

STRATEGIC Parking Management PLAN



EXECUTIVE SUMMARY



Prepared for
SAN ANTONIO
CENTRO
SAN ANTONIO
WE MOVE DOWNTOWN



CIVITAS

Kimley»Horn

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Introduction and Project Overview

This Executive Summary provides an overview of the complete Strategic Parking Management Plan report. We strongly encourage readers interested in any specific section to review the full report for more information. Additionally, the larger report contains an extensive Parking Management Toolbox in the report appendices. The 39 appendices are briefly summarized in this Executive Summary.

Background & Context

Downtown San Antonio is the heart of a vibrant city; a world-class destination for businesses, families, and tourists. San Antonio's residents and visitors are constantly making decisions about how they move around San Antonio based on a variety of factors such as convenience, price, and physical mobility and the options they have are rapidly changing.

From ride- and car-shares to investments in pedestrian and bicycle infrastructure, decisions are being made every day about where to shop, dine, and live based on the perception of an area's walkability, safety, and access to transportation alternatives.

As Centro San Antonio (Centro) and the City of San Antonio (City) work together to make downtown a "place for everyone," this plan will serve as a guiding framework for making strategic and collaborative policy, infrastructure, and programmatic investments. This plan is not meant to provide a solution to every parking or transportation challenge. The availability of parking can be very fluid and is largely dependent on how a city has chosen to prioritize the limited developable land in its downtown. Instead, this plan was designed to provide parking and access management ideas, solutions, and strategies that are appropriate for the City and consider its unique cultural heritage and socioeconomic diversity.

Simply put, implementation of this plan should say to community members and visitors alike, "Welcome home. We're so glad you're here."

In late 2014, Centro and the City engaged Kimley-Horn and Associates, Inc. (Kimley-Horn) to develop a Strategic Parking Management Plan for the City's downtown area. This plan identifies both short- and long-term goals for the development of a forward-thinking and holistically-managed public parking system that will support the City's larger economic and community development goals, today and in the future.

This Strategic Parking Management Plan was designed to prioritize parking by serving as a vision and strategy document for improving the downtown parking system, as well as a guide for decision makers on topics such as governance, technology, enforcement, and facility and parking asset management.

Project Opportunities and Goals



Vision Statement

"To form an innovative partnership between Centro San Antonio and the City of San Antonio to develop and collaboratively manage one of the top public parking programs in the country."

Key Project Goals

- ▲ Educate partners and elected officials on management best practices that municipalities employ to make their parking system an effective tool for community and economic development.
- ▲ Evolve the current parking program to embrace a broader range of mobility management strategies that focus on improving overall access to the downtown area for residents, business owners, and visitors.
- ▲ Provide Centro and the City with a GIS-based parking demand modeling software tool to assess current and future parking supply/demand conditions more effectively and identify preferred locations for future parking facility development.
- ▲ Develop comprehensive parking program branding, marketing, and stakeholder outreach strategies that promote all transportation options in the downtown area.

Recent Program Accomplishments

This project was initiated in late 2014 and an initial draft report was submitted in December 2015. The initial draft report focused on program reorganization and operational improvements. At that point in time, new issues were evolving related to potential new development projects and study priorities were reassessed. In January of 2016, new scope elements were added to the project to expand the supply/demand analysis elements of the study to better address emerging development projects. However, the City staff, working from the preliminary report recommendations, moved ahead with implementation of many of the parking operational recommendations. Below is summary of these recent program accomplishments that are completed or currently in-progress.

1. Recommendation:

- ▲ Create and sustain a modified organizational model under which the City will continue to manage day-to-day operations and Centro will function as a strategic partner, providing services in areas that reflect their core.
- ▲ Improve communication with downtown stakeholders to promote a greater understanding of parking issues and needs, leading to new parking programs that are more responsive to customer needs.
- ▲ Promote shared parking as a key parking planning objective.

Actions:

- ▲ CCDO hired a consultant to evaluate existing parking conditions in key business corridors near residential areas (i.e. King William and Lavaca). CCDO engaged the neighborhood to review study recommendations and modify them as needed. CCDO is currently developing a new Downtown District Parking program that addresses the parking needs of residents and businesses.
- ▲ CCDO is exploring shared parking options with businesses in the King William and Lavaca areas. These agreements would offer free parking at partner establishments and provide additional parking capacity for residents and guests of the Alamodome, Hemisfair, and Magik Theatre.
- ▲ To accommodate parking needs for Hemisfair, CCDO partnered with the Hemisfair Park Area Redevelopment Corporation (HPARC) to construct two temporary parking lots. The lots add 114 public parking spaces in the area with rates consistent with other City lots. CCDO oversees daily operations and parking revenues support Hemisfair's operating expenses.

2. Recommendation:

- ▲ Achieve program accreditation through the new International Parking Institute (IPI) Accredited Parking Organization Program (APO).

Actions:

- ▲ CCDO has submitted an IPI APO application and expect to complete the program by Summer 2017.

3. Recommendation:

- ▲ The CCDO parking operation should make customer service a priority going forward. This is not to imply that customer service has not been a priority in the past; it simply underscores the fact that embracing a customer service priority is a hallmark of any service organization.

Actions:

- ▲ CCDO has taken multiple steps over the last two years to focus on customer service as a priority. Completed and continued commitments in this focus area include:
 - ▲ Installation of new wayfinding signage to help visitors find public parking facilities. This project replaced all signage connected to facilities and replaced them with new vibrant colors and branding. Additionally, directional signs were installed throughout downtown.

- ▲ Implementation of a parking locator app with Pango Parking. This app provides parking locations and rates for all parking options in downtown San Antonio.
- ▲ Conversion of Parking Attendant positions to City Facility Ambassador positions. Ambassadors are trained customer service specialists dressed in customer service-friendly uniforms.
- ▲ All parking division staff became Certified Tourism Ambassadors, a national certification used by Visit San Antonio and other customer service organizations.
- ▲ Implementation of V-Ticket technology, which reduces paper tickets by allowing customers to insert their credit card and exit facilities with the same card.
- ▲ Installation of new pay-by-foot machines and additional pay-in-lane stations at Central Library, Houston Street, and the Convention Center garages, as well as the Municipal Court lot, reducing cash handling and providing additional payment options for customers.
- ▲ Implementation of handheld credit card devices to encourage credit card payments while providing more efficient ingress/egress for customers. This technology is also used for special event parking.
- ▲ CCDO will release a Request for Proposals (RFP) for a mobile payment application, allowing patrons to pay for parking through their smart device. Payments will be accepted on-street and off-street options will be reviewed. The app is expected to be released and installed in calendar year 2017.
- ▲ To expand parking options downtown, the City advertised an RFP to seek parties interested in providing a parking valet service in downtown San Antonio. The City was looking for a valet service provider that provides multiple drop off points and will provide a return service at the customer's specified location. The valet service provider will provide a technology platform that allows for payment and monitors the process from drop-off to pick-up. This service is scheduled to begin in March 2017.

