I. Call To Order

II. Roll Call

III. 30 Minute Citizen Comment Period: Each speaker signed up prior to the meeting being called to order will be called in the order in which they signed-up. Each speaker will be provided up to three minutes to speak.

PRESENTATIONS

1. Receive a Staff presentation and hold discussion regarding the Parking Advisory Board Ordinance adopted by the City Council, and the Standard Set of Bylaws required by the City Council.

2. Receive a Staff presentation and hold discussion regarding the history of the Parking Implementation Plan process.

ACTION ITEMS

3. Consider nominations and hold election of a Chair and Vice-Chair for the Parking Advisory Board.

4. Hold discussion and consider the designation of Regular Meeting days and times, at least quarterly as specified by Ordinance.

DISCUSSION ITEMS

5. Hold discussion regarding the date and time of the next meeting of the Parking Advisory Board.

FUTURE AGENDA ITEMS

6. Board Members may provide requests for discussion items for a future agenda in accordance with the board’s approved bylaws. No further discussion will be held.
related to topics proposed until they are posted on a future agenda in accordance with the Texas Open Meetings Act.

IV. Question and Answer Session with Press and Public.
This is an opportunity for the Press and Public to ask questions related to items on this agenda. All questions will be directed to the Chair of the Parking Advisory Board.

V. Adjournment

Notice of Assistance at the Public Meetings

The City of San Marcos is committed to compliance with the American with Disabilities Act. Reasonable modifications and equal access to communications will be provided upon request. If requiring Sign Language Interpreters or alternative formats, please give notice at least 2 days (48 hours) before the meeting date. Individuals who require auxiliary aids and services for this meeting should contact the City of San Marcos ADA Coordinator at 512-393-8000 (voice) or call Texas Relay Service (TRS) by dialing 7-1-1. Requests can also be faxed to 855-461-6674 or sent by e-mail to ADArequest@sanmarcostx.gov.

For more information on the Parking Advisory Board, please contact Drew Wells, dwells@sanmarcostx.gov.
DIVISION 6. - PARKING ADVISORY BOARD

Sec. 2.171. - Created.

There is hereby created the City of San Marcos Parking Advisory Board, hereinafter referred to as the "board."

(Ord. No. 2018-55, § 1, 12-12-18)

Sec. 2.172. - Composition; appointment of members.

The board will be comprised of seven voting members, and two non-voting city council members. The city council shall appoint all members of the board. When considering appointments to the board, the city council shall endeavor to appoint individuals who represent the variety of downtown stakeholders, and who meet the following qualifications: One member recommended by the Main Street Advisory Board, one member recommended by the Downtown Association of San Marcos Board, one member who is a business owner within the Downtown Parking Benefit District, one member who is a property owner within the Downtown Parking Benefit District, one member who is a resident within the Downtown Parking Benefit District, two members at-large, and two non-voting city council members.

(Ord. No. 2018-55, § 1, 12-12-18)

Sec. 2.173. - Term of office.

The term of office for members shall be as set forth in division 1 of this chapter. Members are appointed to three-year staggered terms.

(Ord. No. 2018-55, § 1, 12-12-18)

Sec. 2.174. - Duties and responsibilities.

(a) The board will serve an advisory function, providing recommendations to the city manager and city council regarding creation and operation of the parking and transportation demand management program including, but not limited to, the establishment, modification or termination of parking benefit districts; on-street parking regulations including areas, hours of operation, time limits, rates, citations and penalties; off-street parking regulations including areas, hours of operation, time limits, rates, citations and penalties; parking permit areas and rates; code and ordinances governing the planning, design, construction, operation and maintenance of parking facilities; and codes and ordinances governing transportation demand management policies, programs, or infrastructure investments within any established parking benefit districts.

(b) The board will develop written guidelines regarding the process for allocation of city parking benefit district funds, and in accordance with the codes and ordinances governing city parking benefit districts shall provide oversight for the expenditure of city
parking benefit district funds for the promotion of economic development; transit supporting facilities; active and shared-use transportation; community vitality; and, quality of life.

(c) The board and its members have no authority to expend funds, make obligations on behalf of the city or to give instructions to city staff.

(Ord. No. 2018-55, § 1, 12-12-18)

Sec. 2.175. - Officers.

Unless otherwise specified in this chapter or in bylaws adopted by the board in accordance with this chapter, the board shall elect a chairperson and a vice-chairperson from among its members at the first regular meeting following any regular appointment cycle. The chairperson will preside over all meetings of the board. The vice-chairperson will serve in the absence of the chairperson.

(Ord. No. 2018-55, § 1, 12-12-18)

Sec. 2.176. - Compensation.

All members of the board shall serve without compensation, but may be reimbursed for all expenses reasonably incurred by them in the performance of their duties as members of the board, when authorized in advance of the city council.

(Ord. No. 2018-55, § 1, 12-12-18)

Sec. 2.177. - Meetings.

Unless otherwise provided in the bylaws of the board adopted in accordance with this chapter, the board will meet at least quarterly and will have the authority to schedule special meetings if required to fulfill the board's obligations or to meet deadlines set by the city council.

(Ord. No. 2018-55, § 1, 12-12-18)

Sec. 2.178. - Bylaws.

The board shall adopt bylaws in accordance with the requirements of division 1 of this chapter.

(Ord. No. 2018-55, § 1, 12-12-18)
ARTICLE 1. NAME.

The name of the board is the Parking Advisory Board.

ARTICLE 2. PURPOSE AND DUTIES.

(A) The board will serve an advisory function, providing recommendations to the city manager and city council regarding creation and operation of the parking and transportation demand management program including, but not limited to, the establishment, modification or termination of parking benefit districts; on-street parking regulations including areas, hours of operation, time limits, rates, citations and penalties; off-street parking regulations including areas, hours of operation, time limits, rates, citations and penalties; parking permit areas and rates; code and ordinances governing the planning, design, construction, operation and maintenance of parking facilities; and codes and ordinances governing transportation demand management policies, programs, or infrastructure investments within any established parking benefit districts.

(B) The board will develop written guidelines regarding the process for allocation of city parking benefit district funds, and in accordance with the codes and ordinances governing city parking benefit districts shall provide oversight for the expenditure of city parking benefit district funds for the promotion of economic development; transit supporting facilities; active and shared-use transportation; community vitality; and, quality of life.

(C) The board and its members have no authority to expend funds, make obligations on behalf of the city or to give instructions to city staff.

ARTICLE 3. MEMBERSHIP.

(A) The board is composed of seven (7) voting members and two (2) non-voting city council members, appointed by the city council.

(B) A member serves at the pleasure of the city council.

(C) Qualifications: When considering appointments to the board, the city council shall endeavor to appoint individuals who represent the variety of downtown stakeholders, and who meet the following qualifications: One member recommended by the Main Street Advisory Board, one
member recommended by the Downtown Association of San Marcos Board, one member who is a business owner within the Downtown Parking Benefit District, one member who is a property owner within the Downtown Parking Benefit District, one member who is a resident within the Downtown Parking Benefit District, two members at-large, and two non-voting city council members.

(D) Board members shall serve staggered three (3) years beginning March 1\textsuperscript{st} on the year of appointment. If a member is appointed to fill a vacancy, the term begins on the date of appointment.

(E) All vacancies shall be filled as provided for by Section 2.071 of the City Code.

(F) An individual board member may not act in an official capacity except through the action of the board.

(G) Attendance at board meetings shall conform to the requirements outlined in Section 2.069 - Absence from meetings of the City Code.

(H) A member who seeks to resign from the board shall submit a written resignation to the chair of the board, the staff liaison, or the city clerk’s office. If possible, the resignation should allow for a thirty-day notice so the city council can appoint a replacement.

**ARTICLE 4. OFFICERS.**

(A) The officers of the board shall consist of a chair and a vice-chair.

(B) Officers shall be elected annually by a majority vote of the board at the first regular meeting after March 1\textsuperscript{st}. In the event a current officer becomes ineligible to serve as an officer, the board may hold an election at the next regular meeting agenda.

(C) The term of office shall be one year, beginning April 1\textsuperscript{st} and ending March 31\textsuperscript{st}.

(D) A member may not hold more than one office at a time.

**ARTICLE 5. DUTIES OF OFFICERS.**

(A) The chair shall preside at board meetings, approve each final meeting agenda, and execute approved meeting minutes.

(B) In the absence of the chair, the vice-chair shall perform all duties of the chair.

(C) In the absence of both the Chair and the Vice-Chair, the board should elect an interim chair for that meeting, or until the Chair or Vice-Chair arrives.

(D) The Chair is responsible for promoting and maintaining order in meetings. The Chair should
ensure adherence to the agenda for the meeting.

(E) The Chair should control discussion to ensure that it focuses on the issue and not on any person. Personal remarks and attacks are not permitted.

ARTICLE 6. AGENDAS.

(A) The following general order of business should be used for regular meetings of the board:

1. Call to order
2. Roll call
3. Citizen Comments – 30 minutes, 3 minutes per speaker
4. Consent Agenda (includes routine items such as minutes from the previous meeting which normally do not need separate discussion)
5. Presentations and/or Public Hearings
6. Items for action or discussion/direction
7. Reports (report items should be listed individually as needed to comply with Open Meetings Act requirements)
8. Items for future agendas
9. Executive Session (in accordance with Open Meetings Act exceptions)
10. Question and Answer Session.
11. Adjournment

(B) The board may only discuss or consider an item that is stated within the assigned scope of work or charge of the board as provided in Article 2.

(C) The chair or two or more members may place a discussion item on an agenda for a regular board meeting no later than 10 business days prior to the meeting. If two or more members wish to place a discussion item on a meeting agenda, they must separately contact the staff liaison by written request.

(D) After first consulting with and receiving input from the staff liaison, the chair shall approve each final meeting agenda. The chair may not remove an item placed on an agenda by prior direction of the board under subsection (C) above, or placed on an agenda as a discussion item by two members under subsection (C) above.

(E) The staff liaison will submit the meeting agenda to the City Clerk’s Office for posting no later than 72 hours before the meeting. If the 72 hour deadline should fall on a weekend or holiday it is the responsibility of the staff liaison to provide the meeting agenda to the City Clerk’s Office by 4:30 p.m. on the last business day before the weekend or holiday.

(F) Posting of the agenda must comply with Texas Government Code Chapter 551 (Texas Open Meetings Act).

ARTICLE 7. MEETINGS.

(A) The board meetings shall comply with Texas Government Code Chapter 551 (Texas Open
Meetings Act).

(B) The board will conduct its meetings by the rules of common courtesy and procedure identified in Article 10.

(C) The Chair should introduce each item as it appears on the agenda, and in the order in which it appears on the agenda. The Chair may allow items to be considered out of order with the informal consent of the board.

(D) The following types of actions may be taken or motions can be made during a meeting:

1. **Approval** - Means the item is approved as proposed.
2. Conditional approval - Means approval for the item will take effect upon the occurrence of the conditions.
3. **Approval as amended** - Means the item is approved with changes from the original proposal.
4. **To Table** - Means to temporarily delay the consideration of the item while another item is brought up for consideration.
5. **Remove from Table** – Means to bring back the previously delayed item for consideration.
6. **Postpone** - Means postponement of consideration of the item, either until a definite time, or indefinitely. Action on the item at a subsequent meeting requires the item to be placed on the agenda for that meeting.
7. **Reconsider** - Means to reopen discussion of an item that was already acted upon. Reconsideration may only occur at the same meeting, or at the next meeting after the one at which the original action occurred. A motion to reconsider may only be made by a person who voted on the prevailing side on the original action. Reconsideration of an item at a subsequent meeting requires the item to be placed on the agenda for that meeting.
8. **Withdraw** - Made by the person who made the motion. Does not require a formal vote unless a member objects to the withdrawal.
9. **Close debate** ("calling for the question") – Requires a motion and second and 2/3 vote. If it passes, a vote is then taken on the motion that was under discussion, without further debate. If it fails, debate resumes on the motion that was being discussed.
10. **Amend** - Usually consists of striking out, inserting, adding, or substituting words, sentences or paragraphs to the subject of the original motion. This motion is voted upon separately from the original motion. Note: A friendly amendment, agreed to by persons who made and seconded a motion, does not require a separate vote from the original motion.
11. **Recess** - A temporary break in a meeting may be called by the Chair. This does not require a formal vote unless a member objects to the recess.
12. **Limited discussion or debate** - The Chair may establish a reasonable time limit for consideration of an item, or a reasonable time limit on each person addressing the board, or upon each board member who comments on an issue. This does not require a formal vote unless a member objects to the limits.
In accordance with the Open Meetings Act, discussion and action is limited to the items listed on the agenda for a meeting. Discussion of any subject not listed on the agenda must be limited to whether to place the item on the agenda for a future meeting.

