



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

Vison/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: 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: 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, some new surface parking would be created in advance of implementing on-street paid parking. Future parking lots should have sufficient footprint accommodate a parking structure (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 Districts and considered part of the program's core responsibilities.

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.

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.

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.

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 (template provided).

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.



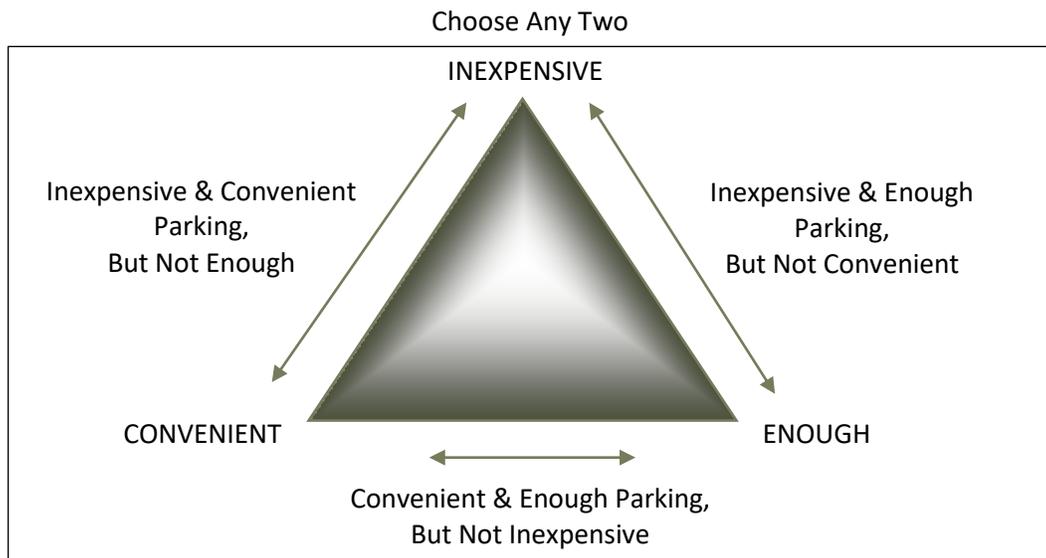
II. Parking Management Strategies / New Parking Program Implementation Plan

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



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.

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.”

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

Facility maintenance reserves and other maintenance best practices will be encouraged in the City-owned facilities. Publicly available parking facilities marketed through the 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: *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: *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, 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'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 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 # 3: Begin a process to evaluate investment in new on-street and off-street parking technology.

- Link parking planning to larger community and economic development initiatives.
- 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.
- Recommended new on-street parking meters (and even some existing 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.
- 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.
- 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: 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 # 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.

- 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 # 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.

- 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 #7: 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: 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: 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 # 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.

- 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 # 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 (template provided).

- 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