orientation, and Placement**

- When signs with arrows are used to indicate the extent of the restricted zones, the signs should be set at an angle of not less than 30 degrees or more than 45 degrees with the line of traffic flow in order to be visible to approaching traffic.
- Spacing of signs should be based on legibility and sign orientation.
- At the transition point between two parking zones, a single sign or two signs mounted side by side may be used.
- If the zone is unusually long, signs showing a double arrow should be used at intermediate points within the zone.
- If the signs are mounted at an angle of 90 degrees to the curb line, two signs shall be mounted back to back at the transition point between two parking zones, each with an appended THIS SIDE OF SIGN supplemental plaque.
- If the signs are mounted at an angle of 90 degrees to the curb line, signs without any arrows or appended plaques should be used at intermediate points within a parking zone, facing in the direction of approaching traffic. Otherwise the standards of placement should be the same as for signs using directional arrows.
- To minimize the number of parking signs, blanket regulations that apply to a given district may, if legal, be posted at district boundary lines.

It is recommended that a current traffic and regulatory signage review be conducted to document current conditions, issues, inconsistencies, etc. Recommended signage categories for organizational purposes include:

- General Signage – No Parking, etc.
- No Parking – With Restrictions
- Taxis and Limousines
- Loading Zones
- Passenger Loading Zones
- Parking Allowed
- Neighborhood, Convention Center or Event Venue Parking



## Curb Lane/Right of Way Management Recommendations

The following section provides the core recommendations for the various curb lane uses throughout downtown. These recommendations are intended to drive implementation and management decisions.

These strategies are built from existing policies, best management practices from peer cities, and creative strategies that intend to further define the curb uses and provide a more consistent and comprehend-able curb lane experience.

### On-Street Parking

Throughout downtown, the most predominant curb use and type is on-street parking. This use makes up the majority of the available curb space, which is appropriate because it is the most sought after and utilized curb use throughout the downtown business district. In the previously defined curb space priorities, on-street parking is considered to be one of the primary priorities, only behind transit operations and pedestrian/vehicular experience (depending upon street type). For Casper, it is recommended that a primary goal should be to maximize the amount of on-street parking capacity. Many of the recommendations in this section are focused on that desire.

On-street parking should be regulated in a manner that provides accessible and convenient spaces, with logical structure, signage, regulation, and payment options (if on-street paid parking is implemented. As an example, it is not feasible to have short duration parking in the same area as longer duration parking, because motorists could confuse the two, leading to unwanted enforcement issues or an unsatisfying downtown experience.

The following sections provide recommendations related to the location, orientation, regulation, and application of on-street parking throughout downtown.

#### Block Face Location

Because of the abundance of on-street parking throughout downtown, it is difficult to define a specific location for on-street parking along the curb face. In an ideal setting, on-street parking would be the central use along a block, buffered by loading zones or taxi stands. However, in some locations it may be necessary to locate on-street spaces at the end of a block to account for transit loading or commercial vehicle loading. In other locations, especially in evening operations, it may be necessary to locate on-street parking on the end of blocks, buffering valet parking operations.

Of all the curb uses identified in this document, on-street parking needs to remain the most flexible in its location and placement. **However, one constant that should be applied throughout downtown is to provide similar groupings of on-street spaces.** Short duration parking (e.g. 30 minute limits) should not be included within the same block that has mostly two-hour parking. Similarly, passenger loading, commercial vehicle loading, and taxi stands should not be placed in the center of on-street parking sections. Rather, these uses should be located to buffer on-street uses from the intersection. The application and location of on-street parking should be decided based on adjacent land uses and competing curb lane needs.

#### Orientation

Throughout downtown, parking is primarily oriented parallel to the curb face. This is a factor of available right-of-way and road space, which is not likely to change dramatically as downtown continues to evolve. **As development and redevelopment continues to occur, parallel parking should remain the orientation of choice.** This provides for varying uses throughout the day (e.g. on-street parking to vehicular capacity during peak hours), and allows for the most efficient movement of transit throughout the area. The City should be aware of alternative parking orientations which could be considered in new or redeveloped locations, either as a means to provide additional parking capacity or street traffic calming. For those areas of downtown considering traffic calming or road conversions, other methods may be appropriate based upon the available street right-of-way (such as the configuration of Second Street).



## Time Limits and Restrictions

The use of time limits and restrictions is a tool used to enact turnover and circulation within parking spaces, providing greater access for adjacent retail throughout the day. Within downtown, the time limits are generally two hours or less. **Generally, this policy is appropriate and should be maintained throughout the community. However, in certain locations, especially with a higher influence of “short-term” retail stores (e.g. coffee shops, dry cleaners, take-out food), the City could consider using short term Customer Convenience Zones to provide a larger capacity of parking that turns over quickly.**

By implementing a shorter duration time limit, such as 30 minutes rather than two hours, a parking space could turnover sixteen times in an eight-hour period, rather than four times. If an average shopping trip takes 30 minutes and an average purchase level is \$5, a retailer could make an additional \$60 per day, or a little more than \$15,000 per year. Conversely, on the fringe areas of downtown, where parking utilizations are lower, the City could consider providing longer term parking based on demand.

## Parking Rates

In an ideal parking system, on-street parking rates are set higher than the off-street rates to entice motorists to direct long-term parking trips into off-street parking facilities.

If on-street paid parking is implemented in the downtown business district, the recommended meter rates would be \$1 per hour, putting on-street and off-street rates into the proper relationship and encouraging both on-street space turnover and off-street parking utilization.

## Technology

It is recommended that the City consider implementing pay-by-plate meter technology to make the on-street retail parking more available to short-term users. **In addition to implementing new pay station technology, the City should consider some additional add-on features for its on-street system, both to enhance customer service and operations.**

The first is the addition of a pay-by-cell phone feature, connected to the new pay stations. This feature provides an additional payment option for consumers, and can serve to lower transaction fees for credit card transactions, as those fees are generally passed on to the consumer in a pay-by-cell phone system. Many current pay-by-cell systems require little to no infrastructure or capital cost for the City.

Additional technology options could include the use of smart phone applications or in-car navigation systems to direct motorists to available parking, and to communicate changes to curb lane restrictions.

## Enforcement

From an enforcement standpoint, the following recommendations should be implemented in an effort to enhance enforcement operations.

- Apply additional training to enforcement officers regarding city-specific information related to events, attractions, and general downtown knowledge and orientation. This recommendation is intended to have enforcement officers serve as ambassadors to promote the downtown and provide assistance for visitors.
- Adding Saturday as an additional enforcement day
- Extending current enforcement times to 6pm
- Renewing focus on expired meter violations
- Rotating enforcement officers to different beats on regular intervals
- Utilizing License Plate Recognition software to actively seek out scofflaws



Fine Number	Violation Rate
1 <sup>st</sup> Violation	\$25.00 or warning
2 <sup>nd</sup> Violation	\$30.00
3 <sup>rd</sup> Violation	\$35.00
4 <sup>th</sup> Violation	\$40.00
5 <sup>th</sup> Violation or higher	\$50.00 + booting (motorists must pay all outstanding tickets to get boot removed)

The City should also consider redefining its parking violation fine structure, to provide more leniency to first-time or occasional offenders. By providing a tiered parking violation structure, first-time offenders are warned of potential violations and the citation is used more for education than enforcement. Higher tiered violations would be more substantial, and would be aimed at curbing habitual violators and scofflaws. An example fine structure is shown in the table to the left.

### Electric Vehicle Charging Stations

A new application in on-street parking is the provision of electric vehicle charging stations.

The use of on-street parking for electric vehicle charging stations is a relatively new concept in the United States, with San Francisco, CA being one of the first implementers. In the picture to the right, vehicle charging stations require a specific permit for parking privileges.



If the City begins to consider these charging stations, special thought needs to be given to time limits, parking charges, and vehicles restrictions. Initially, the use of this technology may be low and the City can operate the spaces like any others in downtown. However, as demand for these spaces increases, the City will need to restrict usage to electric vehicles that are charging only. Enforcement of these spaces should include a fine high enough to deter regular vehicles from parking in the space (~\$50).

As the City reviews time limits for these spaces, it may need to expand beyond the traditional two-hour limit to allow for sustained charging operations. However, the City should not allow unregulated parking by charging vehicles, as some parkers will take advantage of the free service for numerous hours. The City should work with the charging system vendor to identify appropriate time limits that allow for suitable charging without losing the space to a lone charger for an extended period. As with all other spaces, electric vehicle charging spaces should be subject to peak hour restrictions and associated fines and towing.



## Transit

General recommendations and standards for locating transit stops along the curb lane in downtown were developed in response to passenger loading/unloading priorities. The provision of efficient transit operations and reliable service to passengers promotes multi-modal operations, sustaining Casper's growth as a dynamic "park once" City. Because vehicles illegally parked or encroaching onto stop locations are detrimental to transit operations, these vehicles should receive heavy fines. A vehicle parked at a bus stop should receive a fine similar to a traffic obstruction fine during peak hour (\$50 + tow). The space markings and signage should clearly communicate this message to motorists.

The locations of bus stops are important to system operations. Locating stops close to intersections is recommended for transit operations. To minimize potential conflicts bus stops should be located at the ends of the block to the extent practicable.

## Passenger Loading – Taxis/TNCs

The growth of TNCs is and a wide range of alternatives uses for curb-lane real estate (bike corrals, dedicated car share spaces, parklets, passenger loading zones, bus stops, etc.) is causing a reprioritization of curb lane usage policies nationwide. Existing policies in Casper do not prohibit taxis from stopping or standing in on-street parking spaces, which is an issue when a private vehicle cannot park on the street because a taxi is using the space. The following are recommended additions to the existing taxicab policy, which are based on the parking needs in downtown.

- No vehicle shall stop, stand or park a vehicle other than a taxi in a taxicab stand.
- Taxis shall not stand or park on any street at any place or parking space other than in designated taxicab stands except while actually engaging in the expeditious loading and unloading of passengers.
- Taxis/TNCs will be allowed to utilize curb space in commercial loading zones after 6pm, when commercial loading restrictions are no longer effective.
- Separating taxi/TNC operations from other users along the curb allows for better curb management practices while still providing space for passenger loading. In addition, it is not always necessary to provide taxi/TNC parking along every block since not every land use requires the need for taxi/TNC services.
- When taxi/TNC stands are required on a block, it is recommended that they be located at the end of blocks, near intersections, to provide a buffer for pedestrians utilizing on-street parking spaces or transit passengers loading and unloading. This is consistent with the recommended placement of commercial loading zones, which taxi/TNC can utilize after 6pm, and will reduce confusion about where taxis are allowed to stop or stand on the street.
- Creating dedicated taxi/TNC stands and locating the stands near intersections will clean up the curbside use and provide adequate service to downtown patrons. Furthermore, these recommendations will reduce conflicts with competing uses and illegal queuing by taxis/TNCs.



## Passenger Loading – Valet

We are not aware of any existing policies related to valet operations in Casper, but as the downtown becomes more active with new restaurants and other attractions, the desire to provide valet services is likely to grow. The following draft valet parking recommendations are provided should the need arise in the future.

### Location and Limitations

- Valet stands should be located at or near the center of a block face, where vehicular queuing is less likely to impact traffic operations at nearby intersections.
- Centralized placement of valet stands will minimize conflicts and create uniformity in Uptown. Using a centralized location also allows multiple valet stands to be combined, serving several businesses on one block face.
- Building upon this centralized approach, valet stands should be restricted to one operation per block face, which should limit the pedestrian and traffic flow disruption. More importantly, limiting to one valet stand per block will minimize the number of on-street parking spaces removed for valet transfer.

### Valet Fee Structure

It is recommended that the City collect an annual application fee of \$200 per valet operation, additional fees should be collected to monetize the valuable curb space that is being utilized by valet services, especially if the City implements paid parking operations. Suggested fees include both Operations and Parking Obstructions:

**Operations Fee** - The Operations Fee would require the valet companies to pay a basic fee to operate a valet stand in downtown. This fee would be collected annually and would be paid for per valet stand. If a valet company operates multiple stands in downtown, a premium price would be paid for the first stand and reduced fee would be assessed for additional stands.

**Parking Obstruction Fee** - The Parking Obstruction Fee would require the valet parking operator to pay for the valuable on-street parking spaces that would be removed for valet services. This fee is intended to encourage the valet operators to efficiently utilize the curb space and minimize impacts to on-street parking. The parking obstruction fee would be assessed annually and be paid for per removed space. An example of the fee schedule can be found below:

FEE TYPE	ANNUAL COST*
Application Fee	\$200
Parking Obstruction	\$250 per space
Operational Fee	\$50
Each additional location	\$10 per additional stand

*These fees are examples only and are primarily based upon fees used in Austin, Texas. If adopted, these fees should be studied and potentially adjusted to be based on the Casper market.*



## Residential Permit Parking

At some point in the future, the City of Casper may need to develop a residential parking permit program for the neighborhoods in or near to downtown. Urban Center residents desire to park near or adjacent to their homes, often in public on-street spaces.

### Block Face

When determining how a block face should look on residential designated streets within the downtown area, on-street parking should be the first priority to serve residents. Taxi and valet stands should be prohibited on residential streets, because their use and operation is detrimental to the residential nature of the areas.

### Residential Permit Policy

The residential parking permit policies may vary per residential area. This is due to the varying demands for parking and special event conditions within each location. Some areas have denser residential development. Other areas are impacted by special event conditions from various venues.

Most residential parking permit areas charge a very modest fee for permits (just enough to cover the program's cost (often as low as \$15 / year). Please see Appendix 28 for a whitepaper on developing a residential parking permit program.

### Standardized Block Layout

The intent of this block face configuration is to provide on-street parking capacity, centrally located and grouped for easy location by downtown users. The parking is buffered by loading zones, both commercial and passenger (taxi in this example). Under this example, the City can use one Pay-by-Space pay station, while also minimizing signage.



## Residential Streets



The intent of this block face configuration is to provide residential permit parking capacity. Residential loading operations would take place in the on-street parking spaces, given the less common nature of this type of loading. Residential loading could mean home delivery, move-in/move-out procedures, and passenger loading and unloading.



### Second Street Pilot Project

The implementation and phasing of the curb lane study recommendations will need to occur over time, as development and redevelopment needs dictate. However, one of the recommendations of this study is to conduct a pilot project of recommendations along Second Street.

The following elements should be considered for inclusion in the Second Street Curb Management Pilot Study

- **Curb Management** – implementation of specified curb lane use priorities
- **Policy and Enforcement Practices** – implement prescribed approaches to commercial vehicle loading, taxi stands, transit operations, and food truck practices.



The following categories further describe the intended application:

- **Commercial Vehicle Loading Zone Practices** – implement annual or temporary commercial vehicle loading classes on an area wide basis.
- **Passenger Loading Practices** – for taxi/TNC operations, implement restrictions on an area wide basis to gauge their effectiveness.
- **Signage and Messaging** – the signage recommendations outlined in this chapter should be implemented along signature and secondary streets in the downtown business district, including the timeline signage (where appropriate) and the standardized approach to parking signage.

#### **Pilot Program Implementation Strategies**

Second Street is a key retail area of the downtown. Many of the curb lane management recommendations could be tested on an incremental basis. Note everything should be done at once, but testing out of new parking signage concepts, commercial and vehicle loading zones, parking enforcement practices, etc. could be done as distinct test cases. These “pilots” should be done with the advance knowledge and input from local area business and their feedback should be an integral part of the pilots when testing new concepts and applications.

Another example of a priority project that could involve the community might be a design competition to incorporate art into the public parking garage as part of a garage enhancement project. Local artists could be invited to develop mural projects or other creative ideas on garage walls. The winning designed would be commissioned as a public art project.



## Parking Design Guidelines

A requested element of the request for proposals for this project was a set of parking garage design guidelines. This document was developed for the Casper Area MPO and the City of Casper as a guide for future parking structure design in Downtown Casper. It contains information to help developers and designers incorporate parking structure components into proposed projects. The concepts presented will help produce functional, well-designed and patron friendly parking structures that will become valued infrastructure elements for the Downtown. The concepts are presented so that common design mistakes can be avoided by being addressed early in the design process. The document is based on Kimley-Horn's internal Guidelines for Functional Parking Design and should be periodically updated to reflect state-of-the-art parking design practices and principles. Please see Appendix 26 for these design guidelines.





# **Parking Management Strategies / New Parking Program Implementation Plan**

SECTION

**9**



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## IX. Parking Management Strategies / New Parking Program Implementation Plan

### 20 Characteristics of Effective Parking Management Programs

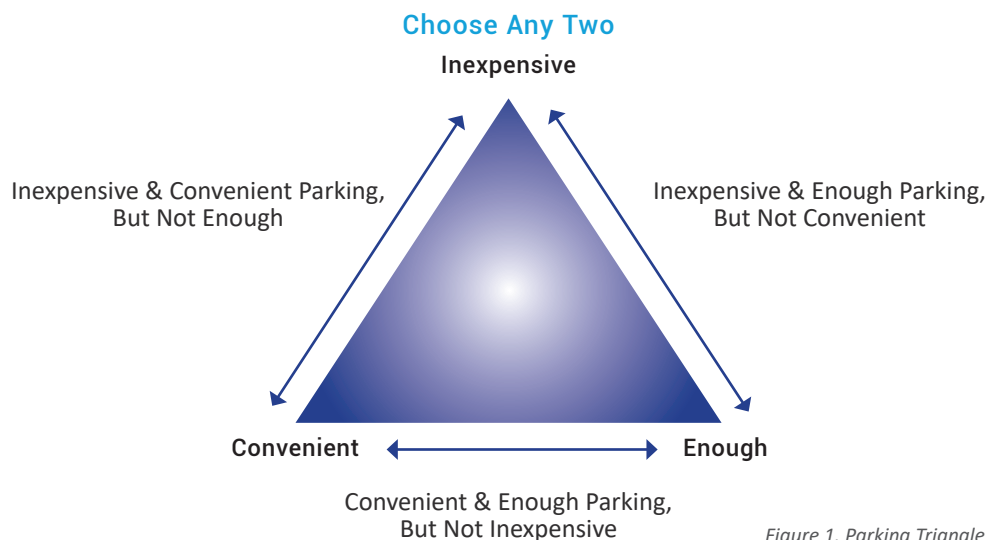


Figure 1. Parking Triangle

#### Introduction

There is one element common to every study and every downtown - parking is always a source of frustration and contention. It is amazing how emotional an issue parking can be. This is because it affects people so directly. Think about it – how many other areas involve issues of personal safety/security, finance, convenience, wayfinding, accessibility and customer service? Because parking creates the first and last impression of your community, one question we will address is: How can that “parking experience” best be managed? We’ll get back to that question shortly.

An interesting truism about parking is illustrated in the graphic below.

Everyone wants three things when it comes to parking:

1. They want there to be plenty of it
2. They want it to be very convenient and
3. They want it to be inexpensive (and preferably free).

Unfortunately, you can have any two, but not all three. This ushers in the need for a policy decision. If you choose to have inexpensive and convenient parking you will likely not have enough. This option may be acceptable if you want to use the lack of spaces as part of a demand management strategy to encourage the use of transportation alternatives.

If you choose to have inexpensive and enough parking it will not be very convenient. With this choice, you may be adopting a strategy that utilizes less expensive remote parking supported with shuttle operations (at least for employees).



If you choose to have convenient and enough parking, it will not be means you have chosen to develop structured parking. The national municipalities is based on our “20 Characteristics of Effective Parking Programs” approach. ranges from \$5,000 to \$8,000 per space. Above grade parking structure of Effective Parking Programs” approach. space. Below grade parking can range between 1.5 to 2 times the cost dependent upon soil conditions and other factors. Another consideration utility, maintenance and security costs are significantly higher with s

In urban environments, the choice is most often made to have “convenient and enough” parking. This strategic decision and the significant capital investment it requires, creates the need to assure that these investments are well managed and responsive to the communities they serve.

Based on our work evaluating numerous parking systems of various sizes and complexity across the country, Kimley-Horn has identified a set of 20 Characteristics, that when combined into an integrated programmatic approach can provide the basis for a sound and well managed parking system. We’ve found that the twenty characteristics provide a solid foundation for communities who are working to manage parking in a way that balances convenience, availability and cost.

A parking system that has all twenty of these characteristics, as listed at right and discussed in detail below, is well on its way to being in a class apart from the majority of parking systems. The ultimate goals are a system that provides professional management, understands the role it plays in contributing to the larger objectives of the downtown or shopping district and is responsive to the community to which it serves.



## Summary

The importance of parking as one of the most visible and often controversial elements of a downtown's infrastructure is often underestimated. Parking, when well-managed, can be a key component in attracting and supporting new development and is essential to sustaining healthy and vibrant downtowns.

### "Charting the Right Course"

Based on our experience with similar sized communities, the Kimley-Horn project team drafted a preliminary set of program goals and guiding principles.

The purpose of these program goals and guiding principles is to establish a strategic framework upon which to build a new parking management plan for the City of Casper. Included in this section are the following elements:

- A draft vision statement
- A draft mission statement
- Draft Guiding Principles

The overall parking program recommendations were developed to support this draft program vision / mission and guiding principles.

#### **Draft Vision Statement:**

"The Casper parking program will strive to develop a superior, customer-oriented parking system, responding to the current and future needs of parkers, including visitors, employees, employers, and property owners through active planning, management, coordination, and communications."

"The Casper parking program shall be considered an integral component of the community's economic development strategies and programs."

#### **Draft Mission Statement:**

"The Casper parking program is committed to enhancing the parking experience for the City's customers and stakeholders. Parking policies, planning, and programs will effectively support the community's strategic goals and objectives."



## Recommended Guiding Principles

The goal in crafting these guiding principles for the parking program is to develop a comprehensive approach to parking management for the City of Casper that will provide an integrated, action-oriented, and accountable system of parking and access management strategies that supports, facilitates and contributes to a sustainable and vibrant community. These principles are strategic in nature, responsive to the needs of the community and aligned with the larger community's strategic and economic development goals.

These parking program Guiding Principles will encourage the use of parking and other transportation resources to support and facilitate priority economic development goals and serve prioritized user groups. They will also serve as a foundation for near and long-term decision-making relating to parking management and development in the downtown.

### Draft Guiding Principle Categories:

1. Organization/Leadership
2. Community and Economic Development
3. Leveraging Technology
4. Planning /Urban Design
5. Effective Management/Accountability
6. Customer Service Orientation
7. Communications/Branding /Community Education
8. Accountability/Financial Management
9. Integrated Mobility Management
10. Sustainability

A statement better defining each the ten draft guiding principles is provided on the following pages.

### Guiding Principle #1 – Organization/Leadership

**The parking management program will be “vertically-integrated” with responsibility for:**

Managing on-street parking

- Managing City owned off-street parking
- Coordination with privately owned off-street parking
- Parking enforcement/citation management and adjudication
- Parking planning and development
- Transportation demand management

Consolidating the various parking functions under a single entity will establish a consolidated system that is action-oriented, responsive, and accountable with improved coordination and operating efficiencies.

