City of San Marcos

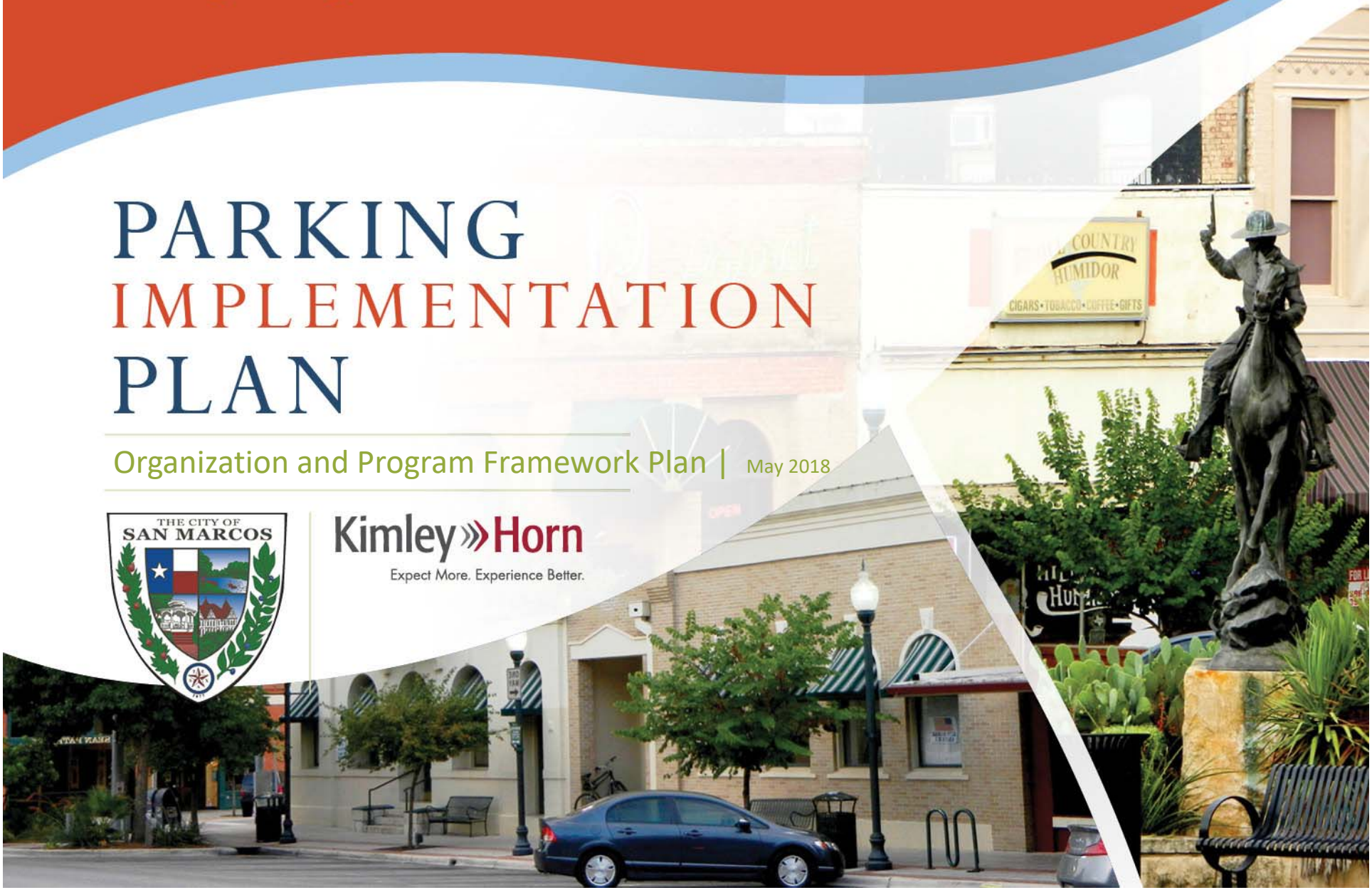
PARKING IMPLEMENTATION PLAN

Organization and Program Framework Plan | May 2018

THE CITY OF SAN MARCOS

Kimley»Horn

Expect More. Experience Better.



