



Building A Better Long Beach

Item 2

September 15, 2008

REDEVELOPMENT AGENCY BOARD MEMBERS
City of Long Beach
California

RECOMMENDATION:

Receive and file the strategic plan provided by Carl Walker, Inc. for parking operations within the downtown area. (Downtown – Districts 1, 2)

DISCUSSION

In 2003, the Long Beach Redevelopment Agency (Agency) engaged the national parking industry consulting firm of Carl Walker, Inc. to provide an analysis on the management and organization of its parking system. The Carl Walker Study led to the formation of the Parking Operations Division in October 2005.

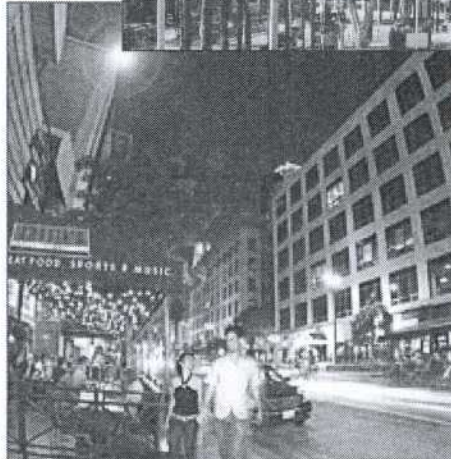
Using the 2003 study as a baseline, in late 2006, Carl Walker, Inc. was re-engaged to develop a strategic plan that addressed the management and development of the newly formed Parking Operations Division and the parking system as a whole, as well as provide a guideline for integrating parking resources with access and mobility objectives. The focus was on the downtown area, where the majority of City and Agency public parking resources are located.

In April and May 2007, community meetings were held involving the Downtown Long Beach Associates (DLBA), City and Agency staff, City Council Offices, and invited downtown stakeholders. In these meetings, staff and representatives of Carl Walker, Inc. discussed issues relating to the development of a Parking and Access Strategic Plan (Plan) (Exhibit A).

As a result of comments received during these community meetings, Guiding Principals were developed, which provided the framework and action items for the Plan. Within the Guiding Principal categories, approximately 95 action items and primary tasks were established, many of which are multi-dimensional and complex endeavors. Several are already in progress, including a parking rate study for parking in the downtown area. This parking rate study should be completed by the fall of 2008.

EXHIBIT A

Carl Walker
Parking Planning Engineering Restoration



City of Long Beach, California **PARKING AND ACCESS STRATEGIC PLAN**

Final Report

Presented to:

City of Long Beach

Parking Operations Administrator

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February 2008

Ideas for parking.
SOLUTIONS FOR PEOPLE



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9. Sustainability	
10. Funding/Financial Management	

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PROJECT BACKGROUND

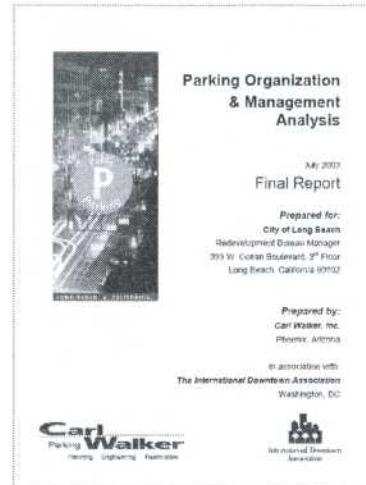
In 2003 *Carl Walker, Inc.*, in association with the International Downtown Association was engaged by the City of Long Beach to conduct a parking system organization and management analysis.

Like most US cities, the municipal parking program had evolved over time in to what can be termed a "horizontally integrated" management framework. This horizontal integration is characterized by the fact that different functional responsibilities were spread among a variety of city departments and service groups. This type of organizational model leads to fragmented and less efficient operations. However, the primary failing of this model, once the City and the parking system reaches a certain size and complexity, is that the various components of the program are each managed as essentially separate functions and not as an integrated system.

The primary recommendation of the 2003 study was to shift to a more "vertically integrated" organizational model. There are several organizational models specific to parking that has been proven to be very effective in municipal environments. These include the following:

- Parking Authorities
- Parking Districts
- Consolidated City Models
- Downtown Business Association run models

The City has chosen to pursue the Consolidated City Model and retained *Carl Walker, Inc.* to assist in the development of this program. The first major task under this assignment was to assist in the development of new parking administrator position description and recruitment process; this process lead to the hiring of Mr. Luis Maldonado as the City's Parking Administrator.



Mr. Maldonado hit the ground running and tackled many significant operational issues within his first year including restructuring operations in the Aquarium Garage to deal with traffic back-up and other issues, conducting a critical audit of current parking management practices (both internal and by the contracted parking management firms), etc.