Recruiting a strong leader is a key element for success. The organization leader must have strong vision and communications skills, specialized parking and planning expertise, and be capable of educating other community leaders, stakeholders and private sector partners on the importance and relevance of a strong parking management organization. Strong general management and financial program development skills are also required.



## Guiding Principle #2 – COMMUNITY and ECONOMIC DEVELOPMENT



**The Casper parking management system will be guided by community and economic development goals and City Council adopted policy directives that are the result of collaborative processes between Parking program staff, other agencies and involved stakeholders.**

The Casper parking program will use its resources to promote mixed-use and shared-use parking strategies as well as promoting alternative transportation modes through the creation of incentives, partnerships and programs to attract private investment; this will include reviewing and updating existing city parking requirements, as appropriate.

The Casper parking management program will assume a leadership role in developing public policies that support parking and mobility management as a key element of the downtown economic development strategy.

It is envisioned that the Casper parking management program will work in partnership with City economic development, the Casper DDA and other entities actively engaged in community and economic development work in the downtown. The addition of City's new parking management focus in economic development projects will encourage the leveraging of strategic parking development as a significant tool to promote targeted and prioritized development projects in downtown.

## Guiding Principle #3 – Leveraging Technology

**The Casper parking management system will be an adopter of technology solutions to enhance customer service and parking information options.**

A key goal is to make parking less of an impediment to visiting the downtown and more of an amenity.

Technology will be leveraged to streamline and simplify access to parking and will be a key parking management strategy. Another key technology related goal is to enhance the efficiency and effectiveness of parking management staff and programs.

## Guiding Principle #4 – Planning / Visioning/ Policy/ Urban Design

**The Casper parking management system shall have an active and comprehensive planning function.**

The Casper parking management system will be included in all strategic development and transportation planning efforts. The parking management system will work with City planning staff to review and evaluate parking zoning requirements, the development of parking design standards that promote good urban design principles related to parking structures and mixed-use projects, and the creation of transit oriented development parking standards.



Effective parking planning will mean an improved understanding of parking supply/demand conditions on an on-going basis, and ultimately the development of parking infrastructure that will enhance and better support the community strategic goals and urban design.

**The vision of an enhanced planning and policy development function will be pursued on multiple levels.**

Parking management strategies and programs should support and compliment other access modes as a means to better facilitate the accessibility and user-friendliness of downtown Casper as a preferred regional destination. Resources shall be effectively planned and managed to promote and support multiple access modes into and around the downtown. Primary access modes include automobile, transit, bike/motorcycle and pedestrian users.

Well-defined parking facility design criteria, parking related streetscape enhancements and effective integration of signage and wayfinding elements are all areas that this principle will promote. Parking management will work toward developing a parking system that continues to be self-supporting and sets aside funds for maintenance reserves and future capital asset funding.

### **Guiding Principle #5- Effective Parking Management/Accountability**

**The Casper parking management system will strive to be a forward thinking, “best-in-class” parking program.**

The Casper parking management system should anticipate future patron needs in the context of community and economic development and other planning initiatives and seek to integrate supportive parking and multi-modal access strategies as appropriate.

Evaluation of other parking management best practices and new technologies should occur on an on-going basis. Effective facility maintenance, infrastructure reinvestment and other system management fundamentals will be routinely addressed. Emphasis will be placed on enhancing parking facility appearance, maintenance, safety and security, regardless of facility ownership. The parking management system will promote standards to encourage comprehensive and pro-active facility maintenance and security plans.

Facility maintenance reserves and other maintenance best practices will be encouraged in the City-owned facilities. Publicly available parking facilities marketed through the Casper parking management system will agree to a community developed set of parking facility standards. Participating facilities will be routinely monitored.

Parking facilities will incorporate public art and creative level identification/theming to enhance the parking experience for their patrons and make parking facilities more navigable and inviting.

### **Guiding Principle #6 – Customer Service Orientation**

**Parking will promote the City of Casper as a desirable destination for workers, businesses, shopping, dining, and recreation by making parking a positive element of the overall community experience.**

The Casper parking management system will strive to develop and coordinate private and publicly owned parking facilities that are clean, convenient and safe.

Parking enforcement staff will present a friendly and professional appearance and receive on-going customer service and community ambassador training.

Ongoing goals of the parking management organization will include: Responsiveness to community needs, openness to fresh ideas and active participation in community planning and events.

One major goal of the Casper parking management system is to create a parking program that will be easy for the visitor to understand and to access. This will be accomplished through the use of common branding and marketing,



an integrated signage plan, validation programs, a web-based information clearing house, special events programs, etc.

Management of the on-street parking system will be enhanced over time through investments in new technology and more customer friendly parking enforcement policies.

The Casper parking management system should aim high and strive to achieve a Best-In-Class parking program. All aspects of the City parking should reflect an understanding of what the customer desires in terms of a positive and memorable experience. After a few years, it is recommended that the Casper Parking program work toward achieving “accreditation” through the International Parking Institute’s “Accredited Parking Organization” (APO) program.

Special programs to address retail enhancement initiatives, shared-use parking, employee parking, special/large events parking, etc. will be developed. These programs will be developed in a collaborative manner and designed to support larger community goals and objectives.

### **Guiding Principle #7 – Communications/Branding/Marketing and Community Education**

Parking management programs and facilities will be developed to function as a positive, marketable asset for the City of Casper.

Parking management strategies and programs will be cross-marketed to promote the City as a unique and visitor-friendly regional destination. Parking availability shall be well publicized to enhance the perception of parking as a positive element of the community experience. Reinvestment of parking resources back into the downtown will be promoted. The Casper parking management system will develop an effective branding program.

In addition to web-based information, the Casper parking management system will develop educational materials on topics such as: parking development trends, parking safety tips, etc. The organization will also promote discussion with parking facility owners/operators on topics such as facility condition assessments, maintenance program development, parking management best practices, etc.

City parking programs and information shall be well promoted and marketed. The Casper parking management system will work closely with the Casper DDA, and the City’s Economic Development department and other community agencies/stakeholders to promote, educate and market parking programs.

### **Guiding Principle #8 – Accountability / Financial Management**

**The parking system will strive, over time, to be financially self-supporting and accountable to stakeholders.**

Parking management will work toward developing a parking system that is self-supporting and sets aside funds for maintenance reserves and future capital asset funding.

By aligning approved parking revenue streams from on-street, off-street, enforcement, (and potentially special assessment fees and fee-in-lieu programs), it is possible to develop a parking system that self-funds all operating and maintenance expenses, facility maintenance reserves, planning studies and future capital program allocations. A consolidated parking revenue and expense statement should be developed to document all parking related income streams and expenditures to give a true accounting of parking finances.

### **Guiding Principle #9 – Integrated Mobility Management**

**The Casper parking management system will support a “Park Once” philosophy and a balance of travel modes, including bus, vehicular, bicycle and pedestrian, to meet community-wide access goals. Parking strategies and initiatives will be coordinated and aligned with the Casper Land Use and Transportation Plan.**



The parking management plan will promote a “park once” strategy that uses parking supply efficiently and emphasizes “linkages” to other forms of transportation.

The parking program will be a supporter and potentially a funding partner for a variety of transportation demand management programs and transportation alternatives that promote improved community access and a more sustainable parking and transportation program.

### Guiding Principle #10 – Sustainability

**Initiatives to promote more sustainable and efficient operations will be actively pursued.**

While initial program funding may have to come from City general funds for program staffing and initial capital equipment acquisitions, implementation of “paid on-street parking”, if pursued, will provide the program with a new source of revenue capable of providing a sustainable funding source to get the new program up and running.

“Green” strategies that can result in more efficient use of parking facilities and provide other benefits, including reduced congestion and pollution, improved transportation choices, more efficient land-use, and improved streetscape aesthetics.

A more comprehensive discussion of the “20 Characteristics of Effective Parking Programs” can be found in Appendix 38.

## Primary Action Items

### Introduction

The following actions are necessary first steps toward developing an enhanced parking program for the City of Casper. These initial steps are needed to establish the new management structure and to begin to upgrade the systems and staff capabilities needed to achieve the goals of providing a more customer focused, sustainable and self-supported parking program for the community. This required investment is needed to provide the parking program with the tools needed to effectively manage the system. These initial steps will also support the primary goals of enhancing customer services and economic development by making downtown more appealing to businesses wishing to relocate or to remain downtown. All the stakeholder feedback to date agrees that an effective public parking system is an important element in the revitalization of Downtown Casper.

Many of the recommendations and concepts presented in the Parking Strategic Plan may be unfamiliar to some readers and may require more detail to be completely understood. In an attempt to keep the main report document as concise as possible, we have provided a series of Appendices to provide more background on some topics, including tools to aid in program implementation such as sample agreements, sample manuals, supporting articles and whitepapers, policy recommendations, process checklists, etc. At relevant points within the strategic plan, notes are provided to refer the reader to a specific appendix item.

A discussion of each set of Primary Action Items follows on the next page.



## Primary Action Item #1: Adopt New Program Vision and Mission Statements and Recommended Parking Program Guiding Principles, Hire a Parking Management Professional (or engage a parking management firm), Create a Parking Advisory Board and Implement Parking Management Best Practices

This report identified the need for well-defined vision and mission statements and related program “Guiding Principles” relative to parking and provides recommended vision and mission statements as well as a comprehensive set of guiding principles as the basis of a new program strategic framework.

It is recommended that the City shift the responsibility for parking management from the DDA to a City department function within the Community Development department and hire an experienced Parking Manager (and possibly engage a private parking management firm). The new program manager should work collaboratively with the City’s Planning Department and recommended “Parking Advisory Board” to review and refine these draft documents and adapt them as needed the basis of new parking program strategic plan.

To further promote program development, a document containing an extensive collection of Parking Management Best Practices and large set of appendices (Parking Management Toolkit) has been provided as part of this study. It is recommended that these documents be used as resources to identify additional program enhancements going forward.

### Primary Responsibility:

New City Parking Program, City of Casper Community Development Department/MPO

### Key Partners:

Related City Departments and a new Parking Advisory Board

### Time-frame:

Complete by May 2019

### Supportive Documents/Tools Provided:

Appendix 18. Sample Parking Administrator Position Description

Appendix 9. New Parking Manager Integration-Action Plan

Appendix 27. Parking Management Best Practices

## Primary Action Item #1

- Adopt New Program Vision and Mission Statements and Recommended Parking Program Guiding Principles
- Hire a Parking Management Professional (and possibly engage a parking management firm)
- Create a Parking Advisory Board

*and*

- Implement Parking Management Best Practices

Review the Parking Management Best Practices document (Appendix 27) and other tools provided to identify additional program enhancement going forward.



## Primary Action Item # 2: Begin a process to evaluate investment in New On-Street and Off-Street Parking Technology

One of the primary strategies to make downtown parking more visitor friendly, improve operational efficiencies and enhance parking revenues is to upgrade the parking system's technologies.

Developing a parking management technology master plan to provide a web-based parking management platform that is capable of providing the latest customer services and revenue/access control functionality is highly recommended. Appendix 17 provides a parking technology overview and a peer cities review for more detailed information related to current technologies and specific management applications in similar municipalities with more advanced parking management programs.

Implementing paid on-street parking is a well-documented best practice and would help the City address several issues identified in the course of this study. However, on-street paid parking is somewhat controversial and if pursued will require significant additional public outreach and planning. It has been documented in many cities across the country that implementing new "smart parking meters" (either multi-space or single-space credit card enabled meters) improves customer parking availability on-street through increased parking turnover and provides an important funding source to pay for future parking system capabilities in terms of staffing, technology (such as mobile LPR enforcement systems, etc.) as well as funding for parking structure maintenance and repair work.

Pay-by Cell Phone/Mobile Apps are additional payment options that the City should consider due to the very tangible customer benefits that these options provide.

The Parking program should develop an RFP process for new parking technology and potentially on-street meter acquisition as a first step to developing a practical set of parking management functions and new customer service offerings. This should be followed by a thorough analysis of what the City can afford in terms of its initial investment and based on the projected revenue increases, lay out a defined plan to continue system upgrades going forward. Consideration should also be given to alternative purchasing strategies such as equipment leasing or other special offers such as lease-to-own or partnerships where by equipment is provided at no or reduced cost based on a sharing of system revenues.

The latest on-street meter and enforcement technologies include features that enable improved operational efficiencies and enhanced revenues by automating the citation issuance process, improving citation collection ratios (through better documentation), reducing the need for daily meter collections (just-in-time-collections), reduced number of meters (if multi-space meters are chosen), enforcement route optimization based on improved management data from the meters, etc.

The introduction of this new technology will also come with some increased costs related to communications fees,

### Primary Action Item #2

- Begin a process to evaluate Investment in New On-Street and Off-Street Parking Technology

Upgrading the parking system's technologies is a key strategy to make downtown parking more visitor friendly, improve operational efficiencies and enhance parking revenues.

On-Street parking enforcement and meter technology have the greatest potential for achieving the stated goals above.

Pay-by-Cell Phone/Mobile Apps are another payment options that provides very tangible customer benefits.

The introduction of new technology will also come with some increased costs. Increasing on-street parking rates in conjunction with the technology upgrades is recommended.



credit card and cell phone transaction charges, etc. To help defray these new system costs, setting initial on-street parking rates to \$1.00/hour is recommended. This move will also help keep on-street and off-street rates in proper alignment (on-street, short-term parking rates should be higher than off-street rates). A white paper on the latest on-street parking technologies is provided as a resource to support this action item.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City Clerk's Office, City Finance, IT and Purchasing Departments, Parking Advisory Board, City Administrator, City Council

**Time-frame:**

Parking Technology RFP issued by the 2nd Qtr. 2019,  
New Technology Implementation Strategy completed by the 4th Qtr. 2019  
Implementation 1st quarter 2020

**Supportive Documents/Tools Provided:**

Appendix 17. On-Street Parking Technology Whitepaper  
Appendix 27. Parking Management Best Practices  
Appendix 23. License Plate Recognition/Park+ Whitepaper



### Primary Action Item # 3: Leverage Parking as a Community and Economic Development Strategy and Develop a Comprehensive Parking Planning Function

Link parking planning to larger community and economic development initiatives.

Review Appendix 10 - A white paper on the topic of "Parking as an Economic Development Strategy" for more specifics.

Review Appendix 7 - For example guidelines for using parking as an economic development strategy.

Recommended parking planning activities include:

- On-going monitoring of parking supply/demand and land use data on a facility/lot specific basis.
- Documentation of lot/facility utilization on a regular periodic basis will allow the parking program to better manage existing resources as well as plan for future parking needs.
- Consider investing in a GIS-Based Parking Demand modeling software (Park+).
- Recommended new on-street parking meters will also provide the parking program with improved management and system utilization data. However, simply having the data is not enough. It must be collected, tracked and analyzed for it to be of value from a planning perspective.
- Beyond parking data collection and analysis, the on-going assessment of potential long-term parking development sites, the creation of a parking lot and structure design guidelines (See Appendix 26 for provided design guidelines) and the development of a parking specific capital projects list are all parking specific planning efforts that are expected from an effective parking program.

Parking and transportation are important support systems that are most effective when specific programs, policies and philosophies are aligned with a larger downtown master plan. Incorporating this Parking Strategic Plan with any updates to the Downtown Strategic Plan is highly recommended.

#### Primary Responsibility:

New City Parking Program, City of Casper Community Development Department/MPO

#### Key Partners:

City Planning, City Finance, City Administrator, City Council

#### Time-frame:

Develop a list of prioritized parking planning action items by July 2018.

#### Supportive Documents/Tools Provided:

Appendix 10. Parking as an Economic Development Strategy  
Appendix 5. Developing a Retail Support Strategy  
Appendix 7. Guidelines for Parking as an Economic Development Strategies  
Appendix 1. Recommended Reading List for Parking Professionals  
Appendix 20. Tax Increment Financing Whitepaper  
Appendix 16. Parking In-Lieu Fees Whitepaper

### Primary Action Item #3

- Leverage Parking as a Community and Economic Development Strategy
- Develop a Comprehensive Parking Planning Function

On-going monitoring of parking supply/demand on a facility/lot specific basis is encouraged.

Documentation of lot/facility utilization on a regular periodic basis will allow the Parking Authority to better manage existing resources as well as plan for future parking needs.



#### Primary Action Item # 4: Improve utilization of the existing parking garage (Wolcott and Center Streets) by investing in needed repairs/recommended upgrades.

An “aesthetic assessment” of the Casper parking garage was conducted in 2009 by Paul D. Mack, P.E. of Parking Consultants, LLC. We agree with most of the comments and recommendations of this limited assessment.

We are aware that some limited improvements in garage lighting have been implemented, but recommend that complete lighting system upgrade to new LED lighting be funded in conjunction with a project to paint the garage interiors white be prioritized.

A strategy of addressing the “First 30 Feet” of each parking facility is a recommended first step in showing some immediate progress. Key elements of the “First 30 Feet” approach include:

- Cleaning and painting
- Add/improve facility identification signage review/consolidation
- Adding “Welcome” and “Thank You” messaging at entrances and exits
- Enhanced lighting
- Landscaping

Other specific garage enhancement recommendations include:

- Paint the interior of the garage white
- Paint interior stair and elevator lobbies
- Upgrade garage security equipment with Code Blue or similar equipment.
- Review and improve entry/exit, wayfinding and rate signage. (A system developed by PictoForm provides well-designed, low maintenance parking garage signage and is recommended for consideration.
- Remove unnecessary, repetitive or “negative tone” signage (“No Trespassing” signs)
- Develop garage level theming “super graphics” as a tool to add color and visual interest to garage. (See Appendix 32 “A New Canvas - Wayfinding Graphics and Art to Enhance Parking Facility Design”
- Protect drainage pipes with protective guards
- Enhance garage exterior with an architectural treatment, enhanced lighting and facility identification signage.

Beyond the physical facility improvements noted above, it is recommended that a review of the current parking allocation of spaces within the garage be conducted

#### Primary Responsibility:

New City Parking Program, City of Casper Community Development Department/MPO

#### Key Partners:

City Engineering and Public Works Departments, City Finance Department, Casper Police Department

#### Time-frame:

Develop a garage enhancement action plan by September 2018.

Complete garage enhancement action plan by July 2019

#### Primary Action Item #4

- Improve utilization of the existing parking garage by investing in needed repairs/recommended upgrades

Enhance the existing facility by making it clean, safe, attractive and easy to access and pay.

Complete lighting system upgrade to new LED lighting in conjunction with a project to paint the garage interiors white.

Adopting the “First 30 Feet” strategy for each parking facility is a recommended first step to show some early progress.



**Supportive Documents/Tools Provided:**

Appendix 32. "A New Canvas - Wayfinding Graphics and Art to Enhance Parking Facility Design"

Appendix 36. "Poetry in Parking" Creativity in Parking Management from Eugene, OR

**Primary Action Item # 5: Develop a Proactive Facility Maintenance Program Including Regular Facility Condition Appraisals, Prioritized Facility Rehabilitation Plans and the Creation of Parking Facility Maintenance Reserves**

Maintaining clean, safe and attractive facilities is a core function of any parking program and has a significant impact on the perception of the program and the community it serves.

An important aspect of the City of Casper parking program will be a well-defined and effective long-term parking facility maintenance strategy. The development of an on-going and proactive facility condition appraisal process and prioritized facility rehabilitation program should be a high priority.

Review past records and determine the last time a structural condition appraisal has been conducted on City-owned parking structures. Review actions taken to date. Begin with the older structures and work forward as the newer facilities should have less structural issues. For facilities that have not had a condition appraisal in the past 5 years, schedule an appraisal in 2018. Use these formal engineering appraisals to identify and prioritize a maintenance and facility rehabilitation plan.

Another important dimension of a parking facilities maintenance program is to create a specific "maintenance reserve fund" program. Parking facilities are made of concrete and concrete deteriorates over time requiring significant investments in on-going maintenance and periodic restoration. Deferring maintenance will only cost the system more over time and without an effective program of routine maintenance and the setting aside of dedicated maintenance reserve funds; the likelihood of serious deferred maintenance leading to even higher maintenance and facility restoration costs is much more likely. Typical parking facility maintenance reserves are in the \$50.00 - \$75.00 per space per year range.

The maintenance plan should be in conformance with National Parking Association guidelines. A recommended parking facility maintenance scope and schedule are provided as Appendices 13 and 14.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City Engineering and Public Works Departments, City Finance Department, Redevelopment Authority, City Finance, Parking Advisory Board

**Time-frame:**

Develop a comprehensive facility maintenance plan by September 2018.

Conduct facility condition appraisals as noted above.

Develop a policy regarding maintenance reserves by 3rd Qtr. 2018

**Primary Action Item #5****• Develop a Proactive Facility Maintenance Program**

Enhance the facility maintenance program. Make clean, safe and attractive facilities a signature element of the parking program (and the downtown overall)

Development of an on-going and proactive facility condition appraisal process and prioritized facility rehabilitation program should be a high priority.

Create a specific "parking maintenance reserve fund" program.



**Supportive Documents/Tools Provided:**

Appendix 13. Parking Facility Maintenance Manual

Appendix 14. Parking Facility Maintenance Schedule

**Primary Action Item #6: Develop a New Parking Program Brand and Marketing Program including significant on-going community outreach strategies**

Develop a strong and consistent parking program identity and brand, which includes visual identity, program mission, vision, core values, investment in new communication pieces, collateral, etc.

Develop a strategic communication plan designed to improve overall parking program communications with its wide range of community stakeholders (See recommended strategic communications plan in this report). Community outreach cannot be a one-time investment. Stakeholders and citizens should be continually engaged and asked for their feedback on major policy and programmatic decisions to help build trust and “show” that the City is taking citizen feedback into account.

Partner with existing organizations, like Casper Downtown Alliance on marketing campaigns to help combat the perception that downtown is vacant, unsafe and/or underutilized.

Develop consistent standards for parking program branded facility signage and wayfinding to help guide customers to parking options.

Train staff and parking program spokespeople on customer-focused internal and external communications procedures.

Develop an enhanced parking program website. Keep parking information current.

Leverage social media to improve community feedback and information dissemination.

Consider the development of Annual or Bi-Annual Parking Report. An example of a parking program annual report is provided in Appendix 8 and an annual report template is provided in Appendix 2.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City Communications Department, City IT Department, Casper DDA

**Time-frame:**

See the Strategic Communications Plan section of this report for guidance on timing.

**Supportive Documents/Tools Provided:**

Appendix 8. Parking Annual Report from the Missoula Parking Commission

Appendix 2. Parking Annual Report Template

**Primary Action Item #6**

- Develop a New Parking Program Brand and Marketing Program including significant on-going community outreach strategies

Specific goals of this recommendation include:

- Improving the parking programs image
- Providing easier access to parking information
- Providing enhanced overall communications with key stakeholder groups and the public at large
- Promotion of parking facility utilization



## Primary Action Item # 7: Invest in Training and Staff Development with a Goal of Mastering the Fundamentals of Parking System Management and Operations

The Casper Parking System is being developed from the ground up. This provides exciting opportunities avoid many common mistakes made by parking programs that have evolved over time.

A significant investment in staff training is recommended.

