

City of San Marcos, TX



Downtown Parking Initiative

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Report
July 2013

Presented to:

The City of San Marcos
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TABLE OF CONTENTS

Section Title	Page Number
EXECUTIVE SUMMARY.....	3
CURRENT CONDITIONS OVERVIEW.....	12
SIGNIFICANT ISSUES.....	19
Parking Market Dynamics.....	19
DOWNTOWN PARKING STRATEGIC INITIATIVE.....	30
Vision/Mission.....	30
Parking Program Guiding Principles.....	31
RECOMMENDED PARKING PROGRAM ACTION ITEMS.....	37
Primary Action Items.....	30
Secondary Action Items.....	46

Appendices (Separate Document)

- Appendix A - Sample Downtown Parking District Mgmt. Agreement
- Appendix B- Sample Resolution to Create a Parking District
- Appendix C - Sample Parking Administrator Position Description
- Appendix D - Sample Program Development Plan – Ann Arbor DDA
- Appendix E - Sample Parking Program Financial Plan – Portland, OR
- Appendix F - On-Street Parking Technology Overview
- Appendix G - Developing a Retail Parking Support Strategy
- Appendix H - Parking as an Economic Development Strategy
- Appendix I - Parking Branding and Marketing Best Practices
- Appendix J - Recommended Parking Reading List



EXECUTIVE SUMMARY

The City of San Marcos commissioned *Gateway Planning Group* and *Kimley-Horn* to establish a best practices parking program for the City of San Marcos.

Utilizing *Kimley-Horn's* "Best-In-Class Parking Management Program Guide" as a basis for the proposed program, this initiative provides the City of San Marcos with an analysis focusing primarily on the following areas:

- Parking Program Organization
- On-Street Parking Management
- Surface Lot Development and Management
- Residential Overflow
- Parking Enforcement Practices and
- Parking System Planning

This initiative provides the community with a comprehensive and strategic approach to parking resource management intended to align parking and access management policies with its larger community and economic development goals.

The following is a brief overview of the recommended parking and access management program.

Parking Management Linked to Larger Community Goals –

Parking and community access management policies are important infrastructure elements that need to be developed in support of larger community strategic goals. Specifically, we understand from our engagement of the community and our observations of long term opportunities, the following key goals must be considered together:

- Downtown as a growing employment center including the advancement of commerce from both Austin and San Antonio and building on the Texas State University employment base;

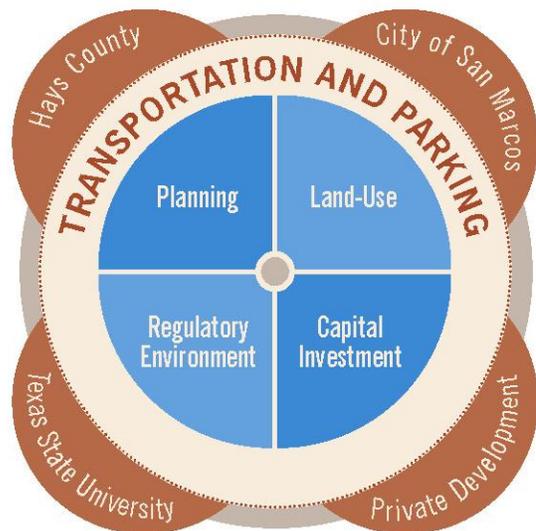


Figure1



- Support for small businesses so that they can thrive and sustain as a diverse local retail and services base—not always present in smaller downtowns—but that are reviving in San Marcos;
- Supporting an emerging downtown evening and weekend entertainment destination; and
- Creating an overall quality of life in which a downtown “live-work-play” culture can be promoted and sustained.

Equitable and Responsive Programs –

The parking management program needs to be fair and equitable to all stakeholders including the City, Hays County, Texas State University, downtown businesses, downtown landowners and the community as a whole.

Varied Parking Management Program Elements –

A variety of parking management program elements are required to effectively address the needs of multiple parking constituents in the community. As specific program elements are developed it is important to be sensitive to potential “unintended consequences”. For example, if a new on-street parking management plan is effective in reducing employee parking in on-street spaces, and the employees are not provided reasonable alternatives, the result could be that more employees end up parking in the residential neighborhoods, making that situation worse. In this scenario, implementing new employee parking options, along with a residential permit program in conjunction with the new on-street management program may be the best solution. It is important to recognize the inter-related nature of these issues.

Self-Funding Programs –

It is possible over time, to develop a parking program that can be largely self-funding and capable of developing the needed parking and transportation infrastructure to support the growing needs of the community. This assumes that the importance of these infrastructure elements is appreciated and that potential parking related revenue streams are harnessed for re-investment in the needed programs and facilities. At a minimum, this includes parking district assessment revenues, current off-street revenues, future on-street revenues and parking enforcement revenues. This could also grow to include elements such as fee-in-lieu revenues, transportation fee revenues, special event parking permit fees, etc.



Core Program Elements –

In the development of a vertically integrated parking management program, the core program elements are:

- On-street parking management
- Off-street parking management
- Parking enforcement and
- Parking and access management planning
- A formal or informal partnership among the city, county, university and the downtown development commission

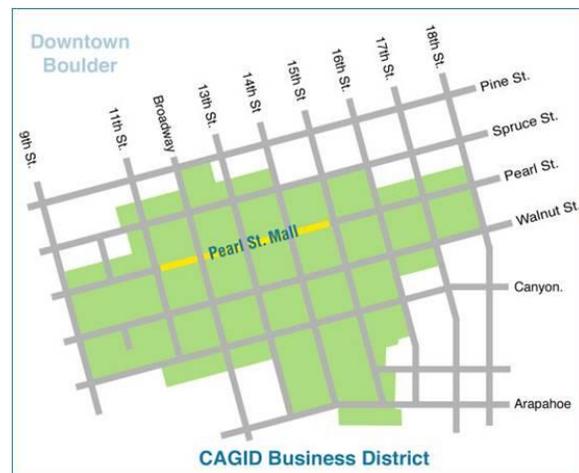
In addition, it is strongly encouraged (based on the Guiding Principles) that Transportation Demand Management/Transit or Shuttle Program integration also be considered as core program elements. The single most important organizational development issue is the “vertical integration/management” of these program elements. If this is done, a comprehensive management plan can be developed efficiently and effectively with the various program elements integrated in a systematic manner.

Program Re-Organization –

A critical first step in the development of the new parking and access management program is to define and implement the organizational framework under which the new program will be administered. Two options are provided for your consideration in the Action Plan later in this report.

Parking District Creation –

Just as the scope of the parking program is being defined, it is also recommended that the area served by the parking management program be clearly defined. Parking issues will extend well beyond the immediate downtown area and different areas will have different issues and require different parking management strategies.





Specialized Expertise –

Specialized parking/access management expertise will be required to:

- Effectively implement and manage these programs
- Provide consistent and responsive service to the community
- Be flexible - to changing demands and
- Manage these assets to maximize their utilization in support of a healthy and vital community

Managing Your On-street Assets –

The single most important goal for the immediate future is to institute effective management controls over your valuable on street parking asset, currently a grossly underperforming revenue resource. This requires implementing paid on-street parking. Specific recommendations for undertaking this program are included. This is likely to be the most controversial, yet important and beneficial program element that needs to be addressed.

Enhanced Parking Enforcement Function –

Effective management of the on-street parking assets and the residential parking areas should also involve an enhanced parking enforcement function. Given the limited resources available, an advanced parking enforcement technology, such as the mobile license plate recognition system currently employed by the City of Fort Collins, CO and many other communities, could be utilized to provide an effective, consistent and cost effective solution. This system, however, still requires proper and efficient management and utilization and could entail substantial upfront costs.

Residential Permit Program Development –

Development of programs to protect and control parking in residential areas sensitive to downtown and university parking spillover will be another key priority for the new parking management plan to address. This should only be undertaken, however, as part of a comprehensive package of management options.

Parking Supply Development –

One of the most immediate parking needs for City of San Marcos is the development of some additional surface parking lots to provide mid to long term parking options for downtown patrons and employees. This must be done in conjunction with managing on-street parking assets as a short-term parking resource, as well as in coordination with



Texas State University to ensure that the university, as the largest driver of parking demand, is encouraged to participate as a proactive partner. There must be alternatives for employee parking before more aggressive enforcement and other on-street management initiatives are implemented.

Development of parking expansion options, including on-going assessment of parking needs, land acquisition for strategic parking investment, etc. needs to occur. Even though the SmartCode has been adopted for Downtown, the pertinent parking requirements in the code of ordinance for Downtown should be reassessed as part of an on-going parking planning process to better align them with market realities and transit priorities. The potential for parking In-lieu-Fees should be explored as a means of meeting parking development requirements and to encourage shared parking capacity.

Collaborative Use of Private Parking Resources –

Another opportunity that needs to be explored is the potential for creative use of underutilized private parking assets to support community needs. Opportunities such as using church parking lots during the week to help meet employee parking needs is one such example. These programs need to provide benefits to all parties involved whether through financial compensation, shared revenues or through reciprocal use agreements to support institutional special events or similar activities.

On a larger scale, an aggressive integrated planning process between the City and Texas State University should be explored.

Linking to Economic Development –

Most of the elements outlined above will have a direct impact of the economic health of the City. The positive changes being planned as part of the downtown street improvement projects will stimulate business to the point that parking will take on added importance and indeed a sense of urgency.

Sustainability Initiatives –

Finally, it is recommended that plans be considered that also attempt to reduce parking demand and promote alternative and sustainable forms of transportation. The overall focus should be on downtown access and improved mobility with parking being an important element. We want to encourage a balanced approach to parking and transportation alternatives.