Other significant accomplishments in his first two years, included:

- A reassessment of all parking management contracts (there had been multiple contracts with multiple parking management firms)
- A consolidation and restructuring of parking management contracts and terms
- The development and letting of a new contracted parking management RFP leading to

the selection of a new contracted parking operator.

Having gotten a handle on internal department issues, the City and the Parking Department were anxious to address the larger community parking issues outlined in the previous study. There were a significant number of issues identified in the following categories:

- Organization
- Planning
- Financial Integration
- Revenue Control/Contract Management
- Communications
- Transportation Alternatives & Transit Support
- Facility Maintenance Planning
- Technology & Systems Integration
- Special Events Coordination
- Branding & Marketing

However, many things had changed in the downtown since the 2003 study. It was decided to build on the earlier work by creating a new Parking Strategic Plan document on the framework of the previous plan. Another important dimension of the new Parking Strategic Plan was to actively engage the downtown community and stakeholders in identifying on-going and current issues.

One of the most significant and appropriate outcomes of the community input processes so far has been broad support for better integration of parking and transportation management.

More detail regarding stakeholder input is documented in the following section.



STAKEHOLDER INPUT

Stakeholder input meetings were held in April and May 2007. Special meetings were held with members of the Downtown Long Beach Associates and other invited downtown stakeholders. In these meetings, City officials and representatives of **Carl Walker, Inc.** outlined the scope of services that had been authorized relating to the development of a "Parking Strategic Plan" for the downtown area.

The feedback received from these meetings is summarized below:

Tuesday, April 24, 2007
 Open Discussion Notes:

1. Pine Avenue Issues:
 - a. Development of a comprehensive downtown valet System
 - b. Development of a centralized downtown valet program
 - c. Some restaurants have a valet program and others aren't allowed to have valet
2. We've been discussing the same issues since 1986
3. We talk & talk, nothing seems to change!
4. There is no effective signage or marketing re: Validations
5. Everything takes forever!
6. Need to integrate parking discussion with transportation elements
7. 800 spaces in the Edison lot sit empty most of the time – connect to downtown with a shuttle?
8. These on-going parking problems impacts the reputation & the asset that is downtown Long Beach
9. We can't accept the status quo!
10. We need to engage the Mayor & City Councilors – hold them accountable.
11. "Pine Avenue parking log" created and sustained to promote tension and awareness of on-going issues.
12. Under staffing of the Pine Circle valet circle an example of parking problems that negatively impacts the business community,

- and the larger reputation of the City. Find ways to leverage City investment to force satisfactory action from DDR.
13. Need physical improvements in the surface lot at circle for valet service as well as a more permanent and professional valet stand.
14. Need to get City Council involved in the Pine Circle.
15. There is a lack of transportation to/from structure-Pike Deck.
16. We need a uniform policy on how to handle disabled guests. Inconsistency is creating confused/angry customers.
17. We need to be sensitive to Coastal Commission issues re: access to waterfront.
18. DDR is non-responsive and their in action creates significant problems. Find opportunities to put pressure on DDR.
19. Provide consistent level of service, rates, validations, ect re: parking
20. Integrate parking, mobility and access strategies. Focus on the movement of people downtown.
21. Reassess parking requirements/zoning. Example: City Place – structure sits half empty, all the parking is currently "committed" and can't be used to support additional development in the immediate area.
22. Re-evaluate parking zoning ratios
23. Integrate other mobility options such as bikes.
 - a. Bike station is an asset
 - b. Create bike parking in surface lots
 - c. Implement Pedicabs
 - d. Promote "mobility education"- get downtown employees to ride transit so they understand it. If they understand it, their likelihood of riding or recommending it increases.
 - e. Integrate taxis
24. Think of this parking plan as an on-going, long term project. The solution should be a "process" - not a one-time "report".
25. Think of downtown as an amusement park. Park once and provide mobility among the "park attractions".
26. Regarding signage make better use of symbols as opposed to text.
27. Simplify trolley & map. Better promote the fact that it's Free! (The best kept secret in downtown).
28. Model after Denver's 16th Street Mall.
 - i. Simple
 - ii. Predictable
 - iii. Reliable
 - iv. Efficient
29. Learn from our failures. Why did Landmark fail?
30. Key issues: walkability and the cost of parking
31. Promote a "Park Once – Pedestrians First" Strategy

