WALKER
PARKING CONSULTANTS

ORGANIZATIONAL ASSESSMENT

CITY OF SAN LUIS OBISPO PARKING SERVICES

SAN LUIS OBISPO, CALIFORNIA

Prepared for:
City of San Luis Obispo

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EXECUTIVE SUMMARY

The City of San Luis Obispo's Parking Services Division is an exemplary public parking operation. Within municipal parking operations, the Division is a leader in parking organizational and management best practices. We base this conclusion on our experiences analyzing municipal parking departments across the Country and what we have learned over the course of our analysis of the Division:

- The Division's comprehensive approach to parking management;
- A strong and active focus on customer service;
- Positive feedback from engaged and knowledgeable stakeholders;
- Competent and motivated staff members; and
- A financially responsible and solvent operation.

While the following document must be read and understood in the context of the Division's overall high level of performance, some changes to operating procedures and organizational structure are recommended for the Division to perform well both in the near term and in the future. We are concerned that the current high level of service is unsustainable based on the following findings:

- The broad range of responsibilities that fall within the Parking Manager position's purview;
- The lack of a position that supports the Parking Manager with regard to overseeing day-to-day on- and off-street parking operations;
- An imminent expansion of the Division's operational responsibilities including the opening and operation of a new parking structure (Palm/Nipomo), the likelihood of expanded meter operations, and a growing number of parking permit districts located beyond the Division's historical Downtown focus;
- An increasing number of parking planning-related responsibilities associated with increased development in the City's Downtown;
- The imminent retirement of several key staff members; and
- A culture in which current employees' willingness and ability to go above and beyond their official or defined job responsibilities could present challenges to maintaining the current level of productivity, as experienced staff members turn over.

We make these determinations based on an analysis of dozens of hours of interviews with a diverse group of San Luis Obispo stakeholders and hundreds of pages of documents.

The City's parking operation and infrastructure should not be viewed solely as an important service, or a planning and economic development tool. Public parking should be managed as a valuable asset that must be maintained in order to function properly. Owing to a sound management and financial structure, and high demand for parking in San Luis Obispo's Downtown, we believe that the resources exist to maintain the investment. The City must take steps to ensure that it does so. We recommend that the City:

NEAR-TERM RECOMMENDATIONS

- Recognize the institutional investment needed to maintain the City's parking system by committing the necessary resources to achieve this goal. Such recognition means requires prioritizing programmatic and capital investments to properly oversee and maintain the system's long-term performance and high level of service to the public. It requires the addition of adequate staff and technology to properly operate the parking system. The acknowledgement of the value of the parking operation and willingness to invest in the operation and management of the parking system is particularly important in light of the new development that we have determined will stress the existing parking operation's ability to accommodate parking demand Downtown in a convenient manner for drivers;

- Create an Assistant Parking Manager position. The purpose of this position is to manage the parking operation thereby allowing the Parking Manager to officially devote greater effort to strategic planning that will address current and future parking issues;

- Reclassify the (Public Works) Administrative Assistants I and II who work in the Parking Services Division to Parking Resource Specialists I and II in recognition of the unique responsibilities, understanding and experience necessary for these positions. We suggest that Parking Resource Specialist is a more accurate title for the Administrative Assistant position than is the current title. Based on our review of positions in other parking operations in Comparable Cities, these positions are classified in this more specific manner;

- Adjust daytime and nighttime on-street parking prices to reflect the demand for parking spaces and increase on-street parking availability. The priority would be extending the hours of enforcement into the evening. We recommend until 9:00 pm. The recommended parking management policies will better manage existing parking spaces and have the benefit of generating additional revenue, which is needed for the Parking Services Division and the Parking system.

- Use revenue generated by more active demand management of the parking system (noted above) to fund improvements to the parking system, which we recommend include:
  - the Assistant Parking Manager position within Parking Services;
  - an evening attendant responsible for providing service and security in the garages overnight for new residents and hotel guests who will be parked Downtown. The position is that of a roving customer service representative, similar to a booth attendant, who would respond to issues that occurred overnight in the garages, and provide basic security as they regularly monitored the garages;[1]

[1] We budget this position as two FTEs in Table 17, in which we analyze the expenses and revenues associated with operating the garages 24 hours per day. We assume that some additional contracted security patrol would be part of the security effort; the customer service representative would not be the sole source of security.

- procurement of parking access and revenue control system (PARCS) for the off-street parking operation that will allow for improved reporting of data from the parking structures; and
- possible procurement of on-street parking enforcement technology, as will be expanded upon in the following section.

- Establish metrics using the data currently available to Parking Services in order to better manage the parking operation. As a first step, consider developing and administering an annual downtown parking survey, a perpetual feedback survey, and online forum for the purpose of measuring its delivery of parking services.[2]

- Reevaluate the City's goals – and plans for additional development in the downtown – to determine at what point and under what scenarios the Palm/Nipomo Parking Structure as currently envisioned might exceed (a baseline of) 60% capacity on a design day in order to determine:
  - If or when the parking structure should be built;
  - The number of spaces that are necessary to be provided within the new (Palm/Nipomo) Parking Structure; and
  - The extent to which more cost effective alternatives could be used, such as investments in parking guidance systems or other technology, to accommodate parking demand more effectively than building more parking spaces at the proposed location.

LONGER-TERM RECOMMENDATIONS

- Procure an improved off-street parking access and revenue control system for the parking structures that will allow for:
  - Improved reporting capabilities for Parking Services including the incorporation of new metrics to evaluate the performance of the Division;
  - Easy in- and out- access in the evenings for future Downtown residents and hotel guests who currently cannot be accommodated using the current system; and credit card acceptance for parking patrons.

- Establish metrics that utilize the upgraded reporting capabilities of any improved system that the City acquires;

- Using principles of demand-based pricing, as a matter of policy actively manage the public parking supply to raise parking prices in high demand locations and high demand times while lowering parking prices in low demand locations and at low demand times, for the purpose of accommodating more vehicles within the parking system;

- Consider the implementation of a comprehensive dashboard reporting system during the replacement of any parking access and revenue control equipment. Walker

[2] Given the online nature of these surveys, we would not expect the need to allocate more than 60 hours of staff time per year to this effort.

recommends five (5) categories of measurement that help support the core mission of Parking Services. These categories include Operations Measurements, Communication Measurements, Financial Measurements, Community Perception Measurements, and Project and Program Measurements.

INTRODUCTION

Walker Parking Consultants ("Walker") performed the following Organizational Assessment in response to a request by the City of San Luis Obispo's Parking Services Division for:

> *an objective organizational assessment to determine the adequacy of existing staff resources and opportunities for reorganization. Specifically, the Division is interested in determining what aspects of the organizational structure need adjustment in order to continue to provide a high level of service that meets City Council and City residents' expectations.*[3]

The detailed scope of services for this engagement is provided in Appendix A of this document. However, in brief, Walker set out to evaluate the success of the Parking Services Division in terms of its current defined mission and highlight challenges we observe regarding the Division's ability to maintain the mission.

Current Mission Statement

> *The San Luis Obispo Parking Services' mission is to partner with the community and provide equitable and high-quality parking services to the citizens, visitors, and businesses in the City of San Luis Obispo.*

Our evaluation of whether or not Parking Services is successfully fulfilling its mission, and the extent to which the Division can be equipped to do so, took a multifaceted approach which included the following components:

- Detailed interviews with nearly thirty stakeholders with significant interaction with Parking Services;
- A quantitative evaluation of future parking demands on the Division and its infrastructure;
- A review of similar parking organizations and their organizational structures; and
- An evaluation and recommendation of metrics that can be used for the purpose of managing the Parking Services Division.

Walker staff interviewed stakeholders including Parking Services staff, City staff, elected officials, Downtown Association, Chamber of Commerce, and representatives from Residents for Quality Neighborhoods and Cal Poly State University in order to gauge the level of service and effectiveness that each would assign the Parking Services Division. A list of the positions of those interviewed is included in the appendices at the end of this document.

Each stakeholder was asked to provide insight with regard to the effectiveness of the Parking Services Division based on their professional and personal experiences. The following summary highlights common topics and reflects key comments received from stakeholders. Specific comments on potential developments or proprietary operating information are excluded from

[3] Notice Requesting Proposals for Organizational Assessment of the Parking Services Division per Specification No. 91282, City of San Luis Obispo,

this written report, but considered by the project team when preparing the analysis. The following table briefly summarizes the highlights of these discussions.

Matrix 1: Consolidated Stakeholder Comments

	Issue	Primary Comment
1	Customer Service and Community Perception	Parking Services is professional, fair and provides a high level of service to internal and external stakeholders, while enforcing regulations as necessary. Overall no complaints.
2	Managing the Parking Operation	Some internal and external stakeholders believe that more resources are necessary for Parking Services to adequately address the long-term strategic planning that is necessary to maintain the current high level of service that SLO constituents expect, particularly given the amount of new development planned for Downtown.
3	Parking Enforcement Downtown	Parking enforcement is fair, but some stakeholders said or report that others complain that the $33 parking citation rate is high and/or excessive.
4	On-street Parking	Finding an on-street parking space in the core area is challenging. The hours of enforcement may need to be extended into the evening as that time of day gets busier.
5	Parking Structures	The structures are a convenient option for people who cannot find an on-street space or are concerned about receiving a parking citation for overstaying the on-street time limit.
6	Parking Structure Usage	The parking garages are underutilized while some people complain about the lack of on-street parking availability and receiving parking tickets for overstaying the meter limit. Recent signage improvements help, but for some reason the driving public is not using the parking structures to the extent they should be.
7	Efforts for Future Planning	The current Parking Manager is adept in addressing future parking planning processes, but there is concern that not enough is being done to plan for the parking needs of future development. The Parking Director is overstretched with regard to his ability to address planning issues. A future, new Parking Director is likely to be even more overstretched as the "get up to speed."
8	Leadership and Succession	The current Parking Manager does an excellent job of implementing parking policies and interfacing with internal and external stakeholders, particularly as other experienced employees retire. There is great concern and uncertainty regarding from where the next parking director will come and that person's ability to lead and engage on the same level as the current director. A more reliable succession plan should be put in place.
9	Process	Parking Services effectively engages in the necessary process in order to address issues that are of concern to stakeholders.
10	Proposed Metrics for Success	Most stakeholders struggled to define appropriate metrics for evaluating the performance of Parking Services. Those who did suggested (a low) number of complaints, revenue, and reasonable availability of on-street spaces along with greater utilization of spaces in the Parking Structures.

Source: Walker Parking Consultants, 2014

Matrix 1 demonstrates that responses to Parking Services operation were overwhelmingly positive. However, to the extent that concerns or issues were raised, we attempt to address these within this report.

The Parking Manager is responsible for overseeing the operations of the Parking Services Division and interfacing with the public regarding operational and policy issues. The Parking Manager's expertise is also required to assist City staff, stakeholders and elected officials in

planning-related decisions and implementation. The Parking Manager must therefore engage in public outreach efforts as part of both parking planning and operational responsibilities.

Fulfilling dual roles, operations and planning, is not necessarily different than what is required of the parking *operation* in other cities. However in San Luis Obispo, the Parking Manager position is directly responsible for both roles. Over the course of our study, we learned that this was not the case in the past. The efforts of the individual previously in this position were focused on the day-to-day operation of the parking operation. In some respects, thanks to the current Parking Manager and the needs of the operation, the position has evolved into its current form and by all accounts the feedback from stakeholders has been very positive.

The Parking Manager in San Luis Obispo is without the support of an assistant to oversee the day-to-day responsibilities of the operation, a position that the equivalent of the parking manager position in similar municipal parking organizations have assisting them. Further, our observations suggest that planning-related demands in other cities appear to be less than what we see and currently and project for the future in San Luis Obispo. While the input from stakeholders indicates a high level of satisfaction with the Manager's effort in planning, stakeholders also said that more input would ultimately be needed from the Parking Manager for the City's future growth, and the resulting parking issues, to be properly accommodated.

Despite the excellence with which Parking Services fulfills its mission overall, and the positive feedback we heard from stakeholders, we observed that the demands of the Parking Manager's dual role (policy planning and operations oversight) results in what we would consider gaps in coverage within both roles.

Planning efforts put significant demands on the resources of the Parking Manager. These demands reduce the Manager's ability to oversee and manage the off-street and on-street operations, the parking coordinator and parking meter repair positions respectively.

Although we did not receive negative feedback from internal or external stakeholders regarding customer service or performance, our observations indicate that the parking operation requires more active oversight in these areas, most specifically regarding:

- Cash handling, particularly in the parking structures, including the need for greater auditing measures; and

- The parking structure and parking meter management and maintenance operations.

A significant gap in the organizational structure exists between the Parking Manager and that position's direct reports, particularly the Parking Coordinator, Meter Repair Technician and to a lesser extent the Parking Enforcement Officer. On a regular basis, the gap can result in challenges for the operation when an employee is out sick, on vacation, or simply unavailable.

The gap in the organizational structure can also result in missed communication between staff within the organization. Based on our conversations and observations, when this occurs administrative assistants may step in to facilitate communication and solutions regarding

problems with the parking operation. The importance of the understanding of the parking operation and the role of Parking Services' Administrative Assistant positions in these instances is one example of the unique nature of their positions, different from Administrative Assistants in other areas of the Public Works Departments.

Comparable Cities may also provide guidance regarding the role of an administrative assistant. In Monterey, Santa Cruz and Ventura, there are no defined administrative assistants. In Monterey, accounting staff may most closely fulfill that role. In Santa Cruz, there are parking office representatives who report to the parking office supervisor. While in Ventura, technicians or attendants may fulfill that role. Santa Barbara is the only comparable with administrative staff. There, the administrative and accounting staff are under the operations supervisor.

With the exception of the City of Ventura, the other Comparable Cities have larger, and more defined parking organizations, thereby eliminating the need for an Administrative Assistant role. By comparison, given the relatively simple structure of San Luis Obispo's parking organization, the role of an Administrative Assistant must be necessarily fluid in order to offer the highest level of customer service. Given the need for Administrative Assistants to fulfill multiple roles and duties, we believe it is justified to reclassify them into a different title, in order to differentiate them from Administrative Assistants in other areas of Public Works.

On a broader, strategic level, this gap in the organizational structure results in a lack of a successor to the Parking Manager. Despite the uniqueness of the City of San Luis Obispo, based on the organizational structure of the Parking Services Division, currently a new parking manager likely must come from outside the City. Stakeholders indicated dissatisfaction with filling the position with someone who was not sufficiently familiar with San Luis Obispo, its parking operation, and the relatively unique role currently played by the Parking Manager.