Summary

This report highlights the importance and complexity of parking as a critical element in the continued development and revitalization of the City of San Marcos. With the ongoing proposed community investments in streetscape and pedestrian environment improvements, business activity is increasing. Parking will emerge as a more critical issue than ever before as increased parking demands begin to approach or even exceed parking supply at peak times.

The development of a more sophisticated and multi-faceted parking management function, combined with tactical investments in technology, parking management expertise and additional parking supply is now of paramount importance. Developing a system that is financially sustainable will be a critical component of the program's success. However, by properly aligning parking/access resources and management strategies with the larger community strategic and economic development goals, the City of San Marcos will be better positioned to achieve its desired community development goals.



City of San Marcos
Downtown Parking Initiative

INTRODUCTION



INTRODUCTION

Realizing the vibrant vision for Downtown San Marcos as a mixed use neighborhood, entertainment center and employment cluster will require the careful linkage of many elements. Those elements include the activation of downtown as a “place coming alive” from the integration of anticipated regional rail transit, a rising star university and incredible natural amenities including the San Marcos River. This vision, however, will not simply materialize through ad hoc implementation. Rather, it must be undertaken methodically and comprehensively.

The current economic drivers of downtown are fundamentally from the historic retail services base, the university and the vibrant night time bar and restaurant scene. Future economic drivers are likely to flow from mixed use urban residential projects and targeted employment strategies that harness the university in terms of Millennials, the Creative Class and Empty-Nesters interested in living in an authentic downtown context. These drivers cannot be sustained or expanded unless downtown is structured to absorb and accommodate substantial activity both day and night; during the week and the weekends; and when special events occur attracting substantial regional destination traffic. Not necessarily prepared to accommodate such activity, Downtown San Marcos and the adjacent neighborhoods have begun to feel the strain of inadequate infrastructure, unplanned parking and ad hoc development.

Downtown, however, is ready for a more coordinated infrastructure and parking strategy. In this context, the Downtown Implementation Initiative seeks to align specific development opportunities in the areas around the Historic Square, those transitioning towards Texas State University, as well as those around the abandoned Hayes County facility adjacent to the proposed Lone Star Rail Station. This alignment will involve a focus on street infrastructure improvements both for traffic operations and walkability, creating key pedestrian priority corridors to link the redevelopment areas with the future rail station site, the Historic Square and the University. Just as important, the initiative will analyze and propose a new approach to parking designed to address the current issues and to support the long term physical and fiscal capacity of downtown; the overall goal being to create a vibrant and easily accessible downtown.





City of San Marcos
Downtown Parking Initiative

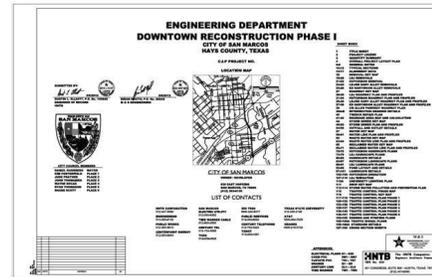
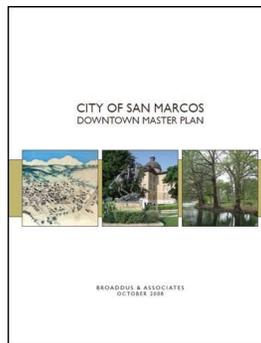
CURRENT CONDITIONS OVERVIEW



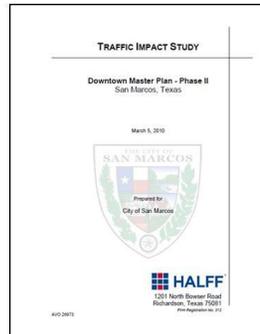
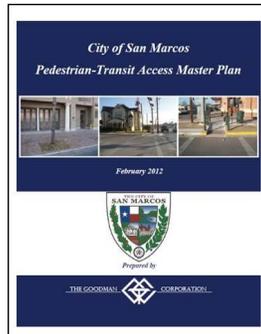
CURRENT CONDITIONS OVERVIEW

Current Parking Program Overview

The City of San Marcos is the County Seat of Hays County, located half way between Austin and San Antonio in south central Texas. It has a population of over 50,000 residents and has seen a 5 fold growth in population since the building of Interstate 35 fifty years ago. The construction of I-35 had led to a great deal of growth along this corridor and has resulted in the decline of the downtown area. However, the downtown has been regaining its popularity with new shops and restaurants, music venues, sidewalk initiatives and facades and the tremendous growth of Texas State University within close proximity. Citizens are highly proud of the uniqueness of the downtown area, with the identity of the town as the "Gateway to Hill Country".



The City in 2008 produced a Downtown Master Plan. It focused on various development issues including Business Development, which was followed up by the adoption of a SmartCode to support market driven redevelopment based on transit- and pedestrian-convenience, Development Standards, Streets and Roads, Storm water and Water Quality and Utilities Upgrade. Within the plan, parking was addressed from pages 37 and 38 of the plan. A variety of other plans have also been produced including one-way to two-way street conversion studies, pedestrian and transit studies, traffic studies, etc.



Currently there is no paid parking in downtown San Marcos. Daytime occupancy rates in the core are approximately 85%. The city does "enforce" 2 hour time limits from Monday to Friday. The fine rate for overstaying the time allotted is \$25 dollars.

In 2010, 2,906 tickets were issued for overstayed parking. Enforcement days per year are approximately 250 (annual weekdays, less 11 city holidays). This equates to an average of 11.62 citations a day. This demonstrates a very low level of parking enforcement. Based upon national statistics, and San Marcos would be no different, 30% of all vehicles parked are in violation. Based upon the study to date there would be approximately 200 cars a day or greater that are violating parking regulations.



According to the Downtown Master Plan, the City has a high demand for on street parking in the downtown core – especially surrounding the Courthouse Square. This was reconfirmed by surveys during the study. (See parking inventory and occupancy survey summaries below.)

The Downtown Master Plan also references the complaints of downtown business owners re: losing business due to the lack of parking availability. Based upon the Downtown Master Plan study and the project team’s observations, there is adequate short-term parking to serve the downtown area overall, but there is a missing element – mid-to-long-term parking options for customers and employees. The problems noted in the downtown master plan as well as in our community outreach sessions are due primarily due to abuse of the two hour times limits as a result of the lack of enforcement. These valuable on-street spaces, which should be managed as short-term parking assets by promoting turnover, are being occupied for extended periods of time by Texas State students, employees of downtown businesses, and visitors. As noted above, another contributing factor is the lack of convenient longer-term parking alternatives, especially for employees.

A 1998 study by John Edwards P.E. suggested a parking management strategy be adopted to regulate parking. This study and report was commissioned in part to address this need and also to integrate parking planning with the larger set downtown redevelopment initiatives that are currently under way.

A survey based upon a comprehensive review of the outline of the “downtown area” was conducted in September 2011, as well as April and June 2012. The boundaries of that area were as follows:

- University to Pat Garrison
- Comanche to San Antonio through Telephone Alley
- MLK, down Guadalupe, across the railroad to CM Allen Parkway.

It should be noted that the parking spaces around the court house and are administrated by the County of Hays. The City does not enforce the County owned parking.

Current Parking Inventory and Utilization

The following set of graphics summarizes the parking inventory and utilization surveys.

