

Appendix D. Near-Term Strategies (Immediate through 24 months)

Near-Term Strategies - Quick Reference Guide

Strategy	Champions (Partners)	Cost	Urgency	Implementation Steps
A. Operational Enhancement and Personnel Development				
A-1. Budget for and begin annual data collection - during peak and off-peak seasons.	Parking Program Manager (Lead Parking Aide)	\$	High	☐ Determine if annual data collection will be done in-house, outsourced or hybrid. ☐ If hybrid/outsourced, develop a budget for annual data collection. ☐ If in-house/hybrid: ○ Develop weekday and weekend collection dates, collection hours, and preferred routes. ○ Identify collection periods to accommodate seasonality (e.g., summer, spring/fall, and winter). ○ Collect parking data across all off- and on-street parking locations, paid and free. ○ Identify a process (or partner) for data processing and presentation. ☐ Publish data reports quarterly or bi-annually to facilitate data-driven policy decisions and ensure transparency with the community. ☐ Actively monitor occupancy trends over time.
A-2. Refresh and optimize Parking Aide coverage.	Parking Program Manager (Lead Parking Aide)	N/A	High	☐ Evaluate current coverage routes to assess their effectiveness and identify any gaps in enforcement coverage. ☐ Increase LPR use to address gaps in current routes.

				☐ Define routes based on collected data, Parking Aide availability/shifts and enforcement needs.
A-3. Increase consistency and regularity of Southside area time limited parking.	Parking Program Manager (Lead Parking Aide)	N/A	High	☐ Refresh the enforcement coverage plan for Southside time-limited parking. ☐ Utilize LPR to track turnover and noncompliance. ☐ Proactively communicate with Southside Neighborhood Association and Northern Arizona University (NAU) about increased monitoring, including areas of concern and/or ideas for increasing compliance.
A-4. Conduct a Parking Aide wage evaluation and explore options for increasing the applicant pool.	Parking Program Manager (Community Investment Director, Finance, Human Resources, HR)	\$-\$\$	High	☐ Engage HR to conduct a wage evaluation and to define options for increasing applicant eligibility and/or expansion of the applicant pool. ☐ Continue to develop compensation adjustment budget proposals in partnership with Finance. ☐ Discuss with City Council and seek approval for inclusion in the upcoming Fiscal Year budget (or as a budget amendment if timing for budget inclusion is not achievable).
A-5. Continue documenting current business practices in the ParkFlag Standard Operating Procedures, adding new content/organizational artifacts as appropriate.	Parking Program Manager (Lead Parking Aide, Human Resources)	\$	High	☐ Identify and document investment in annual staff development. ☐ Add a new Onboarding & Training section to the Parking Enforcement Standard Operating Procedures.

B. Technology and Equipment				
B-1. Combine required bank card payment acceptance updates to the pay stations with investment in upgraded pay station technology.	Parking Program Manager, Community Investment Director (Finance, Flowbird)	\$\$\$\$	High	☐ Conduct vendor demonstrations. ☐ Discuss upgrade "needs, wants and nice to haves." ☐ Explore the feasibility of a full replacement/upgrade or a phased approach that prioritizes upgrades to pay stations in key (high traffic) locations. ☐ Budget for planned pay station technology updates. ☐ Develop an implementation plan for upgrades that includes lead time (ordering), installation, staff training, and customer communication.
B-2. Continue to address License Plate Recognition system gaps.	Parking Program Manager (Parking Aides, Passport, MinuteMan)	N/A	High	☐ Set up regular meetings to discuss system gaps with Passport, MinuteMan, and Genetec.
C. Accessibility and Infrastructure				
C-1. Complete an American with Disabilities Act (ADA) Transition Plan	Community Investment Director (Parking Program Manager, Code Enforcement, City Attorney, ADA Coordinator, City Accessibility Office, Commission on Inclusion and Adaptive Living)	\$\$	High	☐ Conduct a comprehensive ADA transition plan, including all on- and off-street parking assets, technology, programming, and communication channels. ☐ Create an annual budget for implementation of plan results.
D. Customer Experience				
D-1. Develop a marketing and/or promotional plan to increase mobile app adoption.	ParkFlag (ParkMobile, Communications, local marketing partners)	\$\$	Medium	☐ Identify current mobile app adoption percentage as the baseline for the campaign.

				❑ Create digital graphics and/or flyers that provide step by step instructions on how to use the mobile app and the benefits of paying by mobile app. ❑ Create a video tutorial for the ParkFlag website on how to navigate the mobile app and pay successfully. ❑ Partner with local marketing partners to promote app use as the fastest, and most convenient, way to pay. ❑ Review the adoption percentage at least annually to gauge the efficacy of promotional strategies.
D-2. Implement an annual customer experience survey.	Community Investment Director (Parking Program Manager)	N/A - \$	Medium	❑ Conduct an online survey each year to solicit feedback from the public and confirm program and budget priorities. ❑ Analyze results and share feedback on the ParkFlag website, with the DBA and in ParkFlag's Annual Report. ❑ Use community input to identify and/or adjust annual ParkFlag workplan priorities.
D-3. Promote ParkFlag's contribution to planned parking and traffic-related Community Enhancements.	Community Investment Director (Parking Program Manager)	\$	Medium	❑ Encourage the City and/or Contractor to provide details on where parking revenues will be reinvested into the downtown parking and traffic-related community enhancements, including specific projects and timing. ❑ Utilize approved City press and social media channels to promote the investments and include them in ParkFlag's Annual Report.
D-4. Partner with local marketing resources to create a public awareness campaign about	ParkFlag, local marketing partner (Communications, DBA)	\$	Medium	❑ Building off ParkFlag's investment in brand awareness, utilize marketing resources to identify key messaging for visitor engagement.

downtown parking options - with a special focus on seasonal visitors. Leverage the DBA to amplify messaging through its membership				☐ Create digital promotional materials. ☐ Distribute materials via social media, partner communication channels, and DBA membership
E. Signage, Wayfinding, and Branding				
E-1. Reduce regulatory and informational sign stacking	ParkFlag (Public Works)	\$	High	☐ Document all existing physical ParkFlag regulatory and informational signage. ☐ Assess which signage needs to be retained, which signage is seasonal and should be covered for part of the year, and which signage can be consolidated. ☐ Create and order magnetic covers or vinyl decals for seasonal signage. ☐ Consolidate signage where possible across the ParkFlag service area.
F. Policy and Program Development				
F-1. Pursue additional opportunities for Shared Parking.	Community Investment Director (City Attorney, Risk Manager, ParkFlag)	\$	Low	☐ Identify a list/map of desired shared parking locations based on parking utilization data and known supply needs. ☐ Develop a Shared Parking Agreement policy and template that identifies responsibilities for each party (private lot owner and City), including maintenance, enforcement, liability, and insurance requirements. ☐ Seek City Attorney and Risk Manager approval of Shared Parking Agreement policy and template.