Board meetings will adhere to Sec. 2.045. - Rules of decorum for city council and city board and commission meetings of the San Marcos City Code.

The board shall meet at least quarterly. In October of each year, the board shall adopt a schedule of the meetings for the upcoming year, including makeup meeting dates for the holidays and cancelled meetings.

Special meetings of the board shall be called by the staff liaison upon the written request of the chair or any three members of the board. A board may not call a meeting in addition to its regular scheduled meetings as identified in its adopted meeting schedule, more often than once a quarter, unless the meeting is required to comply with a statutory deadline or a deadline established by Council.

Executive sessions are permitted only when they have been posted in advance and conform to those requirements of the Texas Government Code Chapter 551 (Texas Open Meetings Act) which pertain to executive sessions.

A majority of the voting membership of the board members constitute a quorum.

If a quorum for a meeting does not convene within one-half hour of the posted time for the meeting, then the meeting is deemed cancelled.

To be effective, a board action must be adopted by an affirmative vote of the number of members necessary to provide a quorum.

The chair has the same voting privilege as any other member.

The board will allow citizens to address the board during a period of time set aside for citizen communications during their regular meeting. Each speaker will be limited to three minutes.

The staff liaison shall prepare the meeting minutes. The minutes of each board meeting must include the vote of each member on each item before the board and indicate whether a member is absent or failed to vote on an item.

The city clerk shall retain agendas, approved minutes, internal review reports and bylaws. The Community Services Department shall retain all other board documents. The documents are public records under Texas Local Government Code Chapter 552 (Texas Public Information Act).

The chair shall adjourn a meeting not later than 10 p.m., unless the board votes to continue the meeting.
ARTICLE 8. RECOMMENDATIONS.

(A) The board is encouraged to provide the city council with advisory recommendations on matters of city policy within their purpose and duties provided in Article 2 as necessary.

(B) The staff liaison must submit a policy recommendation that has been approved by a majority of the membership in the form of a resolution to the city clerk and city manager for distribution to the city council.

(C) The board will submit an annual report to the city clerk by February 28 of each year.

ARTICLE 9. COMMITTEES.

(A) The Parking Advisory Board does not have any standing committees, but may have ad hoc committees as necessary.

(B) Each committee must be established by an affirmative vote of the board. Each committee shall consist of at least three board members approved by the board. A staff member shall be assigned to each committee by the director of community services.

(C) A committee may designate a chair, with the member’s consent, but is not required to do so.

(D) Quorum requirements do not apply to committees.

(E) Committees are not required to post their meetings in accordance with the Texas Government Code Chapter 551 (Texas Open Meetings Act). A quorum of the membership is not allowed to be present.

(F) Each committee shall update the board at least quarterly on their work.

ARTICLE 10. RULES OF COMMON COURTESY AND PROCEDURE.

(A) During meetings, members shall preserve order and decorum, shall not interrupt or delay proceedings.

(B) Members shall demonstrate respect and courtesy to each other, to city staff members, and to members of the public appearing before the board.

(C) Members shall refrain from rude and derogatory remarks and shall not belittle staff members, other board members, or members of the public.

(D) The Chair should exercise control over persons who abridge this policy or disrupt a meeting in the following ascending order of action:
   1. Call the person to order, advising the person of the infraction.
2. Advise the person that the infraction must cease immediately or the person will be ordered to leave the meeting.
3. Order the person to leave the meeting. If the offending person is a member of the board, the Chair shall call for a vote on the expulsion of the member from the meeting.

**ARTICLE 11. AMENDMENT OF BYLAWS.**

A bylaw amendment is not effective unless approved by the Council Audit and Finance Committee.

The bylaws were approved by the __________________________ (insert - board or commission name) at their meeting held on __________________________ (insert – month date, year).

________________________________________________________________________________
(Signature of Executive or Staff Liaison) (Title of Executive or Staff Liaison)
PARKING ADVISORY BOARD

Monday, May 13, 2019
How We Got Here

✓ 2008 Downtown Master Plan approved
✓ 2012 Downtown Parking Initiative approved
✓ 2016 Kimley-Horn contract approved
✓ 2018 Parking Program Framework Plan approved
Future Council Action Items

- Resolution adopting “On-Street Paid Parking Implementation Plan”

- Ordinance to establish Parking Benefit Districts, and authorize on-street paid parking
Next Steps for Parking Management Program Implementation

- Hire Parking & Mobility Manager
- Contract 3rd party parking management firm
- Procure parking technology (meters & app)
- Program branding, community education & outreach
- Phased implementation
- Monitoring & continuous improvement
Staff Recommendation

• Set date and time for Regular Meetings

• Request discussion item regarding Final Draft On-Street Paid Parking Implementation Plan
  
  Discuss and provide formal recommendation to City Council
Parking Management Program FAQ

April 8, 2019

Table of Contents

1. Introduction: The Parking Triangle
2. How we got here
3. Transportation Demand Management (TDM)
4. Parking as an economic development strategy
5. Parking Benefit Districts and Draft Enabling Ordinance
6. Role of the Parking Advisory Board
7. Role of the Parking and Mobility Manager
8. Role of the 3rd party parking management firm
9. Parking enforcement
10. Employee parking
11. Cost to construct structured parking
12. Stakeholder engagement efforts
13. Downtown Association recommendations
14. Partnership with Texas State University
15. Appendices
1. **Introduction: The Parking Triangle**

The fact that parking is a source of frustration and contention is one element common to every vibrant downtown. There may not be another topic that draws as much public interest, and brings out as much passion, as parking. This is because it affects us directly. How many other topics involve issues of personal safety and security, convenience, accessibility, and personal financial livelihood?

We are engaged in this conversation because the demand for parking is high, and our supply of parking is limited. The demand for parking is high because we have an incredibly vibrant and growing downtown. So, what are we going to do about it?

Figure 1. Parking Triangle

![Parking Triangle Diagram](image)

Everyone wants three things when it comes to parking:
- We want there to be plenty of it;
- We want it to be very convenient; and
- We want it to be inexpensive (and preferably free).

Unfortunately, we can have any two, but not all three. This is the policy decision before the City Council at present. The responsibility of City staff is to recommend policies that advance the public interest. What policies can we put in place to manage the high demand for parking, and ensure that most people have a place to park, most of the time?

With the concurrence of our parking management consultants, staff recommends that the City Council choose CONVENIENT and ENOUGH. With this policy direction, we will create a parking management program that is customer-oriented, and responds to the current and future needs of students, visitors, employees, employers, and property owners through active planning, management, coordination, and communication.

The following pages provide an overview of common parking-related questions and topics, from the staff perspective of managing parking in the best interest of the community as a whole.
2. **How we got here**

   - City Council approved the Downtown Master Plan in 2008. The Plan recommends creating a parking management plan and district, instating a metered parking plan, and using revenues to finance future property acquisition for surface parking lots and later construction of parking garages. See Appendix 1.
   - City Council approved the Downtown Parking Initiative in 2012. The Initiative report built upon the recommendations of the Downtown Master Plan, and provided greater detail regarding parking program organization and best management practices.
   - City Council approved a contract with Kimley-Horn Associates in for the specific purpose of parking management consulting and the preparation of an action plan for implementation of paid on-street parking.
   - City Council approved the “Parking Program Framework Plan” in June 2018. The Framework Plan provides a high-level overview of a comprehensive and strategic approach to managing parking in the downtown area. It also identifies key program objectives, recommends program vision and mission statements, a set of “guiding principles” as well as primary action items.
   - The Final Draft “On-Street Paid Parking Implementation Plan” prepared for Council consideration represents the final deliverable under the Kimley-Horn contract. See Appendix 2.

3. **Transportation Demand Management (TDM)**

   - Transportation Demand Management (TDM), sometimes referred to as Travel Demand Management, is a transportation industry standard term that refers to a body of actions that seek “to manage the demand for travel by drive-alone private car, rather than catering for that demand, or managing the road system.” See Appendix 3.
   - In simple terms, TDM provides people with a variety of mobility options (other than driving alone) to reduce vehicle miles traveled (VMT) and gain environmental, conservation, and sustainability benefits – generally without large infrastructure investments.
   - Kimley-Horn developed a Whitepaper on the topic of TDM, that describes a wide range of strategies, and rates the propensity of those strategies to affect behavior, as well as the relative cost to implement those strategies.
   - Charging a market price for on-street parking is identified as one of the most effective TDM strategies. Kimley-Horn recommends charging for parking in high demand areas, and using a portion of the revenue to support implementation of other TDM strategies, such as Transit Subsidy and Parking Cash Out, in addition to investment in surface parking lots and future parking garages.

4. **Parking as an economic development strategy**

   - One of the primary objectives of the Framework Plan is to position parking management as a contributor to the continued redevelopment and economic expansion of downtown.
   - The 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 San Marcos parking management program will work in partnership with City economic development, the San Marcos Main street program and
other entities actively engaged in community and economic development work in the downtown.

5. **Parking Benefit Districts and Draft Enabling Ordinance**
   - Parking Benefit Districts are designated areas where the City employs the principles and practices of transportation demand management, including the strategy of pricing parking in the public right-of-way, in order to more efficiently and effectively manage public parking assets and otherwise enhance conditions for property owners, businesses, employees and visitors in those areas.
   - The parking ordinance provided for Council consideration creates a “Downtown Parking Benefit District” and a “River Benefit District.” *See Appendix 4.*
   - Under the ordinance, the City Manager is authorized to manage parking within the Districts, including paid areas, times of day, days of the week, rates, fines and fees, subject to the limitations of the ordinance.
   - Under the ordinance, revenue generated within the Districts, net of operations and management expenses, will be reinvested within the Districts for any of the following activities:
     - Parking system improvements;
     - Beautification;
     - Addition or enhancement of public improvements;
     - Promotion of public events;
     - Furnishing of public art; and
     - General promotion of business activities.

6. **Role of the Parking Advisory Board**
   - The Board serves an advisory function, providing recommendations to the City Manager and City Council regarding creation and operation of the parking and transportation demand management program.
   - The Board is intended to make recommendations on “operational level” decisions, such as paid parking areas, hours of operation, time limits, rates, citations, and penalties, and the manner in which parking revenues are reinvested within the Parking Benefit Districts.
   - City Council retains authority over “policy level” decisions, such as authorization of parking management activities, and creation of Parking Benefit Districts by ordinance.

7. **Role of the Parking & Mobility Manager**
   - City Council approved a budget amendment in December 2018, creating the Parking Management Fund, and authorizing the addition of one Full-Time Employee, the Parking & Mobility Manager.
   - The Parking & Mobility Manager is responsible for carrying out the “Parking Program Framework Plan,” the “On-Street Paid Parking Implementation Plan,” and other adopted parking and mobility-related plans and policies.
   - The Parking & Mobility Manager will develop and implement transportation demand management strategies to discourage solo driving and encourage the use of transit, shared mobility services, cycling, and walking.
   - The Parking & Mobility Manager will provide administrative support to the Parking Advisory Board and administer all Parking Benefit Districts established by the City Council.
• The Parking & Mobility Manager will serve as the contract administrator for the 3rd party parking management firm.

8. **Role of the 3rd party parking management firm**

- The adopted “Parking Program Framework Plan” recommends that the City engage a private parking management firm, for at least an initial three-year term, to provide needed parking management expertise and help ensure that the parking program is successfully established.
- The 3rd party parking management firm will be hired under contract after a competitive process, and will be responsible for management of day-to-day parking operations, reporting to the Parking & Mobility Manager.
- This arrangement provides the City with immediate expertise and an adequate staffing level at program inception. The private firm will advise the city on the development of parking management policies and procedures, and will transition responsibilities to the City over the course of the 3-year contract term.
- The respective roles of the Parking Advisory Board, Parking & Mobility Manager, and the 3rd Party Parking Management Firm are summarized in Figure 2 below.