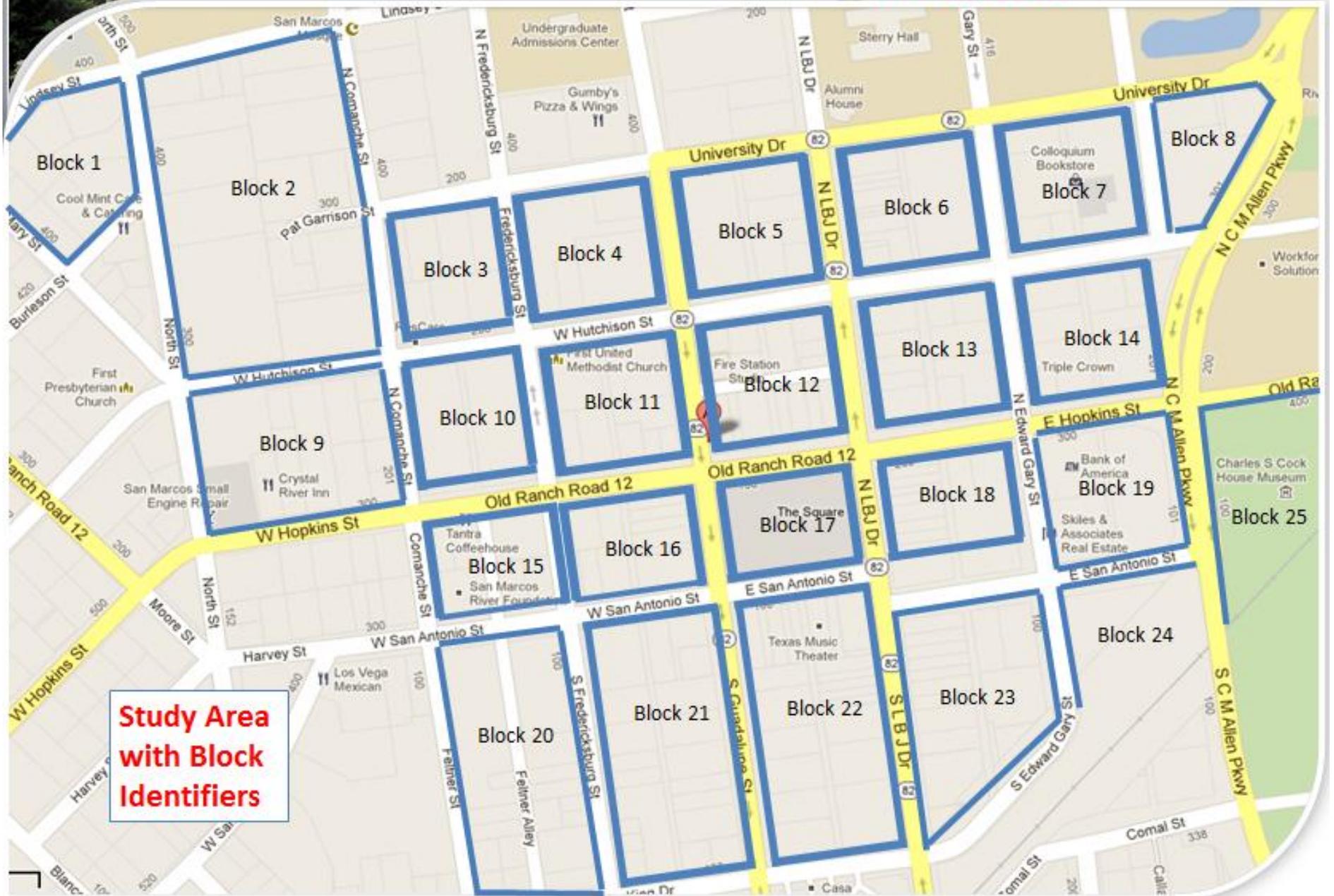


Figure 2

City of San Marcos, TX Downtown Parking Initiative

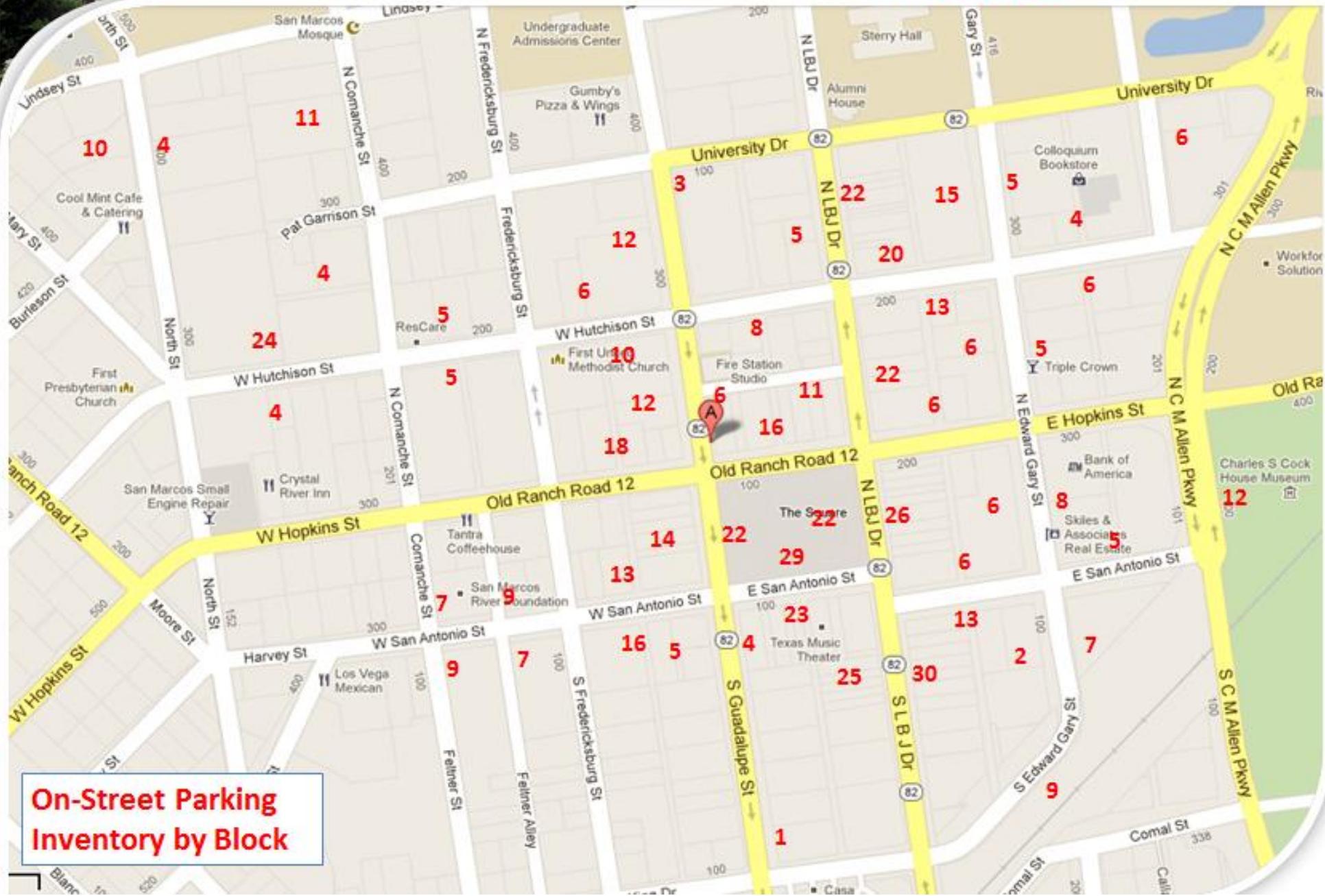


Figure 3

City of San Marcos, TX Downtown Parking Initiative

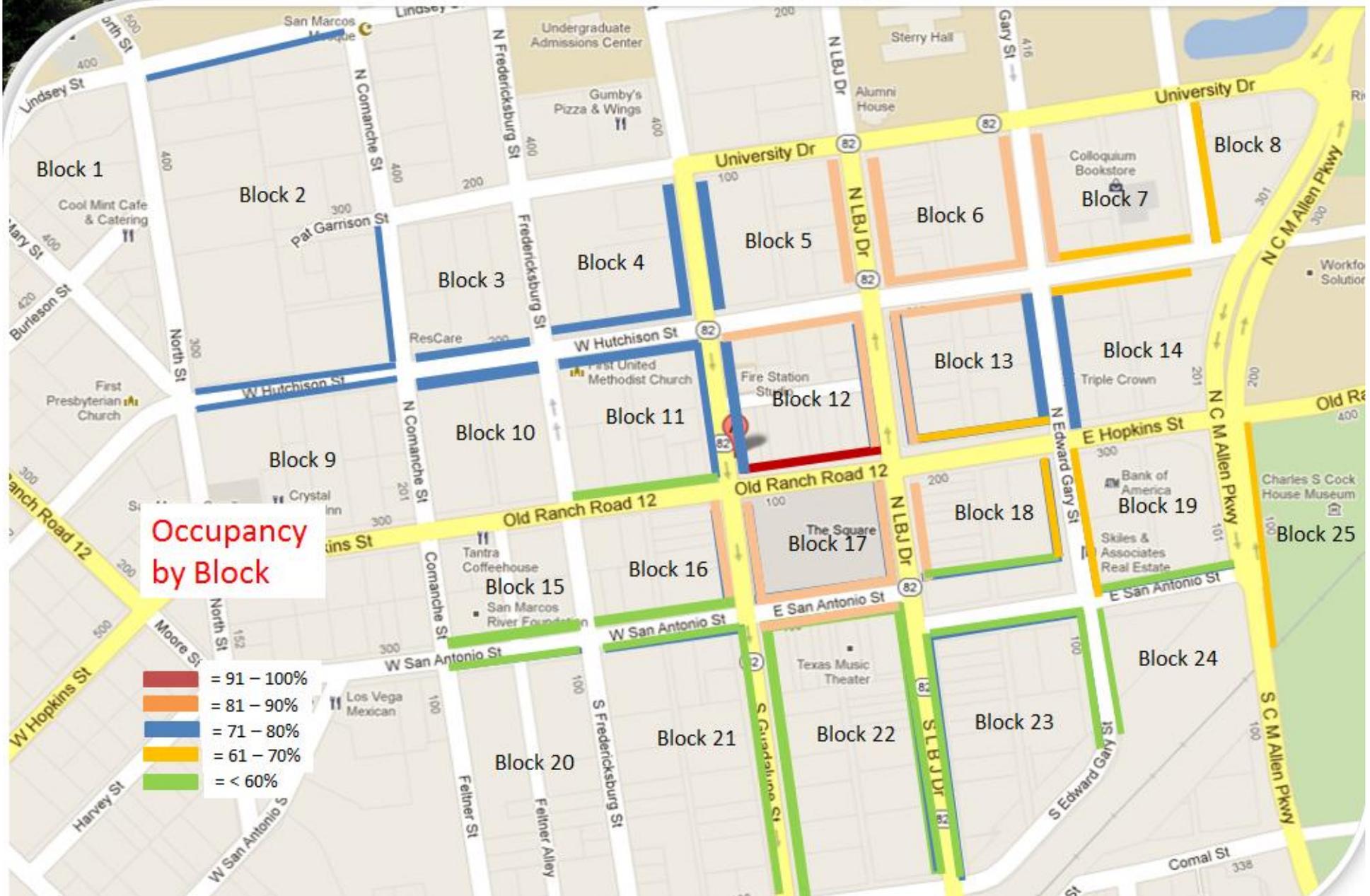


Figure 4

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Report
July 2013

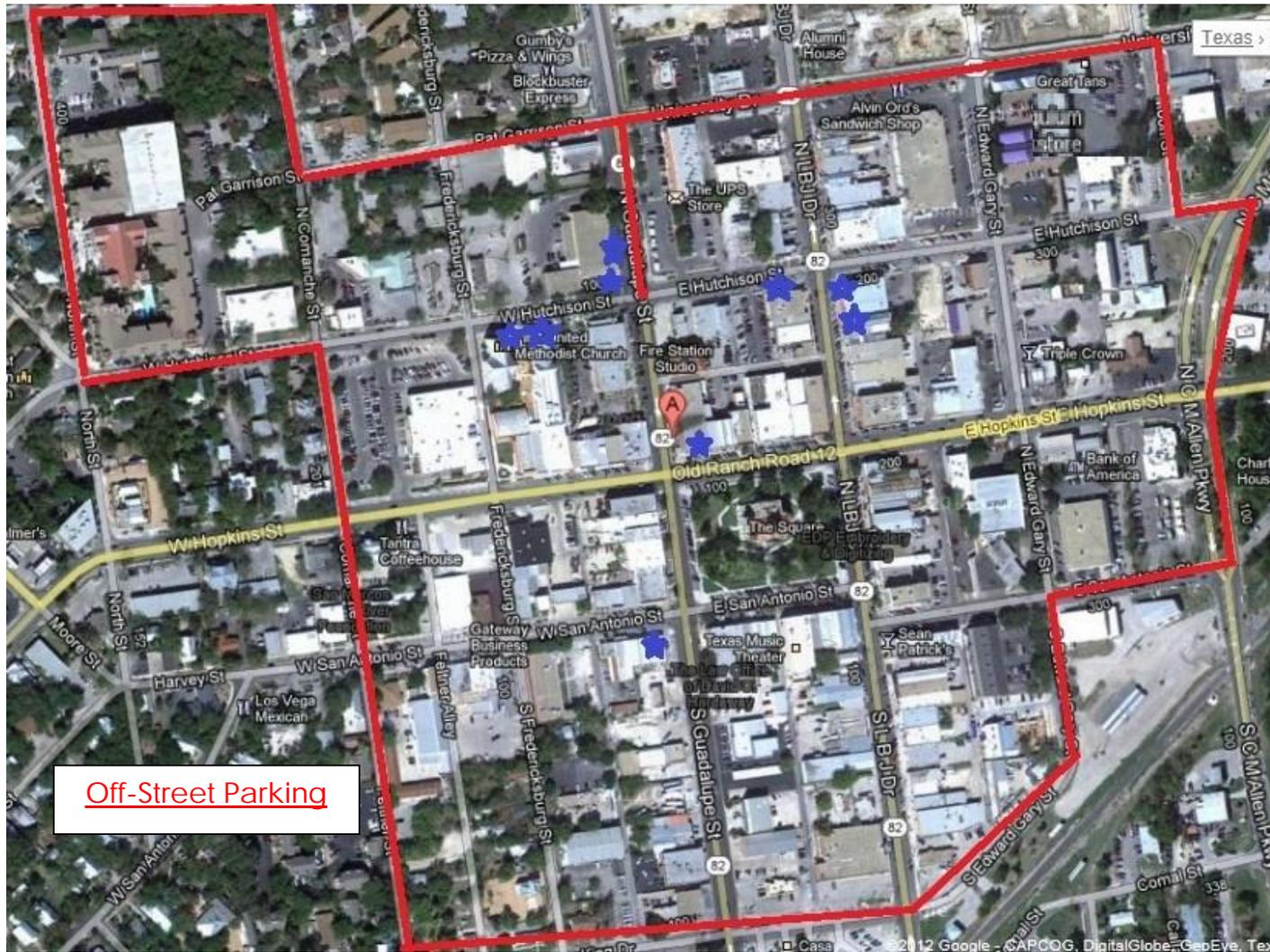


Figure 5

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Report
July 2013

City of San Marcos, TX Downtown Parking Initiative

Parking Summary

Area	Inventory			Utilization	
	On-Street Parking	Off-Street Parking	Total Parking	Average Utilization	Peak Utilization
Block 1	0		0		
Block 2	43		43	76.5	90.1
Block 3	5		5	78.0	86.0
Block 4	18		18	74.5	86.1
Block 5	8		8	76.0	88.3
Block 6	57		57	80.7	91.3
Block 7	9		9	74.5	86.4
Block 8	6		6	64.0	71.9
Block 9	4		4	77.0	80.2
Block 10	5		5	78.0	84.4
Block 11	40		40	74.3	79.6
Block 12	41	24	65	81.8	100
Block 13	47		47	77.0	92.5
Block 14	9		9	73.0	80.1
Block 15	16		16	25.0	36.1
Block 16	27		27	57.5	90.0
Block 17	73		73	83.7	96.1
Block 18	38		38	64.7	94.1
Block 19	13		13	60.5	77.5
Block 20	16		16	25.0	35.2
Block 21	21		21	37.5	44.1
Block 22	53		53	56.7	73.8
Block 23	45		45	44.0	72.6
Block 24	16		16	40.0	70.1
Block 25	12		12	63.0	88.6
Totals:	622	24	646	64.3	79.0

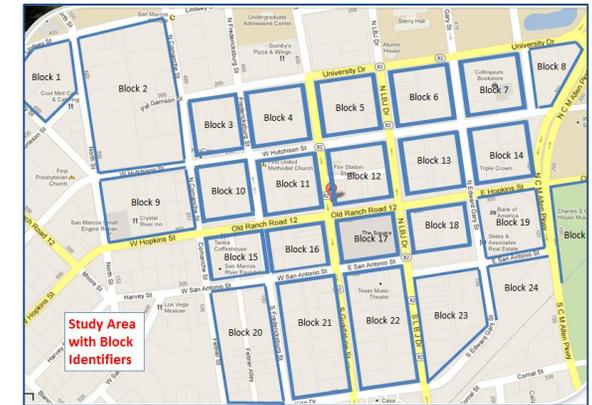


Figure 6



SIGNIFICANT ISSUES

PARKING MARKET DYNAMICS

The following figures illustrate the current parking “market dynamics” in downtown San Marcos.

The Figure below charts the current “market dynamics”. The next Figure illustrates an approach to changing the market dynamics by leveraging basic economic principles and fundamental parking management strategies



Figure 7



Figure 8



ON-STREET PARKING

On-Street (curbside) parking is the most valuable asset in the City's parking system. It is the most convenient parking for nearly everyone visiting, working or doing business downtown. The availability of ample on-street parking in small to mid-size downtown areas is critical to downtown businesses. In order to compete with suburban businesses, the Downtown must make sure that as many potential customers as possible can be attracted to desirable downtown businesses and restaurants with convenient on-street parking. The consistent availability of on-street parking can make a dramatic difference in attracting business as well as the time needed for trips downtown to shop, eat or do other business.

It is particularly important in drawing people from outside the Downtown area who have limited time for their trip and have alternatives elsewhere. Downtown restaurants and cafes, for example, can attract more lunchtime business from outside Downtown or from across Downtown if convenient parking is consistently available nearby. In most cases, particularly for those restaurants located in the downtown core, that means on-street parking. Restaurants that have the potential for drawing from outside Downtown can do so if those potential customers are able to travel to the location, park quickly in an on-street space, eat, and return to their workplace within a reasonable time. If the search for parking and the walking distance between the parking space and the restaurant adds too much time to the process, those potential customers are more likely to find somewhere else to eat. If on-street parking is not available, convenient and visible off-street surface lots can meet the same needs although on-street parking is preferred by most drivers.