4. Recommendation:

- ▲ Develop a variety of customer feedback mechanisms. Develop a mechanism whereby parking-related issues and complaints are funneled to a common collection point.

Actions:

- ▲ Parking-related calls are directed to 311, a central customer service hotline that is answered by specially trained representatives to capture customer praise and complaints. The 311 calls are recorded in a central database and the call details are forwarded to the CCDO's Director's Office. The Director's Office reviews the concern and routes it to parking management for appropriate action.
- ▲ Customers can submit parking-related concerns via the CCDO website. These concerns are forwarded via email to parking management for appropriate action.
- ▲ The Downtown Tuesday free parking program promotes free parking at City-operated facilities on Tuesday evenings, along with special Tuesday-only discounts and events at partner establishments. Social media pages for Downtown Tuesday regularly engage customers and the community and solicit feedback via weekly posts and periodic contests. Comments are screened daily and forwarded to the Director's Office, then to parking management for appropriate action.

5. Recommendation:

- ▲ Utilize the provided Parking Enforcement Officer Handbook template to codify performance expectations and to function as an enforcement staff training tool.

Actions:

- ▲ CCDO has developed and utilized a handbook for enforcement that uses existing best practices for parking enforcement. This guide lists and explains city code as well as expectations and department standards.

6. Recommendation:

- ▲ Perform an in-house parking enforcement program operational audit utilizing the Parking Enforcement Program Audit Checklist tool provided.

Actions:

- ▲ The City's internal audit department performed a recent review of the enforcement program in 2015. CCDO implemented audit recommendations to refine the current parking enforcement program.
- ▲ The division is scheduled to be audited again in 2017.

7. Recommendation:

- ▲ Improvement of parking facility cleanliness, safety, lighting, and general appearance should be an ongoing priority.

Actions:

- ▲ The Parking Division created an enhanced maintenance program at parking facilities, including more frequent power wash cleaning, painting, and re-striping.
- ▲ CCDO activated a vacant retail space at the Houston Street Garage with a temporary pop up vendor. The vendor has since converted to a long-term retail tenant offering women's fashions and accessories.
- ▲ CCDO is working with a non-profit organization to activate a vacant space at the St. Mary's Garage with monthly pop up culinary/cocktail events.

8. Recommendation:

- ▲ Paint the interior of the parking structures white to improve the general appearance and perception of safety.

Actions:

- ▲ The painting of the Houston Street Garage is scheduled to be completed within calendar 2017. Other garage locations have had recent paint jobs that were themed to the color scheme of the facility.

9. Recommendation:

- ▲ Develop creative garage-level theming and graphic treatments for each City-owned garage.

Actions:

- ▲ The City implemented a public art program for the exterior of the Houston Street Garage. The facility has featured multiple rotating interactive murals by local and nationally-known artists. The garage also features rotating public art installations designed by local university architecture students.

Key Recommendations

Program Management and Organization

TASK 1: Create and sustain a modified organizational model under which the City would continue to manage day-to-day operations and Centro would function as a strategic partner, providing services in areas that reflect their core competencies (communications, branding/marketing, strategic planning, development support, etc.).

Purpose: Centro and the City share common goals related to making downtown San Antonio more attractive, vibrant, and walkable. Downtown San Antonio should be both family and business friendly so residents and visitors feel comfortable living, working, and playing. The envisioned partnership model will position both entities to better utilize parking and access management strategies as a tool to support an enhanced downtown experience and leverage each organization's inherent strengths and skill sets, while improving customer service, advancing facility cleanliness and appearance, and improving overall operational effectiveness and efficiency.

Key goals and outcomes of this envisioned organizational partnership include:

- a. Improving communications, collaboration, and the setting of common program enhancement goals.
- b. Increasing understanding of how parking and access management program enhancements can be structured to advance downtown development objectives.
- c. Improving communication with downtown stakeholders to promote a greater understanding of parking patron issues and needs, leading to new parking and access management programs that are more responsive to customer needs.
- d. Leveraging the new Park+ parking demand modeling software as a tool to improve parking planning in the larger context of downtown development planning.
- e. Promoting the creation of new parking development strategies to better support economic development goals including:
 - ▲ Public/private partnerships and collaborative development agreements to incentivize targeted development projects.
 - ▲ Better leveraging the use of tax increment financing.
 - ▲ The promotion of shared parking as a key parking planning objective.
 - ▲ Support for progressive urban design standards to enhance walkability to better support downtown residential and retail development.
 - ▲ Working towards a larger community-wide access management strategy.

Primary Responsibility	Leadership of both organizations
Secondary Responsibility	Active support by City Administration
Timeframe	Achieve functional integration by July 2017
Cost	Low to Moderate (depending on the need for supplemental staffing or the need to hire specialized expertise)

TASK 2: Create a Parking Advisory Council to provide an ongoing forum for stakeholder feedback and program enhancement.

Purpose: Actively engaging community stakeholders and leveraging their insights to better understand customer needs and perceptions is an important step in creating a program that is more responsive and in tune with community needs. It is also an important first step in building a community education program designed to change attitudes and address common misperceptions related to downtown parking.

Primary Responsibility	Leadership of both organizations
Secondary Responsibility	Active support by other City departments/agencies that interface with parking management
Timeframe	Establish Advisory Council by the 3 rd quarter of 2017
Cost	Low



Parking Advisory Council

Collaboration will increase between Centro and the City as both realize the benefits of a shared vision, regular cooperation, and a real partnership. A proposed Parking Advisory Council will become the established mechanism for maintaining stakeholder feedback and ongoing collaboration and partnership.