It is highly recommended that the new parking manager join the International Parking Institute (IPI) and attend the annual IPI conference. It is also recommended that the new parking manager engage with regional parking and transportation associations. Involvement in the International Downtown Association (IDA) is also recommended as this can help ensure that the new parking manager is well acquainted with not only parking technical issues, but also downtown management and development strategies.

A new program offered by the International Parking Institute is called the "Accredited Parking Organization" or APO. The APO program provides a structured program assessment and accreditation process for municipal and other institutional parking programs. Since the Casper program is just getting started, it may take a few years to achieve accreditation, but the program structure and assessment matrix is a valuable tool and process in and of itself. A document providing an overview of the APO program is provided in the report appendices.

Strategically invest in the use of consultants for technical expertise especially in the areas of new technology specification and more complex issues such as zoning and parking requirements reform and new facility planning and development.

### Primary Responsibility:

New City Parking Program, City of Casper Community Development Department/MPO

### Key Partners:

City HR and Training Departments

### Time-frame:

On-Going. Recommend attendance to the 2019 IPI Conference & Expo

### Supportive Documents/Tools Provided:

Appendix 38. 20 Characteristics of Effective Parking Programs  
Appendix 9. New Parking Manager Integration-Action Plan  
Appendix 1. Recommended Reading List for Parking Professionals  
Appendix 5. Developing a Retail Parking Support Strategy  
Appendix 27. Parking Management Best Practices Toolbox  
Appendix 15. Parking Garage Security Whitepaper  
Appendix 30. Valet Parking Program Development  
Appendix 24. IPI Emergency Preparedness Manual

## Primary Action Item #7

- Invest in Training and Staff Development

In developing a new parking program, there is always a steep learning curve and a need for investment in staff training and personnel development.

A significant number of educational papers and tools has been provided in the appendices to help with this process.

Join the International Parking Institute, the International Downtown Association and regional parking and transportation associations.

Invest in Peer City Program visits to learn from other programs and to develop a network of professional peers that can be called upon from time to time.

Participate in the IPI's APO program accreditation process.

Utilize the APO program structure as another program development tool.



Appendix 29. Smart Parking Policies and TDM Strategies  
 Appendix 28. Residential Parking Permit Programs Whitepaper  
 Appendix 26. Parking Facility Design Guidelines  
 Appendix 16. Parking In-Lieu Fees Whitepaper  
 Appendix 31. KH TDM Quick Guide

### Primary Action Item # 8: Expand the Scope of the Parking Program Over Time to be More Supportive of Alternative Modes of Transportation and Embrace More of a "Mobility Management Philosophy"

Downtown would benefit from increased investment in alternative modes of transportation.

The trend in the industry is to embrace a more holistic and integrated approach to parking and transportation – an "Integrated Mobility Management Strategy".

Another important dimension to this recommendation is to be aware of the need to balance both the supply and demand sides of the parking and access equation. Building public parking is extremely expensive and leveraging alternative transportation and transportation demand management (TDM) strategies can reduce the need for additional parking over time.

TDM program elements support the Guiding Principle for Sustainability and a more balanced parking and transportation program.

Other strategies in this area that are being supported by parking systems around the country include: community bike-share programs, car-sharing programs, shared mobility innovations, bike racks and lockers, and traditional TDM strategies such as park and rides, preferential parking for car and van-pools, telecommuting, etc.

It is recognized that this is not the immediate priority for the City of Casper, but it is an important element and should be incorporated into the long-term program development strategy.

#### Primary Responsibility:

New City Parking Program, City of Casper Community Development Department/MPO

#### Key Partners:

MPO, Transit agency, Bike advocate programs, City Planning

#### Time-frame:

Longer-Term Strategy

#### Supportive Documents/Tools Provided:

Appendix 29. Smart Parking Policies and TDM Strategies  
 Appendix 31. TDM Quick Guide  
 Appendix 27. Parking Management Best Practices Toolbox

### Primary Action Item #8

- Expand the Scope of the Parking Program over Time to be More Supportive of Alternative Modes of Transportation and Embrace More of a "Mobility Management Philosophy"

Embrace a more holistic and integrated approach to parking and transportation—an "integrated Mobility Management Strategy".  
 Leverage alternative transportation and Transportation Demand Management (TDM) strategies to reduce the need for additional parking over time.  
 TDM program elements support the Guiding Principle for Sustainability and a more balanced parking and transportation program.



### Primary Action Item # 9: Assess the Current Parking Enforcement Program Using the Tools Provided. Invest in Mobile License Plate Recognition Technology.

To assist in a more thorough review and evaluation of the parking enforcement program, Kimley-Horn has provided the City with two significant tools to aid in this process:

- The first is a parking enforcement program audit checklist (Appendix 11)
- The second is a sample parking enforcement officer manual (Appendix 12)

These tools should be reviewed and customized to better define and enhance the current parking enforcement program.

- Consider investing in a Mobile License Plate Recognition system to improve parking enforcement consistency, efficiency and effectiveness. (See Appendix 25 – A whitepaper on License Plate Recognition)

#### Primary Responsibility:

New City Parking Program, City of Casper Community Development Department/MPO

#### Key Partners:

City Police Department, City IT Department

#### Time-frame:

Conduct reviews by May 2018

#### Supportive Documents/Tools Provided:

Appendix 11. Parking Enforcement Program Audit Checklist

Appendix 12. Sample Parking Enforcement Officer Manual

Appendix 23. Whitepaper on License Plate Recognition

### Primary Action Item #9

- Assess the Current Parking Enforcement Program Using the Tools Provided
- Invest in Mobile LPR Technology

Use the provided parking enforcement officer handbook and parking enforcement program audit checklist to better define and enhance the current parking enforcement program. Consider investing in a Mobile License Plate Recognition system to improve parking enforcement consistency, efficiency and effectiveness.



## Primary Action Item # 10: Establish the parking program as a separate enterprise fund and combine all parking related revenue streams into this fund.

One of the big advantages that the City of Casper has the opportunity to leverage is the nearly “blank slate” that currently exists related to program organizational and financial structuring.

By aligning all related parking revenue streams into one parking enterprise fund, the City has the potential to achieve one of the most important goals of any parking program – the ability to create, over time, a truly self-supporting enterprise that can cover all its own operating and maintenance funding, the creation of parking maintenance reserves and ultimately the funding of future parking facility capital development projects.

Parking revenues from the following sources should contribute to the parking enterprise fund:

- Off-street parking revenues
- On-street parking revenues (if/when applicable)
- Parking enforcement revenues
- Special event parking revenues
- Parking management fees for management of private facilities (if applicable)
- Future parking fee-in-lieu revenues (if applicable)
- Future parking assessment district revenues (if applicable)
- Policies should be developed to define the appropriate use of parking revenues. Generally speaking, the following priorities are recommended related to the approved use of parking revenues:
  - Operations and maintenance
  - New technology acquisition
  - Parking facility maintenance reserves
  - TDM and mobility management support initiatives
  - New facility capital investments
  - Downtown vitality support
  - Contributions to the General Fund

### Primary Action Item #10

- Establish the parking program as a separate enterprise fund and combine all parking related revenue streams into this fund.

By aligning all related parking revenue streams into one parking enterprise fund, the City has the potential to achieve one of the most important goals of any parking program – the ability to create a truly self-supporting enterprise that can cover all its own operating and maintenance funding, parking maintenance reserves, and ultimately the funding of future parking facility capital development projects.

Parking revenues from the following sources should contribute to the parking enterprise fund.

- Off-street parking revenues
- On-street parking revenues
- Parking enforcement revenues
- Special event parking revenues
- Parking management fees for management of private facilities (if applicable)
- Future parking fee-in-lieu revenues (if applicable)
- Future parking assessment district revenues (if applicable)

#### Primary Responsibility:

New City Parking Program, City of Casper Community Development Department/MPO

#### Key Partners:

City Finance and Legal Departments

#### Time-frame:

Establishment of the financial structure of the department should be an early priority.

#### Supportive Documents/Tools Provided:

Appendix 22. Consolidated System Financial Report

Appendix 37. Parking System - Financial Plan Template



**Primary Action Item # 11: Consider conducting a pilot program on Second Street of the proposed Streetscape Design/Curb Lane Management and signage recommendations.**

Review proposed “street type” descriptions and priorities.

Review proposed block face functional configurations.

Review signage approaches and recommendations

Review signage placement, orientation and placement recommendations.

Apply these design and signage recommendations into a pilot program plan to be implemented on Second Street (or potentially another core street in the downtown Business district area).

Conduct stakeholder feedback sessions to gauge community feedback to the proposed changes in right-of way/curb lane management strategies and signage.

**Primary Responsibility:**

New City Parking Program, City of Casper Community Development Department/MPO

**Key Partners:**

City of Casper Traffic Engineering and Police Departments

**Time-frame:**

Early to mid 2019

**Primary Action Item #11**

- Review proposed "Street Type" descriptions and priorities
- Review proposed block face functional configurations
- Review signage approaches and recommendations
- Review signage placement, orientation and placement recommendations
- Apply these design and signage recommendations into a pilot program plan to be implemented on Second Street (or potentially another core street in the downtown Business district area
- Conduction stakeholder feedback sessions to gauge community feedback to the proposed changes in right-of-way/curb lane management strategies and signage



## Secondary Action Items

### Action Item #S-1 – Stakeholder “Report Cards”

The Casper Parking Program should develop Parking Action Plan “Report Cards” or updates to keep the new Parking Advisory Board and community stakeholders informed and educated as to program development progress. These report cards or updates could involve the development of a concise set of parking program benchmarks that would be tracked over time.

#### Intended Results:

Progress reporting could also take the form of a simplified “Action Plan Report Card” for specific stakeholder groups. This format could also be combined with a feedback mechanism to create an ongoing mechanism for community input and program development/refinement.

### Action Item #S-2 – Develop Specific Overflow and Event Management Parking Strategies

Overflow parking plans describe the management strategies that will be applied when parking facilities fill, for example, during special events, peak shopping periods, or temporary reductions in parking supply. Below are some possible components of an overflow parking plan:

- Provide signs with directions to alternative nearby parking facilities.
- Provide adequate traffic and parking management staff during peak periods. Additional staff may be hired for special events.
- Provide information on parking and travel options for special event participants, highlighting those that can be used to avoid parking problems. For example, brochures that show both parking facility locations and transit options for major cultural or religious events.
- Encourage travelers to shift mode or use remote parking during peak periods. For example, retail employees can be required to use remote parking facilities or alternative commute modes during holiday shopping seasons.

### Action Item #S-3 – Parking/Access System Benchmarking

Identify a basic set of parking and access system benchmarks relevant to Downtown Casper and begin tracking. Document results/progress in an annual parking report.

Examples of recommended parking program benchmarks might include:

- Total Operating Cost per Space
- Total Revenue per Space
- Total Operating Costs per Parking Department FTE
- Total Revenue per Parking Department FTE
- Surface Parking Spaces as a Percent of Total Spaces
- Structured Surface Parking Spaces as a Percent of Total Spaces
- On-Street Parking Spaces as a Percent of Total Spaces
- Administrative Cost Per Space
- Administrative Costs as a Percent of Total Costs
- Security Costs per space
- Security Costs as a Percent of Total Costs
- Enforcement costs per metered space
- Enforcement costs per Citation Issued
- Percent of Citations Collected vs. Citations Issued
- Citation Revenue per Citation Issued
- Total Maintenance Cost per Space
- Total Maintenance Costs as a Percent of Total Costs

#### Intended Results:

Develop a baseline of parking operations measurements. Compare to peer cities. Track progress against baseline results and peer organizations. See Appendix 28: Recommended Parking Program Benchmarks

### Action Item #S-4 – Parking Facility Warranty Management

Collect all parking facility warranties into a three-ring binder or digital folder. Note all warranty expiration dates for



items such as elastomeric coatings, expansion joints, etc. Place these dates in Outlook or other calendar programs used by the agency as a “tickler” to conduct a walk-through inspection six months prior to warranty expiration. Schedule a representative of the contractor or manufacturer responsible to honor the warranty to participate in the inspection. Document inspection results with time and date stamped digital photos. Schedule repairs to warranty covered items prior to warranty expiration.

**Intended Results:**

Assure that warranty covered items are taken care of while still under manufacturer’s warranty. Average cost savings per facility \$10,000 - \$20,000.

**Action Item #S-5 – Energy Saving Options in Parking Facilities**

Invest in some new parking facility lighting systems for enhanced illumination and energy savings. We encourage the City to also evaluate options such as placing roof top and outer bay parking facility lighting on separate circuits so that these lights can be placed on photocells to reduce energy consumption during daylight hours.

**Intended Results:**

Utility expenses are a major parking operating expense. Evaluate options to minimize on-going expenses in this category.

**Action Item #S-6 – Develop an Internal Parking Program Operations Manual**

As a primary staff training tool, develop parking facility operations manuals. Many systems have a separate manual for each facility or one common manual with individual facilities each given a chapter. Note: Sample parking operations manuals are provided in Appendices 6 and 19.

**Intended Results:**

Document specific equipment and policies per facility for staff training as well as to document operating policies/procedures.

**Action Item #S-7 – Develop a Parking System Information Database/Become the Central Clearinghouse for Parking/Access Information**

Monitor and track parking rates, availability, owners, operators, contact info, etc. for all parking resources in Downtown (both public and private). Coordinate and provide information relative to other transportation options. Consider providing this data on multiple downtown related websites.

**Intended Results:**

Become a one-stop information clearinghouse for all downtown parking and access information (both public and private).

**Action Item #S-8 – Marketing Tie-ins for Parking to Special Events**

Work closely with the Casper Downtown Alliance to promote parking tie-ins in conjunction with downtown special event promotions, downtown attractions/venues, etc.

**Intended Results:**

This strategy leverages the shared benefits of joint marketing opportunities and promotes new parking/access system branding and marketing campaigns.





# Appendices and Parking Management Toolkit

SECTION

# 10



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## Appendices and Parking Management Toolkit

The City of Casper is in a unique position as it contemplates creating a new municipal parking program from the ground up. As such, these Appendices & Parking Management Tool Kit provide an extra set of tools, sample manuals, communications strategies and background materials to help the Community develop a strong foundation and understanding of the breadth and complexities of a modern parking and access management program.

Some of these items will be immediately applicable and others anticipate issues that may arise if certain recommendations are implemented. In any case, we hope that you find these resources valuable as you begin to build your program.

<b>Appendix 1</b>	2018 Recommended Reading List for Parking Professionals
<b>Appendix 2</b>	Annual Parking Report Template
<b>Appendix 3</b>	International Parking Institute - AP Program Manual
<b>Appendix 4</b>	International Parking Institute - AP Matrix Final 2016
<b>Appendix 5</b>	Developing a Retail Parking Support Strategy
<b>Appendix 6</b>	Generic Parking Facility Rules and Regulations
<b>Appendix 7</b>	Guidelines for Using Parking as an Economic Development Strategy
<b>Appendix 8</b>	Missoula Parking Commission Annual Report 2012
<b>Appendix 9</b>	New Parking Manager Integration-Action Plan
<b>Appendix 10</b>	Parking as an Economic Development Strategy - White Paper
<b>Appendix 11</b>	Parking Enforcement Program Audit Checklist
<b>Appendix 12</b>	Sample Parking Enforcement Operations Manual
<b>Appendix 13</b>	Parking Facility Maintenance Manual
<b>Appendix 14</b>	Parking Facility Maintenance Schedule
<b>Appendix 15</b>	Parking Garage Security White-paper
<b>Appendix 16</b>	Parking In-Lieu Fees White-paper
<b>Appendix 17</b>	Parking Meter Technology White-paper
<b>Appendix 18</b>	Sample Parking Administrator Position Descriptions
<b>Appendix 19</b>	Sample Parking Garage Operations Manual
<b>Appendix 20</b>	Tax Increment Financing White-paper
<b>Appendix 21</b>	Downtown Parking Districts and Economic Development - Case Studies in Innovative Parking Management
<b>Appendix 22</b>	Consolidated System Financial Report
<b>Appendix 23</b>	LPR/Park+ White Paper



<b>Appendix 24</b>	IPI Emergency Preparedness Manual
<b>Appendix 25</b>	Recommended Parking Program Benchmarks
<b>Appendix 26</b>	Parking Structure Design Guidelines
<b>Appendix 27</b>	Parking Management and Design Best Practices
<b>Appendix 28</b>	Residential Parking Permit Programs White Paper
<b>Appendix 29</b>	Smart Parking Policies and TDM Strategies
<b>Appendix 30</b>	Valet Parking Program Development
<b>Appendix 31</b>	Kimley-Horn TDM Quick Guide
<b>Appendix 32</b>	"New Canvas" Art in Parking Article
<b>Appendix 33</b>	Casper Online Parking Survey Results Summary
<b>Appendix 34</b>	Strategic Communications Plan
<b>Appendix 35</b>	Parking System Organizational Options - White Paper
<b>Appendix 36</b>	Poetry in Parking - Creativity in Parking Management
<b>Appendix 37</b>	Parking System - Financial Plan Template
<b>Appendix 38</b>	20 Characteristics of Effective Parking Management - White Paper
<b>Appendix 39</b>	Enhancing Pedestrian Safety in Parking Environments
<b>Appendix 40</b>	Casper Parking Manager Position

One of the major themes identified in the Strategic Parking Management Plan is the need to “master the fundamentals” of managing a municipal parking program. To this end, we have provided several documents that provide a comprehensive overview of the various elements that must be addressed to have a successful program. Appendix 38, entitled: “The Characteristics of Effective Parking Programs” provides a comprehensive program approach that can be used as a framework for program development.

We have also provided several very specific “tools” to help advance the Casper parking program in a number of operations focused areas. These tools range from a sample parking enforcement manual to a tool designed to critique and audit the existing enforcement program. Another example of an “operations focused tool” is a very detailed parking facility operations manual template. In every case, the goal of providing these sample documents is for the Casper parking program to use them as a basis and guide for creating similar documents specific to their operation.

Finally, in anticipation that the City will authorize, recruit and hire a new Parking Manager we have included several “white papers” on a number of parking planning and management topics that will hopefully put the new manager on the path to success. Examples include: security, valet parking, in-lieu fees, tax increment financing, successful approaches to evaluating parking rates, etc. Another interesting and valuable appendix item is the Parking System Accreditation Program developed by the International Parking Institute. Ultimately, we strongly encourage that it is our hope that these documents will provide valuable background information and practical tools to help advance and improve the Casper parking program as staff work to implement the primary recommendations contained in the Strategic Parking Management Plan.





## **AMOCO REUSE AGREEMENT JOINT POWERS BOARD**

2435 King Blvd, Suite 249  
Casper, WY 82604  
(307) 472-5591

[renee@arajpb-casper.org](mailto:renee@arajpb-casper.org)

### **AMOCO REUSE AGREEMENT JOINT POWERS BOARD NATRONA COUNTY COMMISSIONERS / CASPER CITY COUNCIL**

#### **ANNUAL MEETING**

Wednesday, September 8, 2021, 4:30 pm

2435 King Blvd.,

Casper, WY 82604

Big Horn Conference Room

Or via teleconference due to Covid-19

Present for ARAJPB: Bob Chynoweth, Brook Kaufman, Terry Lane, Larry Madsen, and Amy Freye

Via Teleconference: Reed Merschat, Rob Hurless

Excused Absence: Jim DeGolia

Present County Commissioners: Paul Bertoglio

Present City Council: Bruce Knell

Others Present: Eric Schlidt (Impact 307), Matt Reams (Three Crowns), and Renee Hahn (Executive Director, ARAJPB)

- 1) Chairman Chynoweth called the meeting to order at 4:30 pm. He described the meeting as a way for all parties to share information including annual updates and included some history of the Board. He asked that all attendees participate in the Pledge of Allegiance to the Flag. Afterward, he asked each person to make self-introductions.
- 2) Mr. Schlidt informed the attendees that there are 14 incubator clients and 5 anchor tenants. "You always want available space in the building to allow growth and availability for new companies". Mr. Schlidt informed the attendees that the next Start-Up Challenge will be held in Spring 2022. Mr. Schlidt asked if there were questions. There were none.
- 3) Ms. Freye gave an overview on the Platte River Commons (PRC). She discussed the possibility of a new gym to be placed in the PRC which would need approximately 6 acres. She also disclosed that ARAJPB is currently looking to place shipping containers to be leased along the pedestrian bridge. Currently there are 4 interested parties inquiring about this project. Ms. Hahn shared that BP will be starting the second phase of the Slurry Wall beginning 2023.

4) Mr. Merschatt gave an overview about Salt Creek Heights Business Center (SCHBC) and Platte River Commons. He discussed the lot sales in 2020 while Ms. Hahn shared the map of the property. Mr. Merschatt informed the attendees that currently ARAJPB is in negotiations with WYDOT to allow them to purchase 589 SQ. FT. as well as lease property for storage of their equipment while working on Poplar Street. (Copy of hand-out on file)

5) Mr. Lane gave an overview on ARAJPB's financial status and described ARAJPB's cash investments. He then explained the cash investments that are held with The Davidson Fund, a Government Program with the City of Casper, Peaks Investments, as well as Wyoming Government Investment Funds.

Mr. Lane also explained the money invested in Three Crowns last year. "Golf carts were purchased for \$507,000 and ARAJPB paid \$365,000 for Operations and Maintenance which also included capital equipment.

Mr. Lane requested questions, and there were none.

6) Mr. Reams, Three Crowns Golf Course Manager, reported that Landscapes Golf Management (LGM) and ARAJPB are outstanding partners and continue to do an exceptional job. Mr. Reams stated "He constantly tries make improvements". At this time, Three Crowns is on budget. "The rounds are producing record highs." Mr. Reams explained that the Food and Beverage Department had taken a hit last year due to Covid-19 restrictions that were in place for the County so weddings and tournaments had to be cancelled.

7) Ms. Hahn shared that she was very pleased with the Board's prospective/summary of the past year. "ARAJPB always makes the City/County partnership a priority. There is continuous research taking place to try and enhance the property." I am currently looking for a partnership in naming rights for the possible addition at Three Crowns.

Ms. Hahn thanked everyone for their attendance and stated it is very much appreciated and she hopes that ARAJPB meets and exceeds their approvals.

Mr. Chynoweth thanked everyone for their attendance and asked if there were questions or comments. The comments are as follows:

Mr. Bertoglio said he was very pleased with ARAJPB and its success. Mr. Knell mentioned that he had previously owned a firm and that he would be willing to arrange a meeting with ARAJPB to allow them to introduce a means of cleaning the contaminated soils in the Commons. He said it was very costly and the contamination would be gone within 3 years. Ms. Hahn mentioned that BP is still the land owner of the Commons so they would very much need to be involved.

Mr. Chynoweth adjourned the meeting at 5:26 p.m.