				☐ Reach out to property owners and garner interest in a potential shared parking agreement.
F-2. Explore a Parking Fee-in-Lieu Program (Fee in lieu of onsite parking).	Planning and Development Services, Community Investment Director (ParkFlag)	N/A	Low	☐ Assess the City's policy and regulatory foundation (Zoning code). ☐ Leverage annual data collection efforts to confirm program viability. ☐ Outline a potential fee structure. ☐ Gather input from the development community.
G. Curb Management				
G-1. Increase 15-minute "flex zones" in high-demand locations.	Parking Program Manager, Lead Parking Aide (Public Works/Streets, DBA, commercial delivery vendors)	\$\$	High	☐ Use parking utilization data and DBA/vendor input to identify locations. ☐ Work with the DBA to communicate preferred locations with business and property owners to gather feedback and/or concerns. ☐ Identify impacts on enforcement and/or monitoring feasibility. ☐ Identify signage and/or curb painting needs. ☐ Actively communicate the coming change to downtown stakeholders and the public. ☐ Include new spaces in annual data collection and user survey to gauge efficacy and impact.
G-2. Increase monitoring and enforcement of loading zones, ADA spaces, and drive aisle infractions.	Parking Program Manager, Lead Parking Aide (commercial delivery drivers, Transportation Network Companies)	\$	High	☐ Map hot spots and incorporate active monitoring into daily enforcement rounds. ☐ Refresh ADA training and documentation. ☐ Use LPR and business outreach to enhance coverage.

G-3. Continue positioning ParkFlag as an active participant and Subject Matter Expert (SME) in City planning discussions about curbside programming.	ParkFlag (Community Investment, Planning, Traffic, Engineering, Sustainability, Downtown Business Alliance)	N/A	Medium	☐ Continue participation in the Community Enhancements Committee ☐ Work with the Community Investment Director to identify opportunities to partner with/support City departments on current and upcoming projects that pertain to curb use or parking. ☐ Implement a regular meeting cadence with the DBA Executive Director (and Board, if appropriate) to ensure open and active dialogue about parking projects, needs and/or concerns.
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A. Operational Enhancements and Personnel Development

A-1. Budget for and begin annual data collection - during peak and off-peak seasons.

Data-driven decision making is the foundation for effective parking management, enabling the City to understand utilization patterns by time of day, day of week, and season – and to adjust policy and pricing in response.

The industry-standard target occupancy rate of 85 percent serves as the primary benchmark for these decisions: at this threshold, enough spaces remain available to minimize circling while avoiding costly oversupply. Areas consistently at or above 85 percent signal that rate or policy adjustments (including hours/days of operation) may be warranted; peak periods driven by special events or holidays are typically managed as exceptions.

As the City begins collecting regular occupancy and turnover data, seasonal and annual trends will be identified. In addition to understanding which locations are consistently full or nearly full, the City should also carefully monitor when throughout each day parking facilities (on- and off-street) are busiest. Monitoring these trends will help identify recurring peaks by time of day, day of week, and season.

Having consistent year over year (YOY) parking data will define when and where occupancy approaches or exceeds the 85 percent threshold, guiding the City to determine whether hours of operation should be adjusted and setting the stage for future pricing strategy adjustments in high demand areas.

To further support ongoing monitoring and informed decision-making, ADA space occupancy data should be incorporated into ParkFlag's annual data collection efforts, allowing the City to track utilization patterns, identify potential gaps in accessible supply, and measure progress on accessibility goals over time.

To establish a reliable baseline and track change over time, the City should prioritize annual data collection as a core budget item. Initially, two efforts per year – one in peak season and one in off-peak season – will capture seasonal variation and provide the consistent, comparable data needed to support sound parking management decisions as downtown Flagstaff continues to evolve. Beyond these two annual snapshots, the City should also evaluate the feasibility of transitioning toward continuous, ongoing data collection and aggregation – similar to programs in cities like Estes Park, CO and Monterey, CA – so that utilization trends can be tracked in near real-time rather than reconstructed twice a year.

Looking ahead, YOY utilization data will lay the groundwork for evaluating additional management and/or pricing tools (e.g., dynamic pricing as discussed in Mid-Term Strategy F-3).

Champions (Partner): Parking Program Manager (Lead Parking Aide)

Cost: N/A (in-house) - \$\$ (outsourced)

Urgency: High

Implementation guidance:

- ❑ **Determine if annual data collection will be done in-house, outsourced, or hybrid.** Consider staff capacity, available equipment, and the level of analytical support needed when making this determination. For ParkFlag, a hybrid approach would

be most practical and cost-efficient – with Parking Aides conducting field counts in-house using existing LPR assets while outsourcing data processing and reporting.

- ❑ **If hybrid or outsourced, develop a budget for annual data collection.** Costs will vary based on scope, methodology, and vendor selection. Solicit at least two to three proposals from qualified parking data firms to establish a realistic cost baseline and ensure competitive pricing.
- ❑ **If in-house or hybrid:**
 - Develop weekday and weekend collection dates, collection hours, and preferred routing. Counts should capture both peak and off-peak periods – midday and evening on both weekdays and weekends – and routing should be standardized year over year to ensure data comparability.
 - Identify collection periods to accommodate seasonality. For Flagstaff, summer and winter collection windows should be selected to reflect true peak and non-peak demand, avoiding anomalies such as major special events or holidays that could skew results.
 - Collect parking data across all off- and on-street parking locations, both paid and free.
 - Identify a process or partner for data processing and presentation. Raw count data requires cleaning, aggregation, and visualization to be actionable; determine early whether this will be handled internally using spreadsheet tools or GIS, or through a vendor. The City has the opportunity to extend Dixon Data Suite services to include annual data processing.
- ❑ **Publish data reports quarterly or bi-annually to facilitate data-driven policy decisions and ensure transparency with the community.** Reports should include occupancy rates by block face or facility, YOY comparisons, and a plain-language summary accessible to non-technical audiences. Consistent public reporting builds credibility and supports community confidence in parking management decisions.
- ❑ **Monitor occupancy trends over time.** Use collected data to track when and where occupancy consistently approaches or exceeds 85 percent by parking facility/location, time of day, day of week, and season. Flag these areas and time periods for consideration in future adjustments to hours/days of operation and pricing strategies, ensuring that management responses are grounded in current and transparent utilization data.