Figure 2. Roles and Responsibilities

9. **Parking enforcement**

- All parking enforcement and related activities, including towing company management and Americans with Disabilities Act (ADA) enforcement, are within the purview of the Police Department Parking Enforcement unit.
- This unit includes one Full-Time Employee, the Parking Enforcement Supervisor, and four Part-Time Parking Technicians.
- In early 2018, the City made a major change to parking enforcement, implementing the NuPark License Plate Recognition (LPR) system to improve the accuracy and efficiency of
our enforcement efforts, specifically in the areas designated for time-limited parking downtown.

- The LPR system is currently used to enforce the uniform 2-hour time limit downtown. It is understood that the uniform 2-hour time limit does not meet the needs of all stakeholders. For example, it still leaves adequate time for many University students to park on-street, attend class, and return to their vehicle within the 2-hour limit.
- Since January 1, 2018, more than 4,865 citations have been issued for violation of the 2-hour time limit downtown. See Appendix 5.
- Parked Over Time Citations for the past three months: January (219); February (197); March (689). All streets with a posted 2-hour time limit saw citation activity. March increase likely due to Parking Enforcement Division being at full staffing for the first time in several months.
- Among downtown stakeholders, there is a strong sentiment that parking enforcement effort should be increased. Specifically, that the City should employ dedicated, full-time parking enforcement personnel downtown, and that the City should use the NuPark LPR system to issue direct to mail “e-citations,” eliminating the need to issue paper tickets at the scene.
- Staff believes that these recommendations have merit, but may not be feasible in an open environment such as we have downtown. E-citations are typically used in situations where the parking authority maintains a database of registered users (e.g. a corporate office, or university campus). Staff is currently engaged in discussions with NuPark (and parent company Passport), regarding the technical challenges associated with the e-citation approach, and will provide an update regarding this specific topic at the April 16th Work Session.
- Staff does not support the position that enhanced parking enforcement will adequately address the demand for parking downtown, and that on-street paid parking is not necessary until we have achieved “100% enforcement.” Issuing citations for all parking violations is not a realistic goal for any enforcement program. Drivers who wish to circumvent the rules will always find a way to do so, which is why staff wishes to re-iterate the point that increased parking enforcement is not a transportation demand strategy. (Enforcement does not have a significant effect on drivers’ behavior. Establishing a market price for parking has a demonstrated, significant effect on driver behavior.)
- Heightened parking enforcement may contribute to the creation of a negative atmosphere downtown, where potential customers are deterred from visiting by the prospect of receiving a parking ticket. Most drivers prefer to pay a small fee for the privilege of parking downtown, rather than risk receiving a much more expensive and time-consuming citation.
- Enforcement of time-limited parking, paid parking, and residential permit parking are services that may be contracted to a 3rd party parking management firm. This approach would ensure a dedicated enforcement presence downtown, and free-up Police Department resources to address parking-related activities elsewhere in the city.

10. Employee parking

- City records indicate that more than 2,400 employees are working in downtown San Marcos, not counting the University campus. Employees are a major source of demand for parking downtown.
• Employees who work an 8- to 10-hour shift have longer-term parking needs than visitors and patrons of downtown businesses, which has a significant negative impact on the rate of turnover of on-street parking spaces downtown.
• Pricing on-street parking will expand the available supply of off-street parking by creating a market incentive for the activation of underutilized, privately-owned, off-street spaces.
• Staff proposes to create on-street permits in lower demand areas, and/or designate 10-hour zones to accommodate longer-term parking.
• Staff proposes to enter into lease/management and/or development agreements with private property owners to increase the supply of off-street parking.
• Staff proposes to implement improvements to the Old Armory lot on Hopkins, where employees can park for free and then walk, bike or take transit downtown. The City has previously offered the Old Armory lot as an option to downtown employees. To our knowledge, this option has not been used.
• Paid-parking implementation will allow the City to explore additional Transportation Demand Management strategies to benefit downtown employees, such as free or reduced transit fares.

11. Cost to construct structured parking
• Structured parking is expensive. In a recent report titled, “Assessing an Uncertain Transportation Future,” Kimley-Horn provides a current overview of parking structure development costs.
• Based on a review of several industry sources, including hundreds of completed parking structure projects of varying size, scope, and geographic location (omitting parking structures that are entirely below-grade because the cost of such structures is much higher), the national median construction cost for a new parking structure in 2017 is approximately $19,000 - $20,000 per space or $56.99 - $59.00 per square foot, increasing approximately 2.5% from 2015, when the median cost was approximately $18,600 per space based on historical data.
• This construction cost data does not include items such as land acquisition, architectural and engineering fees, environmental evaluations, materials testing, special inspections, geotechnical borings and recommendations, financing, owner administrative and legal, or other project soft costs. Soft costs are typically 15% to 20% of construction costs.
• For example, an industry-standard sized structure (four-story building with a footprint of 302 feet x 153 feet, constructed with ground-floor retail space along the primary frontage, is estimated to cost approximately $20.3 million, not including the cost of land. See Appendix 6. An expenditure of this magnitude is not feasible without a recurring source of revenue.
• The adopted “Parking Program Framework Plan” includes Primary Action Item #5: Seek Opportunities to Expand Parking Supply, after implementation of the on-street paid parking system. Ideally, the City will acquire, or enter into agreement with the owner of, private property of sufficient size for the development of structured parking. This property could be used for surface parking in the near- to mid-term, and may be developed as structured parking as warranted by future demand, and where the City can demonstrate the ability to cover the debt service with revenue from parking management activities.
12. **Stakeholder engagement efforts**

- On November 20, 2018, Council held a Work Session with Kimley-Horn to review the consultants recommended draft On-Street Paid Parking Implementation Plan. Since the Work Session, staff has made extensive efforts to engage diverse stakeholders, and inform and educate the public regarding the recommended course of action.
- Specifically, staff has participated in at least 6 meetings with the Downtown Association of San Marcos (full membership as well as their Parking Sub-committee), and has regularly attended meetings of the Main Street Advisory Board to share progress and solicit feedback.
- The final draft On-Street Paid Parking Implementation Plan has been posted on the City’s website, and a postcard was delivered by mail to all 1,775 known property owners, businesses and residents within the proposed boundaries of the Downtown Parking Benefit District. *See Appendix 7.*
- The postcard provided a link to the City’s website, and invited the recipient to attend four Parking Benefit District information sessions that were held February 5th and 6th in the Main Street office at 317 N. LBJ Drive.
- An additional 225 postcards were individually distributed to downtown businesses by the Main Street program team, and our outreach efforts were amplified through both the Main Street and City of San Marcos social media channels.
- Staff produced an informational video that was posted to the City’s Facebook page. This post achieved 8,862 “people reached” and scored 1,000 “engagements.”
- Staff was interviewed about parking management by the San Marcos Area Chamber of Commerce for their weekly podcast.
- Staff also spoke at a Parking Benefit District forum, hosted by Splash Co-Working, on February 11th, and at a forum hosted by the Chamber of Commerce on February 13th.

13. **Downtown Association recommendations**

- The Downtown Association of San Marcos (DTA) Board issued a comprehensive set of recommendations regarding downtown parking on February 9, 2019. *See Appendix 8.*
- The DTA recommendations are very detailed, and a full response is beyond the scope of this FAQ. We recommend that City staff work directly with the Parking Advisory Board to fully vet the DTA recommendations. Below please find the DTA’s ten summary recommendations, and the staff response to each:

1. **Implement direct mail ticketing so that LPR vehicles do not stop to issue citations.**
   
   *Staff believes this recommendation has merit, but may not be feasible in an open environment such as we have downtown. E-citations are typically used in situations where the parking authority maintains a database of registered users (e.g. a corporate office, or university campus). Staff is currently engaged in discussions with NuPark (and parent company Passport), regarding the technical challenges associated with the e-citation approach.*

2. **Overhaul the ticketing and collection process for consistency & consequences.**
   
   *Staff generally supports the recommendation to modify parking fines and fees, and our collection process. There are opportunities to engage a 3rd party parking management firm in this effort.*

3. **Refit the LPR cameras onto fixed-route Electric Cab(s) serving multiple purposes: enforcement, circulation within downtown, and a shuttle to a free employee lot.**
At present, this is not an actionable recommendation. Staff is currently engaged in discussions with NuPark/Passport regarding e-citations, and is aware of a pending pilot project in another client city that may provide a model for this type of service, but which has not yet been made public.

4. **Provide a free 1st hour of parking across all of downtown.**
   Staff, with the concurrence of our parking consultants at Kimley-Horn, believes that there are significant practical challenges with implementing this recommendation. Specifically, in order get the 1st hour free, all parkers would still have to register their license plate number and payment information at a kiosk or on the app. 1st hour free may be recommended for City-managed off-street resources, as a strategy to reduce on-street parking demand. This is an appropriate operational topic for deliberation and recommendation by the Parking Advisory Board.

5. **Install meters throughout all of downtown and charge $1 for a 2nd hour.**
   Staff generally supports the recommendation to install parking meters throughout the Downtown Parking Benefit District, in order to prevent/mitigate the anticipated spillover effects. Staff recommends implementation of paid parking in a phased manner, for purely practical and logistical reasons. Installing meters, signage and striping for the ~52 meters proposed in the first phase is a significant undertaking, both in terms of financial and staff resources. This is an appropriate operational topic for deliberation and recommendation by the Parking Advisory Board.

6. **To increase flexibility, but promote turnover, charge an additional $2 for a 3rd hour.**
   Staff generally supports this recommendation. This is an appropriate operational topic for deliberation and recommendation by the Parking Advisory Board.

7. **After 9-months, reduce free time on blocks with utilization remaining above the 85% target.**
   This is an appropriate operational topic for deliberation and recommendation by the Parking Advisory Board.

8. **Provide a suite of options to support employees through this transition.**
   Staff fully supports this recommendation. This is an appropriate operational topic for deliberation and recommendation by the Parking Advisory Board.

9. **Put 100% of revenues into parking management, sustainable mobility, and downtown investment.**
   Staff generally supports the recommendation to reinvest a significant portion of parking management revenues within the Parking Benefit Districts. Council policy decision.

10. **Launch an Online Dashboard and education campaign for the Benefit District.**
    Staff supports this recommendation. This will be a collaborative effort between City staff, NuPark/Passport, and a 3rd party parking management firm.
    - As noted elsewhere in this FAQ, the DTA is a key stakeholder for the Parking Management program, and has developed strong working relationships with City staff.
    - The DTA represents many employers, employees and property owners; however, they do not speak for all downtown stakeholders.

14. **Partnership with Texas State University**
    - The City continues to work closely with Texas State University administration regarding shared mobility programs and transit, and to keep the University up-to-date on our parking management activities. A key outcome of our efforts will be the creation of
revised transit routes that serve both students and the broader community, and create opportunities to use existing University-managed parking structures and surface parking lots to meet downtown parking demand (e.g. park near Bobcat Stadium and take the bus downtown).

- Establishing a market price for parking in the public right-of-way is the most effective strategy the City can implement to address the parking demand generated by Texas State University, and begin to create balance between the City-managed and University-managed parking supply.

- Within the guidelines authorized by Council Ordinance, staff will work with the Parking Advisory Board, and in consultation with Texas State University administration, to develop a parking rate and fee structure that encourages parking turnover in high-demand areas downtown, and accommodates the diverse needs of employees, students, and visitors to our vibrant downtown.

15. **Appendices**
   - Appendix 1. Pages from 2008 Downtown Master Plan
   - Appendix 2. Final Draft On-Street Paid Parking Implementation Plan
   - Appendix 4. DRAFT Parking Benefit Districts map
   - Appendix 5. C. Stapp Memorandum 02.08.19
   - Appendix 6. Pages from Assessing an Uncertain Transportation Future
   - Appendix 7. Stakeholder Engagement Efforts
   - Appendix 8. Downtown Association recommendations
Parking Program Framework Plan

I. Executive Summary

Introduction

In June of 2016, the City of San Marcos engaged Kimley-Horn and Associates (Kimley-Horn) to provide on-call consulting services related to the development of a Parking Program Implementation Plan along with specific technical memoranda on key topics such as mobile license plate recognition technology, transportation demand management (TDM), management and organizational structure, etc.

This "Parking Program Framework Plan" provides a high-level program overview for the development of a comprehensive and strategic approach to managing parking in the downtown area of San Marcos, TX. It also identifies key program objectives, recommended program vision and mission statements, a set of program "guiding principles" as well as a set of primary action items to guide program evolution and development.