32. Develop new urban design standards as it relates to future parking structures – promote mixed use structures, with activates street levels.
33. Develop a map of the city that shows where the parkers are vs. where the spaces are.
34. Evaluate residential parking issues – Have a specific focus group to address:
 - i. Pine Ave link
 - ii. resident parking
 - iii. bike provisions
 - iv. accommodating visitors
 - v. accommodating parties
 - vi. accommodating service requirements
35. Long Beach transit is doing a good job, but could improve on providing simpler, easier to read route schedules
36. Include Long Beach Transit in the planning process.
37. Special events generate economic vitality, but also significant disruptions.
38. People want convenience/safety.
39. When density levels increase people will walk more – we should plan for this future now.
 - i. Develop safe district pathways and linkages between destinations, parking and transit access points.
40. Vacant office parking at night – a resource to tap?
41. Street conditions are a problem in certain areas.
42. The zoning discuss is important!
 - a. Evaluate relaxing parking requirements
43. Business owners are angry and adversarial
 - i. They feel their complaints and issues are falling on deaf ears
 - ii. There is lots of misinformation
 - iii. Develop an on-going strategy to keep residential & businesses informed and updated
 - iv. Focus on creating positive relationships
 - v. Better promote and celebrate accomplishments
44. Consider creating a reduced cost employee & residential parking permit program using underutilized spaces at CityPlace and the Edison lot for \$25/ month
45. Get City Planning to the table.
46. Grand Prix blocks transit routes.





GUIDING PRINCIPLES

Based on the feedback received from the initial stakeholder meetings in April and May, a follow-up session was held with the same stakeholders. In this meeting the comments outlined above were fed back to the group and a presentation was made regarding the development of a set of "Guiding Principles" that would form the framework of the Parking and Transportation Strategic Plan.

Dennis Burns, project principal from **Carl Walker, Inc.**, presented several examples of parking and transportation "Guiding Principles" from other communities around the country. This was followed by a discussion of the key elements that should be included in a similar document to be developed specifically for downtown Long Beach.

Based on this feedback, the consultant developed a draft set of Guiding Principles for downtown Long Beach, and related these principles back to both the "Issues/Challenges" and the "Opportunity Themes" identified by the various downtown stakeholders. These draft "Guiding Principles" were issued to the stakeholder groups for review and comment. A limited number of responses were returned to the consultant and that feedback was incorporated into the document.

One of the most significant issues expressed by the stakeholders overall, was a strong belief that parking should not be divorced from the larger transportation picture. The strategic plan should, in fact, be characterized more as an "Integrated Downtown Access Management Plan" that strives to be more comprehensive in scope and that promotes parking management strategies that both promote and complement transit and transportation alternatives whenever possible.

Another area of significant concern related to developing strategies and partnerships to promote better coordination and collaboration related to special events planning and management.

Following up on previous studies and internal system reviews, the City has made progress on several significant fronts. The most significant of these initiatives includes a start on parking system reorganization to address the horizontal fragmentation identified in the Parking System Organization and Management Analysis conducted by **Carl Walker, Inc.** and the International Downtown Association.

Luis has made significant progress in addressing internal system changes including hiring needed support staff, consolidation and rebidding of parking management contracts, implementing improvements in revenue control system policies and procedures, etc.

The following "Guiding Principles" are intended to set the strategic framework for this initiative.

OBJECTIVE STATEMENT:



To implement a strategic parking and access action plan for downtown Long Beach that supports the development of a vibrant, accessible, 24-hour city serving commercial, retail, recreational and residential uses and the customers, visitors, employees and residents of those uses.

The access components of this plan need to be logical and intuitive for the user, providing an easily comprehensible system that is user-friendly, safe, secure and well-integrated into the larger transportation, access and traffic systems of the City and the region.



GUIDING PRINCIPLES

THE FRAMEWORK





GUIDING PRINCIPLE FOR
ORGANIZATION/LEADERSHIP

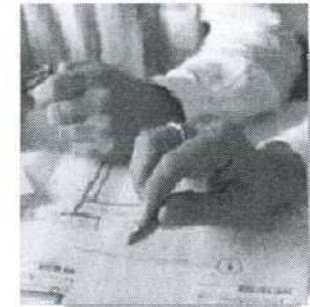
The parking system will be organized to be "vertically integrated" with responsibility for:

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

being managed by one department or entity.

To develop and sustain downtown access improvements, key decision makers that have the authority and resources will be actively involved and committed to creating and supporting an integrated, seamless and multi-modal access strategy for the downtown.

By consolidating the various parking functions under a single department the city will establish a consolidated system that is action-oriented, responsive, and accountable with improved coordination and operating efficiencies.