Introductions

- L. Dennis Burns, CAPP
  - Vice President / Senior Practice Builder
    - Kimley-Horn and Associates
- Anne Guest
  - Director (Retired)
    - Missoula Parking Commission

Presentation Overview

- Parking Implementation Plan Overview
- Recommended Parking Organization and Staffing Plan
- Parking Program Framework Plan
- Questions/Discussion

Parking Implementation Plan Overview

Parking Implementation Plan Overview

- Functioning as a Parking Consulting On-Call
- Building on Parking Initiative Plan
- Focused on Implementation
- Project Elements to Date:
  - Mobile LPR Spec and RFP (Led to NuPark contract for parking enforcement)
  - LPR Privacy Policy Elements
  - Transportation Demand Management Information

Parking Implementation Plan Overview

- Remaining Scope of Work:
  - Conduct analysis of LPR data to update on-street parking utilization and turn over. Use this information to inform recommendations for on-street paid parking implementation.
  - Develop a recommended on-street paid parking implementation plan. Including outreach to Downtown Association, Chamber and other stakeholders.

Recommended Parking Organization and Staffing Plan

Recommended Parking Organization and Staffing Plan

- Primary Organizational Options Evaluated
  - Vertically Integrated City Department Model
  - BID/DDA Contracted Management Model
  - Parking Commission Model
  - Parking Authority Model
  - Professional Services / Outsourced Management Model
  - Hybrid Options

- Recommended Organizational Model
  - Hybrid of Vertically Integrated City Department Model and Professional Services / Outsourced Management Model
    - Professional services model envisions a small, lean City staff.
    - Recognizes 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.
    - Initially a Program Manager, with a limited support staff or even shared support staff is envisioned.
    - Engaging a private parking management firm is recommended at least for an initial 3-year period.

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

- Recommended Organizational Model
  - The primary responsibility of the Program Manager, initially, will be program and policy development and assuming the hiring of a private parking management firm, 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

- Recommended Organizational Model
  - The outsourced management component recognizes that the City currently lacks parking management expertise. By engaging a private parking management firm the City will receive 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
    - 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.
    - The private parking management firms will provide a robust set of system reporting options including detailed revenue and expense reports, program budgets, maintenance programs, etc.

- Recommended Organizational Model
  - The San Marcos parking organizational model envisions a Parking Advisory Board made up of 5 to 7 individuals representing different aspects of the community.

Supporting City Staff

- Economic Development
- Planning
- Finance
- Public Works
- Transit

Possible Community Members

- Representative of a large employer
- Property owners / Developers
- Business / Downtown Assoc. leaders
- Representative from the transit agency
- Active transportation advocates
- Texas State University

Parking Program Framework Plan

Parking Program Framework Plan

- Vision / Mission Statements
- Program Guiding Principles
- Primary Action Items

Parking Program Framework Plan

- Primary Action Items
  - **Primary Action Item #1:** 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:** Develop mid to long-term surface parking resources. Identify potential sites, or other opportunities, for surface parking lots capable of meeting the needs of downtown employees and longer-term parkers. Ideally, some new surface parking would be created in advance of implementing on-street paid parking. Future parking lots should have sufficient footprint to accommodate a parking structure (124' x 280'). Identify preferred paring 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.

Parking Program Framework Plan

- Primary Action Items

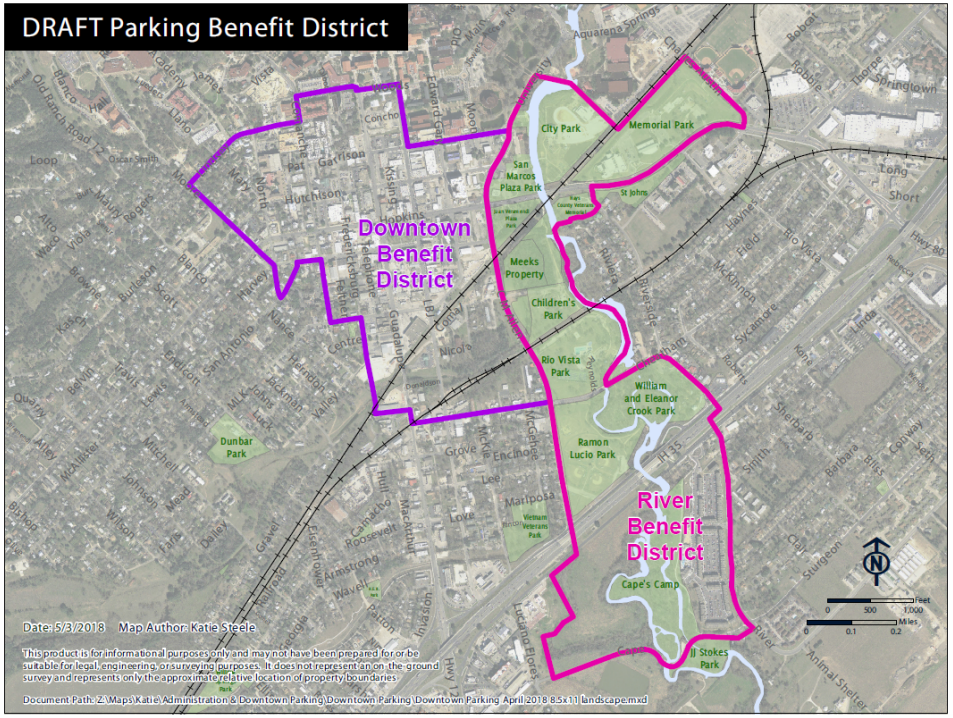
  - **Primary Action Item # 3:** Begin a process to evaluate investment in new on-street and off-street parking technology.