In addition, several appendices are provided which will eventually evolve into a robust "parking management toolkit" to aid the program manager in the implementation of this framework plan. This toolkit will include a wide range of resources including an extensive set of parking management best practices, white papers on technical topics, sample manuals, checklists, policies/procedures, maintenance manuals, etc.

Primary Objectives

This Parking Program Framework Plan is intended 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 objectives include providing strategies and tools to:

- Identify governance and management structures that will work best for San Marcos 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
- Provide recommendations on establishing positive and proactive customer relations
- Explore the range of parking management strategies that can be used by the City’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 “mobility management” context in a way that promotes a balanced system of parking and multi-modal transportation alternatives.
Key Findings

The City of San Marcos is developing a comprehensive parking management program as a strategy to support on-going community and economic development initiatives. This report provides a roadmap for the development of a comprehensive and strategic approach to parking and mobility management in San Marcos. Such a program will require the following ten elements:

1. A Sense of Purpose and Direction relative to Parking and Transportation Policy – This Parking Program Framework Plan should complement and build on the downtown planning and street network improvements recently implemented by the City.

2. Program Organization and a Strong and Capable Program Leader – The recruitment and hiring of a parking manager with experience managing a municipal parking program. A separate report entitled: "Recommended Parking Organization and Staffing Plan” outlines several parking program management and organizational models and recommends a preferred alternative for the City of San Marcos. This report also discusses parking system operating methodologies. Program organization is a 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 (see Appendices).

3. 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 San Marcos and the downtown Main Street program will be an important component of this initiative.

4. 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 XX - 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, there are numerous program elements, both short and long-term, that can transform the San Marcos parking program into one of the best small municipal programs in the country.

5. Dedicated Funding - Establish parking as a separate “enterprise fund” and dedicate all parking related revenue streams to support the enterprise fund.

6. Active Private Parking Resources - Better leverage under-utilized private parking resources in the downtown 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.

7. 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  

8. Regular Maintenance - 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. While basic maintenance of parking areas is always important, this element will not be a major program focus for San Marcos, until such time as structured parking is developed.  

9. Big-Picture Mobility - Over time, expand the parking program’s mission to adopt a broader “mobility management” 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.  

10. 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 ongoing discussions relative to new or proposed development projects is highly recommended. Also work closely with City Planning to address parking requirements (zoning code), shared parking and ADA parking issues.  

Vision/Mission/Guiding Principles  
Beginning on page 7 this report provides recommended program vision and mission statements, followed by a recommended set of program guiding principles.  

Primary Action Items  
Beginning on page 13 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 timeframe for implementation and supportive documents provided to assist with implementation.  

Below is summary listing of these key recommendations:  

Primary Action Item #1: Create & Empower Parking Management Organization  
Adopt new program vision and mission statements and recommended parking program guiding principles. Hire a parking management professional and engage a parking management firm (at least for an initial 3‐year term). Create a parking advisory board and begin implementing parking management best practices.  

Primary Action Item #2: Establish Parking Benefit District(s)  
Create "Parking Benefit Districts" to encourage support for implementing on‐street paid parking by dedicating a percent of net on‐street meter revenue back to the districts in which they were generated. An ordinance should be developed to define the specific terms and conditions for the use of these funds and who controls their disbursement.  

Primary Action Item #3: Invest in Parking Management Technology  
Investment in new on‐street and off‐street parking technology. Recommended new on‐street parking meters can 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.

**Primary Action Item #4: Manage On-Street Parking More Efficiently**

Improve utilization and turnover of the City's valuable on-street parking spaces for the benefit of the business that depend on them for customer parking. Reduce employee and student abuse of these spaces through the implementation of paid on-street parking.

**Primary Action Item #5: Seek Opportunities to Expand Parking Supply**

Development of mid to long-term surface parking resources. Identify potential sites, or other opportunities, for mid to long-term surface parking lots capable of meeting the needs of downtown employees and longer-term parkers. New surface parking supply will support implementation of on-street paid parking.

**Primary Action Item #6: Connect Parking Management & Economic Development**

Leverage parking as a community and economic development strategy and begin developing a comprehensive parking planning function.

**Primary Action Item #7: Program Branding & Marketing**

Develop a new parking program brand and marketing program including significant on-going community outreach strategies.

**Primary Action Item #8: Develop Staff Parking Management Expertise**

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 will be provided) and provide city administration with regular updates on program development/management goals and accomplishments.

**Primary Action Item #9: Continuous Improvement in Parking Enforcement**

Assess the current parking enforcement program using the tools provided. Leverage the investment made in mobile license plate recognition technology by enhancing the operational efficiency of the current enforcement program, using the data to support on-going parking planning efforts and improving citation collection ratios over time.

**Primary Action Item #10: Embrace Parking as Mobility Management**

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 #11: Establish Mobility Management Enterprise Fund**

Establish the parking program as a separate enterprise fund and combine all parking related revenue streams into this fund. Develop a parking program financial plan.
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 downtown San Marcos area. We applaud the City'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 San Marcos’s downtown business district. We are confident with the strong team of City leaders, an engaged and supportive City Manager, City Council and development partners, that the future of Downtown San Marcos is bright indeed.

II. Parking Management Strategies / New Parking Program Implementation Plan

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.

Figure 1. Parking Triangle

![Parking Triangle Diagram]

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 cheap. This often-preferred approach typically means you have chosen to develop structured parking. The national average cost to construct a surface lot parking ranges from $5,000 to $8,000 per space. Above grade parking structures average between $15,000 - $25,000 per space. Below grade parking can range between 1.5 to 2 times the cost or more of above grade structures dependent upon soil conditions and other factors. Another consideration that is often overlooked is that operating, utility, maintenance and security costs are significantly higher with structured parking.

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.
III. “Charting the Right Course” – Program Vision and Mission

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 San Marcos. Included in this section are the following elements:

- A draft vision statement
- A draft mission statement

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

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**Draft Vision Statement:**

“The San Marcos 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 San Marcos parking program shall be considered an integral component of the community’s economic development strategies and programs.”

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**Draft Mission Statement:**

“The San Marcos 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.”
IV. 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 San Marcos.

The City of San Marcos 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 San Marcos 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 San Marcos 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 San Marcos 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 San Marcos parking management program will work in partnership with City economic development, the San Marcos Main street program 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 San Marcos 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 San Marcos parking management system shall have an active and comprehensive planning function.

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

The San Marcos 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 ongoing 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 San Marcos 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 San Marcos as a desirable destination for workers, businesses, shopping, dining, and recreation by making parking a positive element of the overall community experience.

The San Marcos 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 San Marcos 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 San Marcos 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 San Marcos Parking program work toward achieving "accreditation" through the International Parking Institute's "Accredited Parking Organization" (APO) program (more information on the IPI's APO program will be provided).

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 San Marcos.

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 San Marcos parking management system will develop an effective branding program.

In addition to web-based information, the San Marcos 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 San Marcos parking management system will work closely with the San Marcos Downtown Association, 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 San Marcos 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 San Marcos Land Use and Transportation Plans.

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 on-street paid 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.

A more comprehensive discussion of the "20 Characteristics of Effective Parking Programs" can be found in Appendix XX.
V. Primary Action Items

Introduction

The following actions are necessary first steps toward developing an enhanced parking program for the City of San Marcos. 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 San Marcos.

Many of the recommendations and concepts presented in the Parking Program Framework 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 of the Primary Action Items follows.
Primary Action Item #1: Create & Empower Parking Management Organization

*Adopt new program vision and mission statements and recommended parking program guiding principles. Hire a parking management professional and engage a parking management firm (at least for an initial 3-year term). Create a parking advisory board and begin implementing parking management best practices.*

- This report identified the lack of well-defined vision and mission statements and related program “Guiding Principles” relative to parking as a weakness 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 hire a new Parking Manager and that this individual work collaboratively across City departments and a newly-formed Parking Advisory Board to review and refine these documents as the basis of new parking program strategic plan.
- A public review process including the City management, San Marcos Main Street Program, and other key stakeholder groups is recommended to obtain additional input and feedback and to increase public buy-in to the new strategic direction.
- Ultimately, formal adoption by the City Council is recommended.
- 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 Parking Manager and City Economic Development Administrator

**Key Partners:**

- Related City Departments, new Parking Advisory Board

**Timeframe:**

- Complete by ____

**Supportive Documents/Tools Provided:**

- To be completed.
Primary Action Item #2: Establish Parking Benefit District(s)

Create "Parking Benefit Districts" to encourage support for implementing on-street paid parking by dedicating a percent of net on-street meter revenue back to the districts in which they were generated. An ordinance should be developed to define the specific terms and conditions for the use of these funds and who controls their disbursement.

- Case study examples of parking benefit districts from other municipalities will be provided
- A sample parking benefit district ordinance will be provided
- Sample parking benefit district management structures will be provided
- Recommended revenue allocation strategies will be provided.

**Primary Responsibility:**
- New Parking Manager and City Economic Development Administrator

**Key Partners:**
- City Finance Department

**Timeframe:**
- On-Going. Recommend attendance to the 2018 IPI Conference & Expo in Orlando, FL

**Supportive Documents/Tools Provided:**
- To be completed.
Primary Action Item #3: Invest in Parking Management Technology

Investment in new on-street and off-street parking technology.

- Recommended new on-street parking meters can 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.
- 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.
- 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 and the development of a parking specific capital projects list are all parking specific planning efforts that are expected from an effective parking program.
- Link parking planning to larger community and economic development initiatives.
- 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 as an integral component of the recently developed San Marcos Comprehensive Plan and Transportation Plan should be pursued.
- Review Appendix XX - A white paper on the topic of “Parking as an Economic Development Strategy” for more specifics.
- Review Appendix XX - For example guidelines for using parking as an economic development strategy.

Primary Responsibility:
- New Parking Manager and City Economic Development Administrator

Key Partners:
- City Planning Department, San Marcos Main Street Program., New Parking Advisory Board

Timeframe:
- Develop a list of prioritized parking planning action items by _____.

Supportive Documents/Tools Provided:
- To be completed.
**Primary Action Item #4: Manage On-Street Parking More Efficiently**

Improve utilization and turnover of the City's valuable on-street parking spaces for the benefit of the business that depend on them for customer parking. Reduce employee and student abuse of these spaces through the implementation of paid on-street parking.

- 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 rebuild trust and "show" that the City is taking citizen feedback into account.
- Partner with existing organizations, like San Marcos Main Street Program 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 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 37 and an annual report template is provided in Appendix x.
- A wide range of potential program marketing and branding strategies from around the country is included in Appendix x.

**Primary Responsibility:**

- New Parking Manager and City Economic Development Administrator

**Key Partners:**

- City Communication Department, City IT Department, San Marcos Main Street Program

**Timeframe:**

- See Appendix XX - Parking Program Strategic Communications Plan, for guidance on timing.

**Supportive Documents/Tools Provided:**

- To be completed.
Primary Action Item #5: Seek Opportunities to Expand Parking Supply

Development of mid to long-term surface parking resources. Identify potential sites, or other opportunities, for mid to long-term surface parking lots capable of meeting the needs of downtown employees and longer-term parkers. New surface parking supply will support implementation of on-street paid parking. Future parking lots should have sufficient footprint to accommodate a parking structure (124’W x 280’L). Identify preferred parking access and revenue control system for lot management. Land acquisition, partnerships, or agreements should be factored into the funding plan for the Parking Districts and considered part of the program’s core responsibilities.

- 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 XX 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 this option provides.
- The Parking program should develop an RFP process for new parking technology and potentially on-street meter acquisition as a first step to get a range 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 technology includes features that enable improved operational efficiencies by 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. Investment in mobile license plate recognition technology for parking enforcement is also highly recommended.
- The introduction of this new technology will also come with some increased costs related to communications fees, 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 Parking Manager and City Economic Development Administrator

**Key Partners:**
- City Finance, IT and Purchasing Departments, Parking Advisory Board, City Manager, City Council

**Timeframe:**
- New Technology Implementation Strategy Completed by ____
- Parking Technology RFP issued by ____
- Implementation by 3rd ____

**Supportive Documents/Tools Provided:**
- To be completed.
Primary Action Item #6: Connect Parking Management & Economic Development

Leverage parking as a community and economic development strategy and begin developing a comprehensive parking planning function.

- 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.
- 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
  - Signage review/consolidation
  - Adding “Welcome” and “Thank You” messaging
  - Lighting
- An important aspect of the City 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.
- 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 XX and XX.