Based on the issues raised by stakeholders, as well as the operational and planning issues observed by the Walker team, we suggest that Parking Services needs additional resources if the City is going to maintain the high level of service that this crucial Division provides. However, the supply and demand for parking in San Luis Obispo is not static. The parking supply changes based on a number of factors including the location and specifics of new development and even on-street parking policies, which could effectively change the availability of on-street parking. New development also generates the demand for additional parking. New development that is planned in the Downtown will make parking conditions particularly dynamic over the next three to five years. The personnel, financial, and capital resources to address these issues must be considered in a dynamic context and upcoming changes. In the following section we quantify the current and projected future demand for parking in order to determine the future challenges that Parking Services will face – and the additional resources that will be needed – to adequately those challenges.

PARKING SUPPLY AND DEMAND

In our meetings with stakeholders, a recurring theme was a concern over the accommodation of parking demand generated by new development. Was the City and Parking Services prepared for the new parking demand coming to Downtown? Not only will the new development bring more cars, much of it will take place on, and therefore eliminate, existing public parking lots.

In addition, the nature of some new development, and consequently its parking needs, will be different from Downtown's current mix of land uses. However, the new development will still generate and rely on automobile trips and their demand for parking spaces.

In addition to the parking demand generated by the new development, a significant number of parking spaces are scheduled to come on line Downtown when the long-planned Palm/Nipomo Parking Structure is built. The question is whether these spaces, in this location, can or will mitigate the parking issues created by the new development and what efforts by Parking Services will be necessary to make the most of Palm/Nipomo.

The purpose of this section of the report is to quantify, to the extent currently possible, the overall demand for parking that new development will have on the Downtown parking system in order to determine what will be required of Parking Services to accommodate this demand.

We emphasize that the development of a detailed parking supply and demand analysis and plan for the Downtown is a significant undertaking that is beyond the scope of services of this report. Further, the impacts identified in this section in some cases will be extremely localized. While quantifying these impacts precisely can be challenging, the following analysis is sufficiently detailed to identify the issues and quantify the impacts that are likely to result from the new development – and the level of effort and resources needed from Parking Services to address the parking issues that will result from the new development.

In this section we analyze:

1. Downtown's current parking supply and demand;
2. Expected changes in the parking supply that will result from six developments planned for the Downtown;
3. Projected changes in parking demand resulting from new development;
4. Impacts of future parking demand on the parking supply assuming the implementation of optimum parking management measures;
5. The policies and operational practices that will be required to adequately address changes in parking supply and demand; and
6. The resources that will be required from Parking Services to put these policies and operational practices in place;

CURRENT PUBLIC PARKING SUPPLY

The parking supply in Downtown San Luis Obispo consists of on-street metered spaces, off-street public parking lots and three public parking structures, and privately owned and controlled parking spaces. Compared to many downtowns the number of private spaces in Downtown San Luis Obispo appears relatively small; in some cities the number of privately owned spaces exceeds the number of public spaces. An analysis of the private spaces is not included in this section except when we identify private spaces that will be built as part of the planned development.[4]

EFFECTIVE SUPPLY

It is an accepted principle in the parking industry that a parking facility or system cannot operate efficiently when it is filled to capacity. Some empty spaces should be available at all times to provide for more efficient circulation, and to ensure that motorists do not spend excessive time looking for the one or two remaining spaces in a large facility or area. This need to search for the last remaining spaces results in frustration, a perception of an inhospitable area, people being late to appointments or deciding not to visit or return to the area.

It is also recognized that if a parking system is planned to meet demand exactly, there will inevitably be parking shortages due to mis-parked vehicles, repairs or other obstructions, and minor construction. Therefore, in evaluating the ability of a parking supply to meet demand, and in planning the size of future parking facilities, we use the "effective" supply rather than the full supply.

The effective supply is the supply that is realistically usable by patrons or employees, usually five to ten percent smaller than the actual "full" supply depending on the space type and whom those spaces are designed to serve. Employees, for example, know the facilities well and tend to park in more or less the same place each day. They also stay for long periods, and thus do not generate as much in-and-out traffic; they therefore spend less time searching for spaces. Visitors generally are unfamiliar with the parking system and generate higher turnover. Consequently, this group often needs a greater circulation cushion. Size of the supply is also a consideration when setting the correct effective supply ratio. For example, if within a supply of 10 spaces one vehicle is mis-parked and takes two spaces, the supply is reduced by 10%; whereas, if within a supply of 100 spaces it would take 10 mis-parked cars to influence the supply the same way. A parking supply needs a smaller percentage cushion as it increases in size. The effective supply cushion varies by land use and user group.

[4] Private parking spaces represent an often underutilized resource in a downtown given the land and construction costs devoted to these spaces. They are often not included in the Downtown parking inventory because of their lack of availability to the general parking public. Although their numbers are not included in this portion of the analysis, elsewhere in the report, we recommend that one of the City's parking policy – and operational - priorities should be an effort to make some spaces more available for use by some or all members of the parking public.

We typically use an effective supply factor of 0.85 to 0.90 for on-street or visitor parking areas and 0.95 to 1.00 for employee parking. For the purposes of our analysis we use an effective supply factor of 0.90 for on-street parking spaces and a blended factor of 0.92 for off-street parking spaces.

The availability of parking spaces is expressed in terms of parking adequacy, which is:

Effective supply of parking
-Parking occupancy
= Parking adequacy

A negative result indicates an inadequate supply of parking while a positive result indicates a surplus of parking spaces.

The following represents our assumptions regarding the current and effective supply of public parking in Downtown San Luis Obispo for the purposes of our organizational study.

Table 1: Current Parking Supply Downtown

Lot	Metered and Permitted Spaces	Effective Supply @ 0.92 Ratio
Lot 2	59	54
Lot 3	72	66
Lot 4	Included as part of the Marsh Structure	
Lot 8	Not included	
Lot 9	19	17
Lot 10	27	25
Lot 11	73	67
Lot 13	Not included	
Lot 14	77	71
Lot 15	12	11
Total Downtown Lots	339	312

Garage	Spaces	Effective Supply @ 0.92 Ratio
919 Palm	192	177
842 Palm	415	382
Marsh Structure and Lot 4	567	522
Total Downtown Garages	1174	1081

On-street	Spaces	Effective Supply @ 0.90 Ratio
Super Core Metered	202	182
Core Metered	326	293
Total Downtown Core On-street Spaces	528	475

Total Parking Supply for Study	2041	1868

Source: City of San Luis Obispo, Parking Services 2013, and Walker Parking Consultants, 2014.

DECEMBER 22, 2014

CURRENT PARKING DEMAND

Walker conducted parking occupancy observations and sampled counts during several weekdays and one weekend over the course of this study. We also reviewed the summary of occupancy data contained in Parking Services' 2012 – 2013 annual report to understand current parking demand in the Downtown system. Our observations with regard to current conditions are presented in the following table.

Table 2: Current Conditions Observations – Parking Supply and Demand in the Downtown San Luis Obispo Super Core and Core

			Monday[A] Noon		Monday 6:30		Saturday[B] Noon		Saturday 6:00 PM	
Parking Lots	Metered and Permitted Spaces	Effective Supply @ 0.92	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**
Lot 2	59	54	59	**-5**	59	**-5**	39	**15**	61	**-7**
Lot 3	72	66	42	**24**	57	**9**	52	**14**	63	**3**
Lot 9	19	17	19	**-2**	7	**10**	21	**-4**	21	**-4**
Lot 10	27	25	15	**10**	23	**2**	29	**-4**	29	**-4**
Lot 11	73	67	21	**46**	37	**30**	53	**14**	65	**2**
Lot 14	77	71	8	**63**	3	**68**	11	**60**	13	**58**
Lot 15	12	11	11	**0**	11	**0**	12	**-1**	12	**-1**
Total Downtown Lots	339	311	175	**136**	197	**114**	217	**94**	264	**47**

			Monday Noon		Monday 6:30		Saturday Noon		Saturday 6:00 PM		Thursday[C] 2:00 PM		Average[D]	
Garage	All Spaces	Effective Supply @ 0.92	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**
919 Palm	192	177	137	**40**	84	**93**	143	**34**	83	**94**	149	**28**	152	**25**
842 Palm	415	382	162	**220**	64	**318**	101	**281**	94	**288**	276	**106**	220	**162**
Marsh and Lot 4	567	522	176	**346**	124	**398**	407	**115**	354	**168**	326	**196**	318	**204**
Total Downtown Garages	1174	1081	475	**606**	272	**809**	651	**430**	531	**550**	751	**330**	690	**392**

			Monday Noon Observations		Monday 6:30 Observations		Saturday 12:00 pm to 2:00 pm Counts		Saturday 6:00 pm to 8:00 pm Counts	
On-street	**Spaces**	Effective Supply @ 0.9	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**	Parked Cars	**Adequacy**
Super Core Metered	202	182	182	**0**	192	**-10**	182	**0**	196	**-14**
Core Metered	326	293	228	**65**	261	**32**	220	**73**	298	**-5**
Total Downtown Core On-street Spaces	528	475	410	**65**	453	**22**	402	**73**	494	**-19**
Total Public Parking Supply for Study	**2041**	**1867**	1060	**807**	922	**945**	1270	**597**	1289	**578**

Peak Occupancy **63%**

[A]Monday occupancy data was collected on June 23, 2014.
[B]Saturday occupancy data was collected on August 2, 2014.
[C]Thursday occupancy data was collected on June 26, 2014.
[D]Average annual garage occupancy data was obtained from the Parking Services 2012 - 2013 Annual Report, Page 13.

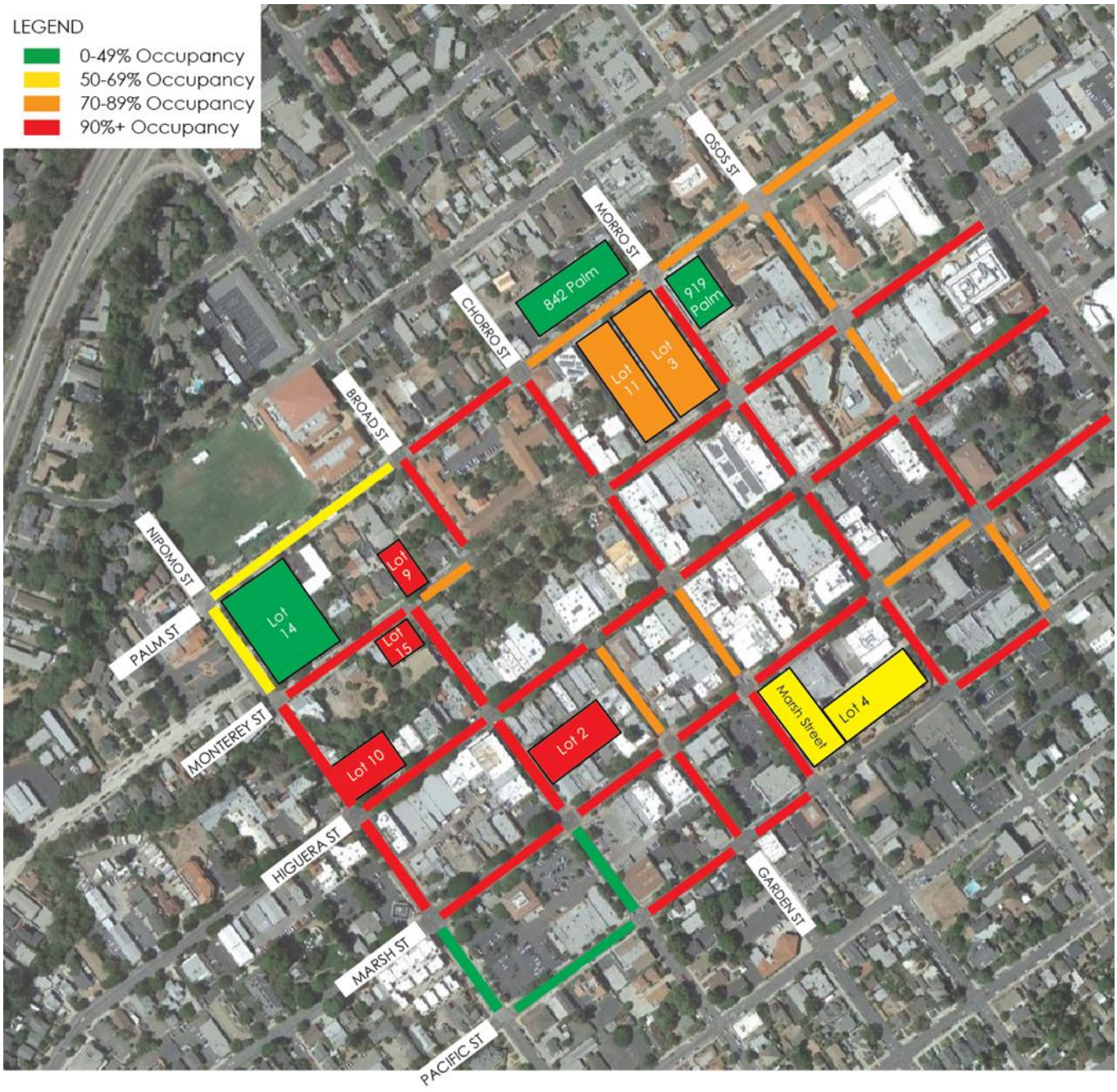
Sources: Walker Parking Consultants 2014 and City of San Luis Obispo, Parking Services 2013.

Figure 1 shows a heat map of parking demand during the Saturday evening peak. Important findings include:[5]

- There are some parking spaces always available within the Downtown system, particularly large numbers of available spaces in the parking structures;
- On-street parking space availability in the "Super Core" is effectively zero during peak times; during the Saturday evening peak parking space availability in the Super Core and Core was effectively zero;
- Parking availability in some public surface lots is effectively zero at some times of the day; and
- During the observed period of peak demand, more than 90% of the available parking spaces were located in the three public parking structures. This availability resulted in a 61% occupancy rate during the peak hour, an occupancy rate that we find to be consistent with other popular, small city downtowns where the demand for on-street parking is high while parking spaces in the garages are underutilized.

[5] We note that metered on-street spaces beyond the Core were not included in this analysis.

Figure 1: Current Parking Demand for Saturday 6:00 pm to 8:00 pm



Source: Walker Parking Consultants, 2014.

FUTURE PARKING SUPPLY DOWNTOWN

We assume changes to the parking supply Downtown will result from:

- The elimination of surface lots as a result of new development;
- The addition of parking spaces, in some cases reserved parking spaces, built in association with planned new developments; and
- The construction of the Palm/Nipomo Parking Structure.

In meetings with stakeholders, some City staff and citizens expressed interest in replacing on-street parking spaces along certain (unspecified) blocks for the purpose of improving pedestrian and bicycle facilities. Given the lack of specificity with these plans, we do not include a loss of on-street spaces in this analysis.