A-2. Refresh and optimize Parking Aide coverage.

It is important to highlight that the recommended strategies in this Plan directly affect ParkFlag enforcement operations. Currently, full-time enforcement staffing is determined using a guideline of one enforcement position per 300 parking spaces. Successful implementation of this Plan will require a fully-staffed ParkFlag team.

Full-time enforcement staffing is currently determined using a guideline of one enforcement position per 300 parking spaces. This practice may need to be adapted to meet the needs of the ParkFlag service area as the program evolves.

To complement the Parking Program Manager's work to recruit and retain a full team of Parking Aides, ParkFlag should refresh its Parking Aide coverage routes. While routes are currently defined by ParkFlag management, Aides indicated flexibility in choosing routing based on coverage and/or known hot spots. Ensuring coverage consistency across all defined routes can improve accountability, and support equitable enforcement district wide. ParkFlag should also

expand its use of LPR for citation and permit management, especially during single-Aide shifts. LPR automates plate identification, reduces manual checking time, and allows one Parking Aide to monitor significantly more spaces per shift.

Together, clearly defined routes and broader LPR utilization make it easier to track coverage, identify gaps, and adjust deployment based on demand or staffing. These improvements will strengthen the effectiveness and equity of parking enforcement across the ParkFlag service area.

Champions (Partners): Parking Program Manager (Lead Parking Aide)

Cost: N/A

Urgency: High

Implementation guidance:

- ❑ **Evaluate current coverage routes to assess their effectiveness and identify any gaps in enforcement coverage.** Begin by thoroughly reviewing current Parking Aide coverage routes to assess their overall effectiveness. This evaluation should identify any gaps in enforcement coverage and determine whether existing routes are adequately addressing parking compliance across the ParkFlag service area. The City's existing citation heat maps can be used to complement Parking Aide insight and field experience.
- ❑ **Increase LPR use to address gaps in current routes.** Increasing the use of LPR will allow ParkFlag to efficiently enforce routes when staffing resources are limited. Additionally, increased use of LPR can ensure more consistent coverage of the entire service area, and when multiple Parking Aides are on-shift, it can allow for a balance of on-foot/in-person support and in-vehicle efficiency.
- ❑ **Define routes based on collected data, Parking Aide availability/shifts and enforcement needs.** Once updated routes are established, continuously monitor effectiveness and adjust as needed based on ongoing data collection and feedback from enforcement staff. Regular route reviews will ensure that coverage remains responsive to changing parking patterns and community needs.

A-3. Increase consistency and regularity of Southside area time limited parking.

ParkFlag should prioritize consistent time limit enforcement throughout the Southside, with special attention on S. Leroux Street. As referenced in A-4 (Parking Aide wage evaluation), the ParkFlag team is working to increase staffing levels, which will make this level of monitoring feasible. A predictable and visible enforcement presence in this corridor will help address existing issues and set the tone for compliance across the broader area. Consistent enforcement increases turnover and improves space availability by making parking more accessible for a greater number of users throughout the day. Using existing City LPR resources, Parking Aides can efficiently track turnover and mark when vehicles remain in one space beyond the designated time limit.

In addition, visible and reliable enforcement reinforces the overall credibility of the parking program. When users see that rules are applied consistently, compliance becomes more normalized, reducing the need for excessive enforcement over time and creating a more balanced and effective parking environment.

Champion (Partners): Parking Program Manager (Lead Parking Aide)
Cost: N/A
Urgency: High

Implementation guidance:

- ❑ **Refresh the enforcement coverage plan for Southside time-limited parking.** Develop a structured and consistent enforcement schedule specifically for Southside area time-limited parking zones. The schedule should be based on observed parking patterns and peak demand times to ensure that enforcement is predictable, fair, and effective in promoting turnover and compliance.
- ❑ **Utilize LPR to track turnover and noncompliance.** Increase use of the City's existing LPR unit to consistently monitor time-limited areas within the Southside service area. The data collected through LPR will provide valuable insights into utilization trends, compliance, and help refine enforcement routing.
- ❑ **Proactively communicate with the Southside Neighborhood Association and Northern Arizona University (NAU) about increased monitoring, including areas of concern and/or ideas for increasing compliance.** Engage the Southside Neighborhood Association and NAU as key partners to help keep residents, visitors and students informed about ParkFlag's work to increase consistent monitoring of time-limited parking areas. This outreach should include an opportunity for neighbors and students to share areas of concern, discuss ideas for improving compliance, and can help ensure that southside stakeholders are well-informed about parking regulations.

A-4. Conduct a Parking Aide wage evaluation and explore options for increasing the applicant pool.

Like many municipalities across the country, ParkFlag faces challenges with frontline retention. While not every factor contributing to staff attrition is within ParkFlag's control, compensation is a meaningful one and something the City can adjust. The current midpoint wage for a Parking Aide is \$23.13 per hour, with a starting wage of \$18.50 per hour. Flagstaff should partner with the City's Human Resources Department to review Parking Aide wages with other similar City roles. If indicated by an internal wage review, increasing the starting wage may help address recruitment challenges and encourage longer employee tenure. Offering competitive wages will support program stability and contribute to a more effective parking program.

Figure 1. Parking Aides



Additionally, a noted barrier to entry into the Parking Aide position is the extensive background check required for certain duties, which can limit the pool of eligible candidates. The City should explore the feasibility of broadening the eligible applicant pool by establishing different classifications of Parking Aide positions (e.g., regulatory and non-regulatory) and/or

by allowing candidates who have not completed the full background check process to still be considered for roles that do not require sensitive records access.