Respectfully Submitted,  
Renee Hahn



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2435 King Blvd, Suite 249  
Casper, WY 82604  
(307) 472-5591

[renee@arajpb-casper.org](mailto:renee@arajpb-casper.org)

### **AMOCO REUSE AGREEMENT JOINT POWERS BOARD MEETING MINUTES**

6:00 pm Wednesday, September 8, 2021  
2435 King Blvd, Big Horn Conference Room, Casper, WY 82604  
And via teleconference due to Covid-19

Present: Bob Chynoweth, Brook Kaufman, Amy Freye, and Terry Lane

Teleconference: Rob Hurless

Excused Absences: Reed Merschatt, Jim DeGolia, and Larry Madsen

Others Present: Renee Hahn (Executive Director, ARAJPB).

With a quorum in attendance, the meeting was called to order at 6:00 p.m. by Chairman Chynoweth. All attendees were asked to participate in the Pledge of Allegiance to the Flag.

#### **1. Minutes of the August 11, 2021 Regular Meeting**

A motion was made by Ms. Kaufman and seconded by Ms. Freye to approve the Minutes. The Board proceeded to vote. The motion carried with all members in attendance voting aye. (Copy of Minutes on file.)

#### **2. Treasurer's Report**

Details on the investment accounts, checking account and various vouchers listed on the Treasurer's Report as of September 8, 2021 were presented by Mr. Lane. He also reviewed the financial report from Lenhart Mason. Mr. Lane asked the attendees to allow him to move \$500,000 dollars from the Davidson Fund into Peaks Investment. Ms. Hahn reminded him that the City of Casper should be informed of the Board's decision. All Board Members in attendance were in favor of Mr. Lane's advice.

A motion was made by Mr. Hurless and seconded by Ms. Kaufman to approve the reports and authorize payment of all vouchers listed on the report. There being no further discussion, the Board proceeded to vote. The motion carried with all members in attendance voting aye. (Copy attached to the Minutes.)

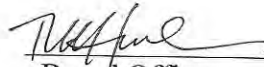
#### **3. Committee Reports**

Reports for Architectural Review and Executive Committee were not discussed at the City and County Annual Meeting. Please see notes below. All other Reports were given and explained at the preceding meeting. (See the September 8, 2021, Annual City/County Joint Powers Meeting Minutes attached.)


- **Architectural Review** - Nothing to report.

- **Investment & Financial**- See Annual City/County Meeting Minutes.
  - **PRC** – See Annual City/County Meeting Minutes.
  - **Refined Properties** – See Annual City/County Meeting Minutes.
  - **Three Crowns** – See the Annual City/County Meeting Minutes.
  - **Executive Committee** – Ms. Hahn reviewed future meetings.
4. **Interaction with City and County Representatives – Specific Issues and Concerns**  
County Representative Kaufman informed the Board that the Special Election Ballots will be sent out on September 17<sup>th</sup>. They will be asking for the approval of the 6-cent tax for 90 days to complete three waterline projects, including the completion of Midwest Ave.
5. **Other**  
None.
6. **Future Meetings/Agenda**  
September 16<sup>th</sup> - Three Crowns Committee Meeting 7:30 am, located in the Big Horn Conference Room.  
October 13<sup>th</sup> - Regular Board Meeting 6:00 pm, 2435 King Blvd., Big Horn Conference Room.  
October 21<sup>st</sup> - Three Crowns Committee Meeting at 7:30 am, located in the Big Horn Conference Room.
7. **Public Comment**  
There was no public comment.
8. **Good of the Order**  
None.
9. **Adjournment**  
There being no further action by the Board, a motion was made by Ms. Frey and seconded by Mr. Hurless to adjourn the meeting at 6:12 p.m. The motion carried with all members in attendance voting aye.

13 Oct 2021  
Date

  
Board Officer

10-13-21  
Date

  
Presiding Officer

t



## FY 2022 Community Promotions Final Report

Please file this form within **30 days** of the conclusion of your event. Submit this form electronically to the City Manager's Office at [ljordansmith@casperwy.gov](mailto:ljordansmith@casperwy.gov). Submit any bills for reimbursement electronically to [firemel@casperwy.gov](mailto:firemel@casperwy.gov). **Failure to complete and send in this form could result in a denial of payment for in-kind, facilities, AND cash funding, as well as a disqualification from any future funding grants.**

Organization: ARTCORE, Inc.

Program/Event: Daniel Rodriguez & Marla Kavanaugh C  
Concert 9/12/21

Contact Person: Carolyn Deuel

Phone Number: 307-267-8606 Date: 10/14/21

Email Address: [artcorewy@aol.com](mailto:artcorewy@aol.com)

### 1. Mission

Please state the agency's mission/vision: ARTCORE's mission is to provide opportunities for Wyoming artists and audiences.

### 2. Written Account of your Event

Please attach a written account of your event. Was the event successful? Did it go off as expected? Were there any problems? **Please limit your written account to one (1) page of written material.** Daniel Rodriguez was a First Responder at 9/11, and he raised the spirits of people across the nation when he sang "God Bless America" and the "Star-Spangled Banner" at events following 9/11. ARTCORE engaged Daniel and his wife, Marla Kavanaugh, to present a concert of patriotic, musical theater, and other pieces, in honor of local First Responders in the fight of COVID and other emergencies. We appreciated Mayor Freel speaking at the opening of the program, and those attending were thrilled by the concert! In spite of our sending invitations to all First Responders in the City and throughout the County to come free and bring a guest and widely publicizing the event in print and social media, just 35 attended.

### 3. Financial Information

Please attach a one (1) page summary of the revenue and expenses for this event. **Please include the amount you were allocated from community promotions funding and whether it was for cash, in-kind, facilities, or any combination of the three.**

#### EXPENSES:

Honorarium Daniel Rodriguez & Marla Kavanaugh	\$7,500
Highland Park Rent	1,000
Highland Park Tech	<u>150</u>
<b>TOTAL</b>	<b>\$8,650</b>

#### INCOME:

City of Casper	\$ 561
Natrona County	3,500
First Interstate	500
ARTCORE Sales and Donations	<u>4,089</u>
<b>TOTAL</b>	<b>\$8,650</b>

#### 4. Program Significance

- a. Using bullets describe the individuals who are the focus of your work and are influenced by your activities.

In our general work, we focus on all ages with as many outreach programs to children as possible, and a great variety of programs to address the diverse interests of our wonderful community.

- b. What impact did the program have on the specified target population and community?

For those attending, Mayor Freel's comments about his service, the prayer for all in service by Pastor Smith of Highland Park Community Church, and the performance by Rodriguez, Kavanaugh, and their pianist were inspiring. We can only hope that those who did not attend still knew we were honoring them and their work.

- c. Have there been significant trends over the past months regarding your target population?

Since COVID hit, we have had cancellations which have caused us to move many artists from 2019-20 to 2020-21 and eight from 2020-21 to this season. Still, we have been able to present many live shows, and we have given performers from California, Texas, Tennessee, Colorado, and Wyoming their first shows after months of having to perform virtually or not at all. Our audiences have been delighted to get to attend safely, and all of us are grateful to live in a state and community with so much more freedom than in many places!

Last week was the final time the Bar J Wranglers presented their Western music and humor here. They are retiring at the end of the year, and 712 people gathered to delight in hearing them one more time. Two days later, we presented Take Me Home: The Music of John Denver starring Jim Curry. We never would have scheduled the two events that close, but Curry's tour was tied in with Colorado and Nebraska dates, and we had to take the Wranglers when they could come! With the great turnout for Bar J, we were very worried for the John Denver turnout, but 200 attended!

#### 5. Results

- a. Please describe the outcomes/outputs

Every person who attended our concert honoring First Responders felt uplifted and thrilled by a wonderful evening of music.

- b. Please describe the method of measurement

The response within the concert was thunderous, and people stayed after the program to express their delight.

- c. Please describe the performance results

The performance was excellent; the turnout was sad.

#### 6. Program Results/Impacts (use bullets)

- a. Explain how much (quantity) service the program delivered

The program had a great impact on those attending. Others in the community expressed their gratitude that ARTCORE was mounting a special event to honor the many who have helped all of us so greatly!

- b. How well (quality) the services were delivered. For example, describe how individuals

were better because of the event.

It was a quality opening and concert, and all who participated were enriched.

- c. What does your analysis of the past year's data tell you about what is happening to the impacted target population?

The people of Casper are smart, and they are doing what is best for them and their families. Many are thrilled to have the freedom to attend concerts as they have throughout their lives, and we welcome them!!

- d. How could the event have worked better?

The Delta variant arrived at the wrong time for some people to feel safe to attend. More people could have Accepted our invitations.

- e. How will you address this?

This was a very special one-time project. For our regular work, we will continue to serve the student and community populations with an eclectic variety of programs, speaking to different interests.

## 7. Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people attended and/or participated in your event.

- Please fill out the information in one of the three boxes below.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.
- Please provide information as to number of participant/spectators who are from Casper and those that are from outside of Casper, as well as what method you used to count.

### Attendance and Participation

Please fill out one of these three sections as instructed on the opposite side of this page.

<i>I can Accurate/it. Count the number of people who attended my event because:</i>	
<input type="checkbox"/> XX We sold tickets and gave out free tickets <input type="checkbox"/> We took a turnstile count or counted people as they came in <input type="checkbox"/> We conducted an organized head count <input type="checkbox"/> All participants were registered <input type="checkbox"/> We used sign-in sheets <input type="checkbox"/> We used another method that was pre-approved by the City Manager's Office	
Number who Actively Participated:	4
Number who attended as Spectators:	35

<i>I can only make a <b>Rough Estimate</b> of the number of people who attended my event.</i>	
Number who Actively Participated:	=====
Number who attended as Spectators:	

<i>I can make an <b>Educated Guess</b> at the number of people who attended my event because:</i>	
<input type="checkbox"/> We counted cars <input type="checkbox"/> We filled a certain amount of space <i>For example: "We filled fifteen rows of 20 seats each" or "We filled two 20 x 30 foot rooms with people"</i> <input type="checkbox"/> We used another method that was pre-approved by the City Manager's Office	
Number who Actively Participated:	+
Number who attended as Spectators:	

**What's the difference between a participant and a spectator?**

A **participant** is someone who is actively involved in the activity; a **Spectator** is someone who passively enjoyed it. Please don't count people twice - one person can't be both a Participant and a Spectator! For example:

If your event was....	Then your count of <b>Participants</b> would include...	And your count of <b>Spectators</b> would include...
.... a Baseball Tournament	Players , coaches, volunteers , and other people who helped out with the tournament	The people who were sitting in the bleachers.
.... a Bake Sale fundraiser	People who cooked, set up tables, handed out flyers, etc.	The people who came to shop at the bake sale, even if they didn 't buy anything
... a class for teens about alcohol abuse	The teachers, the people who organized and hosted the event	The students who attended the class.
.... a soup kitchen that gave food to the homeless	People who worked in the kitchen, advertised the program, etc.	The people who received the food.

**ADDITIONAL NOTES (IF NEEDED):**

We are most grateful to the City Council for its support!!



## **Casper's Council of People with Disabilities (CCPD)**

MINUTES from Meeting Held on Thursday, September 23, 2021, at 11:30 AM

Participation via Microsoft Teams Online & In-Person at City Hall, 200 North David St., Casper

*Attendees:* Voting Members: Nikki Green, Vice-Chairperson; Renate Pullen, Secretary; Zulima Lopez, Treasurer; Maureen Barnes, Linda Jones, Steven McNichols, John Wall, Masha Flinn, Bonnie Wilson

*Liaisons, Alternates & Guests:* Matt Kowalski, County Liaison; Jeremy Yates, Casper Area MPO; Liz Becher, City of Casper

1. Roll Call
2. Minutes from August 26, 2021 Meeting – The approval of the minutes was tabled until the next meeting as they were emailed to the Council prior to the meeting today.
3. City Council Representative to address any City of Casper business that may affect or be of interest to the CCPD: Nothing to report.
4. Question & Answer (Q & A) with the City Council Representative: N/A
5. Old Business:
  - Discuss updates from Committees since the previous CCPD meeting to address established priorities as listed below:
    - o QOL Committee – Zulima Lopez, Chairperson
      - o Snow Removal – Zulima had a meeting with City leadership to discuss snow removal for the upcoming season. There will be public service announcements with a “I Count On You” campaign and the City would like the CCPD’s help with this. Zulima is to send an email to all CCPD members and they can respond to Zulima if interested in participating.
      - o Liz Becher – ASSIST ridership is up and there is demand for the door-to-door service. Masha is working with the system and providing feedback. COVID barriers continue to be up and masks are required on the bus through January 19, 2022. Disinfecting is occurring regularly. Looking at purchasing additional buses this Fall that will hopefully be in service by April or May, 2022.
      - o Jeremy Yates – Wrapped up a lot of projects lately. Jeremy to send an email regarding a couple new projects.
      - o Public transportation priorities & projects –
        - Matt and Zulima had difficulty reaching a representative from Uber for a meeting. They are still waiting on information. No further updates from the sub-committee members.
    - o Public Relations (PR) Committee – John Wall, Chairperson
      - o John: Reported a community member had asked about COVID-19 vaccine mandates for the buses. He knew that the mask requirement was in place. Liz Becher confirmed that masks are required, and the COVID-19 vaccine is not required of all drivers at this time.
    - o Events Committee – Nikki Green, Chairperson

- Nikki: Meeting is next week regarding the Christmas parade so more to come on that.
- Fundraising Committee – Linda Jones, Chairperson
  - Linda: Stated she had trouble submitting photos. Zulima let her know that she could submit photos to her via email. Zulima reported not receiving photos from anyone except Masha. October 15<sup>th</sup> is the deadline for photos of service animals for the 2022 calendar. Police canine photos can be obtained if needed. Linda discussed the companion animals that are robots – a dog and a cat. Zulima let her know to get a photo with a release and the Council can vote on the photos to use for the calendar. Masha is to post on Facebook to try to get some more service animal photos. Zulima let the group know that the release is on the website.
    - Type of calendar? Nikki moved to order 50 of the same style calendar used for 2021, which costs \$2.27 per calendar, and then sell them at \$5. Masha seconded the motion. The Council approved the motion. Zulima pointed out that we don't necessarily need 12 photos for this style of calendar either – we could use 10 or so photos. Linda requested that we have moons or lunar cycles on the calendar, and Zulima stated she would try her best.
  - CCPD Membership – There are 11 active members currently. We need between 3-5 new members. We will use a press release to contact the news outlets and post on our website and Facebook. Zulima mentioned contacting the school district to try to seek a new member since Michelle's departure. Masha offered to reach out to WILR as well. The deadline for applications is October 25<sup>th</sup>, and they can be reviewed prior to the October 28<sup>th</sup> meeting. Officers will review applications on October 26<sup>th</sup>. Zulima will send out resign notices to inactive members, and then advertising will take place for new members. The City Council will be officially appointing new members on November 16<sup>th</sup>, and the new members will be able to attend the November 18<sup>th</sup> meeting.

#### 6. New Business:

- Treasurers Report: See attached report. No revenues or expenses since last report, so no update.
- Changes to City of Casper Staff: Zulima has accepted another position within the City as the Parks, Recreation and Public Facilities Director. Congratulations, Zulima! The new Risk Manager will be working with the CCPD as the City liaison when this person is chosen. Zulima will continue to work with the Council though and would like to continue to attend the meetings.
- "WeThe15" initiative – Nikki discussed. This is a human rights movement launched during the para-olympics this past summer. We can continue to watch it to see if this is something we want to get involved in. [www.wethe15.org](http://www.wethe15.org)
- Zulima received a request from Holly Bailey, from NCHS working with disabled students, for a rep from our Council to discuss personal autonomy and self-advocacy, and present to her class which is held on Thursdays, 12-1:25 PM. Masha volunteered to go and Mo will go with her.
- CCPD to attend the October 12<sup>th</sup> City Council work session at 4:30 PM to present progress on priorities. Zulima would like as many members to attend as possible.
- The meetings in November and December were rescheduled due to the holidays. The November meeting will be on November 18<sup>th</sup> at 11:30 AM and the December meeting will be

on December 16<sup>th</sup> at 11:30 AM. A motion was made by Bonnie and seconded by Mo and approved by the Council to change the meeting dates.

The meeting adjourned at 12:40 PM. The next meeting is scheduled on October 28, 2021, at 11:30 AM.

Minutes taken by: Renate Pullen, Secretary

**CCPD Treasurer Report - September 2021**

**CCPD Revenues as of 9/23/2021**

Name	Deposit Date	Amount	Cash or Check	Comment
Geri Daily	7/20/2021	\$ 5.00	cash	Calendar
Maureen Barnes	7/20/2021	\$ 10.00	cash	Calendar and \$5 donation
Anonymous citizen at booth	7/20/2021	\$ 7.00	cash	Calendar and \$2 donation
Linda Jones	7/22/2021	\$ 60.00	Check #1010	Sale of 10 Calendars
<b>Total Revenue</b>		<b>\$ 82.00</b>		

**CCPD Expenses as of 9/23/2021**

Vendor	Invoice Date	Date Paid	Amount	Check or Card
<b>Total Expenses</b>			<b>\$ -</b>	
<b>FY 22 Budget Rollover</b>			<b>\$ 1,810.69</b>	
<b>Remaining Budget</b>			<b>\$ 1,810.69</b>	
<b>Fund Balance</b>	<b>\$</b>			<b>1,892.69</b>



**Central Wyoming Regional Water System  
Joint Powers Board**

1500 SW Wyoming Boulevard  
Casper, Wyoming 82604  
(307) 265-6063 • Fax (307) 265-6058

**Board  
Members:**

H. H. King, Jr.,  
Chairman

Larry Keffer,  
Vice-Chairman

Ken Waters,  
Secretary

Paul Bertoglio,  
Treasurer

Steve Cathey

Steve Freel

Bruce Knell

Charlie Powell

**REGULAR JOINT POWERS BOARD MEETING AGENDA**

**Tuesday**

**October 19, 2021**

**11:30 a.m.**

**Regional Water Treatment Plant  
Joint Powers Board Conference Room  
1500 SW Wyoming Boulevard**

1. Announcements
2. Approve Minutes
  - a) September 21, 2021 Regular Meeting \*
  - b) Revised June 15, 2021 Regular Meeting Minutes to Correct a Scribe's Error \*
3. Approve Vouchers – October 2021 \*
4. Approve Financial Report – September 2021 \*
5. Operations Update
6. Public Comment
7. Old Business
  - a) Other
8. New Business
  - a) Consider an Agreement with Lower Company, P.C. for the WTP Filter Hoist System Installation Preliminary Design Report, Project No. 21-061 in the amount of \$3,000 \*
  - b) Consider an Agreement with ITC Electrical Technologies for the WTP Variable Frequency Drive, Project No. 21-030 in the amount of \$89,200 \*
  - c) Consider Change Order No. 3 with Maguire Iron for the 2.6M Gallon Backwash Tank Roof Replacement, Project No. 18-093 for Assessing Liquidated Damages in the amount of \$8,000 \*
  - d) Discuss Wardwell Water Main Replacement USDA Bond Requirement
  - e) Discuss CWRWS/Wardwell Lease Agreement
  - f) Other
9. Executive Session – Potential Property Acquisition
10. Chairman's Report

**Next Meeting: Regular JPB Meeting – November 16, 2021**

***\*Indicates Attachment***



**CENTRAL WYOMING REGIONAL WATER SYSTEM  
JOINT POWERS BOARD**

**MEETING PROCEEDINGS**

September 21, 2021

A public meeting of the Central Wyoming Regional Water System Joint Powers Board (Board) was held Tuesday, September 21, 2021 at 11:30 a.m., in the Joint Powers Board Conference Room, Regional Water Treatment Plant, 1500 SW Wyoming Boulevard, Casper, WY.

**Board Members Present -** Chairman King, Secretary Waters, Treasurer Bertoglio, and Board Members Bogart, Freel, and Knell. Board Members Cathey and Powell were absent.

**City of Casper –** Freel, Knell, Andrew Beamer, Jill Johnson, Bruce Martin, Tom Edwards, Clint Conner, Janette Brown

**Natrona County –** Bertoglio

**Salt Creek Joint Powers Board –** King

**Wardwell Water & Sewer District –** Bogart

**Pioneer Water & Sewer District –** Waters

**Poison Spider Improvement & Service District –**

**Wyoming Water Development Office -**

**Sandy Lakes Estates -**

**Lakeview Improvement & Service District -**

**33 Mile Road Improvement & Service District –**

**Mile-Hi Improvement and Service District –**

**Central Wyoming Groundwater Guardian Team (CWGG) –**

**Others —** Charlie Chapin – Williams, Porter, Day & Neville, P.C.

The Board meeting was called to order at 11:30 a.m.

1. In Announcements, Mr. Martin stated that Mr. James Bogart is in attendance for Vice-Chairman Keffer and has his proxy.

2. Chairman King asked for a motion to approve the minutes from the July 20, 2021 Executive Meeting and the August 17, 2021 Regular and Executive meetings. A motion was made by Board Member Bogart and seconded by Secretary Waters to approve the minutes from the July 20, 2021 Executive meeting and the August 17, 2021 Regular and Executive meetings. Motion put and carried.

Board Member Knell arrived at 11:32 a.m.

3. Mr. Martin informed the Board that two additional vouchers were added to the voucher listing that was sent out in the agenda packet: Voucher 8334 for Ferguson Waterworks #1116 in the amount of \$1,252.75 for Shop Tools; and Voucher 8335 for Casper Window and Door in the amount of \$9,905.80 for the Raw Water Building Skylights. Mr. Martin recommended approval of the vouchers and offered to answer any questions the Board may have on the voucher listing.

Chairman King asked for a motion to approve the September 2021 vouchers. A motion was made by Secretary Waters and seconded by Board Member Bogart to approve the September 2021 voucher listing to include voucher numbers 8325 through 8335 in the amount of \$443,446.80. Motion put and carried.

4. Mr. Martin asked the Board to reference the Gallons Produced table in the agenda packet. Mr. Martin stated that production for August 2021 was 541 MG, which is 81 MG less than the five-year average of 623 MG. Mr. Martin stated that this decrease was due to water conservation efforts/restrictions. Mr. Martin stated that the year to date production total is 1.16 BG, which is 151 MG less than the five-year average of 1.31 BG. Mr. Martin stated that water production for September has been good until the rain started.

Mr. Martin asked the Board to reference page 2 of the Financial Report. Mr. Martin stated that Water Utility Charges is \$2,461,561, which is \$490,150 less than the same time last year.

Mr. Martin stated that Reimbursable Contract Expense is ~ \$70,000 more than the previous year due to increased chemical prices and the timing of chemical purchases.

Mr. Martin stated that Ms. Jill Johnson, City Finance Director, is in attendance today to answer any questions the Board may have on the Financial Report.

Chairman King asked for a motion to approve the August 2021 Financial Report as presented. A motion was made by Treasurer Bertoglio and seconded by Secretary Waters to approve the August 2021 Financial Report as presented. Motion put and carried.

5. Chairman King turned the time over to Mr. Edwards for the WTP Operations Update.

Mr. Edwards stated that the river level is down as well as production. Mr. Edwards stated that production is approximately 15.3 MGD today, with 15 MGD average for the week.

Mr. Edwards stated that the chemical situation has significantly improved. Mr. Edwards

stated that the supply chain is back up for Ferric.