Related Departments

CCDO

Parking Management



**Public
Safety**

**Economic
Development**

**Transit/
Transportation**

**Public
Works**

Program Financial Review

For large municipal parking programs, a detailed and well-defined financial plan is considered an industry best practice. See the provided financial plan template provided in Appendix 39. The program financial plan would ideally address the following major elements:

- ▲ Program Overview
- ▲ Program Background
- ▲ Planning and Policy Framework
- ▲ Key Operational Objectives
- ▲ Fund Balance and Reserve Policy
- ▲ Parking Revenues Use Policy
- ▲ Debt Policy
- ▲ Rates Policy
- ▲ Annual Update

Current Program Financial Review

Upon our request for program financial data, the City provided the following information:

- ▲ Parking Fund Capital Plan 5 Year Plan 07-06-16
- ▲ Historical Rate Changes for 2016

Parking Fund Capital Plan, 5-Year Plan 07-06-16

The City's Parking Fund Capital Plan document breaks out capital budget items by year (2017–2021) for garages, lots, and on-street pay stations.

Garages	\$2,905,000.00
Lots	\$525,000.00
Pay stations/Meters	\$500,000.00
Total:	\$3,930,000.00

Over the five-year period, the budgeted capital expenses are allocated in the categories shown to the right:

The bulk of these budgeted expenditures relate to facility maintenance, equipment upgrades/replacement, security enhancements, special systems rehabilitation/replacement, resurfacing/pavement markings, pay station upgrades/part replacement, etc.

These budgeted expenditures are reasonable and encouraging as they show an attention to maintaining or enhancing the current facilities.

Historical Rate Changes For 2016

The Historical Rate Changes document summarizes changes to parking rates in various categories including:

- ▲ Event Rates
- ▲ Flat Rates
- ▲ Daily Rates
- ▲ Monthly Rates
- ▲ Meter Rates

Most rates have increased on a fairly regular basis (approximately every other year), except for monthly rates by facility, which shows an increase in 2008 and then no monthly rate changes until 2014. Another increase in monthly rates occurred in 2016. There appears to be plans to increase event and meter rates in 2017. In general, rates seem to increase in the range of 15% – 20% every few years.

Parking Pro Forma Update Process

The City updates the parking pro forma on an annual basis in coordination with the City's operating and capital budget. The pro forma includes updated fiscal year end information with the fund balance and actual operating revenues and expenses, adjusted annually. The model also includes revenue and expense assumptions regarding existing and proposed parking lots and garages and adjustments for parking rate schedules, as necessary.

The City increases parking rates for meters/lots and garages on a rotating basis, which equates to a roughly 5% increase

to the overall system every other year. The model is also updated with the adopted five-year capital budget. The current capital budget includes funding for parking facility maintenance and improvements, a signage system, and new parking garages and lots.

A summary of the parking program pro forma was provided that included revenue, expense, debt service, and net operating income figures in a one-year, two to five-year, and six to 10-year format. It also provided a cash flow analysis and a Cash Funded Capital Expenditures summary. These figures included Tax Increment Reinvestment Zone (TIRZ) reimbursement as well as existing and proposed debt service.

Capital expenditures were similarly broken out into the following categories:

Cash Funded:

- ▲ Parking Facility Improvements
- ▲ Parking Trailblazing Signage System
- ▲ Public Sub-Freeway Parking
- ▲ Tobin Garage

These expenditures total \$9.37M in the next five years and include the existing fund balance and current year revenues.

Debt Funded New Garages:

- ▲ This category noted \$18.4M in year one and \$3.29M in years two through five for a total potential capital fund of \$27.5M (\$9.37M in cash funded expenditures and \$18.14M in potential debt funding for new garages).

Comments/Conclusions

While we were encouraged to see investments being budgeted for needed operations and facility upgrades, as well as fairly regular and reasonable increases in parking rates, there does not appear to be funds being set aside specifically for new facility development or for a dedicated facility maintenance reserve fund.

For a program of this size and importance, we would expect to see a more detailed and well-defined financial plan. A recommended approach to developing such a financial plan is provided under the recommendations section below.

Recommendations**Parking Facility Maintenance Reserve Funds**

Parking facilities are made of concrete, which deteriorates over time. Concrete rehabilitation is predictable and expensive. The industry standard to prepare for this budget reality is to set aside funds in a dedicated maintenance reserve fund. The general industry guideline for the amount budgeted for these eventual repair and rehabilitation costs is approximately \$75 per structured space per year.

Parking Specific Financial Plan

A detailed template for a recommended parking system financial plan is provided in Appendix 39.

Program Branding, Marketing, and Communications

TASK 1: Develop a comprehensive parking program branding, marketing, and communications strategy.

Purpose: The key goal and main challenge of an investment in program branding and communications is to shift public perception of parking in Downtown San Antonio from a liability to a valued service representative of a world-class downtown.

Building on the parking branding work already begun by the City, Chapter 6 of the Strategic Parking Management Plan includes a comprehensive action/implementation plan that details activity type, responsible party, and budgeting recommendations for each action item.

Primary Responsibility	Centro
Secondary Responsibility	CCDO
Timeframe	Many elements of this plan can begin immediately. Development and roll-out of a new parking program brand is envisioned by October 2017.
Cost	Moderate (\$100,000 - \$200,000 assuming the need for new staff resources and/or consulting/design services)

TASK 2: Develop program brand and enhanced communications strategies.

Purpose: Intentional promotion and positioning of Downtown San Antonio's parking and mobility service offerings will provide opportunities for increased user recognition and engagement, as well as increased understanding about existing and future service areas.

Key tasks include:

- ▲ Organizational brand development (name, logo, and tagline).
- ▲ Development of program messaging.
- ▲ Identification of target audiences.
- ▲ Development of a media and public relations plan.
- ▲ Development of communications tools and platforms such as:
 - ▲ Web presence.
 - ▲ Social/new media tools.
 - ▲ Staff resource development.
 - ▲ Development of educational and informational resources.
 - ▲ Innovative patron engagement campaigns.
 - ▲ A Crisis Communications Plan.

See provided implementation matrix in Chapter 6 and additional resources in Appendix 27.

Primary Responsibility	Centro
Secondary Responsibility	City Parking Management and Communications departments
Timeframe	Ongoing
Cost	Moderate

Planning and Development

TASK 1: Develop a specific parking planning work group to be led by Centro.

Purpose: One of Centro's key roles is to promote and coordinate with the City's Economic Development department on downtown development. With investment in the new Park+ model (provided as part of this study), both Centro and the City can use the tool to collaborate on potential downtown development projects, especially as it relates to parking and access management system planning.

Centro's role could evolve in many ways including creating a parking planning work group with members from Centro, City Economic Development, CCDO Parking staff, CCDO administration, City GIS and Planning staff, etc.

The primary purpose of the parking planning work group is to develop a forum in which ongoing downtown development planning is discussed and specific strategies for parking infrastructure development are formulated.