Our assumptions with regard to future parking supply within the area studied are shown in Table 3:

Table 3: Projected Future Parking Supply Downtown

Lot	Metered and Permitted Spaces	Effective Supply @ 0.92 Ratio
Lot 2	Displaced by Garden Street Terraces	N/A
Lot 3	Displaced by Chinatown Development	N/A
Lot 4	Included as Part of Marsh Structure	N/A
Lot 8	Not included in observations.	N/A
Lot 9	19	17
Lot 10	27	25
Lot 11	Displaced by Chinatown Development	N/A
Lot 13	Not included in observations.	N/A
Lot 14	Displaced by Palm Nipomo Parking Structure	N/A
Lot 15	Displaced by Monterey Place	N/A
Total Downtown Lots	46	42

Garage	Spaces	Effective Supply @ 0.92 Ratio
919 Palm	192	177
842 Palm	415	382
Marsh Structure and Lot 4	567	522
Palm/Nipomo	445	409
Total Downtown Garages	1,619	1,490

On-street	Spaces	Effective Supply @ 0.90 Ratio
Super Core Metered	202	182
Core Metered	326	293
Total Downtown Super Core and Core On-street Spaces	528	475

Total Parking Supply for Study	**2,193**	**2,007**

Source: Walker Parking Consultants and City of San Luis Obispo, 2014

FUTURE PARKING DEMAND

Future parking demand in the Downtown was projected by adding the parking demand projected for six developments that are expected to be completed and leased/operated in the Downtown within the next two to three years. The projects, related assumptions, and the projected parking demand for each, are listed below. We then combine the projects together in a shared parking model to demonstrate the overall parking impact on Downtown. The location of the projects is shown in the map contained in Figure 2.

SHARED PARKING ANALYSIS

We project parking demand for the projects together and then combined using the Walker/Urban Land Institute (ULI) Shared Parking Model. Walker led the research effort to update the most recent ULI Shared Parking Model in 2005. Walker's internal shared parking model is based on the ULI model but includes more detail, data points and specific land uses. We then localize the model based both on conditions we observe "on the ground" and within the individual developments.

WALKER/ULI SHARED PARKING METHODOLOGY SUMMARY

Shared parking is the use of a parking area to serve two or more individual land uses without conflict or encroachment. The ability to share parking spaces is the result of several conditions including:

1. Variations in the accumulation of vehicles by hour, by day, or by season at the individual land uses;
2. Relationships among the land uses that result in visiting multiple land uses on the same trip; and
3. The availability of alternatives to access a destination.

We recognize that land uses within each development may, in some cases, generate parking demand differently but for the purpose of this analysis the same assumptions are used for each land use. They include the following:

Table 4: Shared Parking Model Assumptions by Land Use

Land use	Parking space base ratio at Peak	Metric	Drive Ratio	Non-captive	Time of day/week/ month
Retail/Commercial Space	3.2	/ksf GLA	60% - 70%	90%	Varies
Employee	0.8	/ksf GLA	70% - 80%	100%	
Restaurant[A]	17.0	/ksf GLA	60% - 70%	76% - 88%	
Employee	3.0	/ksf GLA	70% - 80%	100%	
Specialty Grocery	3.7	/ksf GLA	60% - 70%	85%	
Employee	0.5	/ksf GLA	65% - 75%	100%	
Hotel	1.0	/room	90%	100%	
Employee	0.18	/room	65% - 75%	100%	
Office	0.3	/ksf GFA	60% - 70%	100%	
Employee	3.25	/ksf GFA	70% - 80%	100%	
Residential	First space per unit reserve		70%	100%	
Studio	1.0	/d.u.	70%	100%	
1-bdrm	1.5	/d.u.	70%	100%	
2-bdrm	1.75	/d.u.	70%	100%	
3-bdrm	2.0	/d.u.	70%	100%	
Visitor	0.15	/d.u.	70%	100%	

[A]This is the base ratio assumed in the model, however at just 100 seats the 6,000 sf restaurant described for the Chinatown project was characterized as generating parking at a significantly lower density. A downward adjustment was therefore made to the model for that development.

Source: Walker/ULI Shared Parking Model, 2014.

Shown in Figure 2 is location of each of the six developments analyzed and the walking distances to the planned Palm/Nipomo parking structure. The level of service (LOS) for the walking distance to the parking structure is included as well in order to demonstrate the planned parking structures ability to serve the new development. Following the map, we discuss each of the new developments and the specific program assumptions used.

Figure 2: Locations of Future Development, Parking Structures, and Parking Lots

Source: Walker Parking Consultants and the City of San Luis Obispo, 2014

GARDEN STREET TERRACES

The Garden Street Terraces project is a mixed-use retail, hotel, and residential development located on parcels bordered by Garden, Marsh, and Broad Streets and Garden Alley. Parking demand is based on program data provided[6] that assume:

- Residential: 8 2-bedroom units
- Hotel: 64 "keys" (guest rooms)
- Retail: 8,042 sf
- Specialty Grocery:[7] 12,500 sf
- Parking: 41 on-site private spaces

Based on these assumptions, as a standalone development, we preliminarily project peak parking demand for the development to be 101± spaces on a weekend evening, the same peak period currently observed in the study area. Based on a planned supply of 41 on-site parking spaces, the result is a 60± space parking deficit, which we have assumed would be accommodated in the Marsh Street parking structure. A summary of this parking demand is shown in the following table.

Table 5: Parking Demand Garden Street Terraces

Parking User Groups	Garden Street Terraces Peak Demand
Customer/Guest, All Uses	77
Employee, All Uses	17
Reserved Resident	7
Total Typical Day No Event	101
Planned Supply	41
Parking Space Surplus (+)/Deficit (-)	-60

Source: Walker Parking Consultants, 2014

The projected increase in demand for parking in the Marsh Street parking structure is included in the projected future parking demand shown in Table 11.

[6] Source of program data is http://www.slocity.org/communitydevelopment/archrev/Staff%20Reports/1118132.pdf, provided by City of San Luis Obispo staff.

[7] The size of this store given suggests to us a Trader Joe's. The specialty grocery ratios used were for stores that generate parking at a rate significantly lower than Trader Joe's, which tends to generate parking at a rate much higher than other specialty grocers.

CHINATOWN MIXED USE

The Chinatown project is a mixed-use retail, hotel, and residential development located on parcels bordered by Garden, Marsh, and Broad Streets and Garden Alley. Parking demand is based on program data provided[8] that assume:

- Residential: 1 4-bedroom unit
  14 3-bedroom units
  17 -bedroom units
  4 live-work units
- Hotel: 68 "keys" (guest rooms including a manager unit)
- Retail: 43,700 sf
- Restaurant: 6,000 sf[9]
- Office: 4,600 sf
- Parking: 122 on-site private spaces[10]

Based on the assumptions used, as a standalone development, we preliminarily project peak parking demand for the development of 245 ± spaces on a weekend evening, the same peak as currently observed in the study area. Based on the planned supply of 122 parking spaces, the result is a 123± space parking deficit, which we assume would need to be accommodated across the street in the 842 Palm parking structure. A summary of this parking demand is shown in the following table.

Table 6: Parking Demand Chinatown Project

Parking User Groups	Chinatown Project Peak Demand
Customer/Guest, All Uses	172
Employee, All Uses	40
Reserved Resident	32
Reserved Office 24/7	1
Total Typical Day No Event	245
Planned Supply	122
Surplus (+)/Deficit (-)	-123

Source: Walker Parking Consultants, 2014

[8] The source of development program data is http://www.slocity.org/communitydevelopment/docsandforms/ChinatownFinalAddendum.pdf, which was provided by City of San Luis Obispo staff.
[9] Program data received indicates seating for 100 people. As this suggests a relatively low density space, this restaurant has been modeled at 3,000 sf in the shared parking model.
[10] Plans for a valet operation were noted although this is not expected to impact the overall demand for parking, but rather where vehicles could be parked.

The projected increase in demand for parking in the 842 Palm parking structure is included in the projected future parking demand shown in Table 11.

PACIFIC COURTYARDS

Pacific Courtyards is a mixed-use residential and commercial project that may be constructed on what is currently a private parking lot located just southeast of the intersection of Morro and Pacific Streets. This development will be outside of the Parking In-Lieu fee district. Parking demand is based on program data provided[11] that assumes:

- Residential: 2 3-bedroom units, each with a 2-car garage
  6 2-bedroom units, with one 2-car garage
  1 1-bedroom unit
- Office: 8,500 sf (projected to have 40 employees)
- Parking: 2 2-car garages as noted above

Based on the assumptions used, as a standalone development, we preliminarily project peak parking demand for the development of 40 ± spaces on weekdays. However, the peak is much lower during the study areas overall peak, weekend evenings, when peak parking demand for the site is projected to be 13 spaces. Based on the planned supply of 4 reserved residential parking spaces, the result is a 9± space parking deficit. A summary of this parking demand is shown in the following table.

Table 7: Parking Demand Pacific Courtyards

Parking User Groups	Pacific Courtyards Evening Peak Demand
Employee, All Uses	7
Reserved Resident	4
Reserved Office 24/7	2
Total Typical Day No Event	13
Planned Supply	4
Surplus (+)/Deficit (-)	-9

Source: Walker Parking Consultants, 2014

The projected increase in demand for parking in the Marsh Street parking structure is included in the projected future parking demand shown in Table 11.

[11] The source of the program data used for the analysis was a Transportation Demand Management Plan created for the project and dated July 14th, 2014. The data were then provided to the City by email.

MONTEREY PLACE

Monterey Place is a mixed-use residential and commercial project that may be constructed on what is currently Lot 15 at roughly the southwest corner of Broad and Monterey Streets. Parking demand is based on program data provided[12] that assumes:

- Residential: 20 2-bedroom units
  3 1-bedroom units
- Hotel (Bed and Breakfast) 13 keys (rooms) including a manager's unit
- Office: 14,000 sf
- Restaurant: 7,400 sf

Based on the assumptions used, as a standalone development, we preliminarily project peak parking demand for the development of 91± spaces during the weekend evening peak. Based on the current assumption that no parking will be built on the site of this development, the result is a 91± space parking deficit, which we assume would be accommodated in the future Palm Nipomo parking structure. We note that Lot 14, where Palm/Nipomo will be constructed, currently shows 60± spaces available during the weekend evening peak. A summary of the peak parking demand projection for Monterey Place is shown in the following table.

Table 8: Parking Demand Monterey Place

Parking User Groups	Monterey Place Evening Peak Demand
Customer/Guest, All Uses	55
Employee, All Uses	15
Reserved Resident	17
Reserved Office 24/7	4
Total Typical Day No Event	91
Planned Supply	0
Surplus (+)/Deficit (-)	-91

Source: Walker Parking Consultants, 2014

The projected increase in demand for parking in the future Palm Nipomo parking structure from Monterey Place parkers is included in the projected future parking demand shown in Table 11.

[12] The source of this program data is the Planning Commission Agenda Report dated October 23, 2013, which can be found at http://www.slocity.org/communitydevelopment/plancom/Staff%20Reports/1023131.pdf. Program data was provided by City staff. City staff subsequently updated some of this information to reflect that onsite parking spaces will likely not be provided on the site of the development.

MARSH STREET COMMONS

Marsh Street Commons is a mixed-use residential and commercial project that has been constructed on currently vacant commercial space and parking at the southwest corner of Marsh and Nipomo Streets. Parking demand is based on program data provided[13] to us that assumes:

- Residential: 8 3-bedroom units
  4 2-bedroom units
- Retail 8,600 sf
- Parking: (8) 2-car garages for each of the 3-bedroom units

Based on the assumptions used, as a standalone development, we preliminarily project peak parking demand for the development of 34± spaces during the weekend evening peak. Based on the planned supply of 16 reserved residential parking spaces, the result is an 18± space parking deficit, which we assume would be accommodated in the future Palm/Nipomo parking structure. A summary of (weekend) evening parking demand from Marsh Street Commons is shown in the following table.

Table 9: Parking Demand Marsh Street Commons

Parking User Groups	Marsh Street Commons Evening Peak Demand
Customer/Guest, All Uses	16
Employee, All Uses	5
Reserved Resident	13
Total Typical Day No Event	34
Planned Supply	16
Surplus (+)/Deficit (-)	-18

Source: Walker Parking Consultants, 2014

The projected increase in demand for parking in the future Palm Nipomo parking structure from Marsh Street Commons' parkers is included in the projected future parking demand shown in Table 11.

[13] The source of this data is the Architectural Commission Review Agenda Report dated December 12, 2011, which can be found at http://www.slocity.org/communitydevelopment/archrev/Staff%20Reports/1212111.pdf. City staff provided the actual program data to Walker Parking Consultants.

590 MARSH STREET

590 Marsh Street is a mixed-use residential and residential project that may be constructed on the current Foster's Freeze site at the northwest corner of Marsh and Nipomo Streets, across the street from the Marsh Street Commons planned project site. Parking demand is based on program data[14] that assumes:

- Residential: 2 3-bedroom units
  7 2-bedroom units
  4 1-bedroom units
- Retail: 7,400 sf
- Parking: 16 on-site parking spaces

Based on the assumptions used, as a standalone development, we preliminarily project peak parking demand for the development of 29± spaces during the weekend evening peak. Based on the planned supply of 16 parking spaces, the result is a 13± space parking deficit, which we assume would be accommodated in the future Palm/Nipomo parking structure. A summary of (weekend) evening parking demand from 590 Marsh Street Commons is shown in the following table.

Table 10: Parking Demand 590 Marsh Street

Parking User Groups	590 Marsh Street Evening Peak Demand
Customer/Guest, All Uses	14
Employee, All Uses	4
Reserved Resident	11
Total Typical Day No Event	29
Planned Supply	16
Surplus (+)/Deficit (-)	-13

Source: Walker Parking Consultants, 2014

The projected increase in demand for parking in the 842 Palm parking structure is included in the projected future parking demand shown in Table 11.

SUMMARY OF FUTURE PARKING DEMAND

The Table below demonstrates a projected weekend evening parking spillover from the planned developments contained in the analysis and overlays them on the future adjusted

[14] The source of this data is the Architectural Review Commission Report dated December 1, 2008, which can be found at http://www.slocity.org/communitydevelopment/archrev/Staff%20Reports/1201083.pdf. City staff provided the actual program data to Walker Parking Consultants.

parking supply. The subsequent figure illustrates this projected parking demand in a heat map format.