Champions (Partners): Parking Program Manager (Community Investment Director, Finance, Human Resources)

Cost: \$-\$\$

Urgency: High

Implementation guidance:

- ❑ **Engage Human Resources (HR) to conduct a wage evaluation and define options for increasing applicant eligibility and/or expansion of the applicant pool.** Conduct an internal review of Parking Aide compensation to determine if it is in line with similar city or county positions. This research will provide the data needed to make an informed case for any potential wage adjustments and help ensure the City can attract and retain qualified staff.
- ❑ **Continue to develop compensation adjustment budget proposals in partnership with Finance.** If recommended by the internal compensation review, discuss the feasibility and timing of an increase with the Finance Department. Any proposed increase should consider the City's current budget constraints, projected costs of the proposed adjustment, and any potential funding sources. Prepare a budget proposal that clearly outlines the desired wage increase, supported by data gathered from the HR review. The proposal should present a compelling rationale for the adjustment and demonstrate how a more competitive wage structure will benefit parking operations, staff retention and ultimately the user experience.
- ❑ **Discuss with City Council and seek approval for inclusion in the upcoming Fiscal Year budget (or as a budget amendment, if timing for budget inclusion is not achievable).** Present the staff report to City Council for review and approval, requesting that the wage increase be included in the upcoming Fiscal Year budget. If the timing does not align with the regular budget cycle, explore the option of submitting a budget amendment to ensure the wage adjustment can be implemented in a timely manner.

A-5. Continue documenting current business practices in the ParkFlag Standard Operating Procedures (2020), adding new content/organizational artifacts as appropriate.

Building on ParkFlag Enforcement Standard Operating Procedures (SOP) dated 2019-2020, ensure continued documentation and alignment with current business practices. New (evolving) items identified through the Curbside Needs Assessment are included in the implementation guidance below.

Champions (Partners): Parking Program Manager (Lead Parking Aide, Human Resources)

Cost: \$

Urgency: High

Implementation guidance:

- ❑ **Identify and document investment in annual staff development.** ParkFlag actively participates in professional organizations such as the International Parking & Mobility Institute and the Southwest Parking & Transportation Association, and staff engage in both in-person conferences and ongoing virtual training modules.

Establish a system for documenting all annual trainings attended by both the team as a whole and individual Parking Aides. Maintaining accurate training records will help supervisors track staff development, identify gaps in knowledge or skills, and demonstrate the department's commitment to ongoing professional growth.

- ❑ **Add a new Onboarding & Training section to the Parking Enforcement Standard Operating Procedures.** Develop and incorporate a dedicated Onboarding and Training section into the Parking Enforcement SOP. This section should outline the onboarding process for new hires as well as expectations for ongoing training, ensuring that all staff have a clear understanding of professional development requirements from the outset of their employment.

B. Technology and Equipment

B-1. Combine required bank card payment acceptance updates to the payment pay stations with investment in upgraded pay station technology.

During both DIXON's technology assessment and project stakeholder engagement, existing issues with uptime and overall ease of customer use were noted. While the pay-by-plate pay stations are generally operational and in good repair given their age, key components, such as screens, keyboards, and printers, require ongoing maintenance. The pay stations are not equipped with Europay, Mastercard, Visa (EMV)-compliant or tap-to-pay card readers, which limits available payment options. Additionally, some stakeholders noted challenges with pay station operability/access for users in wheelchairs and/or similar mobility-assisting devices.

Since industry-wide credit card payment compliance updates are anticipated in 2027, DIXON recommends that the City should begin exploring both required and desirable pay station technology updates now rather than wait until the deadline approaches. Evaluating options (partial or full replacement), budgeting, and phasing the pay station updates in advance will allow the City to meet future requirements proactively and avoid a rushed implementation.

The City should prioritize replacing or retrofitting pay stations in high-density and high-demand areas. New/updated pay stations can be configured to offer improved receipt options and branded to align with the ParkFlag program. Updated signage and decals should also be installed to promote mobile payment convenience, as stakeholder engagement indicated low utilization of mobile payment platforms, as shown in Appendix B. Modernized pay stations would feature a more intuitive user interface, making them easier to use and improving overall customer satisfaction.

Figure 2. Flowbird (Arrive) Kiosks



Champions (Partners): Parking Program Manager, Community Investment Director, (Finance, Flowbird)

Cost: \$\$\$\$

Urgency: High

Implementation guidance:

- ❑ **Conduct vendor demonstrations.** Schedule demonstrations with multiple qualified pay station/payment technology vendors to gain a comprehensive understanding of the range of available upgrades, including required card reader updates and touchscreen options. Demonstrations provide an opportunity to see the technology in action, ask questions, and compare how different solutions could improve the overall customer experience at City pay stations.
- ❑ **Discuss upgrade “needs, wants and nice to haves.”** Engage in a detailed discussion with prospective vendors to clearly outline the City's priorities for the upgrades, including identification of potential cost-savings by bundling multiple pay station updates. Categorizing requirements into needs, wants, and nice-to-haves will help the City make informed decisions about which features are essential, which are desirable, and which may be considered if budget allows, ensuring that the final solution aligns with both operational goals and customer experience objectives.
- ❑ **Explore the feasibility of a full replacement/upgrade or a phased approach that prioritizes upgrades to pay stations in key (high traffic) locations.** Evaluate the financial feasibility of a full replacement or upgrade compared to a phased approach that prioritizes upgrades to pay stations in key high-traffic locations. A phased approach may allow the City to manage costs more effectively while still delivering improved customer experience in the areas where it will have the greatest impact.
- ❑ **Budget for planned pay station technology updates.** Once a preferred upgrade approach has been identified, work with the Finance Department to develop a budget that accounts for all associated costs, including equipment, installation, and any ongoing maintenance or service fees. Ensuring that adequate funding is planned and allocated will be critical to the successful execution of the upgrade program.
- ❑ **Develop an implementation plan for upgrades that include lead time (procurement), installation, staff training, and customer communication.** Create a detailed implementation plan that outlines all phases of the upgrade process, including equipment lead times for selection, procurement, installation scheduling, staff training, and customer communication. A well-structured implementation plan will help minimize disruption to parking operations and ensure that both staff and the public are well informed and prepared for the transition to the new technology.

B-2. Continue to address License Plate Recognition (LPR) system gaps.