Mr. Edwards stated that the 2.6 MG Tank Project is still underway. Mr. Edwards stated that a second coating has been put on the exterior of the tank after the first coating was a little thin. Mr. Edwards stated that the contractor is now working on the interior of the tank.

Mr. Edwards stated that staff has been working on some security upgrades by replacing all the exterior door locks and repairing some fencing. Mr. Edwards stated that the Security Assessment that was completed recommended installing additional security cameras in areas where there are blind spots.

Mr. Edwards stated that the roofing materials for over the Filter Gallery should be delivered today and will be installed soon.

Mr. Edwards stated that the Ozone generator core was serviced by Xylem a week ago. Mr. Edwards stated that in addition to servicing the Ozone generator, maintenance training was provided for staff. Mr. Edwards stated that Xylem will be back in October for Ozone monitor repairs.

Mr. Edwards stated that the HVAC Project is under design. Mr. Edwards stated that this project will include chiller replacement and controls upgrades.

Mr. Edwards stated that there is a project underway to repair the Emergency Power Generator. Mr. Edwards stated that the new arrestors will be installed.

Mr. Edwards stated that next week will be the pre-bid meeting for the High Service Pump No. 2 VFD replacement. Mr. Edwards stated that this project will start soon.

Mr. Edwards stated that repairs from the flooding in the entryway have begun. Mr. Edwards stated that the drywall has been repaired and painted, and the flooring is still under construction. Mr. Edwards stated that hopefully it will be completed this week.

Mr. Edwards stated that ITC is currently installing heat tape in the roof drains which should stop any additional flooding caused by ice.

Chairman King turned the time over to Mr. Conner for the Transmission System Update.

Mr. Conner stated that last week HOA was in town adjusting the level transmitters in all the tanks. Mr. Conner stated that a couple of the tank level transmitters had to be replaced.

Mr. Conner stated that staff has been testing the booster heaters before winter arrives. Mr. Conner stated that staff will winterize the boosters next month.

Mr. Conner stated that staff has been cleaning out the west Actiflo lagoon so it will be ready for next summer.

Mr. Conner stated that staff completed a ¾-inch tap on the RWS waterline on Grey Cloud Road and abandoned a couple of services on the RWS waterline in Wardwell.

Mr. Conner stated that the phase monitor fuses were installed in the Salt Creek booster.

Mr. Conner stated that there has not been any nitrification in the system yet, but it should be showing up in the next couple of months as it is that time of year again.

6. There was no Public Comment.

7. There was no Old Business.

a. There was no Other Old Business.

8. In New Business:

a. Mr. Martin stated that Mr. Scott Baxter, with City Engineering, sent out a Request for Proposal (RFP) for the WTP Disinfection System Upgrade Preliminary Design Report, which is for the Ultra Violet and Ozone systems upgrades.

Mr. Martin stated that two proposals were received, one from HDR Engineering, and the other from Burns and McDonnell. Mr. Martin stated that both consultants were interviewed and HDR Engineering was selected.

Mr. Martin stated that the completed report is due to EPA in 2022. Mr. Martin stated that HDR Engineering will be working closely with EPA on the preliminary design. Mr. Martin recommended approval of the contract with HDR Engineering in the amount of \$71,735.

A motion was made by Treasurer Bertoglio and seconded by Secretary Waters to authorize a Contract for Professional Services with HDR Engineering, Inc. for the WTP Disinfection System Upgrade Preliminary Design Report, in the amount of \$71,735.

Treasurer Bertoglio asked how close the costs were between the consultants. Mr. Martin stated that the price from Burns and McDonnell was not opened. Board Member Knell asked why the prices were not compared. Mr. Martin stated that it is not required for an RFP. Mr. Beamer stated that this was not a bid, the RFP is based on qualifications of the consultant.

Motion put and carried.

b. Mr. Martin asked the Board to reference Budget Amendment No. 1 to the FY2022 Budget in the amount of \$1,663,302. Mr. Martin stated that this budget amendment is not adding new funds to the budget. Mr. Martin stated that this amendment is to roll-over encumbered contracts, projects, and change orders that were authorized in the FY2021 Budget. Mr. Martin stated that the roll-over amounts include the 2.6 MG Tank and the HVAC Chiller Replacement projects,

which are both big projects. Mr. Martin recommended approval of Budget Amendment No. 1 to the FY2022 Budget and offered to answer any questions the Board may have.

A motion was made by Board Member Bogart and seconded by Secretary Waters to approve Budget Amendment No. 1 to the FY2022 Budget in the amount of \$1,663,302. Motion put and carried.

c. There was no Other New Business.

9. In the Chairman's Report, Chairman King stated that the next regular meeting would be held on October 19, 2021.

A motion was made by Secretary Waters and seconded by Board Member Bogart to adjourn the meeting at 11:49 p.m. Motion put and carried.

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Chairman

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Secretary

**CENTRAL WYOMING REGIONAL WATER SYSTEM  
JOINT POWERS BOARD**

**MEETING PROCEEDINGS**

June 15, 2021 – **REVISED DUE TO SCRIVER'S ERROR**

A public meeting of the Central Wyoming Regional Water System Joint Powers Board (Board) was held Tuesday, June 15, 2021 at 11:30 a.m., in the Joint Powers Board Conference Room, Regional Water Treatment Plant, 1500 SW Wyoming Boulevard, Casper, WY.

**Board Members Present -** Chairman King, Vice-Chairman Keffer, Secretary Waters, Treasurer Bertoglio and Board Members Cathey, Freel, Knell and Powell.

**City of Casper –** Cathey, Freel, Knell, Powell, Andrew Beamer, Bruce Martin, Seth Van Wyck, Clint Conner, Janette Brown

**Natrona County –** Bertoglio

**Salt Creek Joint Powers Board –** King

**Wardwell Water & Sewer District –** Keffer

**Pioneer Water & Sewer District –** Waters

**Poison Spider Improvement & Service District –**

**Wyoming Water Development Office -**

**Sandy Lakes Estates -**

**Lakeview Improvement & Service District -**

**33 Mile Road Improvement & Service District –**

**Mile-Hi Improvement and Service District –**

**Central Wyoming Groundwater Guardian Team (CWGG) –**

**Others —** Charlie Chapin – Williams, Porter, Day & Neville, P.C.; Steve Quail, Pierre Kwan, and Gabe Lauber – HDR Engineering, Inc.

The Board meeting was called to order at 11:30 a.m.

1. In Announcements, Mr. Martin stated that lunch should arrive any minute.

2. Chairman King asked for a motion to approve the minutes from the May 18, 2021 Regular and Executive meetings. A motion was made by Secretary Waters and seconded by Board Member Freel to approve the minutes from the May 18, 2021 Regular and Executive meetings. Motion put and carried with Treasurer Bertoglio, and Board Members Cathey and Powell abstaining from the vote.
3. Mr. Martin informed the Board that one additional voucher was added to the voucher listing that was sent out in the agenda packet: Voucher 8302 for Williams, Porter, Day & Neville, P.C. in the amount of \$295.50 for Legal Expenses. Mr. Martin recommended approval of the vouchers and offered to answer any questions the Board may have on the voucher listing.

Chairman King asked for a motion to approve the June 2021 vouchers. A motion was made by Board Member Powell and seconded by Vice-Chairman Keffer to approve the June 2021 voucher listing to include voucher numbers 8296 through 8302 in the amount of \$425,472.59. Motion put and carried.

4. Mr. Martin asked the Board to reference the Gallons Produced table in the agenda packet. Mr. Martin stated that production for May 2021 was 245 MG, which is 16 MG less than the five-year average. Mr. Martin stated that year to date production is 3.289 BG, 106 MG more than the five-year average. Mr. Martin stated that so far production for June is 30 MG more than the same time last year.

Mr. Martin asked the Board to reference the Income Statement in the monthly compilation. Mr. Martin stated that Water Utility Charges for FY2021 is \$6,678,001, which is an increase of approximately \$344,000 more than FY2020 due to the water rate increase and higher than average water sales this year.

Mr. Martin stated that Reimbursable Contract Expense is \$3,028,318, which is approximately \$71,000 less than last year. Mr. Martin stated that this due to the timing of chemical purchases, and is right about where staff expected it to be.

Treasurer Bertoglio asked that the Principal and Interest be broken out for FY2019 and FY2020 in the Financial Report, instead of being combined. Mr. Martin stated that he will get with Finance on this issue.

Chairman King asked for a motion to approve the May 2021 Financial Report as presented. A motion was made by Treasurer Bertoglio and seconded by Secretary Waters to approve the May 2021 Financial Report as presented. Motion put and carried.

5. Chairman King turned the time over to Mr. Conner for the Transmission System Update.

Mr. Conner stated that a second vertical turbine pump for Airport Booster has been ordered, but there is a 14-16 week lag time before it will arrive.

Mr. Conner stated that Water Distribution staff has been spraying the weeds and mowing

at the RWS boosters, tanks and fire hydrants.

Mr. Conner stated that the RWS ARV's out in the system and the Crosstown Pipeline ARV's have been exercised and serviced.

Mr. Conner stated that two hot taps were made on RWS water mains; one 1-inch tap on Grey Cloud Road, and one 12-inch tap on Chamberlin Road for the Buffalo Meadows project in Mills. Mr. Conner stated that this project is re-routing the RWS Airport waterline.

Mr. Conner stated that chlorine residuals are really good out in the system.

Mr. Conner stated that the backflow preventers at the RWS boosters were tested.

Mr. Conner stated that a check valve has been ordered for pump #1 at the Wardwell booster.

Mr. Conner stated that the small recharge pump for the Morad wellfield was pulled. Mr. Conner stated that this pump is totally worn out, so a larger replacement pump will be needed for a backup.

Chairman King turned the time over to Mr. Van Wyck for the Operations Update.

Mr. Van Wyck stated that two Plant Mechanics were hired, Mike Day and Matt Burgardt from Water Distribution.

Mr. Van Wyck stated that two actuators for Raw Water intake pumps were ordered.

Mr. Van Wyck stated that a new impeller for Ground Water High Service Pump No. 1 was also ordered. Mr. Van Wyck stated that originally he looked at ordering a stainless steel impeller, thinking it would last longer, but it had a 20 week lead time. Mr. Van Wyck stated that the impeller that was ordered is aluminum/bronze and will take two weeks to arrive, and the cost is quite a bit less than the stainless steel.

Mr. Van Wyck stated that the new expansion tank for the boiler was installed.

Mr. Van Wyck stated that Casper 20 well is back in service after being rehabilitated. Mr. Van Wyck stated that Casper 10 well has a cracked well casing and will be discussed later in the meeting.

Mr. Van Wyck stated that the roof for the 2.6 MG tank should be installed by the end of the week. Mr. Van Wyck stated that spot welding was being done on the floor of the tank, and they wanted the light from the roof being off to make sure they didn't miss any of the spots.

Mr. Van Wyck stated that the surface plant has been going through six ferric trucks a

week. Chairman King asked if there has been any issues with getting chemical deliveries. Mr. Van Wyck stated that there have been issues this last week with getting ferric, as the ferric plant had issues and stopped production. Mr. Van Wyck stated that all the suppliers were having issues getting ferric, as they all get it from the same plant. Mr. Van Wyck stated that a ferric truck was received Sunday at 10:00 p.m., Monday at 8:00 p.m., and a truck is scheduled to arrive this afternoon. Mr. Van Wyck stated that eleven additional trucks will be received in the next two weeks to catch up. Mr. Van Wyck stated that all the suppliers asked why we use ferric, because it is one of the hardest chemicals to get. Chairman King stated that his town ordered just a little bit a while back and they didn't show up. Chairman King stated that staff called to see where the order was and was told it was 15 weeks out.

Board Member Knell asked if staff is looking into a different chemical to use instead of ferric. Mr. Martin stated that staff will be investigating different chemicals, however, testing will have to be done to make sure it works, and EPA will have to give approval before a change can be made. Mr. Martin stated that in the meantime, staff is looking into getting a temporary storage tank for emergency storage in place, or converting a couple of tanks that are not in use for ferric. Mr. Martin stated that staff doesn't want to be in this situation again.

Board Member Knell asked what other chemicals are being used by other water plants. Mr. Martin stated that some water plants use ferric sulfate, aluminum sulfate, and other options.

Vice-Chairman Keffer asked if it is worthwhile ordering a stainless steel impeller for the pump, and asked how long the aluminum/bronze pump impeller lasted. Mr. Conner stated that the last impeller was zinc/bronze, which there have been issues with. Mr. Conner stated that two pump stations that had impellers replaced in the last five years were checked and the impellers were damaged by the corrosiveness of the water. Mr. Conner stated that the Wardwell booster had been running 24/7 for a year and a half while the tank was out of service and when the pump was pulled to inspect it, the impeller looked brand new. Mr. Conner stated that this impeller is nickel/bronze. Mr. Conner stated that the stainless steel impellers are approximately \$35,000, while an aluminum/bronze impeller is \$11,000.

6. There was no Public Comment.
7. There was no Old Business.
  - a. There was no Other Old Business.
8. In New Business:
  - a. Mr. Martin asked the Board to reference Budget Amendments.
    - i. Mr. Martin stated that the WTP is going through a lot of ferric, and a load of corrosion inhibitor had to be ordered. Mr. Martin stated that the WTP

Operations Budget Amendment No. 2 is for an additional \$250,000 to cover the cost of the additional chemicals.

Board Member Knell asked why the WTP is going through so many chemicals right now. Mr. Martin stated that water production is very high, and the river has been low so the wells, which are less expensive to treat, are not producing much water. Mr. Martin stated that more surface water has to be treated, which in turn uses more chemicals.

Board Member Powell asked how high production has been. Mr. Martin stated that production has been between 23 – 25 MGD all of June so far.

A motion was made by Secretary Waters and seconded by Board Member Cathey to approve WTP Operations Budget Amendment No. 2 for FY2021 in the amount of \$250,000 for chemicals. Motion put and carried.

- ii. Mr. Martin stated that Agency Budget Amendment No. 3 includes the WTP Operations amendment for chemicals in the Reimbursement Contract Expense line item, and project encumbrances from FY2020 that carried over into the FY2021 budget. Mr. Martin stated that per the State of Wyoming, carry over encumbrances must be accounted for in the current budget. Mr. Martin stated that Agency Budget Amendment No. 3 is for \$2,444,072.

A motion was made by Treasurer Bertoglio and seconded by Vice-Chairman Keffer to approve Agency Budget Amendment No. 3 for FY2021 in the amount of \$2,444,072. Motion put and carried.

- b. Mr. Martin stated that Engineering Associates is under contract with the Board for the 2021 Well Rehabilitation Project for Casper 10 and Casper 20. Mr. Martin stated that the rehabilitation of Casper 20 went smooth, and it is back in service. Mr. Martin stated that during rehabilitation of Casper 10, it was discovered that the well casing was cracked and letting material inside the casing. Mr. Martin stated that the well needs to be relined. Mr. Martin showed several pictures of the well casing with the crack. Mr. Martin stated that a 16-inch stainless steel casing and screen liner section would be installed inside of the old 24-inch casing.

Chairman King asked how long of sleeve will be installed for the casing. Mr. Martin stated that a 13-foot section will be installed.

Mr. Martin stated that the Amendment includes the stainless steel sleeve and screen, and the rehabilitation of Casper 10. Mr. Martin stated that the Amendment is a “Not to Exceed” amount of \$65,000 due to the price of the materials changing so quickly. Mr. Martin stated that \$10,000 was added to the Amendment and the Contractor has agreed to not charge above the \$65,000.

A motion was made by Board Member Powell and seconded by Vice-Chairman

Keffer to approve Amendment No. 1 to the Contract for Professional Services with Engineering Associates for the repairs to Casper 10 well casing in the amount not to exceed \$65,000.

Board Member Cathey asked if the well will keep its current production with the decrease in the well casing size. Mr. Martin stated that the well should retain its production rate.

Motion put and carried.

- i. Mr. Martin stated that with Amendment No. 1 to this contract, funds need to be reallocated to the project. Mr. Martin stated that there is still some funding left in the Well Rehab Project, but additional funds are needed. Mr. Martin stated that there are additional funds leftover in the Roof Project that can be transferred to the Well Rehab Project. Mr. Martin stated that staff recommends transferring \$36,530 from the Roof Project to the Well Rehab Project to cover the cost of the contract amendment.

A motion was made by Board Member Knell and seconded by Secretary Waters to approve the budget reallocation of \$36,530 from the Roof Project to the Well Rehab Project. Motion put and carried.

- c. **Mr. Martin stated that the Wholesale Water Rate Model for FY2022 was discussed in detail last month, and will be finalized today. Mr. Martin asked the Board to reference the rate model shown on the screen. Mr. Martin stated that the green line is 10% above the required reserves, and the blue line is the fund balance. Mr. Martin stated that the rate model includes all debt, and an inflation rate of 5%. Mr. Martin stated that if there is no increase to the wholesale water rate the reserves drop sharply. Mr. Martin stated that the budget amendment that was just approved lowers the starting point of reserves.**

**Mr. Martin stated that the Board discussed the upcoming Ultra Violet (UV) Project and stated that there are two ways the Board can pay for this project; save the funds, or by getting a grant/loan for construction. Mr. Martin stated that if the Board looks at saving \$500,000 per year, it would result in a 14% - 16% rate increase per year. Mr. Martin stated that with the interest rates being so low, it would not be worth that rate increase. Mr. Martin stated that the model on the screen reflects using a funding source for the project. Mr. Martin stated that this will result in an increase of 5% per year taking the rate from \$1.93 per thousand to \$2.03 per thousand. Mr. Martin stated that with the 5% increase, reserves still dip down but increase when the City of Casper loan is paid off in FY23 - 24. Mr. Martin stated that it was discussed that if the Board gets funding for the UV Project, it will offset the City loan payoff.**

Mr. Martin stated that if the Board wanted to go with a 7% rate increase over the next several years, once the City loan is paid off it would build the reserves very quickly. Board Member Knell asked where that would put the rate with a 7% increase. Mr. Martin stated that it would increase the rate to \$2.53 per thousand at the end of FY25, but for FY22 it would increase from \$1.93 to \$2.07 per thousand.

Treasurer Bertoglio asked if the 5% inflation number is constant, or does it drop back off. Mr. Martin stated that it is constant. Treasurer Bertoglio stated that if the inflation rate goes back down, it will have an effect on the rate model. Mr. Martin stated that was correct and showed the Board the change in the rate model with a lower inflation rate. Mr. Martin stated that he agrees with Ms. Johnson, City Finance Director, that the inflation rate will be higher than anticipated this fiscal year, but where it goes after that is unknown.

Board Member Powell asked about the chemical costs. Mr. Martin stated that chemical costs are increasing and staff is looking at alternative chemicals to use for the surface water. Mr. Martin stated that investigating and testing chemicals that are less expensive and more readily available to see if they will work is a long term project that takes time.

Mr. Martin stated that the Wholesale Water Rate is reviewed every year by the Board.

Chairman King stated that he informed the Salt Creek Board that the water rate will increase 5%. Chairman King stated that they balked at the 5% increase and he told them that the Board was also considering a 14% increase.

Board Member Knell stated that people will balk at the increase no matter what it is. Board Member Knell stated that it seems to him that the Board needs the increase to be 5%.

A motion was made by Board Member Knell and seconded by Treasurer Bertoglio to approve the 5% Wholesale Water Rate increase for FY2022, increasing the rate from \$1.93 per thousand to \$2.03 per thousand.

Chairman King asked if there was any further discussion on the rate. Ms. Brown informed Mr. Martin and the Board that the current rate for FY2021 is \$2.03 per thousand. Mr. Martin stated that was correct, and that he missed updating the rate in the model. Mr. Martin stated that the 5% increase would raise the rate to \$2.13 per thousand and thanked Ms. Brown for catching that. Mr. Martin apologized to the Board for the error. Board Member Knell stated that the rate still needs the 5% increase.

**Motion put and carried.**

- d. Mr. Martin stated that since the preliminary budget was reviewed in detail with the Board previously, he will just review any changes that were made for the final budget presentation.

**Water Treatment Plant Operations Budget**

Mr. Martin stated that there were no revisions made to the preliminary WTP Operations Budget. Mr. Martin stated that the FY22 Operations Budget is 3.8% greater than the FY21 Operations Budget. Mr. Martin stated that the increases are attributable to a slight increase in personnel costs, and increase in chemical costs, the addition of ozone monitor service to maintenance agreements and an increase to refuse collection.

**Central Wyoming Regional Water System Agency Budget**

Mr. Martin stated that in the Agency Budget there were a couple of changes in Capital that he will review with the Board.

Board Member Knell stated that \$5,000 needs removed from the Land Purchase listed in Capital. Mr. Martin stated that he added \$5,000 to the budget just in case the closing costs are higher than anticipated. Board Member Knell stated that the Board approved the land purchase up to \$70,000 and reiterated that \$5,000 needs removed from the budget. Mr. Martin stated that he will make the change.

Mr. Martin stated that \$50,000 was added to Major Equipment and Valve Replacements for a total of \$150,000. Mr. Martin stated that this is for unanticipated equipment and valve replacements during the year. Mr. Martin stated that WTP and/or wellfield equipment will fail unexpectedly needing immediate replacement or renovation.

Mr. Martin stated that \$75,000 was added to Well Rehabilitation for a total of \$425,000. Mr. Martin stated that this is part of a multi-year project to rehabilitate the groundwater wells. Mr. Martin stated that Caisson #2 will be rehabilitated, and it is hoped that two additional wells can be done as well.

Mr. Martin stated that the Agency budget anticipates an increase in revenues based on a wholesale water rate increase of 5%. Mr. Martin stated that the total amount budgeted for FY22 capital expenditures is \$1,697,000, an increase of \$422,000 from FY21.

A motion was made by Treasurer Bertoglio and seconded by Secretary Waters to approve the FY2022 WTP Operations Budget as presented, and the FY2022 Agency Budget as presented with the reduction of \$5,000 in Capital Expenditures. Motion put and carried.

- e. Mr. Martin stated that the Board has discussed the addition of Ultra Violet (UV) Treatment to the system over the last couple of years. Mr. Martin stated that next month a Request for Proposal for the UV System design will be sent out. Mr. Martin turned the time over to Mr. Steve Quail with HDR Engineering, Inc.

Mr. Quail stated that he and his coworkers are in attendance today to speak to the Board about UV disinfection. Mr. Quail introduced Mr. Pierre Kwan, who has built several UV systems in different states, to the Board.

Mr. Quail stated that in 2015 EPA required a second round of cryptosporidium testing. Mr. Quail stated that WTP staff knew the surface water would be upgraded to a BIN2 classification. Mr. Quail stated that operations were tweaked to meet the EPA requirements. Mr. Quail stated that the WTP has been operating under Alternative Treatment Techniques, which includes using a lot of ozone, and monitoring for Aerobic Spores.

Mr. Quail stated that staff has looked at UV disinfection and ultrafiltration for the groundwater system. Mr. Quail stated that UV is the most economical and was presented in the Facility Plan.