Primary Responsibility:
- New Parking Manager and City Economic Development Administrator

Key Partners:
- City Engineering, Public Works and Finance Departments

Timeframe:
- Develop a comprehensive facility maintenance plan by ____
- Conduct facility condition appraisals as noted above.
- Develop a policy regarding maintenance reserves by ____

Supportive Documents/Tools Provided:
- To be completed.
Primary Action Item #7: Program Branding & Marketing

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 San Marcos Main Street Program 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 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 XX and an annual report template is provided in Appendix XX.
- A wide range of potential program marketing and branding strategies from around the country is included in Appendix XX.

Primary Responsibility:

- New Parking Manager and City Economic Development Administrator

Key Partners:

- City Communication Department, City IT Department, San Marcos Main Street Program

Timeframe:

Longer-Term Strategy

Supportive Documents/Tools Provided:
Primary Action Item #8: Develop Staff Parking Management Expertise

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 will be provided) and provide city administration with regular updates on program development/management goals and accomplishments.

- The San Marcos 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. The 2018 conference will be in Orlando, Florida. It is also recommended that the new parking manager join a state or regional parking association for developing relationships with her local peers. 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 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. Since the San Marcos program is just getting started, it may take a few years to achieve accreditation, but the program structure an assessment matrix is a valuable tool and process in and of itself.
- Another cost effective and highly valuable training opportunity would be to schedule a series of visits with the parking advisory panelists that participated in this parking strategic plan. Each of them has offered to provide a personal tour of their systems and communities and it would build a strong peer group for the new parking manager to call upon for years to come.
- 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 Parking Manager and City Economic Development Administrator

Key Partners:
- City HR and Training Departments

Timeframe:
- Conduct reviews by ____

Supportive Documents/Tools Provided:
- To be added
Primary Action Item #9: Continuous Improvement in Parking Enforcement

Assess the current parking enforcement program using the tools provided. Leverage the investment made in mobile license plate recognition technology by enhancing the operational efficiency of the current enforcement program, using the data to support on-going parking planning efforts and improving citation collection ratios over time.

- 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 XX)
  - The second is a sample parking enforcement officer manual (Appendix XX)
- These tools should be reviewed and customized to better define and enhance the current parking enforcement program.

Primary Responsibility:
- New Parking Manager and City Economic Development Administrator

Key Partners:
- City Police Department, IT Department

Timeframe:
- Conduct reviews by ___

Supportive Documents/Tools Provided:
- To be added
Primary Action Item #10: Embrace Parking as Mobility Management

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 bikeshare programs, carsharing programs such as Zip-Car, bike racks and lockers, and traditional TDM strategies such as park and rides, preferential parking for car and vanpools, telecommuting, etc.
- It is recognized that this is not the immediate priority for the City of San Marcos, but it is an important element and should be incorporated into the long-term program development strategy.

Primary Responsibility:
- New Parking Manager and City Economic Development Administrator

Key Partners:
- Transit Agency, Bike Advocate Programs, Regional Transportation Association, City Planning

Timeframe:
- Longer-Term Strategy

Supportive Documents/Tools Provided:
- To be added
Primary Action Item #11: Establish Mobility Management Enterprise Fund

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

- One of the big advantages that the City has the opportunity to leverage is the nearly “blank slate” that currently exists related to a parking 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
  - 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
- Development of a program “financial plan” is recommended. See provided template.

Primary Responsibility:
- New Parking Manager and City Economic Development Administrator

Key Partners:
- City Finance and Legal Departments

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

Supportive Documents/Tools Provided:
- To be added
VI. Appendices and Parking Management Toolbox

The following set of appendices provides a range of documents designed to support and augment the contents of this parking management framework plan. The content includes sample operations manuals, annual report templates, white papers on technical topics, an extensive Parking Management Best Practices document, audit checklists, etc.

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 XX, 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 San Marcos 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 San Marcos 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 Accredited Parking Organization program (APO) developed by the International Parking Institute. In several years, we strongly encourage the program to pursue accreditation through the IPI program. In the meantime, the APO manual and criteria matrix are another good source of program development information.

It is our hope that these documents will provide valuable background information and practical tools to help advance and improve the San Marcos parking program as staff work to implement the primary recommendations contained in the Strategic Parking Management Plan.

Note: the full set of Appendices & Parking Management Tool Kit Items are still being assembled. The list below provides a sampling of the items to be provided.

Appendix x 20 Characteristics of Effective Parking Management - White Paper
Appendix x Annual Parking Report Template
Appendix x International Parking Institute - APO Program Manual
Appendix x International Parking Institute - APO Matrix Final 2016
Appendix x Developing a Retail Parking Support Strategy
Appendix x Generic Parking Facility Rules and Regulations
Appendix x Guidelines for Using Parking as an Economic Development Strategy
Appendix x  Missoula Parking Commission Annual Report
Appendix x  New Parking Manager Integration-Action Plan
Appendix x  Parking as an Economic Development Strategy - White Paper
Appendix x  Parking Enforcement Program Audit Checklist
Appendix x  Sample Parking Enforcement Operations Manual
Appendix x  Parking Facility Maintenance Manual
Appendix x  Parking Facility Maintenance Schedule
Appendix x  Parking Garage Security Whitepaper
Appendix x  Parking In-Lieu Fees Whitepaper
Appendix x  Parking Meter Technology Whitepaper
Appendix x  Sample Parking Administrator Position Descriptions
Appendix x  Sample Parking Garage Operations Manual
Appendix x  Tax Increment Financing Whitepaper
Appendix x  Downtown Parking Districts and Economic Development - Case Studies in Innovative Parking Management
Appendix x  Consolidated System Financial Report
Appendix x  LPR/Park+ White Paper
Appendix x  IPI Emergency Preparedness Manual
Appendix x  Recommended Parking Program Benchmarks
Appendix x  Parking Structure Design Guidelines
Appendix x  Parking Management and Design Best Practices
Appendix x  Residential Parking Permit Programs White Paper
Appendix x  Smart Parking Policies and TDM Strategies
Appendix x  Valet Parking Program Development
Appendix x  Kimley-Horn TDM Quick Guide
Appendix x  "New Canvas" Art in Parking Article
Appendix x  Strategic Communications Plan
Appendix x  Parking System Organizational Options - White Paper
Appendix x  Poetry in Parking - Creativity in Parking Management
Appendix x  Parking System - Financial Plan Template
Appendix x  2018 Recommended Reading List for Parking Professionals
CONTENTS
I. Executive Summary ........................................................................................................................................... 3
II. Background ..................................................................................................................................................... 5
III. Parking Data Analysis ................................................................................................................................ 13
IV. On-Street Paid Parking Assessment ........................................................................................................... 18
V. Parking Benefit Districts ............................................................................................................................... 31
On-Street Paid Parking Program Implementation Plan (DRAFT)

I. Executive Summary
This purpose of this report is to present Kimley-Horn’s professional recommendations regarding the implementation of on-street paid parking in San Marcos.

The report provides a detailed summary of data collection and analysis efforts and incorporates this data analysis into a rigorous evaluation of the potential for on-street paid parking in downtown San Marcos.

Our primary recommendation is to move forward with the phased implementation of on-street paid parking within the proposed parking benefit districts based on four primary factors:

1. Parking utilization and violation rate data collected using the License Plate Recognition system in 2018;
2. Industry standard paid parking assessment criteria, which is described in greater detail in Section IV of this report;
3. Support of multiple stakeholder groups, as represented by the support expressed for the Parking Management Framework Plan by the Downtown Association of San Marcos; and
4. City’s expressed desire to promote transportation demand management strategies and promote parking management as an economic development strategy.

The recommended on-street paid parking program will improve on-street parking turnover for the benefit of the downtown businesses, will reduce or reallocate student parking in the downtown area, and will generate revenue to support an active parking management function within City government and advance additional transportation demand management initiatives.

On-Street Paid Parking Recommendations
- Implement on-street paid parking in the area between the Texas State University campus and San Antonio Street.
- On-street paid parking hours Monday - Friday, from 9:00 am to 6:00 pm.
- Retain existing two-hour time limit in the paid parking area.
- Establish an initial rate of $1.00 per hour.
- Grant administrative flexibility, with oversight from Parking Advisory Board, to set paid hours, time limits, and rates.
- Establish a rate range of $1.00 minimum up to $3.00 maximum.
- Conduct on-going utilization studies of high demand parking areas.
• Use the On-Street Paid Parking Assessment criteria to determine future paid parking expansion.
• Create defined parking “zones” within the paid parking area to facilitate pay-by-cell phone applications.
• Amend the existing Residential Parking Permit program policies and procedures to reflect and integrate the new LPR system.
• Create on-street permits in lower demand areas, where the City can lease for monthly permits.
• Designate 10-hour zones to accommodate employee parking in the short-term until additional off-street parking resources are developed.

The Implementation Plan envisions continued monitoring of on-street parking occupancy, turnover, and enforcement data, and future expansion of the paid parking area per the On-Street Paid Parking Assessment Criteria used to determine the Phase I paid parking area.

**Technology Recommendations**

• Invest in a multi-space parking meter system that supports “pay-by-license plate” methodology.
• Invest in Pay-by Cell mobile parking application.

Initial Revenue & Capital Cost Estimates indicate an approximately one-year payback period for the City’s initial investment in parking technology. That is to say, the cost of purchase and installation of parking technology should be roughly equal to the amount of parking revenue generated in the first year of operation.

**Parking Benefit Districts Recommendations**

• Establish Parking Benefit Districts, a “Downtown Benefit District” and a “River Benefit District,” to encourage support for on-street paid parking by dedicating a percentage of net meter revenue back to the areas it was generated.
• 30% / 70% revenue split with 30% dedicated to the Parking Benefit Districts.
• Council appointed Parking Advisory Board oversees distribution of funds.
• Specific terms and conditions for the use of these funds, and who controls their disbursement, should be established by Ordinance.
• Common Parking Benefit District expenditures include sidewalk/walkability improvements, district beautification, and transportation or parking investments.
II. Background

This document provides more detailed information related to the development of a parking management program for the City of San Marcos, TX. This plan was also developed in anticipation of moving from the current free on-street parking condition to implementing paid on-street parking in a defined area of the downtown.

Earlier this year, Kimley-Horn prepared two high level parking planning documents for the City of San Marcos. These included:

- A “Parking Program Framework Plan,” and
- A “Parking Organization and Staffing Plan.”

A brief overview of each document is provided below as they provide important context for the consideration of on-street paid parking implementation.
Parking Program Framework Plan

The "Parking Program Framework Plan" provides a high-level program overview for the development of a comprehensive and strategic approach to managing parking in the downtown area of San Marcos, TX. It identifies key program objectives, recommended program vision and mission statements, a set of program "guiding principles" as well as a set of primary action items to guide program evolution and development.

In addition, several appendices were provided which will form the beginnings of "parking management toolkit" to aid the recommended program manager in the implementation of the framework plan. This toolkit will include a wide range of resources including an extensive set of parking management best practices, white papers on technical topics, sample manuals, checklists, policies/procedures, maintenance manuals, etc.

Primary Objectives

This Parking Program Framework Plan is intended 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 objectives include providing strategies and tools to:

- Identify governance and management structures that will work best for San Marcos 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
- Provide recommendations on establishing positive and proactive customer relations
- Explore the range of parking management strategies that can be used by the City’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 “mobility management” context in a way that promotes a balanced system of parking and multi-modal transportation alternatives.

Vision/Mission/Guiding Principles

Beginning on page 7 this report provides recommended program vision and mission statements, followed by a recommended set of program guiding principles.

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, and a recommended timeframe for implementation and supportive documents provided to assist with implementation.
Primary Action Item #1: Create & Empower Parking Management Organization
Adopt new program vision and mission statements and recommended parking program guiding principles. Hire a parking management professional and engage a parking management firm (at least for an initial 3-year term). Create a parking advisory board and begin implementing parking management best practices.

Primary Action Item #2: Establish Parking Benefit District(s)
Create “Parking Benefit Districts” to encourage support for implementing on-street paid parking by dedicating a percent of net on-street meter revenue back to the districts in which they were generated. An ordinance should be developed to define the specific terms and conditions for the use of these funds and who controls their disbursement.

Primary Action Item #3: Invest in Parking Management Technology
Investment in new on-street and off-street parking technology. Recommended new on-street parking meters can 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.

Primary Action Item #4: Manage On-Street Parking More Efficiently
Improve utilization and turnover of the City’s valuable on-street parking spaces for the benefit of the business that depend on them for customer parking. Reduce employee and student abuse of these spaces through the implementation of paid on-street parking.