Currently, LPR is being used to supplement Parking Aide field monitoring of paid and time-limited regulations in the ParkFlag service area. However, staff reported ongoing and frequent issues related to LPR read accuracy that are impacting tool efficacy and deterring regular use. To address this, the City should proactively engage Passport and Genetec to diagnose issues, ensure accurate system configuration, and provide updated staff training. Any existing system gaps should be documented by ParkFlag and resolved promptly in coordination with customer support teams from Passport, Minuteman (integrator), and Genetec.

Champions (Partners): Parking Program Manager (Parking Aides, Passport, Minuteman)
Cost: N/A
Urgency: High

Implementation guidance:

- ❑ **Set up regular meetings to discuss system gaps with Passport, Minuteman, and Genetec.** During vendor meetings, identify and prioritize next steps for addressing the most critical system gaps. This may include follow-up meetings, product demonstrations, contract negotiations, or the development of a broader technology improvement plan to support effective use of this valuable tool.

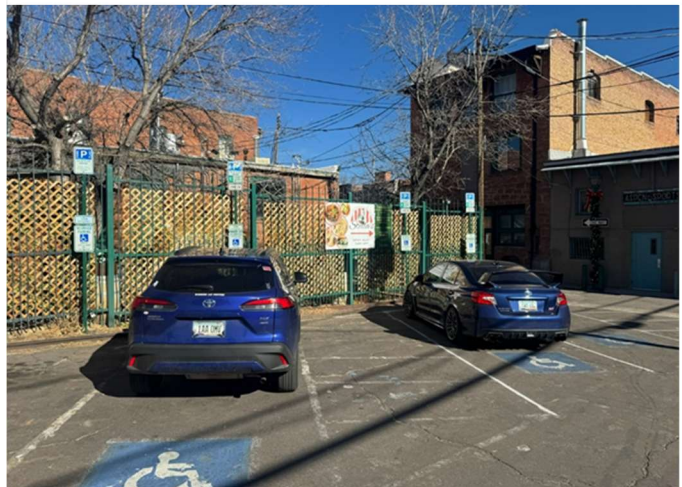
C. Accessibility and Infrastructure

C-1. Complete an American with Disabilities Act (ADA) Transition Plan

ParkFlag should commission a comprehensive ADA Transition Plan for all City-managed (public) parking assets, including both off-street facilities and on-street parking areas – in partnership with the appropriate City partners. This recommendation stems from recent Public Rights-of-Way Accessibility Guidelines (PROWAG) guidance and evolving federal accessibility standards that now include on-street parking and transit stop access.

An ADA Transition Plan would allow the City to systematically identify existing barriers and establish a clear, defensible roadmap for achieving compliance with all applicable State and Federal regulations. Proactively addressing accessibility will help reduce legal risk, improve equitable access, and demonstrate the City's commitment to inclusive mobility. Development of the ADA Transition Plan should be prioritized among ParkFlag's near-term initiatives, with a dedicated budget allocated to fund the assessment, design, and implementation of necessary improvements.

Figure 3. ADA Lot



Champions (Partners): Community Investment Director (Parking Program Manager, Code Enforcement, City Attorney, ADA Coordinator, City Accessibility Office, ADA Coordinator, Commission on Inclusion and Adaptive Living)

Cost: \$\$

Urgency: High

Implementation guidance:

- ❑ **Conduct a comprehensive ADA transition plan, including all on- and off-street parking assets, technology, programming, and communication channels.** Seek proposals from qualified consultants with specific experience in municipal ADA transition plan development. The transition plan should begin with a detailed audit of

all existing parking assets to identify any current gaps in compliance with both ADA and the Public Right-of-Way Accessibility Guidelines (PROWAG). Consideration should be given to including local accessibility resources (e.g., Commission on Inclusion and Adaptive Living and Barrier Free Flagstaff) in this audit.

- ❑ **Create an annual budget for implementation of plan results.** Once the ADA transition plan has been completed and compliance gaps have been identified and prioritized, work with Finance to establish a dedicated annual budget for the implementation of the plan recommendations. The budget should account for the full scope of required improvements, including physical infrastructure modifications, technology upgrades, and updates to communication channels and programming.

D. Customer Experience

D-1. Develop a marketing and/or promotional plan to increase mobile app adoption.

ParkFlag should partner with Discover Flagstaff to create a strategic marketing campaign to increase mobile app adoption. The online questionnaire conducted as part of the Curbside Management Plan indicated low mobile adoption rates, and write-in comments indicated confusion and frustration with app performance. The City's upcoming transition to a multi-app environment is the optimal time to "reintroduce" mobile payment options as a public convenience. An effective campaign should clearly describe mobile app benefits and provide step-by-step instruction on app functionality. Updated field signage and pay station decals should be explored as part of the plan. Additionally, video tutorials can help the public navigate the application and lead to higher adoption rates than with static written content alone.

After creation of the plan, work with key community partners to help spread the word about the improved customer experience and new multi-app payment options.

Champions (Partners): ParkFlag (ParkMobile, Communications, local marketing partners)

Cost: \$\$

Urgency: Medium

Implementation guidance:

- ❑ **Identify current mobile app adoption percentage as the baseline for the campaign.** Begin by identifying and documenting the current mobile app adoption percentage across all parking payment platforms. This baseline data will serve as the foundation for measuring the success of the promotional campaign over time and will help set realistic and meaningful targets for increasing app adoption among customers.
- ❑ **Create digital graphics and/or flyers that provide step by step instructions on how to use mobile app and the benefits of paying by mobile app.** Design engaging digital graphics and/or printed flyers that provide customers with clear, step-by-step instructions on how to download and use the mobile app to pay for parking. ParkMobile should be able to provide graphic support for this recommendation.
- ❑ **Create a video tutorial for the ParkFlag website on how to navigate the mobile app and pay successfully.** A short, easy-to-follow video could serve as a valuable self-service resource for customers at all levels of technology comfort, helping to reduce

barriers to adoption and improve the overall customer experience. ParkMobile should have video samples and/or content suggestions from other client communities.

- ❑ **Partner with local marketing partners, NAU and the Southside Neighborhood Association to promote app use as the fastest, and most convenient, way to pay.** Leveraging the reach and networks of these community partners will help amplify the campaign's message and ensure that it reaches a broad and diverse audience, including residents, visitors, and students.
- ❑ **Review the adoption percentage at least annually to gauge the efficacy of promotional strategies.** Annual reviews will provide valuable insights into what is working, where there are opportunities for improvement, and whether campaign goals and targets are being met. Findings from each review should be used to inform and refine future marketing and promotional efforts to ensure continued growth in mobile app adoption over time.