Mr. Quail stated that if UV is added to the groundwater, there are questions that will need to be answered by EPA. Mr. Quail stated that EPA needs to answer if UV can be used by itself, or if it will need to be used with ozone, and if so, how much ozone will be required. Mr. Quail stated that EPA is pushing for multilevel barrier protection. Mr. Quail stated that it is best to keep using ozone with the surface water as it helps with the filters. Mr. Quail turned the time over to Mr. Kwan.

Mr. Kwan stated that he has been a UV Design Lead for the last 20 years, and proceeded with his PowerPoint presentation on UV Disinfection.

Mr. Kwan stated that Cryptosporidium and Giardia are the least resistant to UV, and ozone and chloramines are good for getting rid of viruses. Mr. Kwan stated that UV works best if it is after ozone, and before chloramines are added.

Mr. Kwan stated that there is a difference between UV being used in a Water Treatment Plant (WTP) and a Wastewater Treatment Plant (WWTP). Mr. Kwan stated that a WWTP uses a lot of electricity and is an open channel. Mr. Kwan stated that a WTP UV system is very compact, enclosed, and uses less electricity. Mr. Kwan stated that there are different configurations that are used – low/medium pressure for the lamps. Mr. Kwan stated that if a configuration isn't chosen early on in the design, there are many issues.

Board Member Knell asked if the amount of production impacts the configuration. Mr. Kwan stated that it does, and capacity plays a big part. Mr.

Kwan stated that for UV, the higher the log removal, the more lamps that are added. Mr. Kwan stated that this requires coordination with EPA as they will determine if the ozone system will go away, or if it will stay in the treatment process. Mr. Kwan stated that ozone treatment is effective against viruses.

Mr. Kwan stated that the WTP could be retrofitted with a UV Disinfection system. Mr. Kwan stated that in order to do a retrofit, early equipment selection in the design process is critical. Mr. Kwan reviewed the different types of system equipment.

Board Member Knell asked if the ozone system could be kept. Mr. Kwan stated that it could be kept, but the current ozone equipment is aging, and if it is replaced, there is a possibility to go with smaller equipment. Mr. Quail stated that right now the WTP is achieving 8-log removal with ozone, and it is up to EPA to decide how much to reduce.

Treasurer Bertoglio stated that this WTP has two different treatment systems for the groundwater and surface water and asked if there would be two different UV systems, or just one. Mr. Kwan stated that there would be two UV systems for redundancy. Treasurer Bertoglio asked if there would be a range of flows for the UV system. Mr. Kwan stated that there would be. Mr. Quail stated that the range of flows would only be on the groundwater system.

Board Member Powell asked that if the UV system only costs \$300,000, how did the costs go to \$11 M. Mr. Kwan stated that the \$300,000 is only for the equipment, the additional cost is for a building to house the UV system. Mr. Quail stated that the cost of the UV system depends on the location and piping. Mr. Quail stated that one of the first things that will need to be done is to identify where the UV system would be placed. Board Member Knell asked if the UV system could be inserted in an existing area of the WTP. Mr. Quail stated that they would have to look at the hydraulics and electrical systems that are in place. Mr. Quail stated that in the very early discussions about a UV Disinfection System, the cost was overstated so there are no surprises.

Mr. Van Wyck asked what happens with the UV system if there is a power outage. Mr. Kwan stated that the WTP would have to shut down if the UV system is down.

Board Member Cathey stated that the WTP has an emergency power generator and asked if there would be a time-delay on the UV system. Mr. Kwan stated that part of the cost of the UV system would be batteries to keep the UV system running until the emergency generator comes on.

Board Member Knell asked how often there is a power outage at the WTP. Mr. Van Wyck stated that it depends on thunder storms and geese flying into transformers in the wellfields.

Board Member Powell asked if there would be any risk to the public if the power goes out for the UV system. Board Member Cathey stated that if there is no power, all the pumps would be off until the emergency generator kicks on so the water storage tanks would be feeding the system.

Board Member Knell stated that if the UV system can be installed in an existing building, it should. Mr. Quail stated that HDR's goal is to use the space that the Board already has.

Chairman King asked if the UV system has to be inside. Mr. Kwan stated that unlike a WWTP, the UV system for a WTP must be indoors.

The Board thanked Mr. Kwan for his presentation.

Treasurer Bertoglio left the meeting at 12:47 p.m.

f. There was no Other New Business.

9. Chairman King asked for a motion to move into Executive Session to discuss potential property acquisition and potential litigation. A motion was made by Secretary Waters and seconded by Board Member Powell to adjourn into Executive Session at 12:48 p.m. to discuss potential property acquisition and potential litigation. Motion put and carried.

A motion was made by Board Member Cathey and seconded by Secretary Waters to adjourn from Executive Session at 12:53 p.m. Motion put and carried.  
Chairman King called the Regular Session to order at 12:54 p.m.

10. In the Chairman's Report, Chairman King stated that the next regular meeting would be held on July 20, 2021.

A motion was made by Board Member Cathey and seconded by Secretary Waters to adjourn the meeting at 12:55 p.m. Motion put and carried.

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Chairman

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Secretary

**Central Wyoming Regional Water System  
Joint Powers Board**

**UNAPPROVED VOUCHER LISTING  
October 14, 2021**

<b>VOUCHER NO.</b>	<b>VENDOR</b>	<b>DESCRIPTION</b>	<b>AMOUNT</b>
8336	Williams, Porter, Day & Neville, P.C.	Legal Expense – August 2021	\$542.50
8337	City of Casper	Operations Reimbursement – September 2021	\$341,224.28
8338	Casper Star-Tribune c/o Lee Enterprises	Capital Expense – Advertisement for Bid – WTP Variable Frequency Drive Project No. 21-030	\$621.76
8339	Skogen, Cometto & Associates, P.C.	FY2021 Audit Fieldwork in Process	\$12,500.00
8340	Williams, Porter, Day & Neville, P.C.	Legal Expense – September 2021	\$525.00
8341	City of Casper	Loan Payment	\$127,960.40
8342	Double D Welding & Fabrication, Inc.	Capital Expense – Fabricate and Install Pipe Brackets	\$5,485.00
8343	Wyoming Lock and Safe	Capital Expense – Security Upgrades – Re-key Doors	\$2,501.50
		<b>Total</b>	<b>\$491,360.44</b>



City of Casper  
200 North David Street  
Casper, WY 82601

8337

General Billing

For questions regarding this invoice, please contact us at (307) 235-8235 or email [FinanceCustomerService@CasperWY.Gov](mailto:FinanceCustomerService@CasperWY.Gov)

CUSTOMER	INVOICE DATE	INVOICE NUMBER	AMOUNT PAID	DUE DATE	INVOICE TOTAL DUE
CENTRAL WYO. REGIONAL WATER SYS....	09/29/2021	2154	\$0.00	10/29/2021	\$341,224.28
PAST DUE AMOUNT				ACCOUNT BALANCE	
\$0.00				\$341,224.28	

DESCRIPTION	QUANTITY	PRICE	UOM	ORIGINAL BILL	ADJUSTED	PAID	AMOUNT DUE
REGIONAL WATER OPS REIMBURSEMENT	1.00	\$341224.2800	EACH	\$341,224.28	\$0.00	\$0.00	\$341,224.28
Invoice Total:						\$341,224.28	

September 2021 Operations Reimbursement

September 2021 Total Reimbursement Invoice		
9010.00	Wages & Salaries Dir Labor - O&M	\$106,387.05
9020.00	Chemical Charge - O&M	\$216,736.56
9030.00	Utilities - O&M	\$870.69
9040.00	Supplies - O&M	\$7,363.11
9060.00	Training - O&M	\$395.00
9070.00	Major Maint, Repair, Replc - O&M	\$6,045.05
9080.00	Testing & Lab Services - O&M	\$3,426.82
9090.00	Other Reimbursable Costs - O&M	\$0.00
6040.10	Consulting	\$0.00
300-6257 - Ops Reimb		\$341,224.28
300-6214 - Consulting		\$0.00
Invoice Total		\$341,224.28

✂ DETACH AND RETURN THE PORTION BELOW WITH YOUR PAYMENT ✂



City of Casper  
200 North David Street  
Casper, WY 82601

General Billing

Remit Portion

Invoice Date	09/29/2021
Invoice Number	2154
Customer Number	2784
Amount Paid	\$341,224.28
Due Date	10/29/2021
Invoice Total Due	\$341,224.28

CENTRAL WYO. REGIONAL WATER SYS. JPB  
1500 SW WYOMING BLVD.  
CASPER, WY 82604

000001&20222000021543003412242&5

City of Casper Wyoming  
Expenditure Reimbursement Request  
September 28, 2021

Vendor	Account Name	Date	Invoice Number	Invoice Amount	Purchased
Albertsons	General Materials & Supplies	08/20/2021	00070727	47.53	Lunch for RWS Meeting
ALSCO	Laundry & Towel	08/25/2021	LCAS1430239	61.55	Professional Laundry Services
ALSCO	Laundry & Towel	09/09/2021	LCAS149928	61.55	Professional Laundry Services
Amazon	General Materials & Supplies	07/20/2021	46538	15.98	Phone Protector
AMERICAN PUBLIC WORK	Dues & Subscriptions	09/01/2021	Member ID: 656562	190.00	Membership renewal
APEX SYSTEMS GROUP L	Professional Services	09/09/2021	5136	342.55	Milestone Security Camera license
ATLAS OFFICE PRODUCT	General Materials & Supplies	08/20/2021	69706-0	197.07	Dry Erase Board
ATLAS OFFICE PRODUCT	General Materials & Supplies	09/13/2021	4798470131-1	20.90	Cleaning Supplies
ATLAS OFFICE PRODUCT	General Materials & Supplies	09/09/2021	70131-0	36.96	Office supplies - Cleaning Supplies
Atlas Reproduction	Postage & Printing	08/23/2021	134121	49.30	Copy O&E Manual
BLACK HILLS ENERGY	Natural Gas	09/09/2021	RIN0030626	682.73	Natural Gas
BRENNTAG PACIFIC, IN	Chemicals	08/25/2021	BPI165296	12,638.40	Ferric Chloride
BRENNTAG PACIFIC, IN	Chemicals	08/25/2021	BPI165297	12,756.40	Ferric Chloride
BRENNTAG PACIFIC, IN	Chemicals	09/01/2021	BPI172759	13,487.10	Ferric Chloride
BRENNTAG PACIFIC, IN	Chemicals	09/01/2021	BPI173184	13,758.50	Ferric Chloride
BRENNTAG PACIFIC, IN	Chemicals	09/01/2021	BPI173183	13,729.00	Ferric Chloride
BRENNTAG PACIFIC, IN	Chemicals	09/01/2021	BPI172760	13,847.00	ferric chloride
BRENNTAG PACIFIC, IN	Chemicals	09/01/2021	BPI171057	13,616.90	ferric chloride
BRENNTAG PACIFIC, IN	Chemicals	09/01/2021	BPI171056	13,711.30	ferric chloride
BRENNTAG PACIFIC, IN	Chemicals	09/01/2021	BPI171055	13,658.20	ferric chloride
BRENNTAG PACIFIC, IN	Chemicals	09/09/2021	BPI170284	13,811.60	Ferric chloride
BRENNTAG PACIFIC, IN	Chemicals	09/15/2021	BPI175498	13,428.10	ferric chloride
BRENNTAG PACIFIC, IN	Chemicals	09/15/2021	BPI175497	13,746.70	Ferric chloride
BRENNTAG PACIFIC, IN	Chemicals	09/15/2021	BPI176987	11,723.00	Ferric Chloride
Casper Contractors Supply	General Materials & Supplies	09/13/2021	47979/1541879	955.77	Misc. Tools
CENTURYLINK	Communication	09/09/2021	47930	59.39	Phone Service
COASTAL CHEMICAL CO	Gas/Fuel	08/25/2021	0123181	267.30	Fuel
COASTAL CHEMICAL CO	Gas/Fuel	08/25/2021	0122966	66.22	Fuel
COASTAL CHEMICAL CO	Gas/Fuel	08/25/2021	0123438	87.84	Fuel
Contractors Supply	General Materials & Supplies	08/25/2021	46849	50.64	Sand Pump Socket
DPC INDUSTRIES, INC.	Chemicals	09/01/2021	737003431-21	7,667.52	Sodium Hypochlorite 12.5%
DPC INDUSTRIES, INC.	Chemicals	09/01/2021	737003904-21	7,612.07	sodium hypochlorite
DXP ENTERPRISES, INC	General Materials & Supplies	09/01/2021	52338639	358.18	Casing gasket
DXP ENTERPRISES, INC	Maintenance/Repair	8/10/2021	52194281	2,403.19	GWHS Seal Kit
EMPLOYEE REIMBURSEMENT	Other Employee Compensation	09/09/2021	RIN0030616	5,000.00	Moving expense reimbursement
ENERGY LABRATORIES I	Lab Testing	09/01/2021	418974	306.00	Aerobic Endospores testing
ENERGY LABRATORIES I	Lab Testing	09/01/2021	419926	306.00	Aerobic Endospores testing
ENERGY LABRATORIES I	Lab Testing	09/09/2021	420706	22.00	Bacteria, Public Water Supply
ENERGY LABRATORIES I	Lab Testing	09/09/2021	420909	57.00	Carbon, Total Organic testing
Eurofins Eaton Analytical	Lab Testing	08/17/2021	L0576966 and L058246	400.00	Bromate Testing
FaceBook	Advertising	09/02/2021	8166413	39.70	Water Restriction Advertising
Fastenal	General Materials & Supplies	08/18/2021	46750 / WYCAS156727	93.20	Nitrile Gloves
FERGUSON ENTERPRISES	General Materials & Supplies	08/02/2021	526934	18.84	Parts for eye wash
FERGUSON ENTERPRISES	General Materials & Supplies	08/04/2021	549043	80.23	Parts for South Chem Sump Pump

City of Casper Wyoming  
Expenditure Reimbursement Request  
September 28, 2021

Vendor	Account Name	Date	Invoice Number	Invoice Amount	Purchased
FY22 Ins/Bonds	Insurance/Bonds	09/07/2021	FY22 Ins/Bonds	2,282.48	FY22 Ins/Bonds
FY22 Internal Services	Internal Services	09/07/2021	FY22 Inter S	23,933.77	FY22 TRX
GOBLE SAMPSON ASSOC.	General Materials & Supplies	09/10/2021	47978	1,807.43	Ferric Pump Roller Assembly
GRAINGER, INC.	General Materials & Supplies	08/18/2021	46751	46.33	Safety Supplies
GRAINGER, INC.	General Materials & Supplies	08/25/2021	9032745813	225.00	Exhaust fan
Greiner Ford	General Materials & Supplies	08/17/2021	47955	78.90	Oil Change
HACH CO., CORP.	Lab Supplies	08/20/2021	12594119	363.79	Lab Reagents
HACH CO., CORP.	Lab Supplies	08/24/2021	12599239	151.26	Monochloramine Reagents
HACH CO., CORP.	Lab Supplies	08/10/2021	47950/12565825	1,396.00	Portable Turbidimeter
Harbor Freight	General Materials & Supplies	08/11/2021	053030	28.22	Turbidimeter cleaning brushes
Home Depot	General Materials & Supplies	09/10/2021	47976/60010006226799	-3.13	Return for Tax Refund
Home Depot	General Materials & Supplies	09/10/2021	47977/60010006226799	2.98	Copy of Key
Home Depot	General Materials & Supplies	09/14/2021	47985/036684/0520434	971.57	Misc. Toos
HYDRO OPTIMIZATION &	Professional Services	08/25/2021	9833	1,674.00	Technicians labor, travel & mileage - GWHS Pump SCADA
JNL DESIGNS	Maintenance/Repair	09/15/2021	21-1500-Ceilin-0001	1,260.50	Replace drop ceiling
KNIFE RIVER/JTL	General Materials & Supplies	08/25/2021	263588	383.20	Cement for Ferric Loading Area
LONG BUILDING TECHNO	Maintenance/Repair	09/01/2021	SRVCE0121055	114.00	HVAC Maintenance / repair
Menards	General Materials & Supplies	08/23/2021	46791	38.90	Tiles
Payroll	Personnel	9/2/2021		38,331.20	9/2/21 Payroll
Payroll	Personnel	9/16/2021		36,839.60	9/16/21 Payroll
PRINTWORKS	General Materials & Supplies	09/15/2021	12080	35.95	Printing services - business cards
Rocky Mountain Air	Chemicals	08/05/2021	30274769 and 3027523	6,986.84	Oxygen
Rocky Mountain Air	Chemicals	09/01/2021	30292503	4,333.27	Liquid oxygen
Rocky Mountain Air	Chemicals	09/09/2021	30289554	3,868.05	Liquid oxygen
Smith's	General Materials & Supplies	08/19/2021	46769	21.00	Regional lunch meeting food
Smith's	General Materials & Supplies	08/24/2021	46848	-1.00	Tax refund on Regional meeting
STOTZ EQUIPMENT	Maintenance/Repair	09/01/2021	W18703	250.81	Equipment repairs
Sutherlands	General Materials & Supplies	07/07/2021	027361	27.98	Batteries
Sutherlands	General Materials & Supplies	08/17/2021	46719	136.53	Materials for Repairing Well Houses
Sutherlands	General Materials & Supplies	08/27/2021	46867/192465	28.66	Casper 12, Morad 13 Exhaust Fans
Sutherlands	General Materials & Supplies	09/02/2021	47710	7.78	Well Supplies
Sutherlands	General Materials & Supplies	09/13/2021	47983/003946630631	63.98	Misc. Parts
THATCHER CO.	Chemicals	09/01/2021	1528575	12,356.61	Sodium Hypochlorite
UPS	Lab Testing	08/24/2021	46846/W281, W321	424.77	Lab Sample Shipping Fees
USPS	Postage & Printing	08/24/2021	071759	110.00	POSTAGE STAMPS
Verizon	Communication	08/13/2021	9885342252	128.57	WTP Operator Cell Phone
WARDWELL WATER & SEW	General Materials & Supplies	09/01/2021	RIN0030623	92.99	Water Charge 7/20/21 - 8/18/21
Wear Parts	General Materials & Supplies	08/13/2021	379118	41.60	High Service Pump Parts
WY Steel & Recycling	General Materials & Supplies	08/02/2021	168140	300.00	Grating
WY. ASSOC. OF RURAL	Travel/Training	07/20/2021	722	395.00	training class
XEROX CORPORATION	General Materials & Supplies	09/01/2021	014256588	219.48	Copier usage 7/21/21 - 8/21/21
Total				<u>\$341,224.28</u>	

Central Wyoming Regional Water System

Gallons Produced  
Rates Billed

Fiscal Year 2021-2022

Entity	Gallons of Water Produced				Water Rates Billed			
	9/30/2021	8/31/2021	7/31/2021	Year-to-Date	9/30/2021	8/31/2021	7/31/2021	Year-to-Date
Salt Creek JPB	3,804,904.082	4,458,112.245	5,338,653.061	13,601,669.388	\$ 8,104.45	\$ 9,495.78	\$ 11,371.33	\$ 28,971.56
Wardwell W&S	26,450,546.939	28,590,289.796	35,380,465.306	90,421,302.041	\$ 56,339.66	\$ 60,897.32	\$ 75,360.39	\$ 192,597.37
Pioneer	6,349,687.755	7,745,114.286	8,581,059.184	22,675,861.224	\$ 13,524.83	\$ 16,497.09	\$ 18,277.66	\$ 48,299.58
Poison Spider	763,724.490	819,132.653	810,255.102	2,393,112.245	\$ 1,626.73	\$ 1,744.75	\$ 1,725.84	\$ 5,097.33
33 Mile Road	1,228,418.367	1,369,336.735	1,191,938.776	3,789,693.878	\$ 2,616.53	\$ 2,916.69	\$ 2,538.83	\$ 8,072.05
Sandy Lake	1,811,029.592	1,945,990.816	2,350,780.612	6,107,801.020	\$ 3,857.49	\$ 4,144.96	\$ 5,007.16	\$ 13,009.62
Lakeview	647,838.776	813,420.408	807,265.306	2,268,524.490	\$ 1,379.90	\$ 1,732.59	\$ 1,719.48	\$ 4,831.96
Mile-Hi	541,597.959	595,862.245	693,764.286	1,831,224.490	\$ 1,153.60	\$ 1,269.19	\$ 1,477.72	\$ 3,900.51
City of Casper	447,060,252.041	495,137,094.816	571,684,899.367	1,513,882,246.224	\$ 952,238.34	\$ 1,054,642.01	\$ 1,217,688.84	\$ 3,224,569.18
Regional Water	0.000	(96,000.000)	(12,554,832.000)	(12,650,832.000)	\$ -	\$ (204.48)	\$ (26,741.79)	\$ (26,946.27)
<b>TOTAL</b>	<b>488,658,000.000</b>	<b>541,378,354.000</b>	<b>614,284,249.000</b>	<b>1,644,320,603.000</b>	<b>\$1,040,841.54</b>	<b>\$1,153,135.89</b>	<b>\$1,308,425.45</b>	<b>\$3,502,402.89</b>

TOTAL PRIOR YEAR (FY2021) GALLONS PRODUCED:

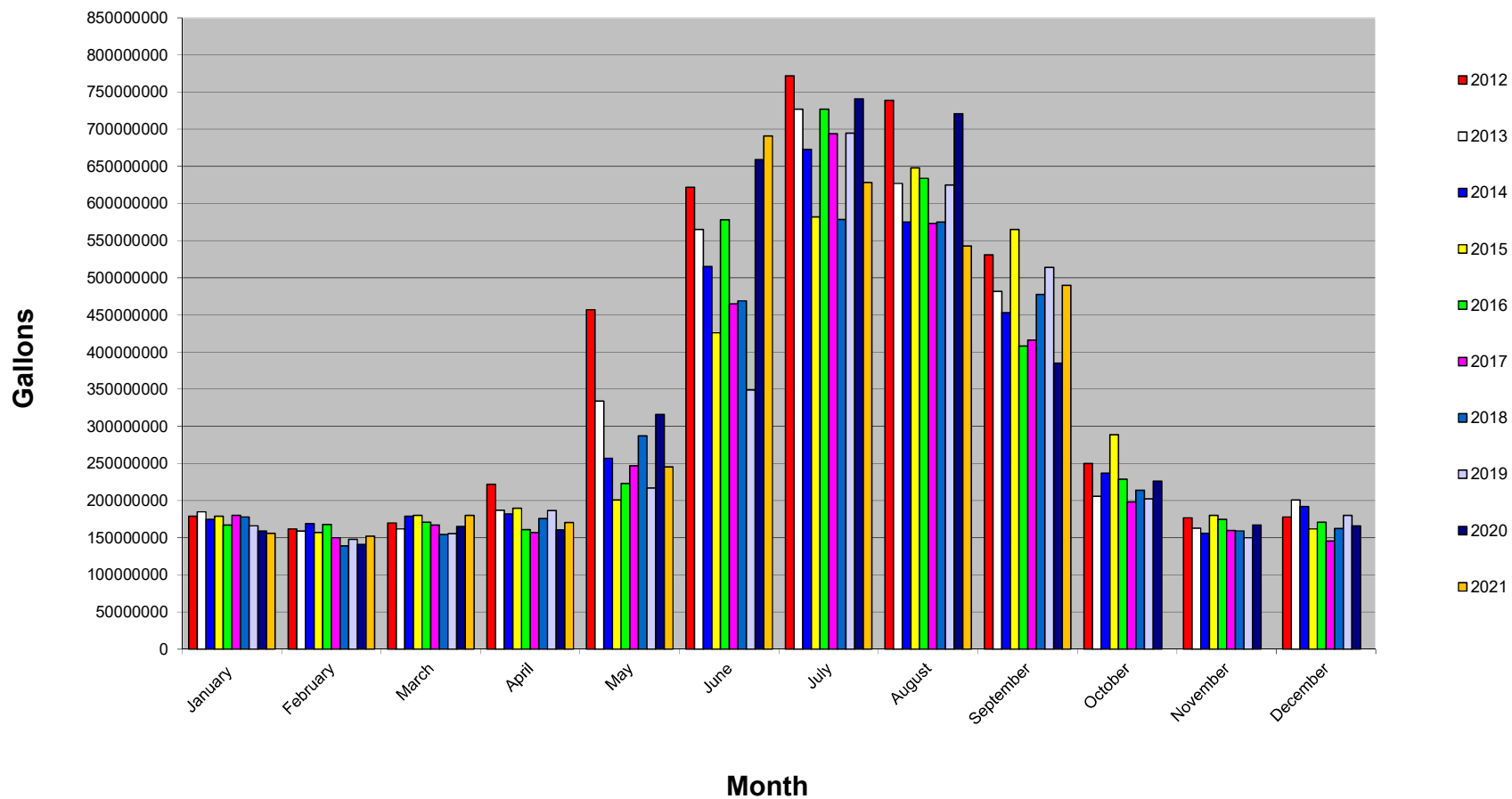
3,978,940,625.000

TOTAL PRIOR YEAR (FY2021) BILLING:

\$ 8,077,249.47

\*Total water produced does not equate to total water billed  
due to credit given.