The same principle holds true for other types of businesses that compete with other nearby locations for customers. Whether the business is a law firm, accounting firm, or retail business, the ability of clients and customers to make short trips can have a dramatic impact on the success of those businesses by expanding their market reach beyond the daytime population of downtown residents and workers.

The high demand for parking due to the growing nighttime entertainment activity requires as much parking—in a properly managed context—as can be facilitated. This must be balanced with the goals to ensure a walkable urban context. In this context, an effective, managed on street parking program can also be leveraged through a coordinated public-private off-street parking plan that provides shared parking opportunities.

The most important change that must take place in City of San Marcos is the change in both policy and culture related to on-street parking in the central business district. Presently, much of that parking is taken up by students and employees. Although most parking in the Downtown area is subject to time limits, it is common knowledge that Downtown workers park in curbside spaces. Most complaints about parking from those Downtown workers are that they have to move their cars once or twice during the day in order to avoid a parking ticket. Likewise, employers complain about the fact that they have to allow their employees to leave work to move their cars.



On-street parking must be reserved for short-term visitors and business customers. Employees must find parking in off-street parking facilities. Students parking in Downtown must be enforced with parking alternatives provided. In downtown San Marcos the availability of a mid to long term off-street parking options is very limited. The development of this piece of “missing parking infrastructure” will be a key to creating a more effective parking program for San Marcos.

In summary form, here are the basic principles governing the proper management of on-street parking:

- 1) On-street parking must be dedicated to downtown visitors, clients and customers.
- 2) Employees and Downtown residents must not park in on-street spaces during normal business hours. Streets that are predominantly residential streets, typically at the periphery of the downtown core, are the exception.
- 3) On-street spaces should be managed with time limits or pricing (parking meters) to ensure that they are used only for short-term stays. Time limits without parking meters are generally less successful in achieving the desired space turnover. In either case, these management tools require an effective and consistent parking enforcement program to realize the desired benefits.
- 4) The goal in managing on-street parking is to provide convenient parking for the greatest number of potential parkers while applying time limits that reasonably accommodate the needs of downtown customers and visitors.



PAID ON-STREET PARKING

The City should implement parking meters to the on-street (curbside) parking system.