Table 11: Projected Parking Demand including Six Future Projects and Palm/Nipomo

Project	Possibly Served by Parking Structure	Projected Spillover Parking Demand	Peak Weekend
Garden Street Terraces	Marsh Street	60	early evening
Chinatown	842 Palm	123	August 6 pm
Monterey Place	Palm/Nipomo	91	at 6 to 8 pm
Pacific Courtyard	Marsh Street	9	weekend 7 pm
590 Marsh Street	Palm/Nipomo	14	All peaks
Marsh Street Commons	Palm/Nipomo	18	All peaks

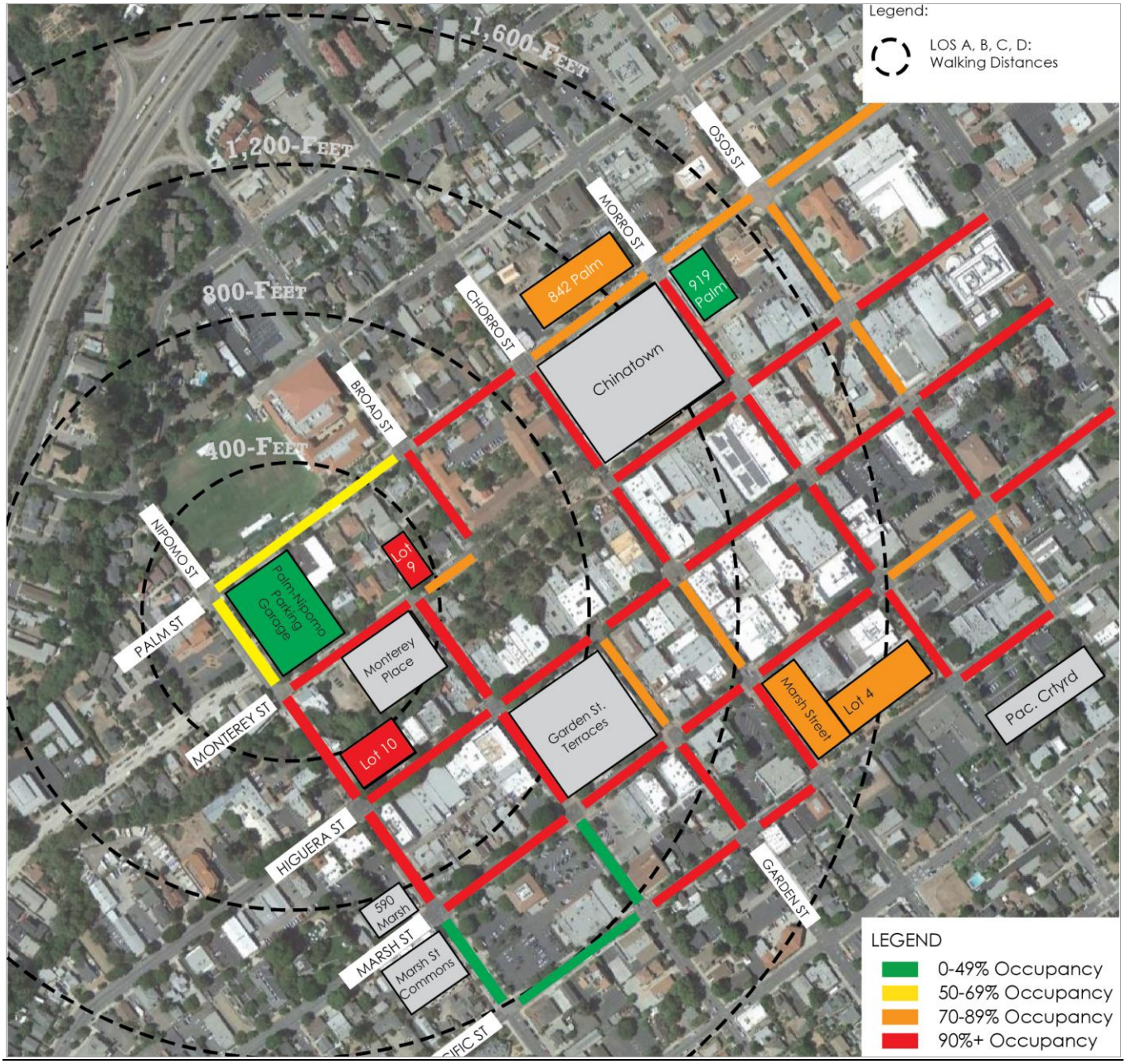
				Saturday 6:00 PM Observed Peak	
Parking Lots	Metered and Permitted Lot Spaces	Existing Parking Demand Projected to Move to	Effective Supply @ 0.92	Observed Occupancy	**Parking Adequacy**
Lot 2	To be replaced by Garden Street Terraces.	Marsh Street Structure	0	61	**-61**
Lot 3	To be replaced by Chinatown Development.	842 Palm Structure	0	63	**-63**
Lot 4	Included as Part of Marsh Structure	N/A	N/A	N/A	**N/A**
Lot 8	Not included in observations.	N/A	N/A	N/A	**N/A**
Lot 9	19	N/A	17	21	**-4**
Lot 10	27	N/A	25	29	**-4**
Lot 11	To be replaced by Chinatown Development.	842 Palm Structure	0	65	**-65**
Lot 13	Not included in observations.	N/A	N/A	N/A	**N/A**
Lot 14	To be replaced by Palm/ Nipomo Parking Structure	Palm/Nipomo Parking Structure	0	11	**-11**
Lot 15	To be replaced by Monterey Place	Palm/Nipomo Parking Structure	0	12	**-12**
Total Future Downtown Lots	**46**	**N/A**	**42**	**262**	**-220**

				Saturday 6:00 PM	
Garage	Public Spaces	Existing Parking Demand Projected to Move from	Effective Supply @ 0.92	Projected Future Occupancy including New Projects	**Available spaces**
919 Palm	192	N/A	177	83	**94**
842 Palm	415	Chinatown Development	382	345	**37**
Marsh Structure and Lot 4	567	Garden Street Terraces and Pacific Courtyard	522	484	**38**
Palm/Nipomo	445	Monterey Place, 590 Marsh Street, and Marsh Commons	409	146	**263**
Total Downtown Garages	1619	As shown above	1490	1058	**432**

				Saturday 6:00 pm to 8:00 pm Counts	
On-street	**Spaces**		Effective Supply @ 0.9	Occupancy	**Available Spaces**
Super Core Metered	202		182	196	**-14**
Core Metered	326		293	298	**-5**
Total Downtown Core On-street Spaces	528		475	494	**-19**
Total Public Parking Supply for Study	**2193**		**2007**	1332	**193**

Source: Walker Parking Consultants, 2014

Figure 3: Projected Future Parking Demand



Source: Walker Parking Consultants, 2014

FINDINGS

Our preliminary analysis suggests that the number of spaces provided on site by the new development will need to be augmented by public parking spaces. Our understanding is that this expectation already exists. However, our analysis also suggests that the number of public spaces necessary to serve the new development appear to be available in the existing parking structures. Only a fraction of the spaces in the Palm/Nipomo parking structure appear to be necessary at this time to serve the new development. In the case of the Marsh Street developments it is questionable as to whether walking distances will discourage the use of that structure.

Even if the demand for parking spaces for the new developments is higher than projected, with the exception of Monterey Place, the use of the Palm/Nipomo parking structure will be challenging given the location vis-à-vis the new development. At the very least, significant parking management and policy efforts would need to take place to shift current and future parking into the Palm/Nipomo parking structure from other locations.

While more spaces in the Palm/Nipomo structure may eventually be needed to accommodate parking to serve development that is unforeseen or not identified in our study, more than half the spaces planned are not currently needed, now or in the foreseeable future. The significant cost of the structure suggests to us that greater efforts should be made to manage the existing supply of parking to accommodate the new development rather than simply adding spaces, especially when those spaces are not convenient to new development. While a Palm/Nipomo parking structure built with fewer parking spaces than planned would increase the cost per net new parking space added, a smaller parking structure would be less expensive to contract than the currently planned parking structure.

For the purpose of our organizational analysis, these future conditions project more stress on the Downtown parking system, both in terms of the City's management organization and the physical infrastructure. We know that the new development will result in an increased demand for the existing, on-street supply of parking.[15] On-street parking is most drivers' parking location of choice.

What is currently described in the industry as performance-based, or demand-based, pricing that is lowering parking prices where spaces are underutilized and raising prices where the demand for parking spaces exceeds supply, will need to be implemented in order to properly utilize the existing on street and off street supply of parking spaces. Technology that helps Parking Services staff better measure the performance of the on-street and off street parking systems will be important to achieve this goal.

Based on these findings we make the following recommendations.

[15] A recent study by Michael Manville for the University of California Transportation Commission found that reduced parking requirements can be effective, but must be implemented in tandem with appropriate on-street pricing and regulations in order to work properly.

NEAR-TERM RECOMMENDATIONS BASED ON CURRENT AND FUTURE CONDITIONS FINDINGS

- Recognize the institutional investment needed to maintain the City's parking system by committing the necessary resources to achieve this goal. Such recognition means requires prioritizing programmatic and capital investments to properly oversee and maintain the system's long-term performance and high level of service to the public. It requires the addition of adequate staff and technology to properly operate the parking system. The acknowledgement of the value of the parking operation and willingness to invest in the operation and management of the parking system is particularly important in light of the new development that we have determined will stress the existing parking operation's ability to accommodate parking demand Downtown in a convenient manner for drivers;

- Create an Assistant Parking Manager position. The purpose of this position is to manage the parking operation thereby allowing the Parking Manager to officially devote greater effort to strategic planning that will address current and future parking issues;

- Reclassify the (Public Works) Administrative Assistants I and II who work in the Parking Services Division to Parking Resource Specialists I and II in recognition of the unique responsibilities, understanding and experience necessary for these positions. We suggest that Parking Resource Specialist is a more accurate title for the Administrative Assistant position than is the current title. Based on our review of positions in other parking operations in Comparable Cities, these positions are classified in this more specific manner;

- Adjust daytime and nighttime on-street parking prices to reflect the demand for parking spaces and increase on-street parking availability. The priority would be extending the hours of enforcement into the evening. We recommend until 9:00 pm. The recommended parking management policies will better manage existing parking spaces and have the benefit of generating additional revenue, which is needed for the Parking Services Division and the Parking system.

- Use revenue generated by more active demand management of the parking system (noted above) to fund improvements to the parking system, which we recommend include:
  - the Assistant Parking Manager position within Parking Services;
  - an evening attendant responsible for providing service and security in the garages overnight for new residents and hotel guests who will be parked Downtown. The position is that of a roving customer service representative, similar to a booth attendant, who would respond to issues that occurred overnight in the garages, and provide basic security as they regularly monitored the garages;[16]

[16] We budget this position as two FTEs in Table 17, in which we analyze the expenses and revenues associated with operating the garages 24 hours per day. We assume that some additional contracted security patrol would be part of the security effort; the customer service representative would not be the sole source of security.

- procurement of parking access and revenue control system (PARCS) for the off-street parking operation that will allow for improved reporting of data from the parking structures; and
- possible procurement of on-street parking enforcement technology, as will be expanded upon in the following section.

- Establish metrics using the data currently available to Parking Services in order to better manage the parking operation. As a first step, consider developing and administering an annual downtown parking survey, a perpetual feedback survey, and online forum for the purpose of measuring its delivery of parking services.[17]

- Reevaluate the City's goals – and plans for additional development in the downtown – to determine at what point and under what scenarios the Palm/Nipomo Parking Structure as currently envisioned might exceed (a baseline of) 60% capacity on a design day in order to determine:
  - If or when the parking structure should be built;
  - The number of spaces that are necessary to be provided within the new (Palm/Nipomo) Parking Structure; and
  - The extent to which more cost effective alternatives could be used, such as investments in parking guidance systems or other technology, to accommodate parking demand more effectively than building more parking spaces at the proposed location.

LONG-TERM RECOMMENDATIONS

- Procure an improved off-street parking access and revenue control system for the parking structures that will allow for:
  - Improved reporting capabilities for Parking Services Personnel
  - Easy in- and out- access in the evenings for future Downtown residents and hotel guests who currently cannot be accommodated using the current system; and
  - Credit card acceptance for parking patrons.

- Using principles of demand-based pricing, as a matter of policy actively manage the public parking supply to raise parking prices in high demand locations and high demand times while lowering parking prices in low demand locations and at low demand times, for the purpose of accommodating more vehicles within the parking system;

- Establish metrics that utilize the upgraded reporting capabilities of any improved system that the City acquires. Consider the implementation of a comprehensive dashboard reporting system during the replacement of any parking access and revenue control equipment. Walker recommends five (5) categories of measurement that help support the core mission of Parking Services. These categories include Operations Measurements, Communication Measurements, Financial Measurements, Community

[17] Given the online nature of these surveys, we would not expect the need to allocate more than 60 hours of staff time per year to this effort.

Perception Measurements, and Project and Program Measurements, as will be explained later in this report.

EXISTING CONDITIONS AND TRENDS ANALYSIS

In this section we describe, in greater detail, the Assistant Parking Manager position that was recommended previously in the report. We also develop cost-benefit analyses for funding the position as well as additional recommendations for the use of additional technology within the parking operation.

ASSISTANT PARKING MANAGER (APM) POSITION

JOB DESCRIPTION

The purpose of the Assistant Parking Manager position is to support the Parking Manager in the day-to-day operation and oversight of the parking system. This includes organizing, overseeing and reviewing programs, staff and activities related to the operation and maintenance of the City's on-street and off-street parking supply. This would allow the Parking Manager to focus on planning, policy and outreach activities knowing that the day-to-day operation is being actively managed

Examples of duties and responsibilities are:

- Plans, organizes, administers, reviews and evaluates the work of the parking coordinator, parking enforcement officers, meter repair technician, and parking lot attendants; provides training, policy guidance and interpretation to staff; administers contracts for support staff.
- Ensures that staff provides a high degree of service to both internal and external customers that supports achieving the department's and the City's mission, objectives and values.
- Contributes to the overall quality of the department's service by developing, reviewing and implementing policies and procedures to meet legal requirements and City needs.
- Recommends, implements and reviews maintenance programs for parking facilities.
- Prepares analyses and recommends parking fees, fines and enforcement programs to further operational goals.
- Coordinates and consults with the City Principal Transportation Engineer in areas affecting traffic operations.
- Recommends parking control equipment and signage.
- Recommends changes in parking control, passenger and commercial loading zones.
- Performs or oversees internal audits of on-street and off-street parking.
- Assists the Parking Manager in providing information and responding to questions and complaints regarding parking.
- Works with the Police Department to ensure coordinated parking program goals, activities and enforcement.
- Monitors the budget for parking program.
- Purchases and maintains supplies as required for the parking program.

Knowledge of the following is required:

- Principles and practices of parking management and operations.
- Management of capital improvement projects.
- Applicable laws, programs and ordinances regarding parking regulation and management.

- Principles and practices of employee supervision, including work planning, assignment, review and evaluation and the training of staff in work procedures.
- Computer applications related to the work.
- Basic public administration policies and practices.
- Basic budgetary and contract administration policies and procedures.
- Standard office practices and procedures, including the use of standard office equipment.
- Techniques for effectively representing the City in contacts with contractors, governmental agencies, community groups and various business, professional, regulatory and legislative organizations. Although this knowledge may not be frequently called upon in the Assistant Parking Manager position, to the extent the position could be used as a successor role to the Parking Manager, these skills would be helpful.
- Techniques for providing a high level of customer service to public and City staff, in person and over the telephone.