Primary Responsibility	Centro
Secondary Responsibility	CCDO and City Economic Development
Timeframe	Mid 2017
Cost	Low

TASK 2: Leverage the new Park+ parking demand modeling tool.

Purpose: The investment made in acquiring the Park+ model provides Centro and the City the opportunity to take parking planning to a new level.

- ▲ Assign a designated staff person(s) with GIS capabilities to take ownership of this new asset and keep the model current as it relates to parking inventories and land uses.
- ▲ Use the model to run parking development scenarios to assist with prospective development projects. Ensure that staff assigned to work with the Park+ model is proficient in the following Park+ applications:
 - ▲ Master planning scenario development
 - ▲ Redevelopment evaluations
 - ▲ Multimodal impacts evaluation
 - ▲ Pricing evaluations
 - ▲ Infrastructure planning

Primary Responsibility	Centro
Secondary Responsibility	CCDO and City Economic Development
Timeframe	Ongoing
Cost	Low

TASK 3: Based on the concepts and tools provided in Chapter 8, and various appendices related to economic development and parking planning, formulate a defined set of strategies designed to better leverage parking as a tool to catalyze additional community and economic development.

Purpose: A well-defined and shared vision relative to preferred or targeted types of development is a key first step. Parking can also be used as a platform to achieve a variety of other community goals beyond parking infrastructure.

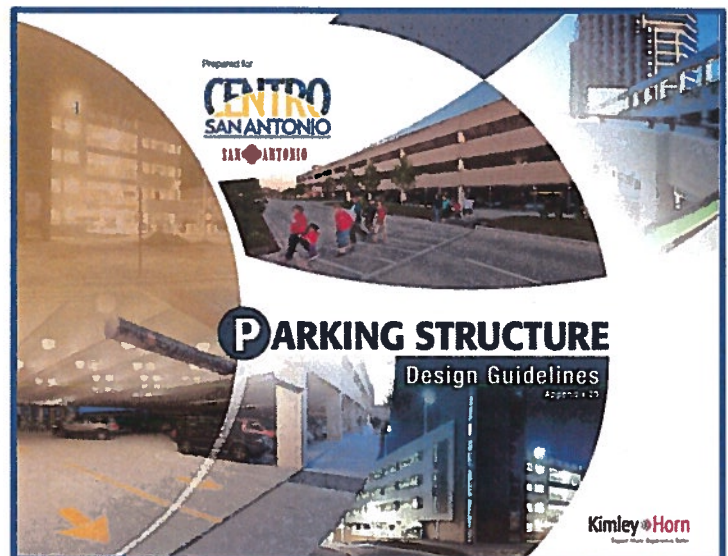
Primary Responsibility	Centro
Secondary Responsibility	City Economic Development and CCDO
Timeframe	Ongoing
Cost	Low

TASK 4: Integrate the Parking Design Guidelines document provided as part of this study as a tool to support future parking facility development for both City-owned and public/private partnership parking infrastructure development projects.

Purpose: As new parking structures are planned and designed in the downtown area, these guidelines will provide information to help developers and designers incorporate parking structure components into proposed projects. The concepts presented in these guidelines will help produce functional, well-designed, and patron-friendly parking structures that will become valued infrastructure elements for the downtown.

A key goal of providing these guidelines is to help ensure that common design mistakes can be avoided by being addressed early in the design process.

Primary Responsibility	Centro
Secondary Responsibility	City Economic Development and
Timeframe	Ongoing
Cost	Low



TASK 5: Align zoning and parking requirements with municipal growth and mobility vision.

Purpose: This section of the report addresses current trends related to updating zoning codes and parking requirements. It also addresses a recommended shift from traditional approaches and argues for providing more flexible zoning requirements, as well as a shift to access management requirements. We understand that revising zoning codes is a large undertaking that should be led by City Planning. This chapter recommends an interim code/ordinance adjustment strategy with a defined set of objectives. Key provisions of the recommendations include creating a downtown parking overlay zone; placing emphasis on a Park Once philosophy; removing the CBD exemption; creating a system of parking minimums and maximums; providing a parking fee in lieu option; strong promotion of shared parking and mixed-use development in which the City can jointly participate by providing public parking within large private developments; and the development of a travel demand management plan. Examples of these strategies from other communities are provided.

Primary Responsibility City Planning

Secondary Responsibility City Economic Development, CCDO, and Centro

Timeframe Ongoing

Cost Low

Operations and Management Best Practices

TASK 1: This report provides many resources to help enhance parking operations and management. Appendix 1 (20 Characteristic of Effective Parking Programs) and Appendix 9 (Parking Management Best Practices Toolbox) are the primary resources for review in this area.

Purpose: Parking is an essential element of an institution's infrastructure and when well-managed can contribute greatly to develop and sustain healthy and vibrant downtowns and urban districts.

Convenient, safe, clean, and affordable parking is critical to attracting and retaining customers, staff, retailers, restaurants, office buildings/tenants, and all other types of customers and developments.

Leverage the tools and resources provided in the report appendices and Parking Management Toolbox to help prepare for APO accreditation.



Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Ongoing
Cost	Varies depending on best practices chosen for adoption

TASK 2: Achieve program accreditation through the new IPI APO.

Purpose: Chapter 7 provides a detailed overview of the new IPI APO program. One of the goals of accreditation is to inspire organizations to continuously improve their programs, facilities, services, and results. By undertaking this process, an organization demonstrates its commitment to ongoing evaluation and improvement of program outcomes through the implementation of industry best practices.

An APO designation assures the public that a parking program meets nationally and internationally endorsed standards for professionalism, accountability, creativity, responsibility, and performance.

Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Begin preparations in 2016 with a goal of achieving accreditation at the IPI annual conference in 2018
Cost	Low (less than \$10,000)

TASK 3: Review and critique the proposed Recommended Parking Program Operational Benchmarks. Finalize a set of benchmarks that are appropriate for the CCDO operation and begin tracking and monitoring performance.

Purpose: One of the current trends in program management in all fields is data-driven management.

This document provides a set of 24 parking management-specific operational benchmarks that form a data-rich reporting package designed to provide key management metrics to support a successful parking management program.

Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Implement by Mid 2017
Cost	Low



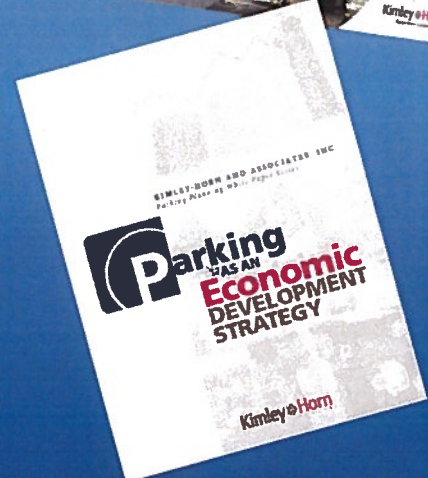
Parking Program Accreditation

IPI's newest credential, the APO program, establishes a benchmark of the quality by which a parking management organization conducts its business and maintains its facilities and services.

Until the development of the APO program, there was no centralized accreditation or quality measurement system for parking organizations. The process of becoming an APO engages managers and staff in learning and adopting industry best practices and focuses organizations on the continuous improvement of internal efficiency and profitability. It also promotes the continuous development and improvement of industry products and services in a manner recognized by industry peers, internal and external administrators, and the general public. This will result in improved facilities and services, as well as improved utilization and revenues.

With over 300 specific criteria in over 13 major categories, achieving accreditation through the APO program will advance the quality of the City's parking program and give it an external validation that can begin to transform perception of the parking program in the eyes of the community.

Kimley-Horn is assisting the City's parking program with working toward achieving APO certification within the next two-year period.



Customer Service

TASK 1: *It is recommended that the CCDO parking operation make customer service a priority going forward. This is not to imply that customer service has not been a priority in the past; it simply underscores the fact that embracing a customer service priority is a hallmark of any service organization.*

Purpose: Program leadership should set the tone and example in this area. Program managers should reassess current customer service training at all levels, work to identify areas needing improvement, and lobby for additional funds to provide enhanced customer service training.

We were impressed to learn that Parking Attendant positions were converted to City Facility Ambassadors, trained customer service ambassadors dressed in customer service-friendly uniforms, and that all parking division staff became Certified Tourism Ambassadors, a national certification used by the Convention and Visitors Bureau (CVB) and other customer service organizations.

These are exactly the types of customer service program enhancements that we are encouraging.

Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Late 2016 and on an ongoing basis
Cost	Low

TASK 2: *Create a secret shopper-type program to ensure that customer service training is being implemented on a consistent basis.*

Purpose: Ensure that customer service standards are being consistently implemented at all levels of the organization.

TASK 3: *Develop a variety of customer feedback mechanisms, especially a mechanism whereby most parking-related issues and complaints are funneled to a common collection point.*

Purpose: Best-in-class service programs actively solicit customer feedback and provide a range of options for customers to provide service enhancement suggestions. Often, parking complaints are received from a wide range of sources (parking field staff, administrative offices, other City functions, the Mayor's office, complaints to elected officials, etc.). It is often difficult to get a full picture of the public's perception of a specific program as no one ever has access to all the feedback that is provided.

Many communities are seeing positive results by funneling all parking-related comments (positive and negative) to a central collection point. In some cities, the 511 system operators are specially trained to categorize all parking-related comments and forward them to a designated parking representative. Other online options such as social media and parking hotline strategies can also be effective.

Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Ongoing
Cost	Low

Enforcement

TASK 1: Develop a detailed Parking Enforcement Office Handbook to codify performance expectations and to function as an enforcement staff training tool.

Purpose: Kimley-Horn has provided a sample Parking Enforcement Operations Manual and Officer Handbook in Appendix 19. It is our intention that City staff customize this generic manual to suit the specific conditions and policies of the CCDO program. Many of the specific rules and regulations in this document have been derived from highly effective parking enforcement programs from around the country. This tool is designed as a mechanism to facilitate parking enforcement program development, training, and implementation

Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	1st quarter 2017
Cost	Low



TASK 2: Perform an in-house parking enforcement program operational audit utilizing the Parking Enforcement Program Audit Checklist tool provided in Appendix 18.

Purpose: The Parking Enforcement Program Audit Checklist document is provided as a tool for the City to conduct an in-house audit of the current parking enforcement program. This checklist can be used by program managers as a tool for the refinement of the current parking enforcement program.

For each audit standard, auditors can note whether or not the program complies, or if the result is unclear. The auditor can also add comments or observations supporting their conclusion. Since this document was created based on several communities, it is recommended that this tool be customized to the San Antonio parking enforcement program and used on an ongoing basis.

Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Complete early 2017
Cost	Low

Facilities Maintenance

TASK 1: Improvement to parking facility cleanliness, safety, lighting, and general appearance should be an ongoing priority.

Purpose: Ensuring the general cleanliness and upkeep of the City's aging parking facilities is critical to changing and improving public perception of the parking program over time.

Adopting the parking facility maintenance standards provided in Appendices 20 and 21 are important baseline operational improvements.

Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Ongoing
Cost	Low to moderate

TASK 2: Paint the interior of the parking structures white to improve the general appearance and perception of safety.

Purpose: Improve facility appearance and perception of cleanliness and safety.

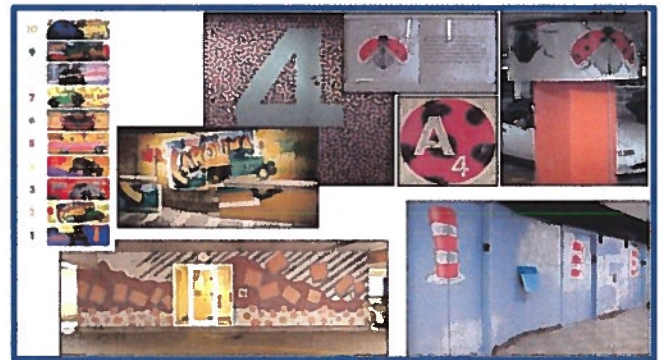
Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Complete by the end of 2018
Cost	\$200,000 - \$500,000

TASK 3: Develop creative garage-level theming and graphic treatments for each City-owned garage.

Purpose: Add color and interest to parking garages. Engage the local artist community. Create interest and excitement around downtown public parking.

Consider engaging local artists in a design competition to create community excitement and develop unique and local themes.