- This will provide an incentive for downtown employees to seek off-street parking alternatives and leave valuable on-street parking for downtown customers and visitors.
- Placing a cost on curbside parking will provide a financial incentive for private property owners to make paid parking available to employees seeking off-street alternatives. This will expand the effective parking supply by bringing more private parking spaces into the publicly available market. Experience around the country suggests that the payment should be \$1.00 per hour.
- The meters can be designed to provide an initial "free" period (15-30 minutes) that would allow for quick "pick-up" stops without having to pay. This can ease concerns about implementing metered parking until the positive effects of a properly functioning system become apparent.
- Dual-space or multi-space meters can be used to reduce the initial capital costs.
- Given the planned investments in the downtown streetscape improvements, Kimley-Horn recommends that the City invest in newer technology that offers several advantages over traditional parking meter systems – specifically multi-space meters. These new electronic multi-space meters are more customer friendly allowing multiple forms of payment including credit and debit cards and have more advantages relative to streetscaping
- There are also single and dual space meters that also accept credit cards.





City of San Marcos, TX Downtown Parking Initiative

Report
July 2013

ZONING / PARKING REQUIREMENTS

Building on the adopted SmartCode, the City should consider further reforms in parking requirements under the zoning ordinance. Consideration of strategies such as “Fee-In-Lieu Parking” are recommended, as well as expanded shared parking standards. In addition, the SmartCode should be amended so that all non-residential parking ratios are identical in order to make it easy for a building to change uses without creating a non-conforming status because a new use has a higher parking ratio requirement.

PARKING SUPPLY / FUNDING

Another major benefit of implementing paid-on-street parking and the required enhancements to the parking enforcement program is the ability to build funding mechanisms to support the needed program management and infrastructure development.

There is an immediate need to engage someone full-time to begin program development and implementation. Improved management of the on-street assets is a critical first step including a meter program and concomitant enforcement program. Details of these steps are provided. Developing and implementing new employee parking options and potentially implementing residential parking permit programs are additional priorities.

Looking to the not-to-distant future, the most critical and expensive elements will be the needed investments in land acquisition and parking lot development. New off-street parking supply is needed to provide mid to long term parking options for customers and employees. This may be accomplished in conjunction with the private sector and potentially Texas State University. As business continues to improve, the existing parking assets will be fully occupied more and more often.

On the following pages are three parking meter revenue projections. The first is a base option which offers no “free time options”. Options which offer fifteen and twenty minute free parking options are also provided. Offering a free option for on-street parking is not typically advised as on-street rates should be higher than off-street rates. We strongly prefer a “first hour free” option in off-street facilities. However, a free parking option may help with community acceptance of meter initially, but at a pretty high price as illustrated in the following analysis.



POTENTIAL ON-STREET PARKING REVENUES

San Marcos Texas Parking Program Analysis Version 1 Figure 9
(Includes Option for a 15minute free parking option)

Estimated Projections Based Upon Data, Not a Guarantee of Performance
Notes: Based on Going from No Meters, Monday to Friday Operation 8 am to 5 pm

General Assumptions

Rate Per Hour	\$1.00
Total # of Parking Spaces	622
Hours of Operation (9 hours per day)	9
Days of Operation: Mon.- Fri. :	260
Labor Rate \$15 Per Hour	\$15.00
Ticket Rate	\$25.00
Parking Space Percent Occupied	66%
Parking Space Percent Paid	67%
Number of turns per space per day	5
Free Time Allotment (Minutes)	15
Average Revenue Per Space Per day	\$3.98
Average Credit Card Revenue Per Space Per Day Pay and Display %	\$2.39
Ratio of Spaces per machine	8.64
Credit Card Clearing Rate (Merchant Account)	4.75%
Estimated Revenue Per Month Pay and Display Will be 30% Lift of Base	\$62,275
Base Calculation Revenue Monthly	\$53,634
Incremental Increase Per Month using Pay and Display	\$8,640
Price Per Single Space Meter	\$400
Price Per Multi Space Meter	\$9,400
Finance Term (If Required)	60

Meters

# of P& D Meters Required	72
# of SSPM Required	72
Approximate Cost SSPM Meter System, Installed,	\$28,800
Approximate Cost P&D Meter System, Installed,	\$676,800
Total Meter Plant Purchased, Installed	\$705,600
One Pay and Display Multi-Space Meter controls up to 10 parallel parking spaces on-street, up to 20 diagonal parking spaces on-street,	Pay & Display

Credit Card Transaction Fees

Monthly Credit Card Transaction Fees	\$2,958
Annual Credit Card Transaction Fees	\$35,497



City of San Marcos, TX Downtown Parking Initiative

Report
July 2013

5 Year Credit Card Transaction Fees \$177,483
Pay & Display

Management Fees

Software & Communication Fees- Per Unit \$50.00
Per Month \$3,600
Per Year \$43,200
5 Year Software & Communication Fees \$216,000

Material Costs

Paper Per Roll Pay & Display \$50.00
Per Month \$1,080
Per Year \$12,960
5 Year Costs \$64,800
Operational & Maintenance Costs Pay & Display
Preventative Maintenance Per Year \$4,320.00
Collections (Hours Per Week) 12
Per Month \$540
Per Year \$6,480
5 Year Maintenance Fees \$32,400
Pay & Display

Final Analysis

Total One Year Operational Expenses \$102,457
Total Five Year Expenses (Including Capital Costs) \$1,196,283

Program Analysis

Meter System
Total Five Year Revenue \$4,108,984
One Year Revenue \$821,797
Year One Capital and Operational Costs \$1,455,177
Incremental Revenue Increase using P&D \$103,682
Ongoing Yearly Operational Costs (Meter Plant) \$102,457
Monthly Total Revenue \$68,483
Monthly Total Revenue With Grace Period \$54,287
Enforcement Program
Estimated Number of Officers 4
Per Month Estimates Costs Operation
Salaries \$11,700
Rent \$2,000
Overhead / Insurance \$1,500
Vehicle Lease \$500
Software / Handhelds Per Month (Lease) \$500
Total Costs Per Month \$16,200
Total Costs Per Year \$194,400
Total Costs Per 5 Years \$972,000
Estimated Revenue Per Month Calculations



City of San Marcos, TX Downtown Parking Initiative

Report
July 2013

Estimated Number of Tickets Issued Per Hour Per Officer	4
Estimated Number of Tickets Issued Per Month Total	3120
Estimated Citation Revenue Per Month	\$78,000.00
Estimated Ticket Revenue Per Month with Grace Period	\$61,830.85
Total Yearly Revenue	\$936,000.00
Total 5 Year Revenue	\$4,680,000.00

Program Totals

Year 1 Total Revenue	\$1,757,796.86
Year 1 Total Costs	\$1,649,577
Year 1 Net Revenue Program	\$108,219.39
Five Year Total Revenue	\$8,788,984.31
Five Year Total Costs	\$2,189,883
Five Year Net Revenue Program	\$6,599,101.74

Program with 15 Minute Grace Period

Year 1 Total Revenue	\$1,393,411
Year 1 Total Costs	\$1,649,577
Year 1 Net Revenue Program	(\$256,166)
Five Year Total Revenue	\$6,967,055.55
Five Year Total Costs	\$2,189,883
Five Year Net Revenue Program	\$4,777,173
Program Difference Utilizing Grace Period	\$1,821,929

San Marcos Texas Parking Program Analysis Version 2 Figure 10 Includes Option for a 20 Minute Grace Period

Estimated Projections Based Upon Data, Not a Guarantee of Performance

Notes: Based on Going from Greenfield, Monday to Friday Operation 8 am to 5 pm

Base Assumptions

Rate Per Hour	\$1.00
Total # of Parking Spaces	622
Hours of Operation (9 hours per day)	9
Days of Operation: Mon.- Fri. :	260
Labor Rate \$15 Per Hour	\$15.00
Ticket Rate	\$25.00
Parking Space Percent Occupied	66%
Parking Space Percent Paid	67%
Number of turns per space per day	5
Free Time Allotment (Minutes)	20
Average Revenue Per Space Per day	\$3.98
Average Credit Card Revenue Per Space Per Day Pay and Display %	\$2.39
Ratio of Spaces per machine	8.64
Credit Card Clearing Rate (Merchant Account)	4.75%
Estimated Revenue Per Month Pay and Display Will be 30% Lift of Base	\$62,275



City of San Marcos, TX Downtown Parking Initiative

Report
July 2013

Base Calculation Revenue Monthly	\$53,634
Incremental Increase Per Month using Pay and Display	\$8,640
Price Per Single Space Meter	\$400
Price Per Multi Space Meter	\$9,400
Finance Term (If Required)	60

Meters

# of P& D Meters Required	72
# of SSPM Required	72
Approximate Cost SSPM Meter System, Installed,	\$28,800
Approximate Cost P& D Meter System, Installed,	\$676,800
Total Meter Plant Purchased, Installed	\$705,600
One Pay and Display Multi-Space Meter controls up to 10 parallel parking spaces on-street, up to 20 diagonal parking spaces on-street,	

Pay & Display

Credit Card Transaction Fees

Monthly Credit Card Transaction Fees	\$2,958
Annual Credit Card Transaction Fees	\$35,497
5 Year Credit Card Transaction Fees	\$177,483

Pay & Display

Management Fees

Software & Communication Fees- Per Unit	\$50.00
Per Month	\$3,600
Per Year	\$43,200
5 Year Software & Communication Fees	\$216,000

Material Costs

Paper Per Roll	\$50.00
Per Month	\$1,080
Per Year	\$12,960
5 Year Costs	\$64,800

Pay & Display

Operational & Maintenance Costs

Preventative Maintenance Per Year	\$4,320.00
Collections (Hours Per Week)	12
Per Month	\$540
Per Year	\$6,480
5 Year Maintenance Fees	\$32,400

Final Analysis

Total One Year Operational Expenses	\$102,457
Total Five Year Expenses (Including Capital Costs)	\$1,196,283



City of San Marcos, TX

Downtown Parking Initiative



Report
July 2013

City of San Marcos
Downtown Parking Initiative

DOWNTOWN PARKING STRATEGIC INITIATIVE



DOWNTOWN PARKING STRATEGIC INITIATIVE

Vision/Mission

At the outset of creating any new organization, the development of a program vision and mission statements is an important and practical place to begin. The following draft vision and mission statements are provided as a starting point for the City of San Marcos to consider. The statements are typical of the kind of vision and mission statements being adopted by progressive communities across the country. As the real work of bringing a parking program to life begins, it is recommended that the program stakeholders refine these draft statements to better reflect the community's goals and objectives.