  - **Primary Action Item # 4:** Leverage parking as a community and economic development strategy and begin developing a comprehensive parking planning function.

  - **Primary Action Item # 5:** 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.

Parking Program Framework Plan

- Primary Action Items
  - **Primary Action Item # 6:** 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.



Parking Program Framework Plan

- Primary Action Items

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

  - **Primary Action Item # 8:** 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:** 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.

Parking Program Framework Plan

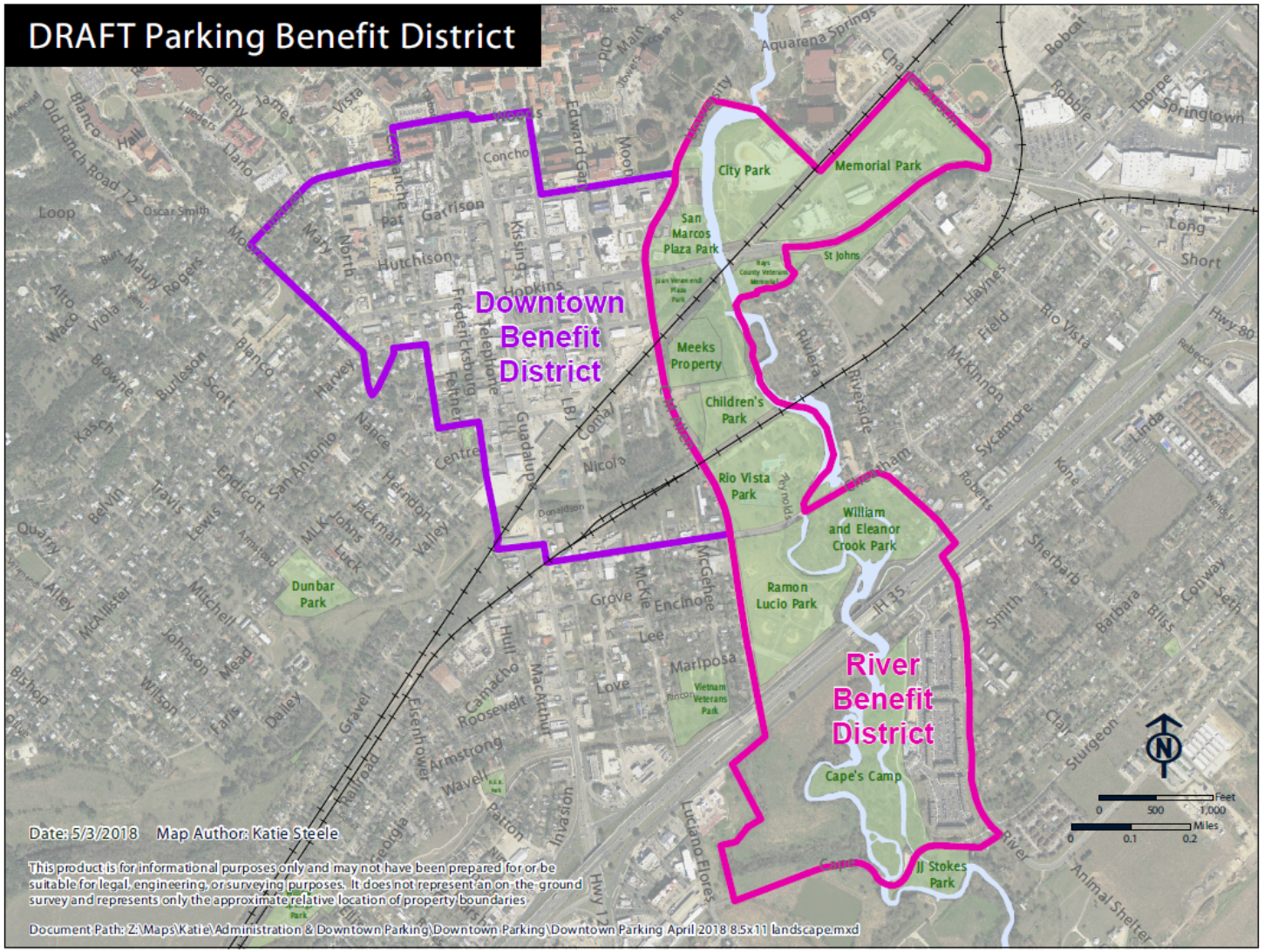
- Primary Action Items
  - **Primary Action Item # 10:** Assess the current parking enforcement program using the tools provided. Leverage the investment made in mobile license plate recognition technology by enhancing the operational efficiency of the current enforcement program, using the data to support on-going parking planning efforts and improving citation collection ratios over time.
  - **Primary Action Item # 11:** 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 Implementation Plan Overview