Primary Responsibility	CCDO
Secondary Responsibility	Centro
Timeframe	Complete by the end of 2020
Cost	\$50,000 - \$100,000 per garage



Parking Supply/Demand Model

Park+

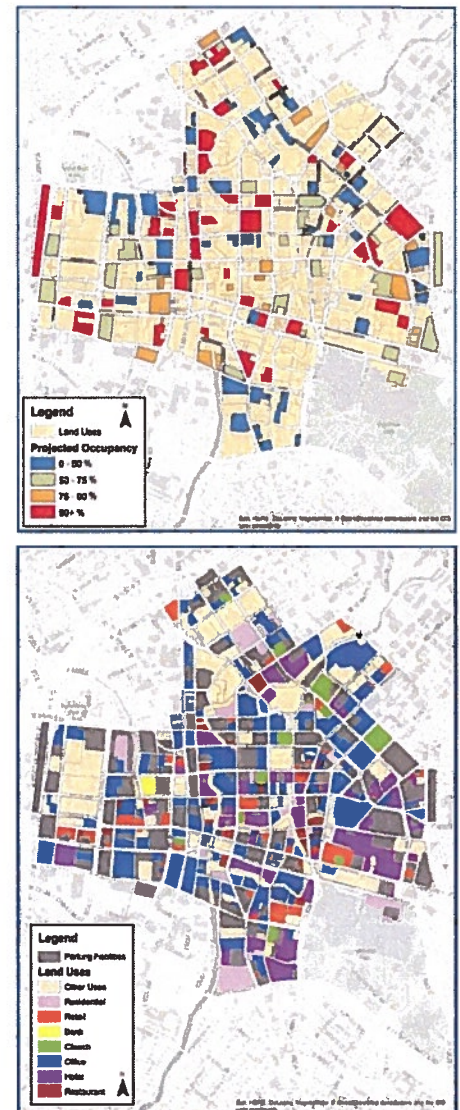
In lieu of providing a traditional parking supply/demand study update, Centro and the City opted to invest in Kimley-Horn's Park+ parking demand model, a new parking demand modeling software tool. Park+ is an interactive parking scenario planning model integrated with ArcGIS that has the ability to:

- ▲ Evaluate existing parking supply and demands.
- ▲ Identify and test new development and parking facilities.
- ▲ Set multimodal parameters.
- ▲ Apply parking management strategies.
- ▲ Analyze the parking demand for future development scenarios.

The model is based in a geospatial environment which significantly enhances its efficiency, making the model dynamic, interactive, and revolutionizing the way the industry calculates parking demand for land uses. The model's proximity parking algorithm allows for viewing and predicting parking demands in a right-sized manner, working to balance parking supply with needs and avoid overbuilding. The model is a dynamic tool that supports:

- ▲ Master planning
- ▲ Right-sizing parking in urban environments/shared parking
- ▲ Development of localized parking generation rates
- ▲ Special events management and planning
- ▲ Redevelopment support
- ▲ Evaluating pricing scenarios
- ▲ Projecting multimodal impacts on reducing parking demand
- ▲ Infrastructure planning

Training of local staff on model usage, model maintenance, and scenario development along with an instruction manual was provided.



PARK+ SUMMARY	Parking Demand	Parking Supply	Surplus/Deficit	Latent Demand
Northwest Quadrant	4,648	8,056	3,408	-1,449
Houston Street	4,445	3,681	-764	1,751
River Bend	969	1,863	894	-476
Alamo	3,463	4,964	1,501	103
La Villita	864	1,514	650	165
Historic Civic Center	1,213	1,769	556	-
Market Square	1,551	2,317	766	288
Lower Broadway	1,079	2,289	1,210	-222

Parking Management Toolbox

The Parking Management Toolbox provided in the appendices of this report contains a wealth of parking management best practices and successful strategies to elevate the current parking program.

The following is a brief description of the assembled whitepapers, best practice compilations, sample manuals, checklists, and other tools provided. These descriptions are organized by general category for easier reference.

General Parking Management

Appendix 1 – 20 Characteristics of Effective Parking Management

This extensive essay contains a comprehensive overview of the 20 Characteristics approach to parking management. It contains not only the general concepts and principles associated with each characteristic of effective parking management, but also detailed examples, illustrations, and recommendations for implementation.

Appendix 2 – ADA Parking Reform Reference Files

Parking-related issues pertaining to the Americans with Disabilities Act (ADA) are common across the country, specifically, the rampant abuse of disabled parking placards, causing many parking programs to create new strategies to better control accessible parking to help ensure that it is available to those who truly need it.

This collection of strategies, articles, and legislative approaches provides some guidance to better manage this sensitive and often controversial issue.

Appendix 3 – Valet Parking Program Development Whitepaper

Many municipal parking programs are considering offering valet parking as a premium service in certain retail sectors, high-end districts, or where demand simply exceeds supply at peak periods. Concepts such as a centralized valet operation in an entertainment district or for an area such as the Pearl District, can be a way for parking programs to provide a higher level of service to patrons and generate additional revenue. There are a large number of potential issues (cost, service level management, liability, insurance, legal, etc.) that should be carefully considered before launching a valet parking program.

The whitepaper maps out these issues and provides guidance for the development of a valet parking program.

Appendix 4 – Annual Parking Report Template

The creation of an annual parking program report has a number of benefits. Documenting parking challenges, successes, and needs in a positive, professional, and proactive manner reflects positively on the department and helps garner support for new initiatives.

This comprehensive template for creating an in-house annual parking report is likely more robust than most programs will need; however, each program can evaluate the content categories and customize a report profile best suited for its current situation.

Key benefits include:

- ▲ Allowing programs to target specific areas such as current issues, special interest groups, areas of concern, and upcoming challenges.
- ▲ Building a historical record, tracking program development, and providing a format for year-to-year comparisons.

Appendix 5 – IPI Emergency Preparedness Manual

An often overlooked element of parking system management is the development of an Emergency Preparedness Manual.

IPI recently published an excellent template for such a manual. Appendix 5 provides a copy for the City's team to review and use as a guide for developing a manual customized to the City's needs.

Appendix 6 – Residential Parking Permit Programs Whitepaper

Municipal parking programs are often faced with challenges when urban parking areas interact with existing or emerging residential districts. The most common parking management response to these issues is the implementation of a Residential Parking Permit Program (RPPP).

The whitepaper on this topic provides guidance for establishing an RPPP with examples of forms, maps, and other tools from successful programs across the country.

Appendix 7 – Sample Parking Garage Operations Manual

It is surprising how many municipal parking programs have not developed facility operations manuals.

This comprehensive template can be used as the basis for creating an operations manual from scratch or to enhance and upgrade an existing manual.

Appendix 8 – Recommended Parking Management Benchmarks

One of the current trends in program management in all fields is data-driven management.

This document provides a set of 24 parking management specific operational benchmarks that form a data-rich reporting package designed to provide key management metrics to support a successful parking management program.

Parking Management Best Practices

Appendix 9 – Parking Management Best Practices Toolbox

This primary report deliverable contains well over 300 parking management best practices.