<u>The following abilities are required:</u>

- Plan, organize, assign, coordinate, supervise and evaluate the work of assigned City and contract staff.
- Develop, implement and review programs and policies related to the development, maintenance and improvement of parking facilities.
- Plan, organize, administer, coordinate, review, evaluate and personally participate in programs and capital improvement projects to improve parking within the City.
- Prepare, analyze and recommend parking fees, fines, loading zones and enforcement programs.
- Interpret, apply and explain complex laws, codes, regulations and ordinances.
- Prepare and administer public agency budgets and contracts.
- Prepare clear and concise reports, correspondence, policies, procedures and other written materials.
- Use tact, initiative, prudence and independent judgment within general policy and legal guidelines.
- Effectively represent the City in contacts with governmental agencies, community groups and various business, professional, regulatory and legislative organizations.
- Establish and maintain effective working relations with those contacted in the course of work.
- Work in a team atmosphere and participate on a variety of departmental and City-wide committees to enhance the provision of all City services.
- Work occasional overtime and evening or off-hour shifts.
- Work in a standard office setting with time spent monitoring parking facilities and on-street parking.

LIMITS OF CONTROL

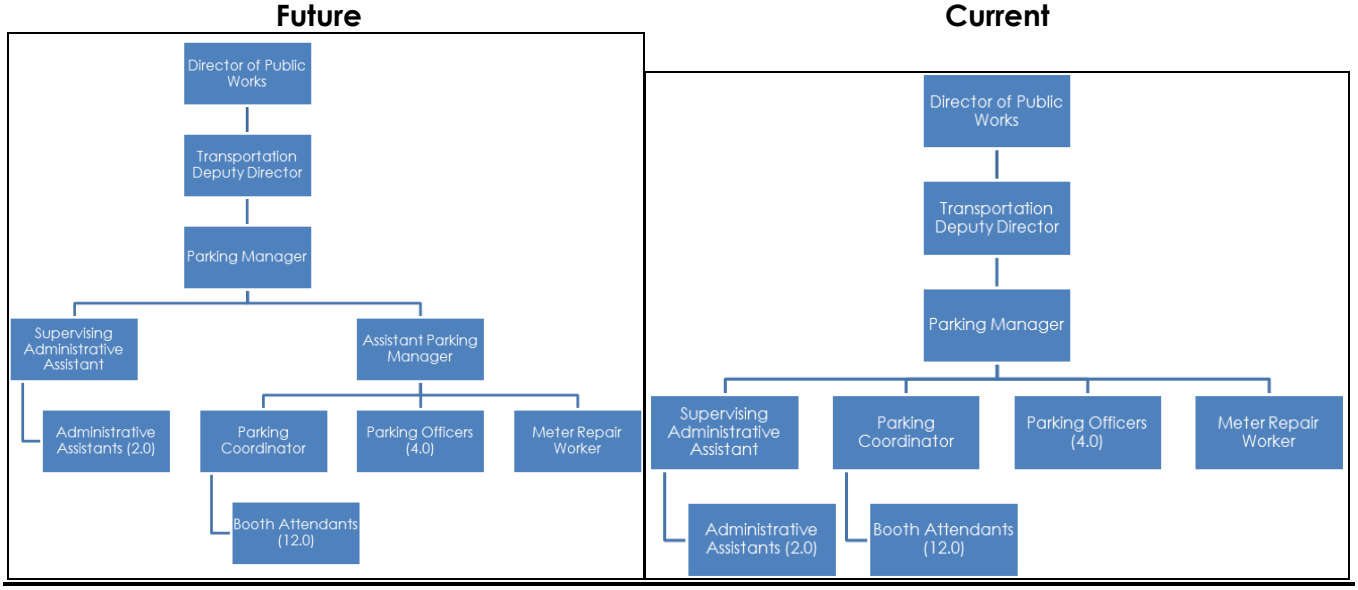
The position would report directly to the Parking Manager. Six full-time equivalents (FTEs) would become direct reports to the Assistant Parking Manager.

- 3.0 FTE Parking Officers
- 1.0 FTE Parking Coordinator
- 1.0 FTE Meter Repair Technician

- 1.0 FTE Part-Time Parking Officers (2 positions)

Staff within the span of control of these FTEs would also then fall under the Assistant Parking Manager's responsibility. The following organization chart illustrates what Parking Services staffing would look like juxtaposed with the current structure.

Figure 4: San Luis Obispo Parking Services Organizational Structure – Future and Current



Source: Walker Parking Consultants

COMPENSATION

We would recommend the midpoint between the Parking Manager and Supervising Administrative Assistant positions. This is equivalent to $28.69 to $35.60 per hour or $59,675 to $74,038 per year.

COMPARABLE PARKING OPERATIONS: PARKING SERVICES STAFFING IN CONTEXT

Walker surveyed the municipal parking operations in eight other cities that were identified as "comparables" by City staff and Walker. The cities surveyed were Chico, Davis, Monterey, Napa, Palm Springs, Santa Barbara, Santa Cruz and Ventura, which were selected due to one or more of the following factors: population, location, popularity as destinations, and their proximity to large universities.

Davis, Napa and Palm Springs were found not to have defined parking entities within their cities; several different departments or divisions oversee different aspects of the parking systems in these cities. In the case of Chico, a single engineer is in charge of that city's parking system. In response to our inquiries, we received information from Monterey, Santa Barbara, Santa Cruz and Ventura, which provided the following information.

Table 12: Comparison of Key Metrics at Comparable Cities

	Parking Spaces			Paid Spaces						
City	Off-Street	On-Street	Total	Off-Street Lots	Garages	On-Street	Total	Total FTEs	Levels of Hierarchy	Maximum Span of Control
Monterey	3,610	3,000	6,610	1,775	1,835	563	4,173	37	5	9
Santa Barbara	3,300	0	3,300	973	2,195	0	3,168	25	5	3
Santa Cruz	2,498	819	3,317	1,002	1,496	819	3,317	41	5	15
Ventura	1,780	1,075	2,855	0	0	331	331	21	3	8
San Luis Obispo	1,965	1,125	3,090	392	1,177	1,125	2,694	22	3	11

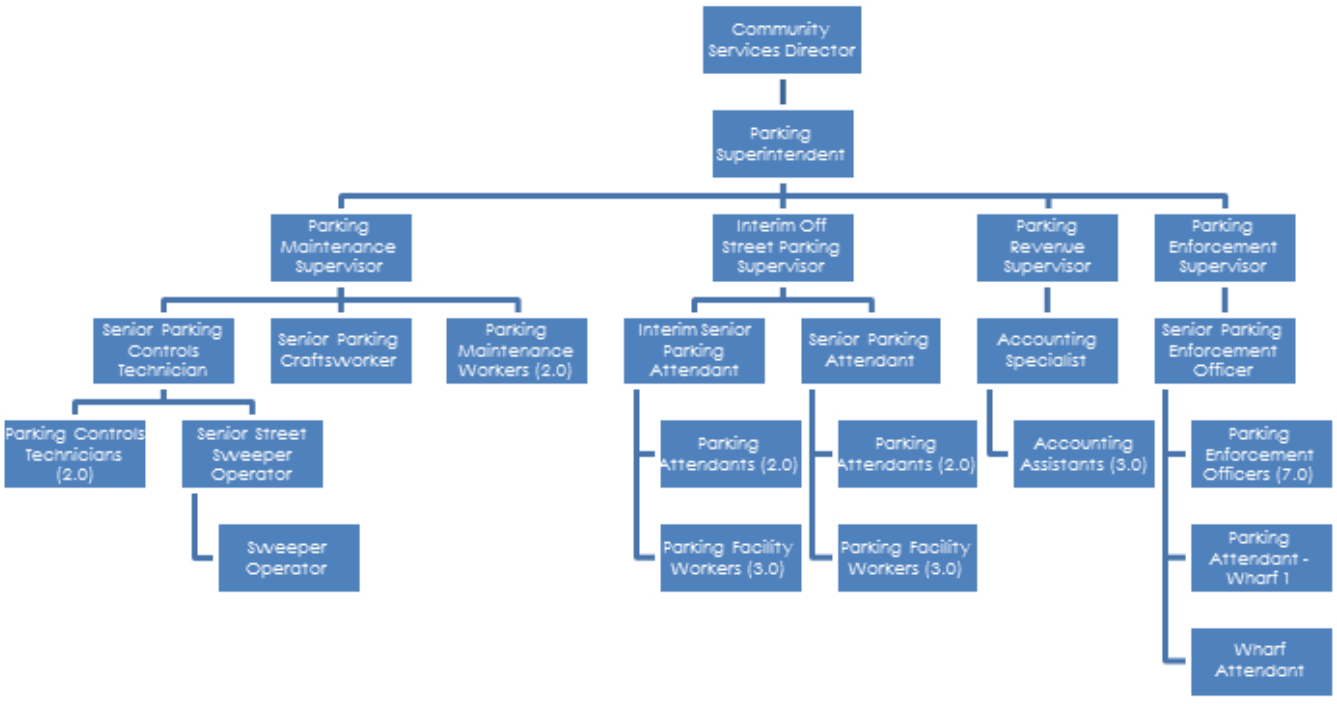
Source: Individual Cities; Walker Parking Consultants, 2014

MONTEREY

The City of Monterey has approximately 4,200 paid parking spaces with 1,775 spaces in off-street lots, 1,835 spaces in garages and 563 spaces located on the street. There are a total of 36.7 FTEs in Monterey's parking division within five levels of hierarchy. The maximum span of control is nine staff members.

The following organization chart illustrates the City of Monterey's parking division. The parking superintendent reports to the community services director.

Figure 5: Monterey Organizational Structure



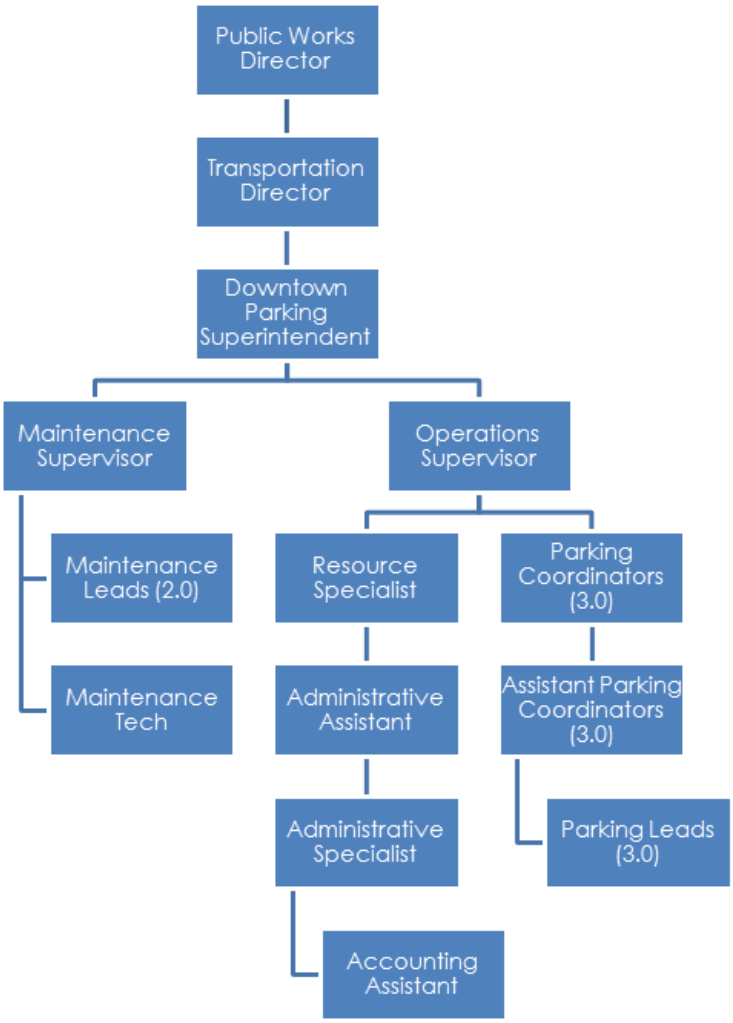
Source: City of Monterey, 2014

SANTA BARBARA

The City of Santa Barbara has approximately 3,200 paid parking spaces with approximately 1,000 in off-street lots and 2,200 in garages covered under the Downtown parking division. The department is headed by one superintendent, two supervisors (one handling operations, the other handling maintenance), one resource specialist (in charge of residential permits), three coordinators and three assistant coordinators. The operations office staff consists of nine full-time and nine part-time employees. The maintenance staff consists of 12 full-time and a handful of part-time employees. Per the most recent two-year financial plan and annual budget, there were 24.6 FTEs handling Downtown parking in fiscal year 2013. There are five levels of hierarchy and the maximum span of control is three.

The following organization chart depicts the Downtown parking division. The Downtown parking superintendent reports to the City's transportation manager.