D-2. Implement an annual customer experience survey.

Building on the City's first online customer experience questionnaire developed as part of the Curbside Management Plan, the City should implement an online questionnaire annually to track the impact of operational and programmatic improvements. Questionnaire results should be shared publicly – as part of the ParkFlag Annual Report – and questionnaire participants should be able to see how their feedback is influencing updates to ParkFlag service delivery approach. Ongoing and intentional customer engagement will reinforce ParkFlag's existing – and notable – customer service orientation in a meaningful way. The City can also encourage participation by offering incentives like gift cards to local businesses and/or tickets to popular local events.

Champions (Partners): Community Investment Director (Parking Program Manager)

Cost: N/A - \$

Urgency: Medium

Implementation guidance:

- ❑ **Conduct an online questionnaire annually to solicit feedback from the public and confirm program and budget priorities.** The questionnaire should be designed to capture meaningful and actionable data, and should be distributed through a variety of channels to maximize participation and ensure that feedback is representative of the broader community. Conducting the questionnaire on an annual basis will allow ParkFlag to track trends in customer satisfaction over time and build a valuable year-over-year dataset. Leverage the City's existing questionnaire tool for distribution.
- ❑ **Analyze results and share feedback on the ParkFlag website, with the DBA and in ParkFlag's Annual Report.** Once questionnaire responses have been collected, conduct a thorough analysis of the results to identify key themes, areas of strength, and opportunities for improvement. Findings should be shared transparently with the public through the ParkFlag website and communicated directly to the Downtown Business Alliance (DBA) to ensure that key stakeholders are informed and engaged. Include a dedicated section in ParkFlag's Annual Report that presents the results of the customer experience survey, including year-over-year comparisons to highlight trends in customer satisfaction and program performance. Publishing survey findings in the Annual Report will reinforce ParkFlag's commitment to transparency, provide a consistent record of community feedback over time, and demonstrate the organization's ongoing efforts to continuously improve the customer experience.

- ❑ **Use community input to identify and/or adjust annual ParkFlag workplan priorities.** Apply the insights gathered from the survey to identify, adjust, and prioritize items in ParkFlag's annual workplan. Community feedback should be treated as a meaningful and valued input in the planning process, helping to ensure that ParkFlag's programs, initiatives, and budget priorities are aligned with the needs and expectations of the customers and communities it serves.

D-3. Promote ParkFlag's contribution to planned parking and traffic-related Community Enhancements.

The City should actively celebrate and communicate how future parking fees (e.g., the rate increase approved in 2025) will be reinvested in the district in which they were collected. The City should share that parking revenue will support expanded municipal services in the downtown area. Showing key stakeholders how parking revenue - which is being collected from residents and visitors alike - benefits the areas of downtown Flagstaff from which they are collected can help build support for the parking program. This type of clear communication can help ease frustration over time as community members see "their dollars in action" near their favorite business or destination.

Champions (Partners): Community Investment Director, (Parking Program Manager)

Cost: \$

Urgency: Medium

Implementation guidance:

- ❑ **Encourage the City and/or Contractor to provide details on where parking revenues will be reinvested into the downtown parking and traffic-related community enhancements,** including specific projects and timing.
- ❑ **Utilize approved City press and social media channels to promote the investments and include them in ParkFlag's Annual Report.** Content should be engaging, visually compelling, and easy to understand for a general audience, highlighting the direct connection between parking programs and the improvements being made in the downtown area. Regular updates should be shared throughout the life of each project to keep the community informed of progress and maintain momentum around the campaign. Including this information in the Annual Report will provide a consistent and publicly accessible record of how parking revenues are being reinvested into the community, further demonstrating ParkFlag's commitment to transparency and its role as a meaningful contributor to the vitality of downtown Flagstaff.

D-4. Partner with marketing resources to create a public awareness campaign about downtown parking options - with a special focus on seasonal visitors. Leverage the DBA to amplify messaging through its membership.

To further promote community and visitor awareness of parking and curbside offerings, the City should leverage local communication expertise to create a positive informational campaign. The campaign should promote both free and paid parking options and provide clear, easy to understand guidance on how and where public parking is available. To support these efforts, the City can partner with the Downtown Business Alliance to distribute promotional materials.

A "quick win" identified during the Plan's stakeholder outreach was to include ADA parking options on the ParkFlag map and website. This would improve wayfinding and transparency,

making it easier for individuals with disabilities to plan trips and locate accessible parking before arrival.

Champions (Partners): ParkFlag, local marketing partner (Communications, DBA)

Cost: \$

Urgency: Medium

Implementation guidance:

- ❑ **Leveraging ParkFlag's investment in brand awareness, partner with marketing resources to identify key messaging for visitor engagement.** Leverage knowledge of the community and visitor landscape to ensure that messaging is relevant, welcoming, and effective in helping visitors quickly understand and navigate ParkFlag's free and paid parking options. Utilize existing Placer.ai data to further tailor messaging, timing, and distribution strategies.
- ❑ **Create digital promotional materials.** Materials may include social media graphics, digital flyers, interactive maps, and other visual assets that are easy to understand and share. All materials should reflect ParkFlag's colorful and distinctive brand identity and be optimized for use across a variety of digital platforms and screen formats to maximize reach and impact.
- ❑ **Distribute materials via social media, partner communication channels, and DBA membership.** Execute a coordinated distribution strategy that leverages social media platforms, partner communication channels, and the DBA's membership network to ensure that promotional materials reach the widest possible audience.

E. Signage, Wayfinding, and Branding

E-1. Reduce regulatory and informational sign stacking.

Outdated, redundant, and/or conflicting signs throughout the ParkFlag service area should be systematically removed or consolidated to improve clarity and readability. Excessive signage can overwhelm drivers, making it difficult to quickly understand parking regulations and increasing the likelihood of unintentional violations. Streamlining signage will improve compliance and create a more intuitive parking experience.

As part of this effort, ParkFlag should conduct an internal, district-wide signage audit to identify opportunities for consolidation and standardization. For seasonal or temporary restrictions, magnetic covers or sign hoods can be used to conceal inactive signage rather than leaving multiple messages visible year-round. Incorporating ParkFlag-branded covers can reinforce program identity.