The goals in the development and organization of this document are to provide a comprehensive categorization of parking planning, management, and design areas to make finding specific best practices easier. We know of no parking/transportation program anywhere that has adopted all of these concepts and management strategies.

It is our hope that this tool will provide City staff with a wealth of ideas to stimulate program development as they tackle parking issues as a key transformative strategy within the context of downtown revitalization and parking program enhancement plans.

Technology

Appendix 10 – Introduction to Smart Parking Technology

While the City has already made major parking technology acquisitions in recent years, this report provides the City with a summary of current on-street parking meter technology.

While the City may not currently be in the market to acquire new technology, this document provides a comprehensive overview of on-street parking technology. Keeping up with the many new features and applications that are emerging should be an on-going process for parking professionals.

Financial Management

Appendix 11 – Consolidated System Financial Report

One issue that many programs struggle with, especially if a new board or advisory body is put in place, is making financial budgets easier to understand.

This recommended consolidated financial report structure simplifies and clarifies system financial reporting in a way that makes monthly or periodic system financial performance reviews easier for administrators and advisory board members.

Appendix 12 – Parking Rate Assessment Strategies

Periodic adjustments of parking rates are normal and sometimes a controversial function of parking management.

Kimley-Horn, in working with a number of other municipal clients, has developed a detailed, comprehensive, and strategic approach to parking rate adjustments. This presentation describes the approach used for the Capitol City Development Corporation in Boise, ID as a potential model for the City to consider.

Appendix 13 – Tax Increment Financing Whitepaper

There are a number of important but rather arcane topics that all parking professionals should be familiar with, but may not have had exposure to. Tax Increment Financing is such a topic.

This whitepaper provides an overview of the concept as well as pros and cons of its use and examples of how it is being applied in a parking-related context.

Economic Development

Appendix 14 – Parking As An Economic Development Strategy

This important component of the report is largely covered in Chapter 8 of the Strategic Parking Management Plan report.

The whitepaper version included as Appendix N contains a set of example development agreements that supplement the contents of the whitepaper.

Appendix 15 – Developing a Retail Parking Support Strategy

Often, when working on a downtown master plan project with a retail development component, we are asked to provide guidance on how parking can be used to support downtown retail.

Appendix O provides an overview of effective retail supporting parking strategies in a municipal environment.

Appendix 16 – Guidelines for Using Parking as an Economic Development Strategy

Parking can be a very powerful development incentive but must be applied in a fair and consistent manner that advances the larger community strategic goals.

This appendix outlines the type of criteria that are recommended as part of the assessment for either committing a significant number of existing parking resources or the developing future parking assets as an element of a public/private partnership project.

Appendix 17 – Sample Program Development Plan – Ann Arbor DDA

The Ann Arbor Downtown Development Authority (DDA) which manages public parking in the City of Ann Arbor is one of the most progressive and well managed programs of its type in the country.

In the early 2000s, the DDA revised its program development plan to focus on the following objective areas:

- ▲ Identity
- ▲ Infrastructure
- ▲ Transportation
- ▲ Business encouragement
- ▲ Housing
- ▲ Development partnerships
- ▲ Community services
- ▲ Sustainability

As the new partnership between Centro and the City evolves, we recommend the two organizations work to create a development plan to guide future program direction, using this example as a model.

Parking Enforcement

Appendix 18 – Parking Enforcement Program Audit Checklist

Parking enforcement is one of the more important, difficult, and potentially controversial elements of a municipal parking program.

This detailed parking enforcement program audit checklist is a valuable tool for assisting municipal programs in critically evaluating their operations in this area.

Appendix 19 – Sample Parking Enforcement Office Handbook

In evaluating municipal parking programs around the country, we have found that the development of a comprehensive Parking Enforcement Officer Handbook or Manual can be a very effective tool to improve operations, consistency of performance, and staff training.

We recommend the City customize this generic manual to apply to their program.

Facility Maintenance

Appendix 20 – Parking Facility Maintenance Manual

The accepted industry standard related to parking facility maintenance is the National Parking Association (NPA)'s maintenance manual. A copy of this manual is provided as Appendix T.

Note: this document is updated on a regular basis. It is recommended that the City periodically check the NPA website for the most current version of the manual.

Appendix 21 – Parking Facility Maintenance Schedule

Appendix U is the companion piece to Appendix T and provides the recommended schedule of maintenance practices for parking facilities.

Note: As the City begins preparing to apply for the IPI's APO certification, having policies and procedures based on these types of industry standards will help with obtaining certification.

Parking Planning

Appendix 22 – Parking In Lieu Fees Whitepaper

Similar to Appendix M (Tax Increment Financing Whitepaper), Parking In Lieu Fees are an important but rather arcane topic that all parking professionals should be familiar with.

This whitepaper provides an overview of the concept as well as examples of how it is being applied across the country.

Appendix 23 – Parking Requirements Reform Whitepaper

Parking requirements as an element of municipal zoning and development codes are currently a topic of great debate among parking and planning professionals.

Professor Donald Shoup (author of *The High Cost of Free Parking*) began this conversation and several prominent planners (including professor Richard Willson, author of *Parking Reform made Easy*) have helped advance this national debate.

This whitepaper frames the discussion and provides context and analysis important for parking, downtown management, and municipal planning professionals.

Appendix 24 – Transit-Oriented Development (TOD) and Parking Policies Whitepaper, 2016

Another important planning topic that parking professionals should be aware of is TODs.

It is surprising how important parking is to a successful TOD. This whitepaper provides an overview of recommended parking policies and development strategies related to TOD planning and development.

Appendix 25 – Parking Garage Design Guidelines

As introduced in Chapter 9, this set of parking garage design guidelines will provide Centro and the City with a tool to help with the planning and development of future parking facilities, ensuring that fundamental garage planning elements are effectively addressed in the early planning phases and that staff are better acquainted with garage design and planning elements going forward.

Staff Development**Appendix 26 – Recommended Reading List for Parking Professionals, 2016**

This document is an annual publication developed by Kimley-Horn for its clients and provides a rich library of parking- and transportation-related books and websites for parking professionals.

Communications**Appendix 27 – Crisis Communications Plan**

When an emergency occurs, the need to communicate is immediate. An important component of an organization's communications planning efforts is the creation of a Crisis Communications Plan. An organization must be able to respond promptly, accurately, and confidently during an emergency and in the hours and days that follow.

This document provides direction for developing a Crisis Communications Plan.