Figure 6: Santa Barbara Organizational Structure



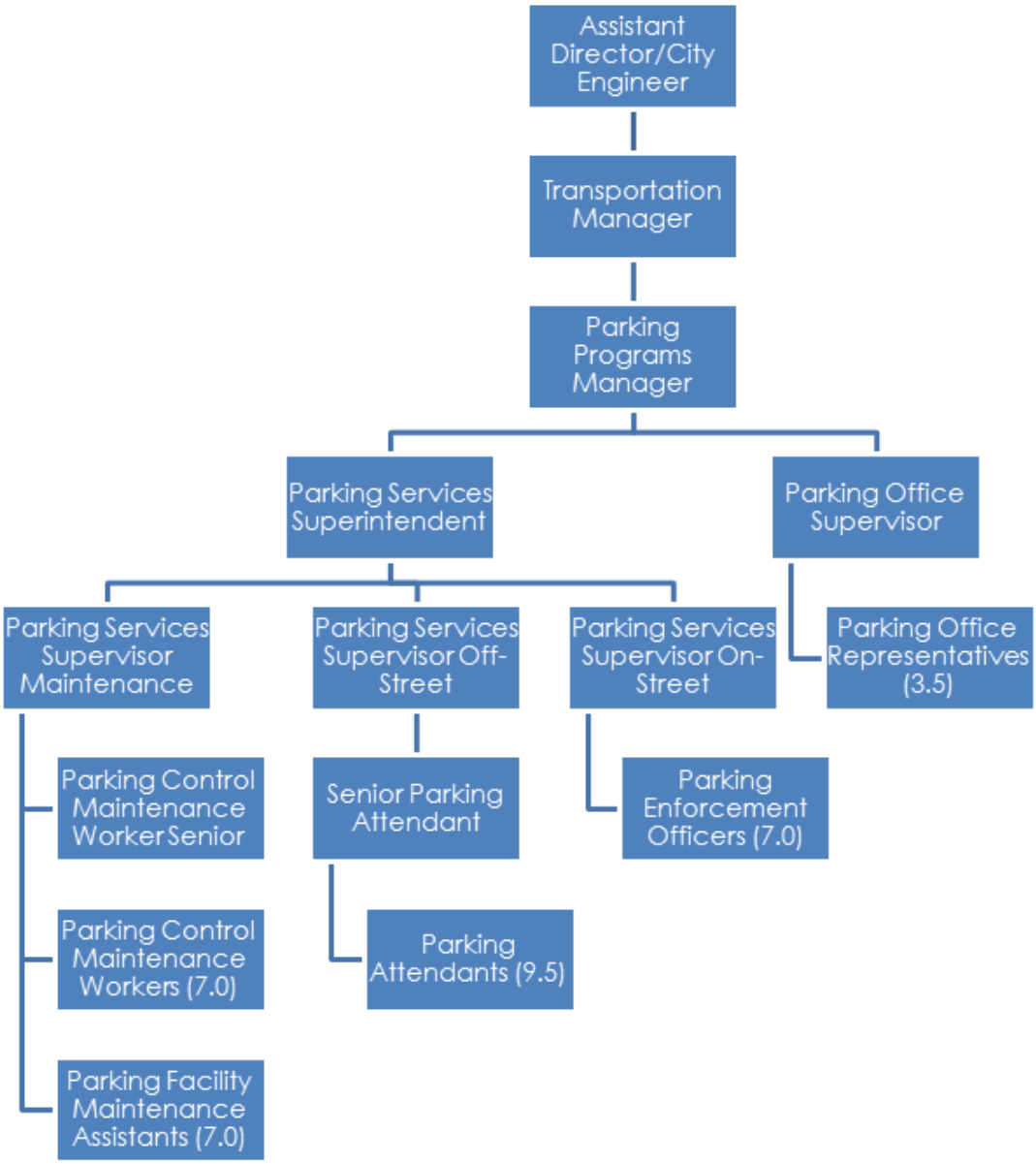
Source: City of Santa Barbara, 2014

SANTA CRUZ

The City of Santa Cruz has approximately 3,300 paid parking spaces with 1,000 spaces in off-street lots, 1,500 spaces in garages and 800 spaces on-street. There are a total of 41.0 FTEs in their parking services division with five levels of hierarchy. The maximum span of control is 15.

The following organization chart depicts the parking services division. The parking programs manager reports to the City's transportation manager.

Figure 7: Santa Cruz Organizational Structure



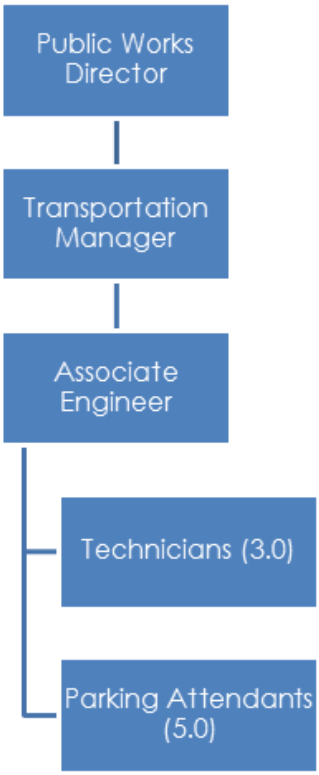
Source: City of Santa Cruz, 2014

VENTURA

The City of Ventura has approximately 331 paid parking spaces all of which are on-street. There are a total of 21.0 FTEs in their parking services division with three levels of hierarchy. The maximum span of control is eight.

The following organization chart illustrates the hierarchy but does not include enforcement FTEs as this is handled by the police department. The associate engineer managing parking falls under the City's transportation manager.

Figure 8: Ventura Organizational Structure



Source: City of Ventura; Walker Parking Consultants, 2014

SAN LUIS OBISPO: PARKING OPERATIONS AND SYSTEMS

San Luis Obispo's Parking Services division has 21.5 FTEs spread over three levels of hierarchy. The maximum span of control, or largest number of reports to a given position, is 23 part-time booth attendants which equate to 10.5 FTEs. The parking coordinator uses one attendant for maintenance and training.

The Parking Manager has 7.5 FTEs as direct reports:

- 1.0 FTE Supervising Administrative Assistant
- 3.0 FTE Parking Officers

- 1.0 FTE Parking Coordinator
- 1.0 FTE Meter Repair Technician
- 1.0 FTE Part-Time Parking Officers (2 positions)
- 0.5 FTE Assistant to Parking Manager

Monterey, Santa Barbara and Santa Cruz have more hierarchy compared to San Luis Obispo (five levels compared to three). Ventura also has three levels of hierarchy.

San Luis Obispo and Ventura are also the most lightly staffed parking organizations of the peer group. Ventura has 21.0 FTEs and San Luis Obispo has 21.5 FTEs. Per a City of Santa Barbara fiscal year 2014 public works department summary report, there are 24.6 FTEs in Santa Barbara's Downtown parking division. Santa Barbara also has 125 hourly lot attendants that it utilizes. Monterey and Santa Cruz have the largest number of FTEs in their parking organizations with 36.7 and 41.0 FTEs, respectively.

The maximum span of control in San Luis Obispo is on the higher end at nearly 11. In San Luis Obispo, 23 part-time booth attendants (equivalent to 10.5 FTEs) report to a parking coordinator. On the low end, in Santa Barbara, three administrative staff report to a resource specialist. On the high end, in Santa Cruz, a parking services supervisor covering maintenance has 15 staff underneath that position (one senior maintenance worker, seven maintenance workers and seven maintenance assistants). Monterey and Ventura have similar spans of control. In Monterey, a senior parking enforcement officer has nine staff, mainly parking enforcement officers with a couple of staff handling wharf parking. In Ventura, the associate engineer oversees the parking staff of eight.

Parking organization heads in all the comparable cities have fewer direct reports; the parking manager in San Luis Obispo has 7.5 FTEs as direct reports. The next closest is Monterey where the parking superintendent has four. Santa Barbara and Santa Cruz each have two, while in Ventura there is just one reporting to the transportation manager.

BENCHMARKING SUMMARY

Based on our benchmarking of comparable cities, we draw the following conclusions.

- San Luis Obispo has a relatively flat parking organization.
- The parking manager in San Luis Obispo has too many direct reports.
- Not enough emphasis is being placed on meter operations while the garage operations are well covered from the perspective of the number of staff.

Overall, it is our opinion that San Luis Obispo has a very efficient parking organization that could use a few adjustments to further maximize its performance and increase customer service in the current term. This finding does not take into account the additional demands that will be placed on the organization in the future, as discussed elsewhere in this report, with the addition of new development in the Downtown, which will increase the demand for parking and realize the need for overnight parking for hotel and residential uses.

MANAGEMENT PRACTICES, PERFORMANCE MEASURES, AND BENCHMARKS

Walker reviewed the most recent Parking Enterprise Fund operating budget which includes staffing for the upcoming Palm-Nipomo Garage.

Table 13: Parking Enterprise Fund Plan

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	Actual	Rev. Budget	Projection	Projection	Projection	Projection
Revenues						
Service Charges						
Parking Meter Collections						
Lots	519,900	525,100	530,300	349,900	353,400	344,400
Streets	1,278,300	1,311,900	1,325,000	1,520,100	1,535,300	1,550,600
Parking Structure Collections	821,600	822,600	863,800	1,044,200	1,054,700	1,071,400
Long-Term Parking Revenues	386,700	387,600	391,500	430,600	434,900	439,300
Lease Revenues	205,300	216,100	218,300	480,500	482,900	485,300
Parking In-Lieu Fees	822,200	18,300	18,500	1,105,300	20,600	20,800
Other Service Charges	27,300	100	100	100	100	100
Total Service Charges	4,061,300	3,281,700	3,347,500	4,930,700	3,881,900	3,911,900
Investment and Property Revenues	33,600	35,000	21,000	23,400	31,000	36,800
Fines and Forfeitures	631,100	701,300	708,300	700,200	710,800	710,700
Other Revenues						
Total Revenues	4,726,000	4,018,000	4,076,800	5,654,300	4,623,700	4,659,400
Expenditures						
Operating Programs						
Transportation	1,848,500	2,126,400	2,044,700	2,074,300	2,126,800	2,173,300
General Government	592,100	609,320	604,200	604,200	604,200	604,200
Total Operating Programs	2,440,600	2,735,720	2,648,900	2,678,500	2,731,000	2,777,500
Capital Improvement Plan Programs	56,300	2,197,800	17,200	0	27,100	23,615,700
Debt Service	1,498,700	1,474,600	969,100	970,800	969,400	1,669,500
Total Expenditures	3,995,600	6,408,120	3,635,200	3,649,300	3,727,500	28,062,700
Net Income (Not Including Capital)	786,700	-192,320	458,800	2,005,000	923,300	212,400
Working Capital at End of Year	6,587,000	4,196,880	4,675,855	6,199,890	7,368,041	1,584,806

Source: City of San Luis Obispo, 2013 – 2015 Financial Plan

REVENUE POTENTIAL FROM IMPROVED PARKING MANAGEMENT

We suggest that on-street revenue collections may be conservative given the level of demand we observed during hours of operation and in the evenings. Longer hours of enforcement and higher hourly parking rates in some locations appear justified from a parking management stand point. As noted elsewhere in the report, the current lack of evening enforcement results in poor availability of on-street parking spaces; on-street parking occupancy rates in the super core were observed to be nearly 100% in the evening. Based on

these observations we recommend extending enforcement and meter hours of operation to 9:00 PM on Monday to Saturday in order to improve the availability of parking spaces on the street and shift long-term parkers into the plentiful available parking spaces in the City's public parking garages.

Based on a preliminary cost/benefit analysis we suggest that extending the hours of on-street parking enforcement into the evening could generate significant additional revenue; we preliminarily project nearly $435,000 per year.

Table 14: Extended Enforcement Cost Benefit Analysis

Hours of enforcement/meter operation	
Current hours per week	59
Additional hours per week	18
Total hours per week	77
Percent increase	31%
Additional PEO	
Additional FTE	0.9
PEO salary (high end of scale)	$51,189
Benefits burden	48.5%
Fully loaded PEO salary (1.0 FTE)	$76,016
Additional PEO expense	$69,574
Productivity adjustment	85%
Additional revenue	
Additional enforcement revenue	$163,658
Additional meter revenue	$340,490
Total revenue	$504,148
Net income	$434,574

Source: Walker Parking Consultants

Extending hours of enforcement and meter hours of operation to 9:00 PM from Monday to Saturday would result in a 31% increase in hours. We have applied that figure to existing PEO staffing in order to determine additional PEO staffing required. We assume that the APM may also assist at times. Working these hours would provide an opportunity for the APM to have greater interaction with the business community.

In projecting revenue, we have applied the 31% increase to enforcement and meter revenue figures from the 2012/2013 annual report and applying a productivity adjustment of 85%, or a reduction of 15%, relative to the enforcement and meter revenues collected during the current hours of enforcement. This is a conservative assumption that activity would be lighter in the 6:00 PM to 9:00 PM period than the current 9:00 AM to 6:00 PM hours of enforcement and meter operation.

INCREASED EFFICIENCY THROUGH TECHNOLOGY

There are several opportunities to improve the efficiency of the operation through the use of technology.

- A digital permit system for residential parking permit program would support online purchasing and management of residential parking program permits. It would eliminate the need to process applications and payments, order actual physical permits and then mail permits. It creates a more sustainable process through the elimination of paper. It requires continued enforcement using license plate recognition equipment. Such a system would provide the City with the added benefit of offering preferential parking for residents including discounts on parking in city garages as well as free parking periods at on-street and off-street meters. Staff currently working on administering this program may be shifted to other needs within the Division.

  From a cost/benefit standpoint, we preliminarily project that moving to such a system would cost approximately $4,500 per year more than the City spends today. The City's current costs are estimated to be 0.20 FTE administrative assistant plus cost of permit stock (assumed to be $2.00 each) multiplied by total permits issued annually.

Table 15: Digital Permit System Cost Benefit Analysis

Current Costs	
Fully loaded administrative assistant	$75,000
Administrative assistant FTEs	0.20
Annual permit cost (1,500 x $2.00 each)	$3,000
Total annual current costs	$18,000
Projected Costs	
Upfront cost of web-based system	$45,000
Annual subscription for system	$10,000
License plate recognition system x 2	$80,000
Annual projected cost	$22,500

Source: Walker Parking Consultants

Annual amortized cost assumes a 10-year life for the equipment, which is applied against upfront capital costs for the web-based system and the two license plate recognition setups ($40,000 each) plus the annual $10,000 subscription fee. However, implementing such a system would yield additional productivity gains for enforcement as the license plate recognition (LPR) system would allow PEOs to cover more territory and perform their jobs more efficiently.

Also, having such a system could facilitate formation of additional residential permit districts, which is expected to occur in the near future. Note that assuming current permit volume of approximately 1,500 permits per year, increasing the cost of permits from $10 to $13 per year would cover the cost of such a system. Relative to other cities, the cost of

residential parking permits in San Luis Obispo is low as demonstrated in the following table. We note that the City currently provides permits by household rather than by vehicle. A digital permit system does not preclude a by-household system. Residents would need to be instructed as to how to switch the permit between different vehicles using an online system.

Table 16: Parking Permit Policies in Comparable California Cities

City	Price/Permit	Expiration	Area	Type of Permit	Policy	Physical Permit
Chico	$ 11.50	1 Year	Residential	Residential	3 Per Address	Sticker
	$ 11.50	1 Year	Residential	Guest	2 Per Address	Sticker
Davis	$ 15.00	1 Year	Residential	Residential	2 Per Address	Sticker
	$ 15.00	14 Consecutive Days	Residential	Guest	N/A	Placard
Monterey	No Fee	Not Specified	Residential	Residential	N/A	Sticker
	No Fee	Not Specified	Residential	Guest	2 issued with 1 Residential	Placard
	$ 10.00	1 Year	Downtown	Residential (2 Hour Free)	2 Hour Free Parking Downtown (Residents)	Sticker
	$ 10.00	1 Year	Downtown	Residential (50% Discount)	50 % Off Parking Downtown (Residents)	Sticker
Napa	N/A	N/A	N/A	N/A	N/A	N/A
Palm Springs	N/A	N/A	N/A	N/A	N/A	N/A
Santa Barbara	$ 20.00	1 Year	Residential	Residential	3 Per Address	Sticker
	Not Specified	Not Specified	Residential	Guest	1 Per Address	Placard
Santa Cruz	$ 25.00	1 Year	Residential	Residential	3 Per Address	Sticker/Hangtag (Choice)
	$ 25.00	1 Year	Residential	Guest	2 Per Address	Hangtag
	$ 2.00	1 Day	Residential	Guest (Daily)	30 Per Address	Hangtag (Disposable)
Ventura	$ 20.00	2 Years	Residential	Residential	1 Per Residential Unit/ 3 Per Parcel	Hangtag
	Not Specified	7 Consecutive Days	Residential	Guest	4 Per Address	Hangtag

Source: Walker Parking Consultants, 2014

- Additional smart meters in areas where meter rates of $1.00 per hour or higher may be justified. Smart meters offer increased customer service through credit card acceptance. The meters also provide notification if coin collection or maintenance is required, which would free up staff who perform regular rounds collecting coins and performing maintenance to perform other tasks. Revenue reporting would be easier as it automates some of this task.