Primary Action Item #5: Seek Opportunities to Expand Parking Supply
Development of mid to long-term surface parking resources. Identify potential sites, or other opportunities, for mid to long-term surface parking lots capable of meeting the needs of downtown employees and longer-term parkers. New surface parking supply will support implementation of on-street paid parking.

Primary Action Item #6: Connect Parking Management & Economic Development
Leverage parking as a community and economic development strategy and begin developing a comprehensive parking planning function.

Primary Action Item #7: Program Branding & Marketing
Develop a new parking program brand and marketing program including significant on-going community outreach strategies.

Primary Action Item #8: Develop Staff Parking Management Expertise
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 will be provided) and provide city administration with regular updates on program development/management goals and accomplishments.
Primary Action Item #9: Continuous Improvement in Parking Enforcement
Assess the current parking enforcement program using the tools provided. Leverage the investment made in mobile license plate recognition technology by enhancing the operational efficiency of the current enforcement program, using the data to support on-going parking planning efforts and improving citation collection ratios over time.

Primary Action Item #10: Embrace Parking as Mobility Management
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 #11: Establish Mobility Management Enterprise Fund
Establish the parking program as a separate enterprise fund and combine all parking related revenue streams into this fund. Develop a parking program financial plan.
Parking Organization and Staffing Plan

The “Parking Organization and Staffing Plan” provides a recommended program organizational structure, followed by a discussion of parking program “operational methodologies,” and finally an extensive review of successful parking system organizational options.

Recommended Organizational Option

The recommended approach proposes the adoption of a “hybrid” of several of the organizational models described in the Organization and Staffing Plan report, to account for several key factors that are specific to the current and future conditions in the City of San Marcos. Some of these community specific factors include:

- The size of the community and the fact that parking management will essentially be a new operational function and that there is a lack of existing expertise to manage this specific discipline
- The desire for improved coordination and collaboration between the City, County, University and downtown stakeholders
- The desire to align parking policy and programs with the recently approved Community Development Code
- The desire to leverage parking management as a tool for community and economic development.

The preferred organizational option for the City of San Marcos merges the following two organizational models:

- The Vertically Integrated City Department model, and
- The Professional Services/Out-Sourced Management Model

This approach is seen as the best option for the City of San Marcos because it envisions a small, lean staff that could be housed in the City, preferably in the Economic 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.

Parking Manager

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

The program manager position should have strong planning, program development and communications abilities. He/She needs to be able to generate trust and confidence in community stakeholders and with City administration and City Council.
The primary responsibility of the program 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. This would include such items as:

- Coordinating with other City departments/functions
- Recommending parking rates/fines and other policies
- Reviewing and approving program operational budgets
- Implementing directives from and reporting to the city administration and City Council
- Developing an RFP to hire a private parking management firm
- Working with the private parking management firm to develop standard operating polices/procedures in a variety of areas

Parking is a complex function and is inter-related with many other City functions. Parking can also be very controversial and requires a manager that can generate confidence and trust while also being politically astute. 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”.

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:

1. 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 community master planning, zoning code changes and parking requirements are debated and amended.

2. Better integration and collaboration with downtown management and economic development programs. One of the lessons learned from other communities 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.

3. 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.
Private Parking Management Firm
The outsourced management component recognizes that no significant parking management expertise currently exists within the City. 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.

Engaging a private parking management firm (at least for an initial three-year term) will provide the following benefits:

- Helps ensure that the program gets successfully established.
- Provides a base of parking management experience and competence.
- Provides the City with a built-in advisory function during the early years (all the major private parking management firm will pitch this as a benefit).
- 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.
- Provides a robust set of system reporting options including detailed revenue and expense reports, program budgets, maintenance programs, etc.

Parking Advisory Board
This organizational recommendation also envisions some form of Parking Advisory Board to provide a mechanism for ensuring on-going community engagement and input. The envisioned Parking Advisory Board should attempt to recruit a range of community leaders who are both invested in downtown San Marcos and have strong business backgrounds to provide sound direction and guidance. Examples of the type of expertise desired for parking commission members might include:

- City Council member(s)
- Economic Development Director
- County representative
- Invested community representatives
- Representative of a large employer
- Property owners / Developers
- Business leaders/Merchant’s Association leaders, etc.
- Representative from the transit agency
- Active transportation advocates
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 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.

The following exhibit summarizes the functions and relationships between the Parking Manager, Private Parking Management Firm, and the Parking Advisory Board, as envisioned under the recommended “hybrid” organizational option:

- **CITY DEPARTMENT**
  - Parking Manager with lean staff
  - Parking Advisory Board
    - 5 – 7 Members
    - Appointed by Council or Mayor
    - Representing:
      - City of San Marcos
      - Hays County
      - Downtown Stakeholders
      - Texas State University

- **Parking Manager**
  - Public face of the department
  - Program and Policy Development
  - Outsourced “Day-to-Day Operations”
    - Contract Administration
      (Private Parking Management Firm)
    - Public Outreach
      - Representing:
        - City of San Marcos
        - Hays County
        - Downtown Stakeholders
        - Texas State University

- **Private Parking Management Firm**
  - Engaged via Management Agreement
  - Day-to-Day Operations
  - Operations Plan and Procedures Development
  - Advisory Function
  - Initial 3-Year Term
III. Parking Data Analysis (2018)

_On‐street parking utilization surveys (using the City’s LPR system)_

Two on‐street parking occupancy data collection surveys were conducted in the months of August and September 2018 to document parking conditions while Texas State University was not in session and again once the Fall semester was in session. The first and second rounds of parking data collection occurred August 2, 2018 and September 12, 2018 respectively. Three full parking surveys of the study area were collected throughout both days. Parking data was collected at 10 am, 1 pm, and 7 pm using mobile License Plate Recognition (LPR) equipment. The LPR technology allows for collection of a more detailed set of data, which can increase the accuracy and efficiency of collection efforts, especially for duration and turnover analyses.

During the August 2nd data collection, the peak hour was observed at 1 pm with an overall average occupancy of 57 percent. Although the study area as a whole is below the effective capacity threshold of 85 percent, there were 12 blocks within the study area (216 spaces of the total 722 spaces) that observed occupancies over this threshold.

In the second round of data collection on September 12th, the peak hour was also observed at 1 pm with an overall average occupancy of 70 percent. This was a total increase of 13 percent compared to the peak hour occupancy in August. During the peak hour (1 pm) a total of 19 blocks were observed to have occupancies over the 85 percent threshold, for a total of 42 percent of the overall study area (302 spaces of the total 722 spaces).

The data collection results for the two peak demand occupancy counts are summarized in the parking occupancy “heat maps” on the following pages.
The graphs below summarize the results of the parking occupancy data collection efforts:
This data indicates an overall peak study area occupancy of 70 percent. During the peak hour (1 pm) a total of 19 blocks were observed to have occupancies over the 85 percent threshold, for a total of 42 percent of the overall study area (302 spaces of the total 722 spaces). The data also suggests that Texas State students are adding approximately 13% additional parking demand in the defined downtown study area (compared to counts done during the Summer). This equates to an additional parking demand of over 85 additional on-street spaces taken up daily in the downtown core area (most likely by students).

**On-Street Parking Turnover Analysis**

A key metric for assessing on-street parking conditions is the “Turn-Over Rate” (the number of vehicles parking in a single spot during a typical day). This data was generated by a manual count of selected spaces in the San Marcos downtown area.

**Turnover rate:**

- **Area: Hopkins St. from Guadalupe to LBL**
  - 50 vehicles in 16 spaces
  - Average space turnover: 3.125

- **Area: LBJ St. from San Antonio to Hutchinson St.**
  - 174 vehicles in 81 spaces
  - Average space turnover: 2.14

- **Total:**
  - 224 vehicles in 97 spaces
  - Average space turnover: 2.30

An ideal turnover for downtown on-street spaces is between 5 and 7 turns per day. The average space turnover observed in downtown San Marcos is far below the ideal turnover rate for a high-performing commercial and retail destination, with significant consequences for local business and property owners, as well as the City.

**Violation Rate Data Analysis**

Another key metric for assessing on-street parking conditions is the “Violation Rate” (the number of vehicles in violation of posted time limits). This data was generated by San Marcos PD using the NuPark MLPR system.

**Violation rate:**

- Based on data collected from 8/1/2018 - 9/28/2018 (over 10,589 LPR “plate reads”), the number of vehicles exceeding the time limits was 985 or an average of 24 per day. This equates to a statistically high violation rate of approximately 10%.
- A target violation rate is typically in the 3% - 5% range.
- Annualized, for just the study area, this would equate to approximately 8,760 violations per year.
IV. On-Street Paid Parking Assessment

Process Overview

It is understood that the implementation of on-street paid parking will be a critical funding source for the parking program going forward, however, it should also be well understood that “revenue generation” is not the primary motivating factor for implementing paid on-street parking. The primary motivation for implementing this specific strategy is to better manage the turnover of the City’s valuable and limited on-street parking assets. Reducing longer-term parking in the more convenient on-street spaces (including better managing student use of these parking resources) will create more customer parking for downtown businesses and help stimulate economic activity as well as supporting business attraction and retention.

Another important consideration that the Kimley-Horn consultant team would like to reinforce is the observation that the City has very limited off-street surface parking options in and around the downtown. This lack of mid-to longer term parking options is partially responsible for the longer-term parking that is reducing the desired turnover of on-street spaces. If on-street paid parking is implemented without also addressing the need to provide affordable longer-term parking alternatives for employees, the City runs the risk of creating several unintended consequences such as staffing shortages for downtown businesses, complaints from employees re: the lack of convenient and affordable longer-term parking options, increasing pressure on parking in residential neighborhoods near the downtown, etc.

Having reiterated these important points, the following section discusses several considerations related to planning for on-street paid parking as a key recommendation from the Parking Management Framework Plan.

On-Street Paid Parking Implementation Strategy Goals

As stated above, the primary objective to implementing on-street paid parking is to better manage the City’s valuable on-street parking resources as a short-term/high turnover customer parking asset to support the success and long-term viability of small businesses in the downtown.

It should be noted that implementation of this strategy has been delayed (from the original recommendation several years ago) as the City has made investments in parking enforcement technology (the new NuPark system) and enhancing parking enforcement technology, policies and practices over the past year in response to City Council direction.

The graphic on the following page places on-street paid parking on to a “spectrum of parking alternatives”. This graphic illustrates that the primary goal of paid on-street parking is the promotion of “turnover” as a means to create greater access to the limited number of on-street parking spaces.
SPECTRUM OF PARKING ALTERNATIVES

A combination of approaches and strategies is necessary to achieve the vision and objectives for parking and access downtown.

On-Street Parking Management Strategies

FREE PARKING (unrestricted)
- Provides free on-street parking with enforcement
- Offers a viable alternative to on-street parking
- Attractive to both short- and long-term parkers

TIME-LIMITED PARKING
- Preserves a limited amount of on-street parking
- Promotes turnover

20 MIN. FREE (then paid)
- Does not allow any on-street parking
- Promotes turnover

PAID PARKING
- Does not provide any free on-street parking
- Less attractive for short-term parkers

PARKING BANS
- Does not provide any on-street parking
- Promotes turnover

Other Strategies to be Considered with On-Street and Garage Parking:

- Expand Enforcement to reduce and eliminate.
- Manage Employee Parking Options/Incentives to reduce employees off-system.
- Residential Parking Permit Program
- Reduce parking impact on neighborhoods.

Enhanced Communication, Education, and Wayfinding
- Improve communications for parking survey
- Mobile apps
- Alternative Funding Options
- Impact fees
- Park & Ride

Transportation Circulation Options
- Circulate buses
- More stops

Increase Supply
- Parking garages
- High density

Kimley-Horn

Prepared for City of San Marcos, TX | Page 19
Paid Parking Assessment Criteria and Evaluation Process

The management of on-street parking is typically comprised of four basic strategies where the degree of regulation depends on the magnitude of the on-street parking problem. These parking control measures start at the simplest level of regulation which is free/unrestricted parking, and then the degree of control is increased to installing signage to regulate the duration of stay to a specific time period (and other use restrictions such as loading zones, valet parking, ADA parking, etc.) paid-parking (single-space meters or multi-space machines) with specific time limits, and lastly parking bans (peak hour or all day).