# WTP PRODUCTION



**Board Officers:**

H.H. King, Jr., Chairman  
Larry Keffer, Vice-Chairman  
Kenneth Waters, Secretary  
Paul Bertoglio, Treasurer



**Central Wyoming Regional Water System  
Joint Powers Board**

1500 SW Wyoming Boulevard  
Casper, Wyoming 82604  
(307) 265-6063 • Fax (307) 265-6058

**Board Members:**

Steve Cathey  
Steve Freel  
Bruce Knell  
Charles Powell

MEMO TO: H.H. King Jr., Chairman  
Central Regional Water System Joint Powers Board

FROM: Andrew B. Beamer, P.E., Public Services Director  
Alex Sveda, P.E., City Engineer  
Bruce Martin, Public Utilities Manager  
Thomas Edwards, Plant Operations Manager

SUBJECT: Authorizing a Contract for Professional Services with Lower Company, P.C., in the amount of \$3,000, for the Water Treatment Plant Filter Hoist System Installation Preliminary Design Report, Project No. 21-061.

**Meeting Type & Date:**

October 19, 2021 Regular Board Meeting

**Recommendation:**

That the Board authorize a contract for professional services with Lower Company, P.C. (Lower) in the amount of \$3,000.00, for the Water Treatment Plant Filter Hoist System, Project No. 21-061.

**Summary:**

The Occupational Safety & Health Administration (OSHA) has required the installation of an evacuation hoist system for workers servicing the six (6) confined-entry cells in the filter room of the Water Treatment Plant. The work requires welded structural steel anchored to the existing concrete beams to support the OSHA weight capacity of 1,500 pounds.

Lower completed a feasibility study in January 2021 and has submitted a proposal to provide the engineered construction drawings and construction administration services to install the new hoist system in the amount of \$3,000. City Staff have reviewed the proposal and recommend awarding Lower for the work.

**Financial Considerations:**

Regional Water Fund Reserves

**Oversight/Project Responsibility:**

Alex Sveda, City Engineer

**Attachments:**

Contract for Professional Services

# **CONTRACT FOR PROFESSIONAL SERVICES**

## **PART I - AGREEMENT**

This Contract for Professional Services ("Contract") is entered into on this \_\_\_\_ day of October, 2021, by and between the following parties:

1. The Central Wyoming Regional Water System Joint Powers Board, a Wyoming Joint Powers Board, 1500 SW Wyoming Boulevard, Casper, Wyoming 82604 ("Owner").

2. Lower Company, P.C., 1607 CY Avenue, Casper, Wyoming 82604 ("Consultant").

Throughout this document, the Owner and the Consultant may be collectively referred to as the "parties."

### **RECITALS**

A. The Owner is undertaking a project to install an evacuation hoist way to service the six (6) filter cells at the Central Wyoming Regional Water Treatment Plant, hereinafter referred to as the "Project."

B. The project requires professional services for producing engineered construction drawings and construction administration.

C. The Consultant represents that it is ready, willing, and able to provide the professional services to Owner as required by this Contract.

D. The Owner desires to retain the Consultant for such services.

**NOW, THEREFORE**, in consideration of the covenants and conditions set forth herein to be performed, the parties agree as follows:

1. **SCOPE OF SERVICES:**

The Consultant shall perform the following services in connection with and respecting the project: See Attached "Exhibit A", dated October 6, 2021 from Lower Company, P.C.

2. **TIME OF PERFORMANCE:**

The services of the Consultant are to commence upon written notice to proceed from the Owner. The Project construction drawings shall be undertaken and completed on or before the 1st day of December 2021 and construction administration undertaken and completed by May 6, 2022.

3. COMPENSATION:

In consideration of the performance of services rendered under this Contract, the Consultant shall be compensated for services performed in accordance with paragraph 1, not to exceed a maximum of Three Thousand Dollars (\$3,000.00).

4. METHOD OF PAYMENT:

Payment will be made following receipt of an itemized invoice from the Consultant for services rendered in conformance with the Contract, and following approval by the CWRWS. Consultant shall submit an invoice for payment specifying that it has performed the services rendered under this Contract, in conformance with the Contract, and that it is entitled to receive the amount requested under the terms of the Contract.

If amounts owed by the Consultant to the Owner for any goods, services, licenses, permits or any other items or purpose remain unpaid beyond the Owner's general credit policy, those amounts may be deducted from the payment being made by the Owner to the Consultant pursuant to this Contract.

5. TERMS AND CONDITIONS:

This Contract is subject to and incorporates the provisions attached hereto as PART II -- GENERAL TERMS AND CONDITIONS.

6. EXTENT OF CONTRACT:

This Contract represents the entire and integrated Agreement between the Owner and the Consultant, and supersedes all prior negotiations, representations, or agreements, either written or oral. The Contract may be amended only by written instrument signed by both the Owner's and the Consultant's authorized representatives.

The Owner and the Consultant each individually represent that they have the requisite authority to execute this Contract and perform the services described in this Contract.

**IN WITNESS WHEREOF**, the undersigned duly authorized representatives of the parties have executed this Contract as of the day and year above.

(WTP Filter Hoist System- Lower, Company, P.C.)

APPROVED AS TO FORM:

\_\_\_\_\_  
  
ATTEST

CENTRAL WYOMING REGIONAL WATER  
SYSTEM JOINT POWERS BOARD

\_\_\_\_\_  
Kenneth L. Waters  
Secretary

\_\_\_\_\_  
H. H. King, Jr.  
Chairman, CWRWS

WITNESS

CONSULTANT  
Lower Company, P.C.  
1607 CY Avenue  
Casper, WY 82604

By: \_\_\_\_\_

By: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

## **CONTRACT FOR PROFESSIONAL SERVICES**

### **PART II - GENERAL TERMS AND CONDITIONS**

#### **1. TERMINATION OF CONTRACT:**

1.1 The Owner may terminate this Contract anytime by providing thirty (30) days written notice to Consultant of intent to terminate said Contract. In such event, all finished or unfinished documents, data, studies and reports prepared by the Consultant under this Contract shall, at the option of the Owner, become its property, and the Consultant shall be entitled to receive just and equitable compensation for any satisfactory work completed on such documents.

1.2 Notwithstanding the above, the Consultant shall not be relieved of liability to the Owner for damages sustained by the Owner, by virtue of termination of the Contract by Consultant, or any breach of the Contract by the Consultant, and the Owner may withhold any payments to the Consultant for the purpose of setoff until such time as the exact amount of damages due the Owner from the Consultant are determined.

#### **2. CHANGES:**

The Owner may, from time to time, request changes in the scope of the services of the Contract. Such changes, including any increase or decrease in the amount of the Consultant's compensation, which are mutually agreed upon between the Owner and the Consultant, shall be incorporated in written amendments to this Contract. There shall be no increase in the amount of Consultant's compensation unless approved by Resolution adopted by Owner.

#### **3. ASSIGNABILITY:**

The Consultant shall not assign any interest in this Contract, and shall not transfer any interest in the same (whether by assignment or novation) without the prior written approval of the Owner: provided, however, that claims for money due or to become due the Consultant from the Owner under this Contract may be assigned to a bank, trust company, or other financial institution, or to a trustee in bankruptcy, without such approval. Notice of any assignment or transfer shall be furnished to the Owner within five (5) business days of any assignment or transfer.

#### **4. AUDIT:**

The Owner or any of its duly authorized representatives shall have access to any books, documents, papers, and records of the Consultant which are directly pertinent to the Contract for the purpose of making audit, examination, excerpts, and transactions.

5. EQUAL EMPLOYMENT OPPORTUNITY:

In carrying out the program, the Consultant shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, or disability. The Consultant shall take affirmative action to insure that applicants for employment are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, national origin, or disability. Such action shall include, but not be limited to, the following: employment upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Consultant shall post in conspicuous places, available to employees and applicants for employment, notices required by the government setting forth the provisions of this nondiscrimination clause. The Consultant shall state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, or disability.

6. OWNER OF PROJECT MATERIALS:

All finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, films, duplicating plates, and reports prepared by the Consultant under this Contract shall be considered the property of the Owner, and upon completion of the services to be performed, they will be turned over to the Owner provided that, in any case, the Consultant may, at no additional expense to the Owner, make and retain such additional copies thereof as Consultant desires for its own use; and provided further, that in no event may any of the documents, data, studies, surveys, drawings, maps, models, photographs, films, duplicating plates, or other reports retained by the Consultant be released to any person, agency, corporation, or organization without the written consent of the Owner.

7. FINDINGS CONFIDENTIAL:

All reports, information, data, etc., given to or prepared, or assembled by the Consultant under this Contract are confidential and shall not be made available to any individual or organization by the Consultant without the prior written consent of the Owner.

8. GOVERNING LAW:

This Contract shall be governed by the laws of the State of Wyoming. The Consultant shall also comply with all applicable laws, ordinances, and codes of the local, state, or federal governments and shall not trespass on any public or private property in performing any of the work embraced by this Contract.

9. PERSONNEL:

The Consultant represents that it has, or will secure, all personnel required in performing the services under this Contract. Such personnel shall not be employees of the Owner. All of the services required shall be performed by the Consultant, or under its supervision, and all personnel engaged in the work shall be fully qualified. All personnel employed by Consultant shall be employed in conformity with applicable local, state or federal laws.

10. SUBCONSULTANT:

The Consultant shall not employ any sub-Consultant to perform any services in the scope of this project, unless the sub-Consultant is approved in writing by the Owner. Any approved sub-Consultant shall be paid by the Consultant.

The labor to be performed by the Contractor under this agreement may require the Contractor to comply with the Wyoming Preference Act of 1971, as amended, W. S. § 16 – 6 – 201 et seq. It is the legal responsibility of the Contractor to determine whether the identified Act is applicable to the Contractor while performing the services/labor detailed herein. If the Contractor determines that the identified Act is applicable, the Contractor then becomes legally obligated to comply with the identified Act in all regards while providing labor upon the project herein described.

All questions relating to compliance of the Contractor under the Act should be addressed by the Contractor to:

State of Wyoming Department of Workforce Services  
Casper Workforce Center  
851 Werner Court, Suite 120  
Casper, WY 82601  
Phone #: 307 – 234 – 4591  
Fax #: 307 – 266 – 1238  
[www.Wyomingworkforce.org](http://www.Wyomingworkforce.org)

Through execution of this contract, the Contractor certifies that if the identified Act is applicable to this project, Contractor has met, and will continue to meet all obligations incumbent upon it as set forth under the identified Act throughout the term of the project identified herein.

11. INSURANCE AND INDEMNIFICATION:

A. **Prior to** the commencement of work, Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work

hereunder by the Consultant, its subconsultants, agents, representatives, or employees.

*B. Minimum Scope and limit of Insurance.*

Coverage shall be at least as broad as:

1. Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than the sum of Two Hundred Fifty Thousand Dollars (\$250,000) to any claimant for any number of claims arising out of a single transaction or occurrence; or the sum of Five Hundred Thousand Dollars (\$500,000) for all claims arising out of a single transaction or occurrence. If a general aggregate limit applies, the general aggregate limit shall apply separately to this project/location. The CGL policy shall be endorsed to contain Employers Liability/Stop Gap Coverage
2. Automobile Liability: Insurance Services Office Form Number CA 0001 covering, Code 1 (any auto), or if Consultant has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than Five Hundred Thousand (\$500,000) per accident for bodily injury and property damage.
3. Workers’ Compensation: as required by the State of Wyoming with Statutory Limits.
4. Professional Liability (Errors and Omissions) Insurance appropriate to the Consultant’s profession, with limit no less than the sum of Two Hundred Fifty Thousand Dollars (\$250,000) to any claimant for any number of claims arising out of a single transaction or occurrence; or the sum of Five Hundred Thousand Dollars (\$500,000) for all claims arising out of a single transaction or occurrence. If a general aggregate limit applies, the general aggregate limit shall apply separately to this project/location.

*C. Higher Limits.* If the Consultant maintains higher limits than required under this Agreement, then the Owner shall be entitled to coverage for the higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Owner.

*D. Other Insurance Provisions*

The insurance policies are to contain, or be endorsed to contain, the following provisions:

1. *Additional Insured Status*

The Owner, its officers, elected and appointed officials, employees, agents and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Consultant including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage shall be provided in the form of an endorsement to the Consultant's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10 and CG 20 37 forms if later revisions used).

2. *Primary Coverage*

For any claims related to this contract, the Consultant's insurance coverage shall be primary insurance as respects the Owner, its officers, elected and appointed officials, employees, agents and volunteers. Any insurance or self-insurance maintained by the Owner, its officers, elected and appointed officials, employees, agents or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

3. *Notice of Cancellation*

Each insurance policy required above shall state that coverage shall not be canceled, materially changed, or reduced, except with notice to the Owner. Such notice to the Owner shall be provided in a commercially reasonable time.

4. *Waiver of Subrogation*

Consultant hereby grants to Owner a waiver of any right to subrogation which any insurer of said Consultant may acquire against the Owner by virtue of the payment of any loss under such insurance. Consultant agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the Owner has received a waiver of subrogation endorsement from the insurer.

5. *Deductibles and Self-Insured Retentions*

Any deductibles or self-insured retentions must be declared to and approved by the Owner. Unless otherwise approved by the Owner in writing, any deductible may not exceed Ten Thousand Dollars (\$10,000). Unless otherwise approved in writing by the Owner, self-insured retentions may not exceed Ten Thousand Dollars (\$10,000), and the Owner may require the Consultant to provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

6. *Acceptability of Insurers*

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise agreed to in writing by the Owner.

7. *Claims Made Policies*

If any of the required policies provide coverage on a claims-made basis:

- a. The Retroactive Date must be shown and must be before the date of the contract or the beginning of contract work.
- b. Insurance must be maintained and evidence of insurance must be provided *for at least three (3) years after completion of the contract of work*. However, Consultant's liabilities under this Contract shall not be deemed limited in any way by the insurance coverage required.
- c. If coverage is canceled or non-renewed, and not *replaced with another claims-made policy form with a Retroactive Date* prior to the contract effective date, the Consultant must purchase "extended reporting" coverage for a minimum of *three (3) years* after completion of contract work and at all times thereafter until the applicable statute of limitations runs.

8. *Verification of Coverage*

Consultant shall furnish the Owner with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the Owner before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Consultant's obligation to provide them. The Owner reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

9. *Subconsultants*

Consultant shall require and verify that all subconsultants maintain insurance meeting all the requirements stated herein, and Consultant shall ensure that the Owner is an additional insured on insurance required from subconsultants.

10. *Special Risks or Circumstances*

Owner reserves the right to reasonably modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

- E. Consultant agrees to indemnify the Owner, the Owner's employees, elected officials, appointed officials, agents, and volunteers, and all additional insured and hold them harmless from all liability for damages to property or injury to or death to persons, including all reasonable costs, expenses, and attorney's fees incurred related thereto, to the extent arising from negligence of the Consultant and any subconsultant thereof.

12. INTENT:

Consultant represents that it has read and agrees to the terms of this Contract and further agrees that it is the intent of the parties that Consultant shall perform all of the services for the compensation set forth in this Contract. Consultant also agrees that it is the specific intent of the parties, and a material condition of this Contract, that it shall not be

entitled to compensation for other services rendered unless specifically authorized by the Owner by Resolution of its governing body. Consultant agrees that it has carefully examined the Scope of Services, and that the compensation is adequate for performance of this Contract.

13. WYOMING GOVERNMENTAL CLAIMS ACT:

The Owner does not waive any right or rights it may have pursuant to the Wyoming Governmental Claims Act, Wyoming Statutes Section 1-39-101 et seq., and the Owner specifically reserves the right to assert any and all rights, immunities, and defenses it may have pursuant to the Wyoming Governmental Claims Act.

14. NO THIRD PARTY BENEFICIARY RIGHTS:

The parties to this Contract do not intend to create in any other individual or entity the status of third-party beneficiary, and this Contract shall not be construed so as to create such status. The rights, duties and obligations contained in this Contract shall operate only between the parties to this Contract, and shall inure solely to the benefit of the parties to this Contract. The parties to this Contract intend and expressly agree that only parties signatory to this Contract shall have any legal or equitable right to seek to enforce this Contract, to seek any remedy arising out of a party's performance or failure to perform any term or condition of this Contract, or to bring an action for the breach of this Contract.

October 6, 2021



Alex Sveda, P.E.  
Associate Engineer  
City of Casper  
200 North David St  
Casper, WY 82601

REF: City of Casper Water Treatment Plant Evacuation Hoistway Project,  
Casper, Wyoming.

Dear Mr. Sveda:

The following is our fee proposal for the provision of Structural Engineering Services for the above referenced project. The project is described as a new steel runway and evacuation hoists located above the six existing filter cells in the plant.

We propose a total fee of \$3,000.00 for the project.

We will complete construction documents including plans and structural specifications, and perform construction administration services including shop drawing review and construction observation. We can begin work on the project in early November 2021 and complete the drawings by December 1, 2021. Please note that our Professional Liability Insurance limits are \$1,000,000.00 per occurrence and \$1,000,000.00 aggregate.

If you have any questions or comments, please give me a call.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Lower', is written over the word 'Sincerely,'.

Robert Lower, P.E.

**Board Officers:**

H.H. King, Jr., Chairman  
 Larry Keffer, Vice-Chairman  
 Kenneth Waters, Secretary  
 Paul Bertoglio, Treasurer



**Central Wyoming Regional Water System  
 Joint Powers Board**

1500 SW Wyoming Boulevard  
 Casper, Wyoming 82604  
 (307) 265-6063 • Fax (307) 265-6058

**Board Members:**

Steve Cathey  
 Steve Freel  
 Bruce Knell  
 Charles Powell

October 6, 2021

MEMO TO: H.H. King, Jr., Chairman  
 Member, Central Wyoming Regional Water System Joint Powers Board

FROM: Andrew B. Beamer, P.E., Public Services Director, City of Casper  
 Alex Sveda, P.E. City Engineer, City of Casper  
 Bruce Martin, Public Utilities Manager, City of Casper  
 Terry Cottenor, Engineering Technician, City of Casper

SUBJECT: Authorizing an Agreement with ITC Electrical Technologies, in the Amount of \$85,200.00, for the Water Treatment Plant Variable Frequency Drive, Project No. 21-030.

**Recommendation**

That the Central Wyoming Regional Water System (CWRWS) Joint Powers Board authorize an agreement with ITC Electrical Technologies (ITC) in the amount of \$85,200.00, for the Water Treatment Plant Variable Frequency Drive, Project No. 21-030. Furthermore, it is recommended that the CWRWS Joint Powers Board authorize a construction contingency account, in the amount of \$4,000.00, for a total project amount of \$89,200.00.

**Summary**

On Wednesday, October 6, 2021, two (2) bids were received for the Water Treatment Plant Variable Frequency Drive, Project No. 21-030. The base bids received for this work are as follows:

<u>CONTRACTOR</u>	<u>BUSINESS LOCATION</u>	<u>BID AMOUNT</u>
ITC	Casper, WY	\$85,200.00
Modern Electric	Casper, WY	\$105,878.00

The Water Treatment Plant Variable Frequency Drive Project includes the replacement of the Variable Frequency Drive (VFD) for Groundwater High Service Pump #2 at the CWRWS Water Treatment Plant. The existing VFD is nearing the end of its operational life. Work is scheduled to be completed by April 29, 2022. The estimate prepared by the City of Casper Engineering Division was \$99,000.00.

As required by State Statute, in-state bidders receive a five percent (5%) bid preference. No bid preference was granted due to the lowest bid received by a Wyoming Resident Contract not being within five percent (5%) of the low bid. A notice was published in the local newspaper once a week

for two consecutive weeks as required by State Statute, and the project was advertised on the City of Casper's website ([www.casperwy.gov](http://www.casperwy.gov)).

Financial Considerations

Funding will be from the CWRWS reserves fund allocated to the High Service Pump VFD.

Oversight/Project Responsibility

Terry Cottenoir, Engineering Technician, City of Casper Public Services Department.

Attachments

Agreement

STANDARD FORM OF  
AGREEMENT BETWEEN OWNER AND CONTRACTOR

THIS AGREEMENT is made between the Central Wyoming Regional Water System Joint Powers Board, 1500 Southwest Wyoming Boulevard, Casper, Wyoming 82601, hereinafter referred to as the "Owner," and ITC Electrical Technologies, 4630 East Magnolia, Casper, Wyoming 82604, hereinafter referred to as the "Contractor."

WHEREAS, the Central Wyoming Regional Water System Joint Powers Board desires to remove and replace a variable frequency drive at the Central Wyoming Regional Water System Water Treatment Plant; and,

WHEREAS, ITC Electrical Technologies is able and willing to provide those services specified as the Water Treatment Plant Variable Frequency Drive, Project No. 21-030.

NOW, THEREFORE, it is hereby agreed as follows:

ARTICLE 1. WORK.

Contractor shall perform all the work required by the Contract Documents for the Water Treatment Plant Variable Frequency Drive, Project No. 21-030, hereinafter referred to as the "Work."