  In order to justify the cost of smart meter purchase and upkeep, we recommend charging at least $1.00 per hour at these meters. As development occurs on surface lots in the Downtown, moving the existing IPS smart meters to on-street spaces not currently served by meters that accept credit cards should result in added convenience for drivers and increased revenue for the City (as has been observed where smart meters have been installed in other locations in the Downtown). We understand that the City's cash key payment method (which the IPS meters cannot accommodate) is popular among some residents, but that the credit card acceptance capability has also proven to be popular, once implemented, as well.

- Automating existing garages with pay-on-foot machines that accept cash and credit card payment, as well as credit card payment acceptors at the garage exits, would advance Parking Services key goal of improving convenience for customers by providing them with a higher level of service through greater – and faster – payment options. reduce the amount of time it takes for drivers to exit the structures. Although the current

  Automating the garages would also free up parking attendants. Instead of being stationed in cashier booths at exits, parking attendants could serve as roving customer service representatives who would assist parkers throughout the garages. This approach would reduce the potential for cash shrinkage and would allow for more flexible staffing of parking attendants.

  Automating existing garages would also help to support the 24/7 operation of the garages as is projected to be necessary with the increased number of residents living and parking in Downtown as well as hotel guests doing the same. As new projects are built in Downtown San Luis Obispo, there would be an opportunity to attract parkers who stay after current closing hours and more monthly parkers without the need to provide parking attendants at exits. The following table illustrates potential expenses and revenues.

Table 17: Automating Existing Garages: Potential Expenses and Revenue

Expenses	
Equipment	
Cost per lane	$55,000
Number of lanes	13
Total capital (upfront)	$715,000
Total capital (amortized)	$71,500
Annual maintenance	$156,000
Outsourced security patrol	
Fully loaded cost per hour	$30.00
Additional annual hours	4,420
Annual security cost	$132,600
Additional staffing	
Additional attendant FTEs	2.0
Annual hours per FTE	2,000
Cost per hour	$15.00
Annual additional staffing cost	$60,000
Total annual expenses	$420,100
Revenue	
After hours transient	
Average ticket value	$3.00
After hours tickets per day - weekday	200
After hours tickets per day - Saturday	100
Number of additional tickets per year	57,200
Additional revenue	$171,600
Permits	
Rate	$75.00
Additional permit sales per month	90
Number of permit-months	1,080
Additional revenue	$81,000
Total annual revenue	$252,600
% credit card	50%
Credit card fees	5%
Total annual net revenue	$246,285
Net income	-$173,815

Source: Walker Parking Consultants

We have assumed a 10-year life on new equipment, an additional two FTEs to assist parkers after current operating hours and that an outsourced security service would patrol the garages overnight. This would allow the City to support 24/7 operation of its garages. Revenue assumptions are informed by our modeling of demand in the Downtown area after

all projects are complete and after hours car count data provided by the City. This analysis does not include the upcoming Palm-Nipomo garage as we would assume that it would be planned and built to support 24/7 operation. We would characterize our equipment assumptions as conservatively high as we are assuming full replacement of equipment. It may be possible to retrofit existing equipment for less than we have outlined in order to support credit card acceptance and/or acceptance of tickets that have been paid for using pay-on-foot machines. While there are costs associated with credit card acceptance, they are likely lower than the cost of cash collection when shrinkage and cash handling costs are accounted for.

The new APM position may be funded out of the $256,000 surplus generated if increased enforcement and hours of operation are pursued (approximately $435,000 in revenue) after factoring in the annual costs of supporting overnight parking (approximately $174,000 in expenses) and possible implementation of a digital permit system supported by LPR (approximately $5,000 in expenses). These assumptions include the addition of one PEO and two parking attendants.

PROPOSED METRICS FOR PARKING SERVICES

Management of the public parking assets can become more complex as the local market dynamics change and new assets are added to the public parking portfolio. This section of the report identifies the development and use of performance measurements to help Parking Services achieve its mission. At present, Parking Services does not use performance metrics or measurements to manage the parking system.

Performance measurements are instruments used by leadership to articulate progress and help achieve strategic outcomes. The starting point for selecting which performance measurements are meaningful should be those that leadership uses to assess the Division. In our experience, many public parking systems tend to only report financial performance indicators, even though they may be trying to communicate and implement strategies such as maximizing use of public assets, improving customer service, or increasing local transit ridership. The purpose for defining meaningful measurements is to allow leadership to assess progress against the stated mission and specific quantitative and qualitative objectives.

At present, the Division prepares an annual parking report that presents key accomplishments, partnerships, issues, challenges, achievements, and a general "state of parking" and access in the City of San Luis Obispo. The goal of the Annual Report is to communicate the accomplishment of key objectives and to provide clarity about the Parking Services Division and the Parking Enterprise Fund. It is our professional judgment that the objectives for the Annual Report are achieved and the report represents best practices in the industry.

The operating information maintained by Parking Services is useful in the development of base performance measurements. The existing operating data and system statistics presented in the Annual Report, although static, could serve as an integral part of a continuous management process where the Parking Services plans, implements, checks and acts, with specific focus on fulfilment of the mission. The exhibit to the right shows the continuous management process as well as where performance measurements are used to check progress toward strategic plans.

Figure 9: Continuous Management Process

Parking system performance measurements will to a degree be conditioned by the industry. For example, the parking industry often measures performance of a parking system on a per space basis. However, we recommend that the Division not feel bound to preexisting standards used by other municipal parking systems. The overriding need is for the performance measurements to be relevant to the Division and align with the stated mission. Performance measurements inform leadership with meaningful and reliable data that, when combined with observation and political realities, allows for more sound decisions.

The following discussion provides recommendations for performance measurements that may help the Division measure and articulate progress toward achieving its mission and strategic outcomes. As noted the current annual report demonstrates static information. The use of the measurements proposed below would represent a dynamic dashboard that would be "wired" to the current system, updating changes as they occurred in the system.

Table 18: Potential Performance Measurements

Operations Measurements
1 Number of Public Parking Spaces
2 Parking Spaces by Allocation and Fee
3 Historical Occupancy Data
- By Area
- By Location Type
- By Time Parameter
- Occupancy Heat Map
- Revenue Overlay

4 Citations Issued
- By Enforcement Officer
- By Area
- By Citation Type
- Citation Heat Map

5 Citation Collection Rate
6 Citation Adjudication Rate
- By Citation Type
- By Issuance Location

7 Meter Uptime
8 Meter Downtime
- By Reason
- By Area

9 Number of Employees (FTE)
10 Annual Revenue Per Employee (FTE)
11 PARCS Audits
- Lost Ticket Analysis
- Active Permit to Invoice Audit
- Location Occupancy Count Audits
- Transaction Revenue Audits

Communication Measurements
1 Comment Response Time
2 Occupancy Data by Location
3 Parking Rates by Location
4 Annual Report

Financial Measurements
1 Revenue to Expense Ratio
2 Cost to Transaction Ratio
3 Operating Revenue
- Per Device Type
- Per Location Type
- Per Area
- Per Space
- Per Citation Type

4 Operating Expense
- Per Device Type
- Per Location Type
- Per Area
- Per Space
- Per Citation Type

5 Net Operating Income
- Per Device Type
- Per Location Type
- Per Area
- Per Space
- Per Citation Type
- Debt Coverage Ratio (Enterprise Fund)
- Operating Budget Reserve
- Capital Repair & Maintenance Reserve

6 In-Lieu Parking Revenue

Community Perception Measurements
1 Annual Community Parking Survey
2 Online Forum
3 Perpetual Feedback Survey

Project and Program Measurements
1 New Technology Implementation
- FTE Efficiencies
- PEO Route Efficiencies
- Historical Transaction Volume Comparisons
- Historical Transaction Type Comparisons
- Device Uptime Comparisons

2 Demand Reduction Initiatives
- Lost Parking Revenue Allocation
- Lost Revenue to Demand Reduction Ratio

Source: Walker Parking Consultants, 2014

PURPOSE FOR PERFORMANCE METRICS

Performance measurements, as shown in the previous exhibit, serve as a lens through which the public parking policies are evaluated and operating decisions are made. The parking systems measurements help monitor the current operating status as well as the potential impact which system changes may have on the stated mission. As the size and complexity of the SLO public parking system increases to serve the changing needs of the downtown community, there is a need for understanding the big picture and the operating details together to help inform local leadership on policy and planning decisions. An operating dashboard is the recommended instrument for monitoring the performance metrics.

Walker recommends that Parking Services consider the benefits and future use of a cross-platform access dashboard to help guide short- and long-term operating decisions. Key benefits include but are not limited to:

- The ability to access up to date operating information and manage the system dashboard from a mobile device in the field or in the office at one's computer.
- The ability to personalize the Parking Services analytics and define the information management wants to examine.
- The ability to quickly share customized parking information via reports and graphing tools.

PERFORMANCE MEASUREMENT DASHBOARD OPTIONS

The following exhibit includes a comparison of performance measurement dashboard options and range of potential costs.

Table 19: Parking Division – Range of Base Performance Measurement Dashboard(s)

Analytic Options	Potential Cost				
Performance Measurement Dashboard Options	**High**	**Med-High**	**Medium**	**Med-Low**	**Low**
Full system replacement with integrated solution (Automated Real Time)	●				
Partial system replacement + custom Business Intelligence (BI) tool integration (Automated Semi-Real Time)	●	●			
Business Intelligence app custom development (Automated semi-Real Time)		●			
Business Intelligence app out of box integration (Automated Semi-Real Time)		●	●		
Business Intelligence app integration (Automated Batch)		●	●		
Business Intelligence app integration (Manual Batch)			●		
Basic report tool + database + server/hosting (Batch + Manual)			●	●	
Basic report tool + database + server/hosting (Manual)				●	
Conventional Excel report (Manual)					●

Source: Walker Parking Consultants, 2014

CURRENT MEASUREMENT OPPORTUNITIES

A full operating system replacement with integrated real-time analytics may not be achievable in the near-term. Consequently, the technological limitations of the current operating systems would restrict the development of a comprehensive management dashboard. The Potential Performance Measurements previously identified in this section represent an optimal management dashboard. In the near-term, Parking Services can still make progress towards effectively measuring the mission of the Division by focusing on Community Perception Measurements. Walker recommends that Parking Services consider developing and administering an annual downtown parking survey, a perpetual feedback survey, and online forum for the purpose of measuring its delivery of parking services. In our professional judgment, the measurement of community perception would yield the most valuable information at the lowest cost.

FUTURE MEASUREMENT OPPORTUNITIES

A comprehensive dashboard reporting system should be considered during the replacement of any parking access and revenue control equipment. Walker recommends five (5) categories of measurement that help support the core mission of Parking Services. These categories include Operations Measurements, Communication Measurements, Financial Measurements, Community Perception Measurements, and Project and Program Measurements.

APPENDIX A:
SCOPE OF SERVICES

SCOPE OF SERVICES

Items in bold indicate additions to the City's proposed scope of services, contained in the City's Request for Proposals for this engagement, made by Walker Parking Consultants.

TASK 1 - DATA COLLECTION

1. **Obtain the following information from the Parking Services Division:**
   a. **List of positions and number of FTEs; job descriptions;**
   b. **Written summary of any union contract issues that limit or require certain tasks be performed by certain positions;**
   c. **List of parking enterprise goals; vision and mission statement of parking enterprise; metrics or measurements used by parking enterprise;**
   d. **Most recent performance evaluation or analysis of parking enterprise in terms of whether or not these metrics or measurements were met;**
   e. **List of equipment used to collect parking revenues and perform parking enforcement, including make, manufacturer, date, and model number;**
   f. **List of work shifts for each employee; list of each employee and whether staff is hourly or salaried; overtime pay records per employee for latest fiscal year;**
   g. **List of budgeted positions versus list of filled positions;**
   h. **Historical staffing of parking enterprise;**
   i. **Planned future budgeted positions in response to known future development projects;**
   j. **Historical number of parking citations issued and collected over the past ten years;**
   k. **Parking enterprise operating statements for each of the past ten years and each of the past twelve months; fund balance of parking enterprise; debt service payment schedule of parking enterprise;**
   l. **parking enterprise positions; benefits costs as a percentage of hourly wages for parking enterprise;**
   m. **Number of contract employees and job descriptions;**
   n. **Copies of contracts associated with contractor employees**
2. **In order to perform this work, we would review job descriptions for each job classification in the Parking Services Division (both staffed and unstaffed) and interview each employee in the Parking Services Division.**

3. **Interview Director of Parking Services Division to develop an understanding of the history of the Division, community expectations, goals and objectives of the Division, historical staffing and staffing challenges, future staffing needs, opportunities and/or limitations associated with staffing reassignments, and metrics and measurements used by the Division to evaluate staff performance and needs.**
4. **Collect data from five other similar communities for purposes of providing benchmarking comparisons, with the recognition of the inherent limitations associated with benchmarking.**

TASK 2 - ORGANIZATIONAL STRUCTURE AND MANAGEMENT

1. Analyze and evaluate the organizational structure of the Parking Services Division including:
   a. Reporting relationships
   b. Span of control for each staff person
   c. Job descriptions, including education and skills required to perform job
   d. Whether staffing levels are adequate to meet the existing service level needs of the residents and visitors of San Luis Obispo
   e. If staff professional skills are adequate to perform Parking Services duties
   f. Whether workload for existing staff is distributed properly
   g. Whether job title and job description of staff accurately reflects the duties performed
   h. Whether the workload necessitates an additional full-time management position
2. Review and comment on the organizational structure and management of up to five (5) comparable parking agencies
3. Makes recommendations regarding organizational restructuring that will improve service levels and efficiency of the Division

TASK 3 - OPERATIONS AND SYSTEMS

1. **Review Division debt service obligations, most recent operating statements, and projection of future operating revenues, expenses, and debt service to** determine if the existing Parking fund has the capacity to retain additional part-time and/or full-time staff(s)

2. **Evaluate Division's staffing patterns in terms of whether various jobs are performed with latest, state-of-the art equipment and practices geared toward maximizing efficiency, productivity, and high levels of customer service.**
3. **Interview the Division director to obtain an understanding of any mandatory staffing requirements and/or limitations that may exist, i.e., union contracts**
4. Identify future operational staffing needs in the context of anticipated future/planned development in the downtown area including the Palm Nipomo Structure
5. Evaluate existing parking systems to examine their effectiveness
6. Identify the extent to which new technologies can improve efficiency and customer service
7. Propose new equipment/technology that will open staff to be utilized elsewhere in the organization
8. Prepare recommendations for inclusion in the FY 2015-2017 Financial Plan

TASK 4 - BEST MANAGEMENT PRACTICES AND PERFORMANCE MEASURES

1. Identification of performance measurement tools for each major operation **including development of metrics, citations issued per parking enforcement officer, citations collected, number of parking spaces monitored, operating expenses on a per space basis for both on- and off-street elements of the operation, etc.**
2. Assess organizational activity and include benchmarking against accepted standards and up to five (5) comparable parking agencies

TASK 5 - CUSTOMER SERVICE

1. **Identify customer service goals and objectives and assess whether these are being met**. Review opportunities to better meet the current and future service needs of the community
2. Assess cash management practices specifically, how Parking Services receives payment for parking permits and parking citations. **Perform a review of internal controls including separation of duties, usage of equipment and technology, and revenue-control practices and procedures for both on- and off-street operations, and identify opportunities for improved revenue controls. Recommend changes as required.**
3. Review opportunities for cost reductions without reduction in service

TASK 6 - TREND ANALYSIS

1. **Perform drive-trough's of Division facilities to determine presence of vacant parking spaces. Obtain from the City program data associated with proposed development projects and project parking space requirements for these development projects. At a high level,** analyze current and future supply and demand for parking in downtown San Luis Obispo based on data provided by the City.