Over the years, it has been found that installing on-street paid-parking is demonstrably the most efficient and flexible way to manage on-street parking demand. However, posted 1- or 2-hour time limits represent the most common parking management measures. Numerous studies show that signed time limits produce longer stays, lower turnover, and block faces that are close to 100 percent occupied. Areas with posted time-limits frequently suffer from double parking and additional cruising by motorists striving to find a vacant space.

The significant factors or criteria used in assessing the need to install on-street paid-parking are:

- The extent of parking demand;
- The proportion of overtime parkers and the amount of available time used by them;
- The average parking duration of these violators; and
- Parking space turnover.

Thus, as the on-street parking management problem escalates, parking planners have had to resort to using the economic incentives to encourage turnover and to mitigate against “over-stay” parkers.

The Parking Handbook for Small Communities and other resources note the following reasons for installing parking meters:

- Promote parking turnover;
- Distribute limited on-street parking time equitably;
- Provide space for the short-term shopper and business clients;
- Maximize the economic viability of the downtown by providing opportunities for more people to park conveniently; and
- Generate revenue for the municipality.

Initially the parking meter was developed to regulate the parking of motor vehicles; however, it also aids in the enforcement of duration of stay restrictions. Parking meters simplify and reduce the cost of enforcement up to one-third to one-fourth the time normally required for signed time-limit regulations. The process of initiating the paid-parking device and establishing the desired duration of stay seems to create in the person parking a greater awareness of the expected ending of the parking session, as compared to stopping at a curb with signed parking duration restrictions.

Factors to Consider When Implementing Paid-Parking

The following is a framework for the installation of on-street paid-parking to assist parking and city planners in developing curb spaces that enhance the parking supply in a defined study area. The development of this defined process to document and justify the need for implementation of on-street paid parking is based on the following major considerations:

- The parking meter/multi-space parking control device is considered a traffic control device whereby an economic incentive is used to encourage turnover and to limit over-stay parkers.
- The installation of on-street paid parking in a specific area may divert some of the current parking demand to adjacent blocks where free parking exists.

More than 30 potential factors that might need to be evaluated when a municipality considers implementing pay-parking in an area of a city were assessed and ranked by a number of planners and parking professionals. The respondents were asked to rate the various factors. Based on this review, the most important factors to be considered when installing paid-parking include:

- On-street paid parking is appropriate in Central Business District locations or where the land use is an entertainment or a medium to high density residential district;
- On-street paid parking is appropriate at locations where the over-stay parking time limits measures 30 percent or higher, and the peak parking occupancy on a significant number of block faces are in excess of 85 percent occurs for three or more hours;
- On-street paid parking is appropriate in areas subject to overflow parking due to nearby high traffic generators- sports facilities, shopping centers, universities/colleges, etc.;
- On-street paid parking would typically be installed where there are complaints from local business persons or residents, and when the proposed parking mitigation measure is supported by a majority of those local businesses;
- On-street paid parking would typically be installed where there are signed parking duration restrictions, where on-street paid-parking exists in adjacent blocks, or where paid-parking exists in nearby off-street parking lots; and
- Sustainable transportation solutions are important considerations when implementing on-street paid parking, such as minimizing motorists that are circulating through the area trying to find a vacant parking stall, as the parking control measure will serve to encourage use of alternate modes of transportation or improve quality-of-life in the adjacent residential area(s).
A Defined Process for Implementing On-Street Paid Parking

The key criteria for determining whether on-street paid parking should be implemented in some sector of an urban area is that there must be an identified parking problem resulting in the need to reduce overtime parking and double parking; to increase parking turnover; to address spillover issues from a large parking demand generator, to reduce excessive area traffic; and to simply make parking more available for downtown merchants and businesses. The creation of the following defined process for assessing the installation of curbside paid parking is based on parking space usage characteristics as typically generated by vehicle license plate surveys of parking occupancy, duration of stay, and turnover.

On-Street Paid Parking Assessment Criteria

This on-street paid parking assessment criteria was developed to provide a simple set of objectives and technical criteria based on locally relevant data as a starting point for assessing the appropriateness of implementing on-street paid parking as a tool to address specific parking issues in a defined area.

The checklist process provided in Table 1 on the following page is used to assess the appropriateness of paid on-street parking in an urban environment. The checklist consists of five subject headings:

1. Land use;
2. Amount of overstay parking;
3. Parking occupancy;
4. Size of the parking management problem area; and
5. Adjacency of nearby parking management measures.

The assessment procedure considers 27 factors and the paid-parking justification threshold is 100 points. That is to say, if the values for the various factors combined exceed the minimum 100-point threshold, paid parking is considered appropriate from a technical criteria perspective. Based on this analysis, San Marcos meets the minimum criteria for implementing on-street paid parking.
Table 1. On-Street Paid Parking Assessment Criteria

<table>
<thead>
<tr>
<th>On-Street Pay-Parking Warrant Factors</th>
<th>Rating</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Land use in the study area or block face</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 CBD commercial</td>
<td></td>
<td>30</td>
</tr>
<tr>
<td>1.2 Entertainment district (theatres / museums /restaurants / etc.)</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>1.3 Destination-type shopping precinct</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>1.4 Suburban retail precinct/block</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>1.5 Suburban pass-by strip/commercial area / block</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>1.6 Suburban office commercial area/block</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>1.7 Low Density mixed light industrial/retail/office area/block</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>1.8 Medium/high density residential area / block</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>1.9 Mostly single-family residential area/block</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>2. Amount of Overstay Parking - parking longer than the designated time limit</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>2.1 Up to 10 percent</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>2.2 11 to 15 percent</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>2.3 16 to 20 percent</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>2.4 21 to 25 percent</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>2.5 26 to 30 percent</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>2.6 31 percent or higher non-compliance levels</td>
<td></td>
<td>30</td>
</tr>
<tr>
<td>3. Parking Occupancy-</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>3.1 Peak occupancy of 75 to 84 percent occurred for one hour</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>3.2 Peak occupancy of 75 to 84 percent occurred for two hours</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td>3.3 Peak occupancy was 85 percent or greater for one hour, or 75 to 84 percent occurred for three hours</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>3.4 Peak occupancy of 85 percent occurred for two consecutive hours, or four times during study period.</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>3.5 Peak occupancy of 85 percent occurred for three consecutive hours or six different times, or higher levels of parking demand</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>4. Area of significant parking influence- size of parking management problem area</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>4.1 Single block face</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>4.2 Two to four blocks</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>4.3 Five to eight blocks</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>4.4 &quot;Donut&quot; area surrounding the high traffic generator</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>5. Adjacency of nearby parking management measures</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>5.1 Signed parking limits</td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>5.2 Curbside paid-parking</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>5.3 Presence of paid-parking in off-street parking facilities</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Total Points</td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>
Recommended On-Street Paid Parking Locations and Quantities

Based on the parking data analysis, the objective “On-Street Paid Parking Assessment Criteria”, our understanding of the parking dynamics in downtown San Marcos, and best practices in implementing paid parking in urban environments, the map below illustrates the recommended area for on-street paid parking in downtown San Marcos.

This proposed paid parking area contains approximately 425 spaces and focuses on the CBD area and the surrounding areas most heavily used by Texas State University students.
A Phased Approach

A phased approach to implementing paid parking in San Marcos is recommended. Phase one recommends on-street paid parking for approximately 425 of the most heavily utilized spaces between San Antonio St. and the Texas State campus. Overall occupancy in this area is approximately 85%, with 14 blocks seeing a demand greater than 90%.

It is recommended that the On-Street paid parking program initially be implemented on week days (M - F) beginning at 9:00 AM and running through 6:00 PM in the area specified in the map on the previous page. It is further recommended that the 2-hour time limits be retained. In order to cover the new technology and communications costs, parking rates will need to be at least $1.00 / hr.

Once the initial phase has implemented, on-going parking occupancy, turnover and violation rate data should continue to be collected on a periodic basis. Once the key metrics indicate that the thresholds for paid parking have been met, on-street paid parking for the approximately 400 remaining spaces between San Antonio St. and railroad tracks (Comal St.) should be considered. The same days, hours and hourly rates as the Phase One area should be continued, however, given the more remote location of these spaces, extended time limits (up to 10 hours) should be considered to accommodate longer-term visitors and downtown employees.

Additional Operational Recommendations

- Paid On-Street Parking Hours: Monday – Friday, 9:00 AM – 6:00 PM
- Time Limits: Retain two-hour time limits in the paid parking area(s).
- Rates – Recommend initial rate for the Phase I area is $1.00 per hour. It is also recommended to grant authority to staff (City Manager or designee), with oversight from the Parking Advisory Board, to set paid hours, time limits, and rates (ordinance should provide flexibility by authorizing a range of acceptable paid hours, time limits and rates).
- Under this approach the Council should define an authorized a rate ceiling for on-street parking hourly rates. A rate range of $1.00 minimum up to $3.00 maximum is recommended. Increases can be made in increments of $0.25/hr. Criteria should be developed to justify rate increases based on on-going utilization analyses.
- Phased expansion of the paid parking system: On-going utilization studies of high demand parking areas is recommended utilizing the NuPark system. Utilize the on-street parking “warrant procedure” as the primary tool for assessing on-street expansion going forward.
- Consider creating defined parking “zones” within the paid parking area to facilitate pay-by-cell phone applications.
- It is also recommended to amend the existing Residential Parking Permit system policies and procedures to reflect and integrate the new LPR system into the program guidelines. With the implementation paid parking in the downtown area, this program to protect residential areas will become more important in the future and may require additional parking enforcement resources going forward.
- Consider creating on-street permits in lower demand areas surrounding downtown (City lease off-street space for monthly permits + designate 10-hour zones at downtown edge) to
accommodate employee parking in the short-term until additional off-street parking resources are developed.

Recommended Timeline for Implementing On-Street Paid Parking

In preparing for the procurement of on-street parking technology/equipment and installation, it is important to have an overview of the project implementation timeline in mind along with key implementation milestones.

Please note that the timeline provided in Table 2 on the next page is a guideline, and should be adjusted to meet specific needs of individual projects.
Table 2. **Recommended On-Street Paid Parking Implementation Timeline**

<table>
<thead>
<tr>
<th>Nine Months Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and analyze existing parking operations</td>
</tr>
<tr>
<td>Evaluate equipment and supplier options</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Six Months Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select a vendor for implementation and order equipment</td>
</tr>
<tr>
<td>Develop potential questions and concerns to address</td>
</tr>
<tr>
<td>Develop key messages for your project communications plan</td>
</tr>
<tr>
<td>Develop a project specific communications strategy</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Three Months Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apply key messages in all communications</td>
</tr>
<tr>
<td>Create and post advance notification/warning signs</td>
</tr>
<tr>
<td>Issue press releases and launch informational web-site</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>One Month Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue follow-up press release</td>
</tr>
<tr>
<td>Organize staff so that all media calls and interviews go through one person</td>
</tr>
<tr>
<td>Meters installed and tested (Keep meters covered until the actual “go-live date” to avoid confusion)</td>
</tr>
<tr>
<td>Just prior to “going live”, post all appropriate signage, (keep the signs covered until the actual “go-live date” to avoid confusion)</td>
</tr>
<tr>
<td>Develop policies related to enforcement during the initial launch of the new meters (many communities choose to waive any meter citations for the first week or two of new technology implementation)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Go-Live Day</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remove covers from meters/signs prior to “going live”</td>
</tr>
<tr>
<td>Have staff on-hand as needed to explain how the new meters work and answer questions</td>
</tr>
<tr>
<td>Have a manager ready to handle any media coverage that may occur</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Go-Live - First Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep staff on-hand as needed to explain new meters</td>
</tr>
<tr>
<td>Have a manager ready to handle any media coverage that may occur</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Go-Live – First Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keep staff on-hand as needed</td>
</tr>
<tr>
<td>Conduct communications evaluation</td>
</tr>
<tr>
<td>Evaluate program and make needed changes</td>
</tr>
</tbody>
</table>
Estimated Paid Parking Revenue and Capital Expense Projections

The spreadsheet model below provides a methodology for estimating potential revenues from on-street parking. The model is built on a number of defined factors with defined variables/assumptions. Key model factors include:

- Number of spaces to be metered
- Number of hours per day the meters will be active
- Number of days per week the meters will be active
- Number of weeks per year the meters will be active
- The hourly rate for paid parking
- And an estimated “utilization factor”

In the case of the model developed for San Marcos (see the model on the following page), approximately 425 spaces are recommended for metering at a rate of $1.00 per hour with an estimated utilization factor of 60%. This would generate a projected annual revenue of approximately $585,225.00.