ARTICLE 2. ENGINEER.

The Project has been designed by the City of Casper, who is hereinafter referred to as the "Engineer" and who is to act as Owner's representative, assume all duties and responsibilities and have the rights and authority assigned to Engineer in the Contract Documents in connection with completion of the Work in accordance with the Contract Documents.

ARTICLE 3. CONTRACT TIME.

- 3.1 The Work will be substantially completed by **April 29, 2022** and completed and ready for final payment in accordance with Article 14 of the General Conditions by **May 6, 2022**.
- 3.2 Liquidated Damages. Owner and Contractor recognize that time is of the essence of this Agreement and that Owner will suffer financial loss if the Work is not substantially completed by the time specified in Paragraph 3.1 above, plus any extension thereof allowed in accordance with Article 12 of the General Conditions. They also recognize the delays, expense, and difficulties involved in proving in a legal or arbitration proceeding the actual loss suffered by Owner if the Work is not substantially completed on time. Accordingly, instead of requiring any such proof, Owner and Contractor agree that as liquidated damages for delay (but not as a penalty) Contractor shall pay Owner One Thousand Dollars (\$1,000.00) for each day that expires after the time specified in Paragraph 3.1 for substantial completion. After Substantial Completion, if Contractor shall neglect, refuse, or fail to complete the remaining work within the time specified in paragraph 3.1 for completion and readiness for final payment or any proper extension thereof granted by Owner, Contractor

shall pay Owner Five Hundred Dollars (\$500.00) for each day that expires after the time specified in paragraph 3.1 for completion and readiness for final payment. It is further agreed that such liquidated damages are not a penalty, but represent the parties' best estimate of actual damages.

#### ARTICLE 4. CONTRACT PRICE.

In consideration of the performance of the work in accordance with the Contract documents for this Unit Price Contract, Owner shall pay Contractor in current funds a not-to-exceed total contract price of Eighty-Five Thousand Two Hundred Dollars (\$85,200.00), subject to additions and deductions by Change Order approved by the Owner. The contract fee shall be based on materials actually furnished and installed and services actually provided based on the unit prices contained in the Bid Form, included as Exhibit "A" (pages BF-1 through BF-4, Bid Form) and Itemized Bid Schedule, included as Exhibit "B" (page BS-1, Bid Schedule) and by this reference made a part of this Agreement.

#### ARTICLE 5. PAYMENT PROCEDURES.

Contractor shall submit Applications for Payment in accordance with Article 14 of the General Conditions. Applications for Payment will be processed through the Engineer as provided in the General Conditions.

- 5.1 Progress Payments. Contractor's Applications for Payment, as recommended by Engineer, shall be submitted to City Engineering Staff on or before the 25th day of each month during construction, and Owner shall mail progress payments in the following month one day after the monthly meeting of the Central Wyoming Regional Water System Joint Powers Board. Progress payments shall be structured as provided below. All progress payments will be on the basis of the progress of the Work measured by the Schedule of Values provided for in Paragraph 14.1 of the General Conditions, subject to the cutoff and submittal dates provided in the General Provisions.
  - 5.1.1 Progress payment will be made in an amount equal to ninety-five percent (95%) of the Work completed. Owner shall withhold five percent (5%) of the work completed as retainage, said retainage to be paid in accordance with the provisions of Paragraph 5.3, Final Payment.
  - 5.1.2 Should amounts owed by the Contractor to the Owner for any goods, services, licenses, permits or any other item or purpose remain unpaid beyond the Owner's general credit policy, those amounts may be deducted from the payment being made by the Owner to the Contractor pursuant to this agreement.
- 5.2 OWNER may withhold progress payments if CONTRACTOR fails to submit an updated progress schedule with the application for payment as detailed in Section 01310 Progress Schedules.
- 5.3 Final Payment. Upon final completion and acceptance of the Work in accordance with Paragraph 14.13 of the General Conditions, Engineer shall recommend payment and present

Contractor's Final Application for Payment to the City. Pursuant to Wyoming State Statutes, final payment cannot be made until forty-one (41) days after publication of the first Notice of Completion.

#### ARTICLE 6. WITHHELD FUNDS.

Pursuant to Wyoming Statutes Section 16-6-701 et seq., withheld percentages for Contracts exceeding \$50,000.00 will be retained in an account in the name of the Contractor (except when specifically waived in writing by Contractor) which has been assigned to the Owner until the Contract is completely, satisfactorily, and finally accepted by the Owner. Unless a depository is designated by the Contractor in a written attachment hereto, the Contractor's signature hereon shall act as authority for the Owner to designate a retainage depository on behalf of the Contractor, for the purposes specified in Wyoming Statutes Section 16-6-704. The Contractor's signature hereon shall act as an assignment of the depository account to the Owner, as provided by Wyoming Statutes Section 16-6-701 et seq., whether the depository is designated by the Contractor or by the Owner.

#### ARTICLE 7. CONTRACTOR'S REPRESENTATIONS.

In order to induce Owner to enter into this Agreement, Contractor makes the following representations:

- 7.1 Contractor has familiarized himself with the nature and extent of the Contract Documents, Work, locality, and with all local conditions and federal, state, and local Laws and Regulations that in any manner may affect cost, progress, or performance of the Work.
- 7.2 Contractor has studied carefully all reports of investigations and tests of subsurface and latent physical conditions at the site or otherwise affecting cost, progress, or performance of the work which were relied upon by Engineer in the preparation of the Drawings and Specifications and which have been identified in the Supplementary Conditions.
- 7.3 Contractor has made or caused to be made examinations, investigations, and tests and studies as he deems necessary for the performance of the Work at the Contract Price, within the Contract Time, and in accordance with the other terms and conditions of the Contract Documents; and no additional examinations, investigations, tests, reports, or similar data are or will be required by Contractor for such purposes.
- 7.4 Contractor has correlated the results of all such observations, examinations, investigations, tests, reports, and data with the terms and conditions of the Contract Documents.
- 7.5 Contractor has given Engineer written notice of all conflicts, errors, or discrepancies that he has discovered in the Contract Documents and the written resolution thereof by Engineer is acceptable to Contractor.

#### ARTICLE 8. CONTRACT DOCUMENTS.

The Contract Documents which comprise the entire agreement between Owner and Contractor are attached to this Agreement, made a part hereof and consist of the following:

- 8.1 This Agreement (Pages SFA-1 of 6 to SFA-6 of 6, inclusive).
- 8.2 Joint Account Agreement or Letter of Forfeiture waiving same.
- 8.3 Exhibit "A" - Bid Form (Pages BF-1 of 4 to BF-4 of 4, inclusive).
- 8.4 Exhibit "B" - Bid Schedule (Page BS-1 of 1, inclusive).
- 8.5 Addenda No. (1, 2).
- 8.6 Performance and Labor and Payment Bonds.
- 8.7 Certificates of Insurance, of Workers' Compensation Coverage, and of Unemployment Insurance Coverage.
- 8.8 General Conditions (Pages 00700-1 to 00700-42, inclusive).
- 8.9 Supplementary Conditions (Pages SC-1 to SC-16, inclusive).
- 8.10 Technical Specifications, consisting of eight (8) sections.
- 8.11 Notice of Award.
- 8.12 Notice to Proceed.
- 8.13 Minutes of the Pre-Bid Conference, if any.
- 8.14 Contract Drawings, with each sheet bearing the following general title:

**Water Treatment Plant Variable Frequency Drive, Project No. 21-030**

- 8.15 Shop Drawings and other Submittals furnished by Contractor during performance of the Work and accepted by the Owner.
- 8.16 Any modifications, amendments, and supplements, including Change Orders, issued pursuant to Paragraphs 3.04 and 3.05 of the General Conditions, on or after the effective date of this Agreement.
- 8.17 Notice of Substantial Completion.

**ARTICLE 9. GOVERNMENTAL CLAIMS ACT**

The Central Wyoming Regional Water System Joint Powers Board does not waive any right or rights it may have pursuant to the Wyoming Governmental Claims Act, Wyoming Statutes Section 1-39-101 et seq. The Central Wyoming Regional Water System Joint Powers Board specifically reserves the right to assert any and all immunities, rights, and defenses it may have pursuant to the Wyoming Governmental Claims Act.

#### ARTICLE 10. MISCELLANEOUS PROVISIONS.

Terms used in this Agreement, which are defined in the General Conditions, shall have the meanings designated in those conditions.

#### ARTICLE 11. LABOR.

The labor to be performed by the Contractor under this agreement may require the Contractor to comply with the Wyoming Preference Act of 1971, as amended, W. S. § 16 – 6 – 201 et seq. It is the legal responsibility of the Contractor to determine whether the identified Act is applicable to the Contractor while performing the services/labor detailed herein. Whether the Contractor determines that the identified Act is applicable, the Contractor shall be legally obligated to comply with the identified Act in all regards while providing labor upon the project herein described.

All questions relating to compliance of the Contractor under the Act should be addressed by the Contractor to:

State of Wyoming Department of Workforce Services  
Casper Workforce Center  
851 Werner Court, Suite 120  
Casper, WY 82601  
Phone #: 307 – 234 – 4591  
Fax #: 307 – 266 – 1238  
[www.Wyomingworkforce.org](http://www.Wyomingworkforce.org)

Through execution of this contract, the Contractor certifies that if the identified Act is applicable to this project, Contractor has met, and will continue to meet all obligations incumbent upon it as set forth under the identified Act throughout the term of the project identified herein.

*(This space intentionally left blank)*

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed in one (1) original copy on the day and year below written.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

APPROVED AS TO FORM:

(Water Treatment Plant Variable Frequency Drive, Project No. 21-030)

\_\_\_\_\_

CONTRACTOR:

ITC Electrical Technologies

ATTEST:

By: \_\_\_\_\_

By: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

OWNER:

Central Wyoming Regional Water System  
Joint Powers Board

ATTEST:

By: \_\_\_\_\_

By: \_\_\_\_\_

Kenneth L. Waters

H.H. King, Jr.

Title: Secretary

Title: Mayor

**PROJECT IDENTIFICATION:** City of Casper  
Water Treatment Plant Variable Frequency Drive  
Project No. 21-030

1. The undersigned Bidder proposes and agrees, if this Bid is accepted, to enter into an Agreement with the Joint Powers Board in the form included in the Bidding Documents and to complete all Work as specified or indicated in the Bidding Documents for the Contract Price by **April 29, 2022**, and completed and ready for final payment not later than **May 6, 2022**, in accordance with the Bidding Documents.
2. Bidder accepts all of the terms and conditions of the Advertisement for Bids and Instructions to Bidders, including without limitation those dealing with the disposition of Bid Guaranty. This Bid will remain effective for thirty (30) days after the day of Bid opening. Bidder will sign the Agreement and submit the Bonds and other documents required by the Bidding Documents within thirty (30) days after the date of the Joint Powers Board's Notice of Award.
3. Notice that preferences will be granted pursuant to Wyoming Statutes Section 16-6-101, et seq., is hereby acknowledged.
4. In submitting this Bid, Bidder represents, as more fully set forth in the Bidding Documents, that:

Addendum No. 1 Dated 9/29/2021  
Addendum No. 2 Dated 8/29/2021

**BF -1 of 4**

- C. This Bid is genuine and not made in the interest of or on behalf of any undisclosed person, firm, corporation, or other business entity. Bidder has not directly or indirectly induced or solicited any other Bidder to submit a false or sham Bid. Bidder has not solicited or induced any person, firm, or a corporation to refrain from bidding. Bidder has not sought by collusion to obtain for itself any advantage over any other Bidder or against the Joint Powers Board.
5. Bidder is bidding all schedules, alternates, if any, and will complete the Work for unit price(s) stated on the attached bid schedule based on materials actually furnished and installed and services actually provided. The Bid is summarized below on the basis of estimated quantities:

TOTAL BASE BID, IN NUMERALS: \$ 85,200.00

TOTAL BASE BID, IN WORDS: Eighty five thousand  
two hundred DOLLARS.

6. Bidder agrees that the work for the Joint Powers Board will be as provided above.
7. Bidder accepts the provisions of the Bidding Documents as to liquidated damages in the event of failure to complete the work on time, unless otherwise stated as provided below. Bidder agrees that such liquidated damages are not a penalty and that the amount provided is as close an estimate as possible to actual damages. Any exceptions or objections to this provision are stated in writing and attached hereto by Bidder.
8. The following documents are attached to and made a condition of this Bid:
- A. Required Bid Guaranty in the form of a Bid Bond. (Unless otherwise provided by the Joint Powers Board.)
  - B. Exhibit "B" - Itemized Bid Schedule.
  - C. State of Wyoming Certificate of Residency Status, in conformance with the Instructions to Bidders.
9. Communications concerning this Bid shall be addressed to:
- Address of Bidder: 4630 E. Magnolia  
Casper, WY 82601
10. The terms used in this Bid are defined in and have the meanings assigned to them in the General Conditions, except as provided in the Supplementary Conditions and Bidding Documents.

Submitted on October 6, 2021.

Bidder is bidding as a Resident (Insert Resident or Non-Resident)

IF BIDDER IS:

AN INDIVIDUAL

By: \_\_\_\_\_ (seal)  
(Individual's Name)

doing business as: \_\_\_\_\_

Business Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Phone Number: \_\_\_\_\_

A PARTNERSHIP

By: \_\_\_\_\_ (seal)  
(Firm's Name)

\_\_\_\_\_  
(General Partner)

Business Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

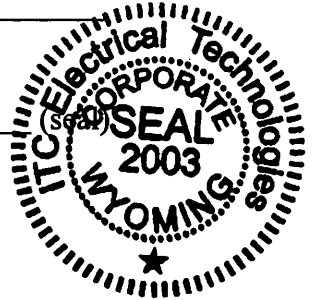
Phone Number: \_\_\_\_\_

A CORPORATION OR LIMITED LIABILITY COMPANY

By: ITC Electrical Technologies (seal)  
(Corporation's or Limited Liability Company's Name)

Wyoming  
(State of Incorporation or Organization)

By: Michael Sadler  
(Title) Project Manager



(Seal)

Attest: \_\_\_\_\_

Business Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Phone Number: \_\_\_\_\_

A JOINT VENTURE

By: \_\_\_\_\_ (seal)  
(Name)

\_\_\_\_\_  
(Address)

By: \_\_\_\_\_ (seal)  
(Name)

\_\_\_\_\_  
(Address)

(Each joint venturer must sign. The manner of signing for each individual, partnership, and corporation that is a party to the joint venture should be in the manner indicated above.)

Water Treatment Plant Variable Frequency Drive (#8026962)  
Owner: Casper WY, City of  
Solicitor: Casper WY, City of  
10/06/2021 02:00 PM MDT

**EXHIBIT "B" - BID SCHEDULE**

				ITC Electrical Technologies	
Line Item	Item Description	Unit	Quantity	Unit Price	Total
1	R&R Variable Frequency Drive (VFD)	LS	1	\$85,200.00	\$85,200.00
Total Base Bid					\$85,200.00

**ADDENDUM NO. 1**

to the

BIDDING AND CONTRACT DOCUMENTS

for the

WATER TREATMENT PLANT VARIABLE FREQUENCY DRIVE  
PROJECT NO. 21-030

by

CENTRAL WYOMING REGIONAL WATER SYSTEM  
JOINT POWERS BOARD  
1500 Southwest Wyoming Boulevard  
Casper, Wyoming 82604

ADDENDUM DATE: September 29, 2021

Receipt of this Addendum must be acknowledged by filling in the spaces provided below and including one (1) copy attached to the bid.

APPROVED: (CITY OF CASPER)



Terry Cottenor, Engineering Tech II

ACKNOWLEDGMENT OF RECEIPT OF  
ADDENDUM (BIDDER)

ITC Electrical Technologies  
Firm



By: Signature

Project Manager  
Title

9/29/2021  
Date Received

**ADDENDUM NO. 2**

to the

BIDDING AND CONTRACT DOCUMENTS

for the

WATER TREATMENT PLANT VARIABLE FREQUENCY DRIVE  
PROJECT NO. 21-030

by

CENTRAL WYOMING REGIONAL WATER SYSTEM  
JOINT POWERS BOARD  
1500 Southwest Wyoming Boulevard  
Casper, Wyoming 82604

ADDENDUM DATE: September 29, 2021

Receipt of this Addendum must be acknowledged by filling in the spaces provided below and including one (1) copy attached to the bid.

APPROVED: (CITY OF CASPER)



Terry Cottenor, Engineering Tech II

ACKNOWLEDGMENT OF RECEIPT OF  
ADDENDUM (BIDDER)

ITC Electrical Technologies  
Firm

Michael Gail  
By: Signature

Project Manager  
Title

9/29/2021  
Date Received

October 19, 2021

MEMO TO: H.H. King Jr., Chairman  
Members, Central Wyoming Regional Water System Joint Powers Board

FROM: Andrew Beamer, P.E., Public Services Director  
Bruce Martin, Assistant Public Utilities Manager  
Andrew Colling, Engineering Technician

SUBJECT: Change Order No. 3 – Assessment of Liquidated Damages  
2.6M Gallon Tank Roof Replacement

Meeting Type & Date:  
CWRWS Joint Powers Board Meeting  
October 19, 2021

Action Type  
Board Approval

Recommendation:  
That the Central Wyoming Regional Water System Joint Powers Board (Board) authorize Change Order No. 3 with Maguire Iron, Inc., for the assessment of Liquidated Damages in the amount of \$8,000 as part of the 2.6M Gallon Tank Roof Replacement.

Summary:  
Maguire Iron, Inc. is under contract with the Board for the 2.6M Gallon Tank Roof Replacement. The project includes the removal and replacement of the roof and supporting structure of the 2.6M Gallon Tank.

Maguire Iron achieved Substantial/Final Completion on July 9, 2021, 24 days following the contracted June 15, 2021 date. Subsequently Maguire Iron was assessed \$36,000 in liquidated damages. Approval of Change Order No. 2 reduced liquidated damages to \$30,000.

Maguire Iron is not in agreement with the assessment of Liquidated Damages in the amount of \$30,000 and is not willing to sign this Change Order. Attached is a letter from Maguire Iron responding to the assessment of damages. Maguire Iron has offered to settle the damages for \$8,000 to close out this project and avoid engaging in costly litigation.

Financial Considerations:  
Staff recommends accepting this compromise to avoid potential costly litigation.

Maguire Iron, Inc.  
2.6M Gallon Tank Roof Replacement

Oversight/Project Responsibility:

Nick Van Whye, P.E., HDR Engineering

Andrew Colling, Engineering Technician, Public Services

Attachments:

Change Order #3

Maguire Iron Response Letter

Date of Issuance: 10/13/2021

Effective Date:

10/13/2021

Owner: Central Wyoming Regional Water System

Owner's Contract No.:

Contractor: Maguire Iron

Contractor's Project No.:

Engineer: HDR

Engineer's Project No.:

Project: 2.6 Million Gallon Backwash Tank Roof Replacement

Contract Name:

The Contract is modified as follows upon execution of this Change Order:

Description: In response to Maguire Iron's letter dated September 7, 2021 this change order will reduce the Liquidated Damages from change order #2 in the amount of \$30,000 to \$8,000. This reduction of liquidated damages is in good faith negotiations with Maguire Iron in an effort to close this project and not have all parties engage in litigation. No time extension is included with this change order.

Attachments:

CHANGE IN CONTRACT PRICE	CHANGE IN CONTRACT TIMES <i>[note changes in Milestones if applicable]</i>
Original Contract Price:	Original Contract Times:
\$ 679,000.00	Substantial Completion: <u>January 23, 2021</u>
	Ready for Final Payment: <u>January 31, 2021</u>
	days or dates
<del>[Increase]</del> [Decrease] from previously approved Change Orders No. <u>2</u> to No. <u>  </u> :	<del>[Increase]</del> [Decrease] from previously approved Change Orders No. <u>1</u> to No. <u>2</u> :
\$ 40,000	Substantial Completion: <u>0</u>
	Ready for Final Payment: <u>0</u>
	days
Contract Price prior to this Change Order:	Contract Times prior to this Change Order:
\$ 639,000.00	Substantial Completion: <u>June 19, 2021</u>
	Ready for Final Payment: <u>June 27, 2021</u>
	days or dates
[Increase] <del>[Decrease]</del> of this Change Order:	<del>[Increase]</del> [Decrease] of this Change Order:
\$ 22,000.00	Substantial Completion: <u>June 19, 2021</u>
	Ready for Final Payment: <u>June 27, 2021</u>
	days or dates
Contract Price incorporating this Change Order:	Contract Times with all approved Change Orders:
\$ 661,000.00	Substantial Completion: <u>June 19, 2021</u>
	Ready for Final Payment: <u>June 27, 2021</u>
	days or dates

RECOMMENDED:		ACCEPTED:		ACCEPTED:	
By: _____	By: _____	By: _____	By: _____	By: _____	By: _____
Engineer (if required)	Owner (Authorized Signature)	Contractor (Authorized Signature)			
Title: <u>Project Engineer</u>	Title: _____	Title: <u>Senior Project Manager</u>			
Date: <u>10-14-21</u>	Date: _____	Date: <u>10-14-21</u>			

Approved by Funding Agency (if applicable)

By: \_\_\_\_\_ Date: \_\_\_\_\_  
Title: \_\_\_\_\_



## WATER TOWER EXPERTS



P.O. Box 1446  
Sioux Falls, SD 57101  
Phone: (605) 334-9749  
Fax: (605) 334-9752  
info@maguireiron.com

September 7, 2021

Mr. Andrew Colling  
City of Casper  
200 North David Street  
Casper, WY 82601

RE: City of Casper  
2.6 Million Gallon Tank Repairs  
Time Extension

Dear Mr. Colling,

I am writing this letter as a follow up to our discussion last week in regards to the liquidated damages on the Casper, WY tank repairs project.

I can understand the position of the Board in following the recommendation of HDR, as the Board is not involved in the day-to-day operations of the construction project. However, Maguire Iron feels that HDR did a very poor job of handling this project from start to finish. As described in previous letters; communication, permitting delays, submittal returns, and the overall execution of contract matters caused us not only a loss of contractual working days, but financial impacts as well. All issues were directed away from HDR and pointed at Maguire Iron.

Engineers (Owner's Representatives) would typically understand that when there is a delay to the contractor that is caused by the owner/engineer, those days are contractually owed back to the contractor. The engineer would then relay this information to the owner and a change order for contract days would be issued. In the case of the permitting delay from January to March (53 days), this did not happen. Also of note is that to date, HDR has never returned a set of approved shop drawings and all work was done at our own risk.

It is unfortunate and frustrating that Maguire Iron is being imposed liquidated damages due to issues that have been out of our control. We feel very strongly in our stance that HDR mis-handled multiple issues on this project and that we should not be held at fault for any damages. With that being said, in an effort to close this project and not have all parties engage in litigation, we would offer to settle the damages for \$5,000-\$8,000.

If any Board Member or the entirety of the Board would like to discuss any of the above, I am willing to visit on a phone call or video call.

Please feel free to contact us with any questions. We look forward to hearing back from you.

Sincerely,

Corey R. Sanders  
Senior Project Manager