2. Analyze parking trends and needs in the context of anticipated future/planned development in the downtown area including when the next parking structure will be needed

TASK 7 - RECOMMENDATIONS FOR CHANGE

1. Develop an implementation strategy plan based on assessment findings and recommendations
2. Present prioritized recommendations for change to City staff
3. Recommendations will have specific timeline to start and complete, a responsible party, estimated cost, and funding source
4. Items should be ranked in priority order and separated into short-term (1-2 years), mid-term (3-4 years), and long-term (5-7 years) changes

MEETINGS

1. Attend and participate in meetings with Parking Services (including kick-off meeting and staff interviews), Stakeholder meetings (public meetings), and City Council meetings (including initial contract). **Three trips to San Luis Obispo and unlimited teleconferences are included within our fee proposal. We expect to conduct multiple meetings during our trips, when possible. If more than three trips meetings are required, we would bill these as an additional service, per the Proposal Submittal Summary.**
2. One of the Parking Services staff meetings identified above will include a project kick-off meeting to confirm project understanding, objectives, scope of work, timeline, points of contact, and information required.

DRAFT AND FINAL REPORT DELIVERABLES

Prepare an Organizational Assessment Plan that includes:

1. Executive Summary
2. **Goals, Objectives, Mission, and Vision of Parking Services Division**
3. Purpose and Review of Scope of Services
4. Existing Conditions
5. Assessment of Organizational Structure
6. Best Management Practices and Performance Measures
7. Trends Analysis
8. Findings
9. Conclusions and Recommendations
10. Implementation Strategy Plan
11. Appendices

APPENDIX B:
STAKEHOLDERS INTERVIEWED

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Parking Services Staff

Cox	Rebecca	Administrative Assistant
Fuchs	Alex	Assistant to Parking Services Manager
Hamby	Marcia	Parking Enforcement Officer
Horch	Robert	Parking Services Manager (Now retired)
Humphries	Bill	Parking Coordinator
Kelley	Angela	Parking Enforcement Officer
Lawson	Nicole	Administrative Assistant
LeQuense	Jeff	Meter Repair Technician
Osteen	Paul	Parking Enforcement Officer
Paasch	Madelyn	Supervising Administrative Assistant

Other City Staff

Bochum	Tim	Deputy Public Works Director
Grigsby	Daryl	Public Works Director
Irons	Monica	Human Resources Director
Johnson	Derek	Community Development Director
Lichtig	Katie	City Manager
Mandeville	Peggy	Transportation Planner

Additional Stakeholders

Campbell	Cindy	Associate Director Cal Poly Police Department
Neel	Joel	Director of Facilities Planning & Capital Projects
Rademaker	Pierre	Owner/Operator of Rademaker Design
Rosales	Charlene	Director of Government Affairs for San Luis Obispo Chamber of Commerce
Rowley	Sandra	President of Residents for a Quality Neighborhood (RQN)
Stevenson	Gary	Wineman Building Manager
Tartaglia	Dominic	President of Downtown Association
Wallace	Christine	Police Department

APPENDIX B: STAKEHOLDERS INTERVIEWED

Elected Officials

Ashbaugh	John	Council Member
Carpenter	Dan	Council Member
Christianson	Carlyn	Council Member
Marx	Jan	Mayor
Smith	Kathy	Council Member

APPENDIX C:
RESPONSES
TO COMMENTS

APPENDIX C: RESPONSES TO COMMENTS

After the presentation of this draft document to stakeholders in City of San Luis Obispo government and the public, Walker received comments and questions with regard to the findings and recommendations presented. The following is a summary of those questions and our responses:

PARKING ENFORCEMENT

Comment - Officer Safety: The report recommends establishing later enforcement hours for metered parking, possibly two to three hours beyond the current 6:00 pm daily end of meter enforcement. The extension of enforcement into the evening creates a concern with regard to parking enforcement officer (PEO) safety; it is dark at this hour and PEOs would be working alone. Currently the only direct communication with PD dispatch is by cell phone (when away from the vehicle) and there are many times officers are put on "hold" due to other calls (police and fire emergencies) being directed by the dispatch center. Currently there are no official or professional training programs being offered for PEOs other than on the job training and guidance from senior officers who may not be working the same shifts. There are some seminars but we have not heard of a hands-on training program. After hours and weekend shifts leave no one to directly communicate with in the Parking office.

Response - Officer Safety: Safety concerns of PEOs regarding the extension of enforcement hours into the evening can and should be addressed by Parking Services but we do not believe these concerns are reasons not to enforce parking meters in the evening. Evening enforcement of parking meters is becoming increasingly common in response to increased parking demand generated by restaurants and bars. PEOs enforce metered parking until 8:00 pm or beyond (in some cases until midnight) in a number of California cities including Santa Monica, West Hollywood, Huntington Beach and Los Angeles. Direct communication with the police department from the field should be established for PEOs if they believe this is necessary to safely do their job in the evening.

Comment – License Plate Recognition Enforcement (LPR): With many new parking enforcement areas springing up, would Walker recommend "License Plate Recognition" systems for the enforcement vehicles? With a new downtown residential district the likelihood of more types of downtown enforcement areas should be expected. Currently we have to physically chalk the vehicles due to having no other time saving methods to record multiple vehicles. LPR systems also create safer working conditions for officers.

Response – License Plate Recognition (LPR) Enforcement System: Within the report we discuss the increased productivity and PEO efficiency of implementing LPR. We also discuss the costs and potential cost offsets. We believe that LPR would have a positive effect on the Parking Services efficiency and operation if the City is willing to make the investment using the recommended cost offsets. We also suggested that the City consider charging lower fees for first time parking violations and larger amounts for frequent offenders. LPR facilitates the administration of such a system.

APPENDIX C: RESPONSES TO COMMENTS

Comment – Additional Staffing for Extended Enforcement: There was a recommendation to increase parking enforcement to 9:00 p.m. but I didn't see a recommendation about increasing enforcement officers. Wouldn't you need to, to cover the additional hours?

Response – Additional Staffing for Later Enforcement: We assume the need for an additional enforcement officer in our budget calculations only if on-street enforcement is extended into the evenings as recommended. The assumption is shown in page 37 and Table 14 of the draft report. The recommendation is tied to the policy and should pay for itself. The other humanresource-related changes are recommended under current operating conditions, but in this case only if the policy change is made.

Comment – Parking Coordinator Span of Control: Is the Coordinator's span of control appropriate?

Response – Parking Coordinator Span of Control: The Parking Coordinator has many reports, but it appeared to us that in the parking operations for comparable cities, there are employees with larger spans of control than the Coordinator in San Luis Obispo. Private parking operators have much larger spans of control.

Comment – Assistant Parking Manager: 100% agree with the Assistant Parking Manager recommendation though it seems like an analyst could also provide what's necessary to support the department.

Response – Assistant Parking Manager: We see the person in this position as someone with significant parking operations experience in the field. We would be concerned that making this an analyst position would discount the need for hands-on parking operations knowledge and experience, and the managerial role needed to oversee the on and off-street parking.

Comment – Roving Attendant: I don't understand the roving attendant position (in the evenings).

Response – Roving Attendant: When a parking facility or several parking facilities within close proximity to each other automate (allowing drivers to exit without needing to conduct a transaction with a cashier), an attendant should be made available on call in case a driver encounters a problem exiting the parking facility and for general customer service purposes.

Comment – Public Parking Operations in Comparison Cities: Some of the comparison cities don't make sense. Way larger with much larger parking departments and spaces to manage.

Response – Public Parking Operations in Comparison Cities: Although not perfect comparables, we believe that the cities surveyed were reasonably similar to San Luis Obispo to offer useful comparisons for the parking operation. The cities surveyed were Chico, Davis, Monterey, Napa, Palm Springs, Santa Barbara, Santa Cruz and Ventura, which were selected due to one or more of the following factors: population, location, popularity as destinations, and proximity to large universities.

APPENDIX C: RESPONSES TO COMMENTS

Comment - Extension of Meter Enforcement into the Evening: I really like the recommendation of extending hours of enforcement but 9:00 pm seems a tad excessive right out of the gate. I can foresee the increase in enforcement to 9:00 being met with opposition from merchants and restaurants Downtown as well as a lot of residents.

Response - Extension of Meter Enforcement into the Evening: Currently the policy of ending on-street meter enforcement at 6:00 pm effectively let's drivers park at 4:00 pm for eight hours while only paying for two hours of parking. Extending the meter restrictions until 9:00 pm would help ensure that on-street parking spaces are available to customers and not dominated by employees, who we recommend should park in the parking structures. Currently on-street parking availability after 6:00 pm in the Super Core is effectively non-existent. This policy recommendation is meant to provide some parking availability on the street. To the extent that a two-hour parking time limit is believed too short in the evening, it could be extended to three hours. To encourage turnover the hourly on-street parking rate could be increased in the evening as well. We understand that such changes would require significant outreach to the business community and citizenry, demonstrating the need for an Assistant Parking Manager position to allow for these efforts to be made by the Parking Manager.

Comment – Digital Permit System: The proposed digital permit system is good, but the turnover of tenancy in parking districts is going to be a problem with permits because property owners don't have their acts together. Rolling that out could be challenging.

Response – Digital Permit System: Providing and enforcing parking permits with an online system should provide flexibility with the allocation of permits for the City and residents. That said, significant outreach explanation of the system to residents will need to occur.

GENERAL COMMENTS

Comment - Automated Garages: Yes!

Comment – Parking Occupancy: I was surprised to see statistics indicating that we have only a 63% peak occupancy rate throughout the district.

Response – Parking Occupancy: This occupancy rate is consistent with what we have seen in busy downtowns in small cities in California. Typically it reflects high on-street usage and underutilized off-street parking facilities.

Comment – Parking Demand Survey: I would like to have seen the adequacy survey conducted on a Thursday or a Friday night. I imagine that those results would be substantially different.

Response – Parking Demand Survey: Although the analysis was meant to focus on the Organization, we thought it useful to sample current parking demand conditions. We did conduct an occupancy count on a Thursday and, surprisingly, overall parking demand was slightly lower than the amount we observed on Wednesday.

APPENDIX C: RESPONSES TO COMMENTS

Comment – Overnight Parking Services: I would like to see more elaboration on overnight parking services or at least begin discussion on the implementation of that matter as more near-term than long-term. While there are future projects that will need the spaces there are currently residents and businesses that would benefit implementation now. We would benefit largely from an expansion of the overnight program into the Marsh Street structure.

Response – Overnight Parking Services: The study was meant to be an analysis of the Parking Services organization. Greater study of an overnight parking plan is beyond the scope of our study.

Comment – Credit Card Acceptance in the Parking Structures: Would the use of credit cards lower the cost of cash handling? Should drivers pay more to use a credit card?

Response – Credit Card Acceptance in the Parking Structures: There are costs associated with the acceptance of credit cards. That said, this assumption is generally correct. There are significant costs to cash handling and the use of credit cards would lower the cost of cash handling. Given the added benefits to the City of credit card usage, including less cash handling, we suggest that the City not charge an additional fee for credit card usage. It should be considered if the credit card fees charged the City were exorbitant, but we think the City could negotiate reasonable terms that would not make this necessary.

Comment – Contracting Out Garage Services: Should the City contract out some garage services?

Response - Contracting Out Garage Services: Parking Services already contracts out some garage maintenance and other services. If the question refers to the contracting out of garage operations to a private parking operator, our preliminary review suggests that such an idea is impractical given the lack of a large commercial parking operator in the local area.

Comment – Senior Administrative Assistant Title: Given the recommendation to reclassify the (Public Works) Administrative Assistants I and II to Parking Resource Specialists I and II, doesn't it make sense to change the Senior Administrative Assistant's title as well?

Response – Senior Administrative Assistant Title: Agreed.

Comment – Parking Enforcement Officer Succession: There is a career series with the current Administrative Assistants' positions, with a path to advancement. The same career series doesn't exist for Parking Enforcement Officers. Should there be a lead Parking Enforcement Officer?

Response - Parking Enforcement Officer Succession: Based on our observations, a lead Parking Enforcement Officer position would be beneficial.

Comment - Public Valet: Should Parking Services consider operating a public valet operation Downtown?

APPENDIX C: RESPONSES TO COMMENTS

Response – Public Valet: Some smaller cities in California, or their downtown business associations, have operated public valet parking operations. Culver City and Del Mar are examples of such operations. They provide a service to some members of the general public although such operations are labor intensive and costly to run and it must be determined who should pay for the operation. In addition, our general observation is that often such operations are ultimately not highly utilized by the driving public.

Comment – Pedestrian Lighting: Should funds be expended to improve pedestrian lighting and enhance parking structure access?

Response – Pedestrian Lighting: If necessary, yes. An efficient and customer-friendly parking operation relies on pedestrian trips to and from the parked vehicles. Measures that improve the pedestrian environment and facilitate walking can effectively increase the parking supply and improve the overall parking experience.

Comment – Uptown Parking: Did you consider parking issues in the Uptown area and the possible need for special benefit zones?

Response – Uptown Parking: Yes, but only generally. City staff suggested that providing and allocating parking for new development in the Uptown area was likely to become a policy issue as new development occurs there. These concerns, and proactively developing appropriate policies to deal with these issues, are yet another example of the significant policy role that the Parking Manager must fulfill in San Luis Obispo, and the need for an Assistant Parking Manager to oversee the day-to-day operations of the parking system while the Parking Manager performs this policy role.