Figure 4. Stacked Signage



Champions (Partners): ParkFlag (Public Works)
Cost: \$
Urgency: High

Implementation guidance:

- ❑ **Document all existing physical ParkFlag regulatory and informational signage.** Begin by conducting a comprehensive, internal signage audit that includes all existing ParkFlag regulatory and informational signage throughout the service area. Each sign should be photographed and, where possible, logged with its corresponding Geographical Information System (GIS) location to create a complete and spatially accurate inventory of all signage assets. This inventory will serve as the foundational reference document for all subsequent signage audit and improvement efforts and will provide a valuable baseline for tracking changes and updates to the signage network over time.
- ❑ **Assess which signage needs to be retained, which signage is seasonal and should be covered for part of the year, and which signage can be consolidated.** Using the completed signage inventory as a guide, assess all existing signage to evaluate its current condition, accuracy, and continued relevance. The assessment should categorize each sign into one of three groups: signage that should be retained as is, signage that is seasonal in nature and should be covered or deactivated for part of the year, and signage that is redundant or unnecessary and can be consolidated or removed. The findings of the audit should be clearly documented and used to develop a prioritized action plan for signage improvements across the ParkFlag service area.
- ❑ **Create and order magnetic covers or vinyl decals for seasonal signage.** For signage identified as seasonal, design and procure custom magnetic covers or vinyl decals that can be easily applied and removed as needed throughout the year. Magnetic covers provide a cost-effective and practical solution for temporarily deactivating seasonal signage without the need for permanent removal or replacement. Covers should be designed to be weather-resistant, visually clean, and consistent with ParkFlag's brand standards to ensure a professional appearance when in use.
- ❑ **Consolidate signage where possible across the ParkFlag service area.** Where the assessment has identified opportunities to reduce signage clutter or eliminate redundancy, consolidate signs across the ParkFlag service area wherever feasible. Consolidation efforts should prioritize locations where multiple signs can be combined into a single, clearer, and more informative display without compromising the communication of important regulatory or directional information. Reducing unnecessary signage will improve the overall visual environment, make it easier for customers to find and understand relevant parking information, and contribute to a more streamlined and professional appearance throughout the service area.

Figure 5. Consolidated signage



F. Policy and Program Development

F-1. Pursue additional opportunities for Shared Parking.

The City should continue leveraging shared parking opportunities to increase publicly-available parking in areas of high demand. These agreements allow underutilized private parking spaces, such as private business lots outside of their operating hours, to be used for public or employee parking. This strategy provides benefits such as reducing the costs of building new parking, improving convenience, optimizing use of existing spaces, and avoiding excessive land use for parking. Private property owners benefit from added revenue, municipal support for insurance and enforcement, and improved signage. Terms and conditions should be clearly defined in a shared parking agreement, including key terms such as usage, maintenance, operations, finance, and enforcement responsibilities.

Champions (Partners): Community Investment Director (City Attorney, Risk Manager, ParkFlag)

Cost: \$\$

Urgency: Low

Implementation guidance:

- ❑ **Identify a list/map of desired shared parking locations based on parking utilization data and known supply needs.** This data-driven approach will help ensure that outreach efforts are strategically focused on the areas where additional parking supply is most needed and will provide a clear and compelling basis for conversations with prospective private lot owners.
- ❑ **Develop a Shared Parking Agreement policy and template that identifies responsibilities for each party (private lot owner and City), including maintenance, enforcement, liability, and insurance requirements.** The policy and template should comprehensively address key considerations such as maintenance responsibilities, enforcement protocols, liability provisions, and insurance requirements to ensure that all parties are adequately protected and that the terms of each agreement are consistent, transparent, and enforceable.
- ❑ **Seek City Attorney and Risk Manager approval of Shared Parking Agreement policy and template.** Prior to initiating any outreach to property owners, submit the draft shared parking agreement policy and template to the City Attorney and Risk Manager for thorough review and approval. This step will ensure that the agreement framework is legally sound, appropriately manages the City's risk exposure, and complies with all applicable laws and regulations before it is presented to prospective partners.
- ❑ **Reach out to property owners and garner interest in a potential shared parking agreement.** Outreach efforts should clearly communicate the mutual benefits of a shared parking arrangement, including increased utilization of underused private lots, potential revenue opportunities for property owners, and the broader community benefit of expanding publicly available parking supply without the need for significant capital investment.

F-2. Explore a Parking Fee-in-Lieu Program (Fee in lieu of onsite parking).

Parking fee-in-lieu programs allow developers to pay into a dedicated public fund instead of constructing the full number of parking spaces required by code. Rather than scattering privately-owned, underutilized surface lots across a district, the city aggregates those contributions to build or improve shared public facilities – reducing land consumption, supporting walkable development patterns, and giving the city greater control over how parking supply is managed. For Flagstaff, a well-structured program could strengthen

downtown vitality, support university-adjacent development, and generate a sustainable funding stream for future parking and multimodal infrastructure investments.

Champions (Partners): Planning and Development Services, Community Investment Director (ParkFlag)

Cost: N/A

Urgency: Low

Implementation guidance:

- ❑ **Assess the City's policy and regulatory foundation (Zoning code).** Review current (and proposed changes) to City parking requirements, identify any existing in-lieu provisions, and benchmark peer communities (particularly comparable mountain and university-adjacent cities) to inform program design and defensible fee methodology.
- ❑ **Leverage annual data collection efforts to confirm program viability.** Evaluate existing public parking utilization, shared parking potential, and system capacity to absorb demand from fee-paying developments – establishing a factual basis for program boundaries and eligibility criteria.
- ❑ **Outline a potential fee structure.** Identify a potential per-space fee reflective of Flagstaff's development and construction cost realities.
- ❑ **Gather input from the development community.** Engage property owners and developers about their interest in and/or concerns with a parking fee-in-lieu offering.

G. Curb Management

G-1. Increase 15-minute "flex zones" in high-demand locations.