Proposed Vision Statement

In coordination with Texas State University and Hays County, the City of San Marcos will develop proactive and effective public parking policies and provide management oversight of publically owned parking assets. The Parking District will be responsive to downtown stakeholders and strategically leverage parking as a tool for economic development.

Proposed Mission Statement

The City of San Marcos will provide exemplary customer service for the downtown San Marcos community, supporting a "live-work-study-play" context. The Downtown Public Parking System will work toward a goal of protecting and investing in public-sector assets to minimize ongoing subsidies.



PARKING PROGRAM GUIDING PRINCIPLES

Beyond the basic Vision and Mission Statements, the development of a set of “Parking Program Guiding Principles” is highly recommended as the foundation and strategic framework for parking and access management policy development.

The key objectives related to using the guiding principles as the foundation of the parking strategic plan are noted below:

1. To implement a Strategic Parking Action Plan based on community developed Guiding Principles for downtown San Marcos.
2. The Parking Plan will support the development of a vibrant and easily accessible community.
3. The plan will meet the needs of commercial, retail, recreational and residential uses and support our community economic development and sustainable initiatives.

GUIDING PRINCIPLES

The following framework was developed to provide a comprehensive planning context for the City of San Marcos Parking Management Plan:

GUIDING PRINCIPLES

1. Organization/Leadership
2. Planning/Visioning/Policy Development
3. Integrated Access/Mobility Management
4. Marketing/Promotion
5. Effective Management
6. Customer Service
7. Leveraging Technology
8. Economic Development
9. Sustainability
10. Accountability



The following is a brief description of the intended outcomes from each major category above:

[Guiding Principle for Organization/Leadership](#)

The parking system will be organized to be “vertically integrated” with responsibility for:

- On-street parking
- Off-street parking
- Parking enforcement
- Parking planning and
- Transportation demand management

To develop and sustain downtown access improvements, key decision makers will be actively involved and committed to creating and supporting a progressive parking and access strategy to support downtown and community development goals.

By integrating parking and access management functions under a single consolidated entity, we will establish a consolidated parking management system that is action-oriented, responsive, and accountable. This approach will also generate new revenue streams to fund parking program, economic development and access related initiatives.

[Guiding Principle for Planning/Visioning/Policy Development](#)

The vision of an integrated, parking/access management system will be pursued on multiple levels.

Parking and transportation resources shall be effectively planned and managed to promote and support multiple access modes into and around downtown and the community. Primary access modes include automobile, transit, tour buses, bike and pedestrian users.

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 and tourism destination.

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



City of San Marcos, TX Downtown Parking Initiative

Report
July 2013

[Guiding Principle for Integrated Access Management](#)

The downtown parking and access management plan will promote a “park once” strategy that supports other forms of mobility and access. Progressive urban design guidelines established through the SmartCode will create and enhance positive pedestrian amenities and experiences.

Access linkages include parking, regional rail, transit/shuttle, and pedestrian/bicycle trail systems.

A downtown/university shuttle program should be evaluated as a mechanism to improve student access to downtown while mitigating student parking impacts and creating a safe alternative for night-time entertainment activities.

[Guiding Principle for Marketing and Promotion](#)

Develop parking/access management programs and facilities to function as a marketable asset for Downtown.

Parking management strategies and programs will be cross-marketed as a way to maximize total access capacity and to promote downtown as a unique and visitor friendly regional destination.



Access programs shall be well publicized and easy to understand. They will enhance the perception of parking as a positive element of the downtown experience.

Specific parking system branding and marketing strategies will be developed and coordinated with larger downtown/community marketing initiatives including a parking/transportation website or web-page.

[Guiding Principle for Effective Management](#)

We will support the development of a forward thinking, “best in class”, parking and access management program. In this regard, ongoing coordination with Texas State University will be critical.

The City of San Marcos parking program will anticipate future customer, business and residential needs and develop responsive and supportive parking management/access strategies as appropriate. Evaluation of other customer friendly services, progressive program options and assessment of new technologies should occur on an on-going basis.



Guiding Principle for Customer Service

Parking will be leveraged to support the downtown as a desirable destination for businesses, shopping, dining, and recreation by making parking a positive element of the overall downtown experience.

The parking system will strive to develop and operate parking facilities that are convenient, safe and secure for both the general public as well as downtown residents and employees.

Through regularly scheduled safety and security audits of parking facilities, the City of San Marcos parking system will strive to set the community standard for customer amenities, safety and security.

Guiding Principle for Leveraging Technology

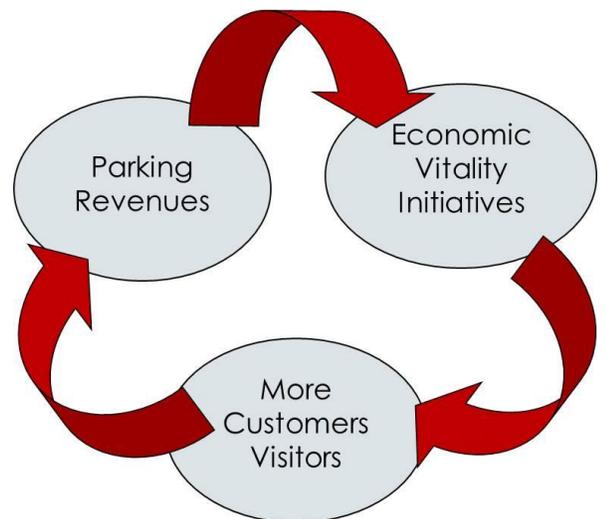
The parking management program will be an early adopter of technology solutions to enhance customer parking information and service options. One goal is to make parking less of an impediment to visiting downtown and more of an amenity.

Technology should be leveraged to enhance operating efficiency, streamline and simplify access to downtown San Marcos and will be a key parking management strategy.

Guiding Principle for Economic Development

The City and the Business Improvement District will assume leadership roles in developing public policies that support parking and access management as a key element of the downtown economic development strategy. Policy directives should be the result of collaborative processes between the City officials, other downtown agencies and involved downtown stakeholders.

The City will promote “friendly, but not free” parking resource management, the development of shared parking strategies and the promotion of alternative access modes through parking revenue reinvestment. The parking program will promote the creation of incentives, partnerships and programs to attract private investment; this will include evaluating and updating city parking requirements, as appropriate.





Guiding Principle for Sustainability

Initiatives to promote a more sustainable and efficient operation will be actively pursued.

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

Guiding Principle for Accountability

Develop a parking management program that is responsive to community needs and that is “action oriented” and accountable to stakeholders.

Parking management strategies and programs should provide an integrated, action-oriented and accountable system of access that supports, facilitates and contributes to creating an ideal downtown.

Programs such as “annual parking reports”, customer surveys and strategic action item “report cards” will be used to keep the community informed of program progress, new initiatives and changes in the parking/development environment.

Guiding Principles Summary

The Guiding Principles will serve as a foundation for near and long-term decision making and implementation of parking management and access strategies in the downtown.

These strategies are intended to support the on-going economic development and vitality of downtown. **This is a process, not a one-time task.**

The consensus nature of these Principles provides a solid foundation from which to begin implementation of an effective program of strategies for downtown.



City of San Marcos, TX



Downtown Parking Initiative

Report
July 2013

City of San Marcos
Downtown Parking Initiative

PARKING MANAGEMENT ACTION ITEMS



RECOMMENDED PARKING PROGRAM ACTION ITEMS

Using the parking program “Guiding Principles” outlined above as the basis for a new parking management plan, this section will outline specific recommended action items to begin laying the framework for a progressive and comprehensive “parking and access management strategy” for the City of San Marcos. The primary action items should be the most critical for establishing the program framework and setting the new direction. The secondary action items would be program “best practices” that can be implemented as funding is available or as needed to address specific community issues or opportunities.

Primary Action Items

The following actions are necessary first steps toward the implementation of the plan for the new San Marcos parking program. These initial steps are needed to establish the new management structure and to begin to build the facilities and systems needed to achieve the goals of providing a sustainable and self-supported parking program for the community. This required investment is needed to develop a parking program with the basic 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 to or remain downtown. All planning efforts to date agree that an effective public parking system will be an important element in the revitalization of Downtown San Marcos.