Previous Parking Study Summaries**Appendices 28-35**

Kimley-Horn reviewed eight prior parking related studies. For each of these prior studies a document summarizing these reports was created. Each summary is provided as an additional appendix item as noted on the next page.

- **Appendix 28** - 2008 Carter-Burgess Comprehensive Parking Management Study - Report Summary
- **Appendix 29** - 2009 Parking Organizational and Financial Review – Kimley-Horn Report Summary
- **Appendix 30** - COSA Strategic Plan 2009 - Report Summary
- **Appendix 31** - 2014 COSA Parking Audit Report - Report Summary
- **Appendix 32** - Civitas Parking Opinions 2014 - Report Summary
- **Appendix 33** - Hemisfair Parking Strategy 2014 - Report Summary
- **Appendix 34** - St. Mary's Parking Garage Market and Prelim Financial Analysis 2014 – Report Summary
- **Appendix 35** - Walker Parking Operations Review 2015 - Report Summary

Park+ Model and Parking Supply/Demand Scenarios Analysis

Appendix 36 – Park+ Model Report

This report summarizes the Park+ modeling efforts by Kimley-Horn for the Centro Public Improvement District (PID)/Downtown San Antonio study area.

This report outlines the development of various Park+ scenarios that highlight the existing, short-term (2016-2019), and long-term (beyond 2019) development potential of the study area and the associated parking impacts.

Accredited Parking Organization – Detailed Evaluation Criteria Matrix

Appendix 37 – Copy of the IPI's APO evaluation Criteria Matrix

This document identifies 292 basic industry practices and features that are present in modern institutional, municipal, medical, university, airport, private, and other parking programs around the world. Achievement of 90% of all Accredited Level items determines a program that exemplifies a solid and well-rounded parking program and exhibits the key practices supported by IPI; successful completion of this section warrants recommendation as having achieved the Accredited status as awarded by the Institute.

The document is provided in checklist format to facilitate completion of each section and assembling the necessary evidence of compliance.

Organization

Appendix 38 – Effective Parking System Organizational Options

An important foundational element to consider in reassessing any parking system is organizational structure. There are several effective models for structuring parking management organizations and operations. The most effective parking management structures embrace a vertical integration of the core elements of parking management which include (at a minimum) on-street parking management, enforcement, off-street facilities management, and a parking planning function.

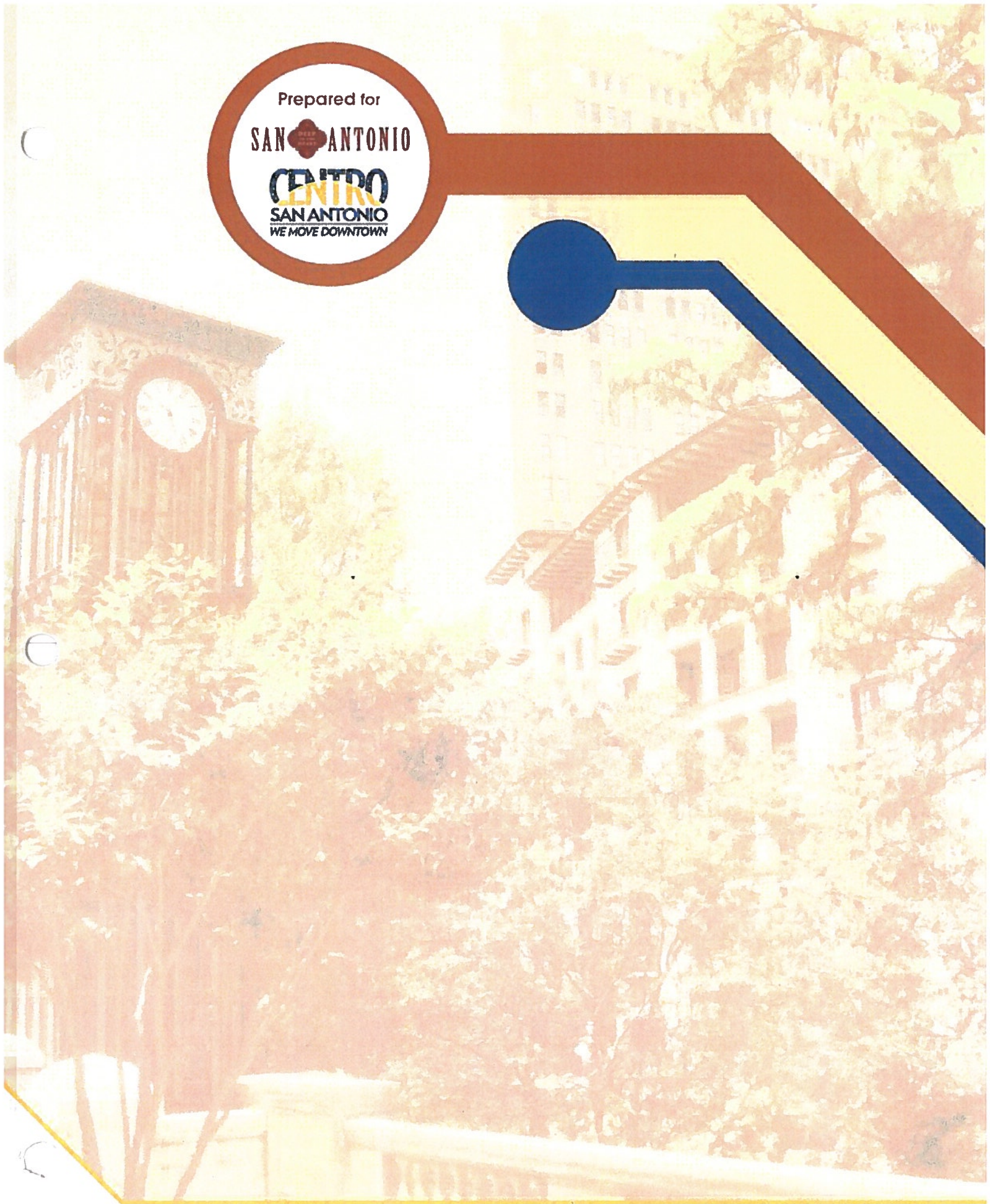
This whitepaper provides an overview of the primary proven parking system organizational models as well as some newer models that are beginning to emerge. It also discusses the primary operational methodologies that can be employed within the various organizational options.

Financial Planning

Appendix 39 – Parking Garage System Financial Plan Template

For large municipal parking programs, having a detailed and well-defined financial plan is considered an industry best practice. This document is a detailed template for a recommended parking system financial plan.

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