A consistent theme across online and in-person engagement was a request to add (more) 15-minute loading zones. Defining a process for identifying, adding, and monitoring strategically located 15-minute zones can improve curbside access for quick trips downtown, improve traffic flow, and increase safety. Additionally, the City should consider labeling these areas as "flex zones," and consider adding a flex zone designation to City code. Flex zones define the space between the pedestrian realm (sidewalk) and the travel way as a flexible, multi-use asset rather than dedicated to a single fixed purpose like parking. Its function can shift based on the needs of the adjacent corridor, land use, time of day, or day of week. Designated, well-enforced flex zones can serve as loading zones – reducing double parking, minimizing traffic conflicts, and better supporting local businesses and deliveries.

To determine where new flex zones would be most beneficial, the City should coordinate with the Downtown Business Alliance and engage with customers, business owners, and Transportation Network Companies (TNCs) about their need for more short-term curb space. Additionally, the City should establish a regular cadence for collecting utilization data for special curbside uses, including 15-minute zones and designated commercial loading zones. Using this information, the City will be able to implement and adjust curbside policies and programs in a data-driven and transparent manner.

Champions (Partners): Parking Program Manager, Lead Parking Aide (Public Works/Streets, DBA, commercial delivery vendors)

Cost: \$\$

Urgency: High

Implementation guidance:

- ❑ **Use parking utilization data and DBA/vendor input to identify locations.** Location decisions should be guided by actual curbside demand patterns (via annual parking data collection), proximity to high-activity businesses, and the frequency of rideshare and delivery activity in specific areas to ensure that new zones are placed where they will have the greatest positive impact on curbside access and traffic flow. Additionally, early engagement with downtown business owners and the DBA will help identify any potential conflicts or unintended consequences, build community support for the initiative, and ensure that the placement of new zones is responsive to the needs of the businesses and customers they are intended to serve.
- ❑ **Identify impacts on enforcement and/or monitoring feasibility.** This assessment should consider staffing levels, patrol routes, and the availability of LPR technology to support efficient monitoring of high-turnover zones and should identify any adjustments to enforcement protocols that may be needed to ensure consistent and effective compliance management.
- ❑ **Identify signage and/or curb painting needs.** This should include an assessment of whether new signage installations or updates to existing signs are needed, as well as any curb painting requirements to visually delineate zone boundaries. All signage and curb markings should comply with applicable regulatory standards and be consistent with ParkFlag's established brand and visual identity.
- ❑ **Actively communicate the coming change to downtown stakeholders and the public.** Communication efforts should clearly explain the purpose and benefits of the new zones, identify the specific locations being affected, and provide an anticipated timeline for implementation. Outreach should be distributed through multiple channels, including social media, the ParkFlag website, DBA member communications, and direct outreach to affected businesses and property owners.
- ❑ **Include new spaces in annual data collection and user survey to gauge efficacy and impact.** Data and feedback gathered through these ongoing monitoring efforts will provide valuable insights into whether the zones are achieving their intended purpose and will inform any future adjustments needed to optimize their performance and utility.

G-2. Increase monitoring and enforcement of loading zones, ADA spaces, and drive aisle infractions

Improper or illegal loading can impact accessibility and compromise pedestrian and vehicular safety. Additionally, maintaining clearly designated and well-marked loading zones will help commercial delivery drivers' complete deliveries more efficiently and support smoother traffic flow throughout the downtown area. To promote compliance, ParkFlag should consistently enforce loading zone violations, including citations for repeat offenders. While verbal and written warnings for loading zone violations can be appropriate – and can maintain positive relationships between ParkFlag and the delivery vendor community, warnings should not be given for ADA violations as those spaces are federally-mandated and required for equitable access.

Champions (Partners): Parking Program Manager, Lead Parking Aide (Commercial delivery drivers, Transportation Network Companies)

Cost: \$

Urgency: High

Implementation guidance:

- ❑ **Map hot spots and incorporate active monitoring into daily enforcement rounds.** Use citation data and Parking Aide field knowledge to identify chronic violation locations. Use the findings from this exercise to update Parking Aide enforcement routes, directing Parking Aide time to high-priority areas during peak violation windows – particularly loading zones during delivery hours and ADA spaces during high-activity periods.
- ❑ **Refresh ADA training and documentation.** Ensure all Parking Aides are trained on the legal standards for each violation type – including ADA access aisle requirements, loading zone restrictions, and drive aisle clearance rules – and standardize photo documentation protocols to support citation defensibility and reduce successful appeals.
- ❑ **Use LPR and business outreach to enhance coverage.** Regularly use LPR to ensure consistent coverage of hot spots, especially when field staffing is limited. Pair this with proactive outreach to businesses and delivery operators so that voluntary compliance improves alongside enforcement presence.

G-3. Continue positioning ParkFlag as an active participant and Subject Matter Expert (SME) in City planning discussions about curbside programming.

ParkFlag should have an ongoing role in planning discussions related to scooter and bicycle share programs, parklet applications, and management of the downtown right-of-way. Early coordination ensures that parking and curb impacts are addressed proactively. The City should regularly include ParkFlag in downtown project planning and/or programming discussions that impact public parking demand, supply, and curb use regulations before any final decisions are made.

Champions (Partners): Parking Program Manager, Community Investment Director (Planning, Traffic, Engineering, Sustainability, Downtown Business Alliance)

Cost: N/A

Urgency: Medium

Implementation guidance:

- ❑ **Continue participation on the Community Enhancements Committee.** Regular participation will help establish ParkFlag as a reliable and knowledgeable resource on curbside programming matters, while also providing valuable opportunities to stay informed about upcoming City projects and initiatives that may impact parking operations and curb use.
- ❑ **Work with the Community Investment Director to identify opportunities to proactively partner with/support City departments on current and upcoming projects that pertain to curb use or parking.** By positioning ParkFlag as a collaborative and engaged partner across departments, the organization can ensure that parking considerations are integrated early in the planning process and that its subject matter expertise is leveraged to inform better outcomes for curbside programming citywide.
- ❑ **Implement a regular meeting cadence with the DBA Executive Director to ensure open and active dialogue about parking projects, needs, and/or concerns.** Regular communication with the DBA will help ensure that the downtown business community's perspective is considered in parking planning and programming decisions, while also strengthening the working relationship between ParkFlag and one of its most important

community stakeholders. These meetings will also provide a valuable forum for sharing updates on current projects, gathering feedback, and collaboratively addressing any emerging parking-related challenges in the downtown area. Identify a regular annual cadence for ParkFlag presentations to the full DBA Board, ideally to share how community feedback has been incorporated into ParkFlag annual work planning.