Recommended Primary Actions:

1. Parking System Management Reorganization
2. Recruitment of a Parking System Manager
3. Initial Program Business and Funding Plan
4. On-Street Parking Program Development and Infrastructure Investment
5. Mid-to Long-term Surface Parking Resources
6. Parking Supply Additions to Support New Downtown Development
7. Branding, Marketing and Communication Strategy



A discussion of each set of primary action items follows:

Primary Action Item# 1

Parking System Management Reorganization – Create a Parking Benefit District (PBD)

- ❖ Create a non-profit corporation and transfer oversight management of the municipal parking program to the new Downtown District. This “bold move” is needed to provide the full-time focus required to move the parking system beyond the status quo.
- ❖ The City retains ownership of the assets and ultimate control of the public facilities, but it enables the involvement of downtown businesses and stakeholders to help move this community priority forward.
- ❖ The primary mechanism for accomplishing this transfer of responsibility is a “Parking Management Agreement” between the City and the Downtown Parking District.
- ❖ Another key action regarding the creation of a Parking Benefit District is the selection of a Parking District Board of Directors and Chairman. This should be a five person Board

PRIMARY ACTION ITEM # 1:

Make parking system enhancement a reality. Reorganize to provide the needed “focus and a full-time dedicated effort” to move the parking program forward.

Primary Responsibility:

City Manager’s Office, City Council, City Attorney, City Planning Staff

Key Partners:

Downtown Parking Board, City Departments that currently have parking responsibilities, Downtown Development Commission.

Timeframe:

Quarter 2013

Supportive Documents/Tools Provided:

- ❖ Sample Parking Management Agreement (Appendix A)
- ❖ Sample Resolution to Create a Parking District (Appendix B)



Primary Action Item# 2

Recruitment of a Parking Program Coordinator or Consider Outsourcing Options

- ❖ Creating and running an effective parking management program requires specialized expertise. An experienced parking professional should be retained to implement the program through the PBD.
- ❖ A trained business professional with associated professional experience should be considered. Certified Administrator of Public Parking (CAPP) credential issued by the International Parking Institute and the University of Virginia would be an asset but not required.
- ❖ A detailed position description is being provided with several examples of job descriptions, salary ranges, recommended advertising venue and specific duties. It is recommended that this document be reviewed and customized to best meet the city's requirements
- ❖ As an alternative to adding a City FTE, day-to-day parking operations and management could be outsourced to a professional parking management firm.
- ❖ Another alternative is contract for a parking coordinator as an independent contractor.

PRIMARY ACTION ITEM # 2:

Creating and running an effective parking management program requires specialized expertise

Primary Responsibility:

Parking Benefit District Board

Key Partners:

Parking Benefit District Stakeholders

Timeframe:

2nd or 3rd Quarter 2013

Supportive Documents/Tools Provided:

- ❖ Sample Parking Administrator Position Description (Appendix C)



Primary Action Item# 3 Development of an Initial Business and Funding Plan

- ❖ The goal is to create a parking program that is self-funded, however a plan is needed fund initial capital investments so that the program can begin to generate its own revenue stream to sustain startup costs A business and operational plan requires to be authored by the new coordinator and approved by the PBD Board.
- ❖ There are several options available such as an initial loan from the general fund to be repaid by on-street parking revenues, an installment sale program of equipment, a public private partnership and a potential bond, etc. In addition, some equipment providers may facilitate financing.
- ❖ A serious commitment to creating a sustainable parking fund is also fundamental to attracting a serious parking and business professional for the coordinator.
- ❖ Relative to the Business Plan, in order to achieve the goal of long-term program financial sustainability, ordinances will need to be in place to define the authorized parking revenue sources (On-street meters, parking enforcement, off-street parking revenues, parking in-lieu fee revenues, etc.), to protect the parking funds and to define appropriate uses of these funds.

**PRIMARY ACTION
ITEM # 3:**

The long term goal is to create a parking program that is self-funded; however, a plan is needed fund initial capital investments so that the program can begin to generate its own revenue stream.

Primary Responsibility:

Parking Benefit District Board, Parking Program Coordinator, City Planning Office and City Finance Director

Timeframe:

2nd or 3rd Quarter 2013

Supportive Documents/Tools Provided:

- ❖ Sample Program Development Plan – Ann Arbor DDA (Appendix D)
- ❖ Sample Parking Program Financial Plan - Portland (Appendix E)
- ❖ Recommended Parking Reading List – (Appendix J)



Primary Action Item# 4

On-Street Parking Program Development and Infrastructure Investment

- ❖ If the decision is made to pursue paid on-street parking, a well-defined process of community education and outreach is highly recommended.
- ❖ There are several options related to the type of technology systems of paid on-street parking to consider. The primary technology options include: pay by space multispace systems, pay by license plate, enforcement systems, mobile payment solutions, etc. An RFP for on-street parking technology and/or operations should be developed.
- ❖ Modification of a variety of on-street parking regulations, policies and physical on-street space configurations should be developed in preparation for implementation of paid on-street parking.
- ❖ Select vendors and develop a detailed implementation plan and new technology introduction strategy.
- ❖ Manage on-street parking with a goal of achieving an average vacancy rate of 15% (one to two cars per block face). This is accomplished primarily through a program of utilization monitoring and on-street parking rate adjustments.

**PRIMARY ACTION
ITEM # 4:**

Implementing paid on-street parking is the most effective way for the City of San Marcos to fund a parking management program

Primary Responsibility:

Parking Benefit District Board, Parking Program Coordinator, City Planning Office and City Finance Director

Timeframe:

3rd or 4th Quarter 2013

Supportive Documents/Tools Provided:

- ❖ On-Street Parking Technology Overview (Appendix F)



Primary Action Item# 5 Development of Mid- to Long-term Surface Parking Resources

- ❖ Identify potential sites for mid to long-term surface parking lots capable of meeting the needs of downtown employees and longer-term parkers.
- ❖ Ideally this lot or lots would have sufficient size (footprint) to be able to accommodate a future parking structure in an efficient manner (minimum foot print of 124'W x 280'L).
- ❖ Identify preferred parking access and revenue control system for lot management.
- ❖ Land acquisition should be factored into the funding plan for the Parking District and considered part of the program's core responsibilities.

PRIMARY ACTION ITEM # 5:

Identify potential sites for mid to long-term surface parking lots capable of meeting the needs of downtown employees and longer-term parkers.

Land acquisition should be factored into the funding plan for the Parking District and considered part of the program's core responsibilities.

Primary Responsibility:

Parking Benefit District Board, Parking Program Coordinator, City Planning Office and City Finance Director

Key Partners:

Private Invest and Downtown Development Commission

Timeframe:

3rd or 4th Quarter 2013

Supportive Documents/Tools Provided:

- ❖ Developing a Retail Parking Support Strategy (Appendix G)



Primary Action Item # 6 Parking Supply Additions to Support New Downtown Development

- ❖ Ultimately, the parking program will be responsible for participating in the development of new parking supply to support downtown development.
- ❖ The development of a set of parking policies that are designed to be supportive of community and economic development strategies is an important component of developing a parking program that will meet the needs of a growing community like San Marcos.
- ❖ Parking policies and programs should also be designed to be supportive of retail strategies

PRIMARY ACTION ITEM # 6:

Ultimately, the parking program will be responsible for participating in the development of new parking supply to support downtown development.

Primary Responsibility:

Parking Program Coordinator, Economic Development Director
City Council, City Public Works Director

Key Partners:

Downtown Development Commission,

Timeframe:

3rd or 4th Quarter 2013

Supportive Documents/Tools Provided:

- ❖ Parking as an Economic Development Strategy (Appendix H)



Primary Action Item # 7

Develop an Overall Parking Program Branding, Marketing and Communications Strategy

- ❖ Develop a program of marketing initiatives that will educate the community on the range and variety of parking and transportation services available.
- ❖ Parking/access management programs and facilities will be developed and promoted to function as positive, marketable assets for Downtown.
- ❖ These parking and transportation marketing initiatives should be coordinated with other City departments, downtown agencies and special attractions/businesses to promote consistent, accurate and up to date information.
- ❖ See the presentation entitled Parking Program Branding and Marketing Strategies in the appendices examples of effective parking branding and marketing ideas from around the country.

**PRIMARY ACTION
ITEM # 7:**

Develop a program of marketing initiatives that will educate the community on the range and variety of parking and transportation services that are being made available.

Primary Responsibility:

Parking Benefit District Board, Parking Program Coordinator, City Planning Office and City Finance Director
City Economic Development Director, City Communications/Public Information Officer

Key Partners:

Downtown Parking Board, Downtown Development Commission

Timeframe:

3rd or 4th Quarter 2013

Supportive Documents/Tools Provided:

- ❖ Parking, Branding and Marketing Strategies (Appendix I)



City of San Marcos - Strategic Parking Action Plan

December, 2012

Action Item	Preliminary Action Plan Timeline															
	1st Quarter				2nd Quarter				3rd Quarter				4th Quarter			
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16
Implement Parking System Reorganization Recommendations																
Define structure of Parking Benefit District																
Draft and Finalize Parking Management Agreement																
Transfer of Parking Management Oversight																
Recruitment of Parking Administrator																
Development of Parking Program Funding Plan																
On-Street Parking Program Development and Infrastructure Investment																
Develop a well-defined process of community education and outreach																
Evaluate and decide upon the preferred operating methodologies of paid on-street parking																
Develop and issue an RFP for on-street parking technology																
Modification of on-street parking regulations, policies and physical on-street space configurations																
Select an equipment vendor and develop a detailed implementation plan and new technology introduction strategy																
Manage on-street parking with a goal of achieving an average vacancy rate of 15%																
Development of Mid to Long-term Surface Parking Resources																
Identify potential sites for mid to long-term surface parking lots																
Parking Supply Additions to Support New Downtown Development/ Development of an Economic Development Parking Policy																
Participate in community development activities to provide parking support																
Develop parking policies that are supportive of community and economic development strategies																
Develop retail supportive parking policies and programs																
Assess parking signage and wayfinding																
Develop an Overall Parking Program Branding, Marketing and Communications Strategy																
Develop a program of marketing initiatives that will educate the community on parking services available																
Develop parking programs and services as positive, marketable assets for Downtown																

Figure 11



RECOMMENDED PARKING PROGRAM

SECONDARY ACTION ITEMS

Action Item # 1 – Stakeholder “Report Cards”

The San Marcos Parking Benefit District should develop Strategic Parking and Transportation Action Plan, relative to the Business Plan – Report Cards to keep community stakeholders informed and educated. This action item could involve the development of a concise set of parking program benchmarks that would be tracked over time.