The capital costs for the equipment, including system testing, commissioning, installation and training are estimated at approximately $600,188.00. This would leave a year one operating result of -$15,000.00. Year two projected net revenues are estimated at approximately $471,000.00. This a rough calculation factoring in estimated parking program staffing/operations costs.

Note: This report does not represent a comprehensive financial feasibility study. The likelihood of success for this project has not been determined by Kimley-Horn and was not a part of the scope of services for this study. Kimley-Horn cannot guarantee that the revenue or expense projections contained in this report will be realized, as actual performance will be determined by many factors including the final commercial/retail mix of the development, price and demand fluctuations in the market, development timetables and occupancies, managerial decisions made by the client and/or the project developer, and other political decisions made by local, state, and national government officials.
City of San Marcos
Preliminary On-Street Meter Revenue Projection Model
$1.00 per Hour Rate

<table>
<thead>
<tr>
<th>Factors</th>
<th>Variables / Assumptions</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter number of metered spaces:</td>
<td>425</td>
<td>Number of on-street spaces within the &quot;Downtown Business District&quot; area.</td>
</tr>
<tr>
<td>Enter # of hrs/day ...................:</td>
<td>9</td>
<td>Assumes meters enforced 9am to 6 pm. Change to fit enforcement hours/days.</td>
</tr>
<tr>
<td>Enter # of days per week.........:</td>
<td>5</td>
<td>Assumes Monday through Friday. Saturday is usually a separate calculation since utilization is different.</td>
</tr>
<tr>
<td># of weeks per year meters paid :</td>
<td>51</td>
<td>Allows up to 7 holidays that meters are not enforced per year.</td>
</tr>
<tr>
<td>Enter the hourly rate in $ per hour:</td>
<td>$1.00</td>
<td>The amount charged per hour in dollars or decimal portion thereof.</td>
</tr>
<tr>
<td>Utilization factor .................:</td>
<td>0.6</td>
<td>A decimal portion between 0 and 1 that indicates the usage of the aggregate meter spaces. High levels of usage will be 0.85 to 1.0. Low levels would be 0.10 to 0.35. 0.45 matches current documented utilization.</td>
</tr>
</tbody>
</table>

**Projected Annual Meter Revenue:** $885,225

**Number of controlled spaces:** 425
**Number of spaces controlled/device:** 8
**Number of meter mechanisms:** 53,125
**Cost of each mechanism:** $

**Projected Equipment Capital Cost:** $604,688

**Projected Year One Net Revenue:** $ (14,063)

**Projected Year Two Net Revenue:** $471,000.00

**NOTED:**
- It is recommended that meters be grouped into areas of similar usage. These groups should also be used to define collection routes or groups. Tracking revenue and comparing actual to projected will help define changes to the utilization factor so that revenue forecasts can be as accurate as possible.
- Please be aware that evening and weekend utilization will be different than weekday factors.
- A revenue projection for a single group of meters may require 2 or 3 calculations to arrive at an accurate revenue projection for all time frames.

- Number of on-street spaces within the "Downtown Business District" area.
- Assumes multi-space meters with solar panels.
- Total number of spaces divided by the number of spaces each device will control.
- Cost of each device including shipping and handling.

- Total projected capital equipment cost.
- Installation, testing and commissioning.
- System configuration and training.

- Projected year one net revenue after deduction of capital cost, installation and training.
- Projected year two net revenue after system capital cost, installation and training have been paid.

**NOTE:** Includes a deduction of approximately $114,000 annually for estimated parking program staffing/operations costs.
Parking Technology

In July 2016 Kimley-Horn provided the City with a “white paper” on the topic of On-Street Parking Technology Options. This document provides a detailed overview of current on-street parking technology options.

Kimley-Horn recommends that the City invest in a multi-space parking meter system that can support a “pay-by-license plate” methodology. The pay-by license plate methodology has been gaining in popularity and market share in the past several years and should integrate well into the Nu-Park System and mobile license plate technology recently purchased by the City. It is also recommended that the City invest in a Pay-by Cell phone parking application option.

It is understood that the City will likely make any desired on-street parking technology system purchase through “Buy-Board” or some other collaborative purchasing agreement. The on-street parking technology system specification provided under separate cover should be reviewed and modified to meet the needs of the City and used to inform any technology procurement process.

Parking Technology Recommendations

- Invest in a multi-space parking meter system that supports “pay-by-license plate” methodology.
- Invest in Pay-by Cell mobile parking application.

Initial Revenue & Capital Cost Estimates indicate an approximately one-year payback period for the City’s initial investment in parking technology. That is to say, the cost of purchase and installation of parking technology should be roughly equal to the amount of parking revenue generated in the first year of operation.
V. Parking Benefit Districts

Primary Action Item #6 from the Parking Management Framework Plan recommends the creation of “Parking Benefit Districts” to encourage support for implementing on-street paid parking by dedicating a percent of net on-street meter revenue back to the districts in which they were generated. An ordinance should be developed to define the specific terms and conditions for the use of these funds and who controls their disbursement.

As illustrated in the map below, the City is considering the possibility of creating two parking benefit districts, one for the downtown core area and a second one related to recreational parking resources adjacent to the San Marcos River.

**Parking Benefit Districts Defined**

A “parking benefit district” is a quasi-government organization, usually a public-private partnership with local business participation, that has some authority over parking rules and revenues. It uses those revenues to enhance the district in a variety of ways. In some cities, these districts are known as transportation benefit districts; in others, existing downtown development authorities (DDAs) or business improvement districts (BIDs) serve many of the same functions. In fact, a neighborhood doesn’t even need a special-purpose “district” designation to enhance parking convenience, as long as businesses and the municipality cooperate on charging for parking and improving the commercial, residential and retail environments.
How Parking Benefit Districts Work

A Parking Benefit District (PBD) is designed to improve availability of on-street parking while promoting walking, cycling and transit use. A PBD allows the City to establish boundaries extending out from a metered area and dedicate a portion of the revenue raised for specified improvements within the defined boundaries.

The PBD dedicates a portion of the district generated parking revenues, less City expenses (purchase and installation of meter or pay station, credit card processing charge, back office support and state sales tax, etc.), to local improvements that promote walking, cycling and transit use, such as sidewalks, curb ramps, lights and bicycle lanes. Typically, a board or commission is established govern the district and guide the use and allocation of the parking revenues based on ordinance provided guidance on the type of expenditures that are allowed. Typically, the use of these funds is restricted to district enhancements (sidewalk improvements, area beautification projects, other parking enhancements, safety improvements or support for alternative transportation initiatives (bike or scooter programs for example).

Charging for parking and promoting other transportation alternatives can help reduce single occupant vehicle miles traveled. The PBD will benefit from those who still choose to park and pay the meter. The closest PBD to San Marcos is in Austin in the West Campus Neighborhood.

Case Studies and Current Best Practices

Ann Arbor, Michigan

Businesses in Ann Arbor, Michigan, used to hear daily complaints from residents that there wasn’t enough parking downtown. The Ann Arbor Downtown Development Authority tackled this problem by making it easier for drivers to find garage parking and by making street parking more expensive and limiting it to short-term stays. Susan Pollay, the DDA’s executive director, says that from the outset the board decided that both on-street and off-street parking should pay for itself, and that a good public parking “product” should cover its costs as well as help pay for other ways of getting downtown.

To encourage drivers to use garages, the DDA put up signs directing them to the nearest garage. It also installed electronic signs at the entrances to six garages that show how many empty spaces are available inside. Because street parking now costs more than garage parking, street spaces are likely to be available most of the time. As a result, customers spend less time “cruising” and looking for a space.

Pollay reports that “Ann Arbor’s perception that there was not enough parking is now almost completely gone.” This is true even though the city’s downtown zoning does not generally require developers and tenants to provide parking. The DDA’s parking profits have helped pay for commuter bus passes, supplemental transit service, bike parking and bike shelters, car-share spaces, electric car-charging stations and a late-night shared cab program. Most of these reduce the need for parking, so the DDA’s parking program also operates as a successful parking demand management program.
Old Pasadena, California

One pioneering example of a parking benefit district is Old Pasadena. In the 1990s, the city and downtown merchants reached “one of the smartest political and parking solutions of the last 25 years,” according to one consultant. The solution shifted the consensus from “charging for parking will scare away our customers” to “meter revenues will dramatically improve the retail and pedestrian streetscape.” Old Pasadena added meters, raised street parking prices high enough that short-term customers could always find a space, allowed businesses to make modest cash payments in lieu and provided off-street parking in city-owned garages. Pasadena manages the parking benefit district by means of agreements among the city, the BID and a Parking Management Zone advisory committee.

Revenue from the meters helps fund sidewalk improvements, facade restorations, trees and tree grates, traditional light fixtures, public safety and downtown promotion efforts. Retail sales in Old Pasadena increased 900 percent in nine years. Schreiber says that “for a first-time customer, being able to feel comfortable in a streetscape, see an attractive storefront and park close to it is everything. This is especially true for restaurants. ... Parking has to be priced at a level that ensures there will be a short-term space [nearby]. Once the customers come in and become fans, the next time they’ll happily park in the garage and stay longer.”

Haverhill, Massachusetts

Haverhill was trying to attract more residents and businesses to its downtown, so the city decided to add a parking garage. Consultants pointed out to Haverhill that the proposed garage was surrounded by free street parking spaces. William Pillsbury, Haverhill’s Director of Economic Development and Planning, says that “the city was opposed to paid street parking at first, but we eventually realized that bringing back paid on-street parking — after a free-parking policy that lasted 50 years — would encourage use of the garage (and help pay for it) and help keep a reasonable number of street spaces open. Our restaurants were clamoring for more convenient street parking in the evenings, so our paid street parking now extends to 8 p.m. to make sure spaces turn over. This has been very helpful to the restaurants.” The city plans to use some of the parking revenue to “spruce up the sidewalks and streets,” explains Pillsbury, adding that “we understood early on that a paid parking strategy would help both restaurants and other businesses.”

There is plenty of evidence that market pricing for street parking enhances convenience for shoppers, makes retail locations more accessible and provides nontax funds to enhance the retail environment as well as the overall streetscape. For retail, office and residential developers, investors and business owners, parking benefit districts offer a chance to do good and do well, as well as an opportunity for leadership.

Other Best Practices

Since the purpose of parking benefit districts is to provide local benefits, most districts help pay to improve and maintain sidewalks and streets as well as to improve and restore storefronts. Because these districts serve as catalysts for business and real estate investment without using tax revenues, they can experience bipartisan support. They can also charge nonresidents market rates for street parking and use some of the money to fund free or low-cost parking for residents,
creating further political support. For most new parking policies to be a success, a single authority or district must administer both on-street and off-street parking so it can approach problems strategically.

**Advantages of Parking Benefit Districts**

Parking benefit districts can provide a wide range of benefits to commercial real estate developers, property owners, business owners, employees, residents and shoppers. Parking benefit districts can also create revenue to pay for a variety of district improvements, in addition to the provision of more and/or more convenient parking, including the following:

- Sidewalk cleaning and repairs.
- Sidewalk furniture (planters, benches, bike racks, banners, wayfinding signs, traditional streetlights).
- Restriping streets and crosswalks for pedestrian safety, more parking spaces and/or bike lanes.
- Reducing the number of curb cuts to enhance walkability.
- Installing and landscaping safety islands, medians and other traffic-calming devices, raised crosswalks and sidewalks.
- Transit and commuter bus passes.
- Bike-share programs and bicycle parking.
- Car-share parking spaces.
- Electric car-charging stations.
- Programs that offer late-night and emergency mid-day cab rides home for transit riders and others.

**Parking Benefit Districts Recommendations**

- Establish Parking Benefit Districts, a “Downtown Benefit District” and a “River Benefit District,” to encourage support for on-street paid parking by dedicating a percentage of net meter revenue back to the areas it was generated.
- 30% / 70% revenue split with 30% dedicated to the Parking Benefit Districts and 70% remaining within the Parking Management Fund.
- Council appointed Parking Advisory Board oversees distribution of funds.
- Specific terms and conditions for the use of these funds, and who controls their disbursement, should be established by Ordinance.
- Common Parking Benefit District expenditures include sidewalk/walkability improvements, district beautification, and transportation or parking investments.