- Next Steps:
  - Resolution approving the Parking Program Framework Plan
  - Complete LPR data analysis
  - Develop on-street paid parking implementation plan
  - Stakeholder outreach

Questions / Discussion

Thank you!


DRAFT Parking Benefit District
Downtown Benefit District
River Benefit District
City Park
Memorial Park
San Marcos Plaza Park
St Johns
Meeks Property
Children's Park
Rio Vista Park
William and Eleanor Crook Park
Ramon Lucio Park
Cape's Camp
JJ Stokes Park
Dunbar Park
Vietnam Veterans Park
Date: 5/3/2018 Map Author: Katie Steele
This product is for informational purposes only and may not have been prepared for or be suitable for legal, engineering, or surveying purposes. It does not represent an on-the-ground survey and represents only the approximate relative location of property boundaries
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Feet
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Recommended Parking Organization and Staffing Plan

City of San Marcos, TX - Parking Organizational Model Analysis

	Status Quo	Vertically Integrated City Department Model	Parking Commission Model	BID/DDA Contract Management Model	Parking Authority Model	Professional Services / Out-Sourced Mgmt. Model	Hybrid Professional Services / Out-Sourced Mgmt. City Department Model
Supports Economic Revitalization	1	8	8	8	8	8	8
Most Efficient and Cost Effective	1	7	6	6	5	8	8
Most Customer Friendly	2	6	6	6	6	6	6
Most Politically Feasible	2	8	6	3	6	7	8
Most Focused on Vision	2	7	7	5	7	7	8
Easiest to Achieve	5	6	6	4	5	5	7
Most Responsive to Business & DT Stakeholders	2	7	6	8	7	5	7
Most Financially Viable	5	7	6	4	6	6	8
Most Effective Coordination	2	6	6	4	6	5	6
Provides Needed Parking Management Expertise	2	5	7	5	5	9	9
Best Promotes Long-term Growth	2	8	7	3	9	7	8
Facilitates Intergovernmental Coordination	2	7	8	2	7	6	7
Supports the Principal of "Vertical Integration"	2	8	7	5	8	6	8
Facilitates DT Re-Branding / Integration with DT Master Plan Goals	2	6	6	3	6	6	6
Promotes Alternative Transportation and Multi-modal Transportation Options	1	5	5	2	5	4	5
Fosters Innovation and Mission Broadening	2	7	6	3	7	5	7
Effectively Identifies and Engages with Local "Community Champions"	2	7	6	4	6	4	7
Ability to Recruit or Develop the Best Possible Program Leader	2	6	7	3	8	4	6
Total:	**39**	**121**	**116**	**78**	**117**	**108**	**129**

Legend
Consultant ranking of estimated effectiveness in achieving category objectives
1 = Very Low Level of Effectiveness
10 = Very High Level of Effectiveness