Intended Results:

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

Action Item # 2 – Active Planning Function

Parking management should have an active planning function related to on-going parking supply/demand surveys, parking utilization analysis, planning for new parking supply, providing input on parking zoning requirements and promoting transportation alternatives and demand management strategies.

Intended Results:

PBD should work closely with the City Planning department, the Redevelopment Authority and other agencies and be engaged in community master plans, strategic planning efforts, transportation plans, traffic studies, etc.

Action Item # 3 – Parking Design Guidelines

Develop parking planning and design guidelines. Development of specific design criteria for parking lots and structures should be pursued. Consider requiring every new parking structure to be “mixed-use” to some degree, i.e. incorporate street level retail and preferably other land uses and facades to meet historical San Marcos themes

Intended Results:

Develop and integrate parking design guidelines into the downtown master plan framework and mandate.

Action Item # 4 – Develop an On-Street Parking Enforcement Handbook/Policy Manual
Conduct a comprehensive assessment of on-street parking enforcement policies, standard practices and guidelines.

Intended Results:

To establish standard operating procedures, identify best practices, improve operational consistency and provide an effective training tool for new staff.

Action Item # 5 – Annual Supply/Demand - Update
Conduct parking supply/demand surveys of the downtown core on an annual basis. Keep up with changes in supply on an on-going basis.

Intended Results:

On-going monitoring of parking supply, demand and utilization is a basic parking planning and management function. Assessment of employee, visitor, residential, special event and other demand categories should also be reviewed. Planning for development and funding of future parking supply is a critical parking planning function.

Action Item # 6 – Integration with Other Transportation Modes
Evaluate opportunities to integrate bike and other transportation elements into parking facilities.

Intended Results:

Consider all opportunities to integrate parking and transportation elements. Be seen as an active, collaborative partner in helping integrated access management programs reach their full potential.

Action Item # 7 – Explore the “Eco-Pass” Concept
In communities such as Boulder.CO and Missoula, MT the parking programs fund what is known as an “Eco-Pass” program which provides all downtown employees with a free bus pass as a demand reduction strategy.

Intended Results:

Use parking revenues to promote other transportation options as a means of:

- promoting and developing a broader base of access options for the downtown
- reducing traffic congestion and pollution
- reducing parking demand

Action Item # 8 – Develop Supply-Side Strategies

Develop a variety of “Supply-side Strategies” to provide a strong and varied parking management program. Supply-side strategies include the following areas:

Shared Parking

Develop a specific shared parking policy or model and incorporate into local zoning code regulations for parking.

Parking Regulations

Review and assess current parking regulations for both on-street and off-street environments on at least a biennial basis. This evaluation should also incorporate residential parking policies and requirements.

Parking Maximums

Parking Maximums means that an upper limit is placed on parking supply, either at individual sites or in an area. Area-wide limits are called Parking Caps. These can be in addition to or instead of minimum parking requirements. Maximums often apply only to certain types of parking, such as long-term, single-use, free, or surface parking, depending on planning objectives.

Since abundant, free, on-site parking is sometimes considered a competitive advantage in attracting customers, individual firms often find it difficult to reduce supply. Parking maximums that apply equally to all businesses in an area may be more acceptable and effective than efforts to reduce supply at individual businesses.

Overflow and Special Event Parking Plans

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

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

Action Item #9 – Parking/Access System Benchmarking

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

Examples of recommended parking program benchmarks might include:

1. Total Operating Cost per Space
2. Total Revenue per Space
3. Total Operating Costs per Parking Department FTE
4. Total Revenue per Parking Department FTE
5. Surface Parking Spaces as a Percent of Total Spaces
6. Structured Surface Parking Spaces as a Percent of Total Spaces
7. Metered Parking Spaces as a Percent of Total Spaces
8. Administrative Cost Per Space
9. Administrative Costs as a Percent of Total Costs
10. Security Costs per space
11. Security Costs as a Percent of Total Costs
12. Enforcement costs per metered space
13. Enforcement costs per Citation Issued
14. Percent of Citations collected vs. Citations Issued
15. Citation Revenue per Citation Issued
16. Total Maintenance Cost per Space
17. Total Maintenance Costs as a Percent of Total Costs

Intended Results:

Develop a baseline of parking operations measurements. Compare to peer cities. Track progress against baseline results and peer organizations.

Action Item # 10 – Parking Facility Warranty Management

Collect all parking facility warranties into a three ring binder. Note all warranty expiration dates for items such as elastomeric coatings, expansion joints, etc. Place these dates in Outlook or other calendar programs used by the agency as a "tickler" to conduct a walkthrough inspection six months prior to warranty expiration. Schedule a representative of the contractor or manufacturer responsible to honor the warranty to participate in the inspection. Document inspection results with time and date stamped digital photos. Schedule repairs to warranty covered items prior to warranty expiration.

Intended Results:

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

Action Item # 11 – Energy Saving Options in Parking Facilities

Evaluate options such as placing roof top and outer bay parking facility lighting on separate circuits so that these lights can be placed on photocells to reduce energy consumption during daylight hours. Evaluate other parking facility energy reduction systems. Evaluate new parking facility lighting systems for enhanced illumination and possible energy savings.

Intended Results:

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

Action Item # 12 – Develop an Internal Parking Program Operations Manual

As a primary staff training tool, develop a parking operations manual. Many systems have a separate manual for each facility or one common manual with individual facilities each given a chapter.

Intended Results:

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

Action Item # 13 – Develop Internet Based Payment System Options

Investigate feasibility and financial impacts of creating internet-based payment options.

Intended Results:

Provide a higher level of customer service by expanding the number of convenient payment options. Allow customers the ability to pay monthly parking, recharge smart-cards, pay "parking due" notices, pay parking fines, etc. via the internet.

Action Item # 14 – Waiving or Modifying Parking Requirements to Promote Targeted Economic Development Projects

Parking can be an effective tool in the promotion of economic development objectives. Develop specific guidelines for how, when and under what specific conditions that parking will be used to incent economic development projects. Develop a checklist tool promote and apply parking and economic development opportunities.

Examples might include:

- Waiving parking requirements for prioritized types of development.
- Building parking in conjunction with desirable public/private mixed use development projects.

- Defining a public investment protocol for parking and other infrastructure development (for example Boise Idaho has a 5:1 investment ratio strategy)
- Providing parking management expertise and planning as part of the initial project development process (amount of parking needed, available parking in the area, operations/management consulting, etc.)

Intended Results:

To incentivize targeted development projects that is in alignment with downtown master plan goals.

Action Item # 15 – Promote Public/Private Partnerships Related to Future Parking Structure Development

If a new development is proposed in an area of the City that needs additional transient or monthly parking, work with the private developer to incorporate the needed public parking into the project. The parking program would pay for the public parking spaces, but both parties could potentially benefit from sharing the costs of foundations and other common design elements (compared to the cost of constructing two separate projects). Additional shared parking benefits might also be realized depending on the specific land-uses.

Intended Results:

Reduced construction costs. Provide addition of needed parking resources in strategically appropriate locations.

Action Item # 16 – Update Downtown Wayfinding/Signage System

Access to and around downtown could be improved with a comprehensive downtown wayfinding and signage program. Strategic integration of parking and transportation elements is critical to this system’s success.

Intended Results:

Provide both vehicular and pedestrian wayfinding assistance to improve the accessibility and ease of movement in and around downtown. Getting cars off the streets and parked more quickly and efficiently also reduces traffic congestion and pollution thus contributing to program sustainability goals.

Action Item # 17 – Develop a “Branding Campaign” for the new parking/access program.

Develop a branding campaign to promote the desired image of the public parking system. Utilizing a new logo, create a series of ads to be rolled out over the course of a year and coordinate these ads with planned parking program initiatives (“First Hour Free” roll out, new on-street technology implementation, etc.). The over-riding theme should tie back to the overall goal of making downtown more visitor friendly.

Intended Results:

Create and promote a positive image for the parking/access system focusing its strengths (plenty of space, well located, convenient locations, clean, safe facilities,

validation programs, etc.) An enhanced focus on customer service and improved use of technology should also be featured.

Action Item # 18 – Develop a Parking System Information Database/Become the Central Clearinghouse for Parking/Access Information

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

Intended Results:

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

Action Item # 19 – Marketing Tie-ins for Parking to Special Events

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

Intended Results:

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

APPENDICES

(See Separate Appendices Document)

- Appendix A - Sample Downtown Parking District Mgmt. Agreement
- Appendix B- Sample Resolution to Create a Parking District
- Appendix C - Sample Parking Administrator Position Description
- Appendix D - Sample Program Development Plan – Ann Arbor DDA
- Appendix E - Sample Parking Program Financial Plan – Portland, OR
- Appendix F - On-Street Parking Technology Overview
- Appendix G - Developing a Retail Parking Support Strategy
- Appendix H - Parking as an Economic Development Strategy
- Appendix I - Parking Branding and Marketing Best Practices
- Appendix J - Recommended Parking Reading List

Note:

A separate *“Parking Management and Design Best Practices”* document was also provided as an additional program development tool.