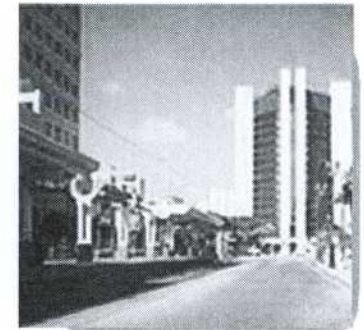
GUIDING PRINCIPLE FOR
**PLANNING/VISIONING/
POLICY**

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

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

Parking management strategies and programs should support and compliment other access modes as a means to better facilitate the accessibility and user-friendliness of downtown Long Beach as a preferred regional destination.

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



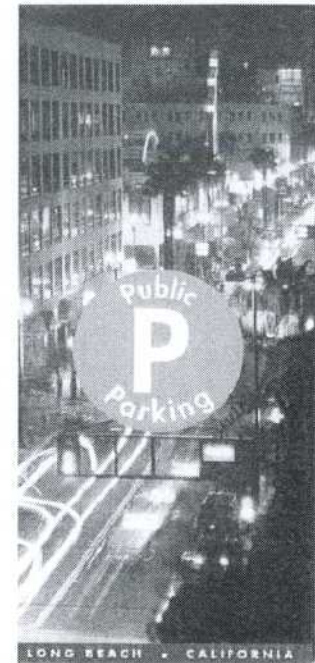


GUIDING PRINCIPLE FOR
MARKETING/PROMOTION

Parking/access management programs and facilities will be developed to function as a positive, marketable asset for Downtown.

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

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



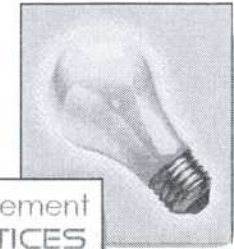


GUIDING PRINCIPLE FOR
EFFECTIVE MANAGEMENT

We will support the development of a forward thinking, "best in class", parking and access management program.

Downtown Long Beach should anticipate future patron needs in the context of its Downtown Strategic Plan and seek to integrate supportive parking and multi-modal access strategies as appropriate.

Evaluation of other advanced programs and new technologies should occur on an on-going basis.



Parking Management
BEST PRACTICES





GUIDING PRINCIPLE FOR
**INTEGRATED ACCESS/
MOBILITY MANAGEMENT**

The downtown parking and access management plan will promote a "park once" strategy that emphasizes "linkages" to other forms of transportation.

Progressive urban design guidelines will create and enhance positive pedestrian experiences.

The downtown core should provide an access system that supports its role as the central point from which customers and visitors are connected to all the districts of the downtown.

Access linkages include parking, transit, and pedestrian/bicycle systems.

Access linkages within the core and between districts should be clearly identified through signage, wayfinding and other communication strategies to increase customer understanding of the downtown.





GUIDING PRINCIPLE FOR
ECONOMIC DEVELOPMENT

The parking program will be guided by City Council adopted policy directives that are the result of collaborative processes between City staff, other downtown agencies and involved downtown stakeholders. The value of integrating parking as a strategic tool for economic development will be fully explored and leveraged.

The City will assume a leadership role in developing public policies that support parking and access management as a key element of the downtown economic development strategy.

The City will use its resources to promote mixed-use and shared-use parking strategies as well as promoting alternative modes for commuter access through the creation of incentives, partnerships and programs to attract private investment; this will include reviewing and updating existing city parking requirements, as appropriate.





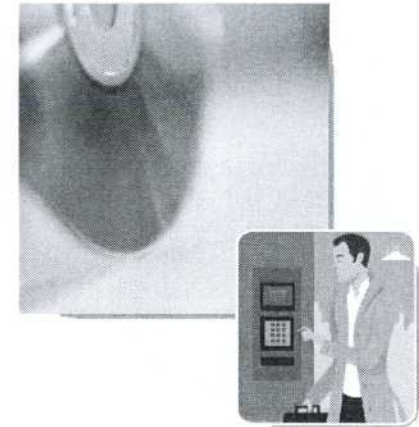
GUIDING PRINCIPLE FOR LEVERAGING TECHNOLOGY

The parking management program will be an early adopter of technology solutions to enhance customer parking information and service options.

One goal is to make parking less of an impediment to visiting downtown and more of an amenity.

Technology should be leveraged to streamline and simplify access to downtown Long Beach and will be a key parking management strategy.

Long-term, parking access and revenue control systems for both on-street and off-street applications should be integrated to provide seamless management information and enhanced customer ease of use.





GUIDING PRINCIPLE FOR
CUSTOMER SERVICE

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

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

Parking program staff will be in uniform, present a friendly and professional appearance and receive on-going customer service and downtown ambassador training.

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

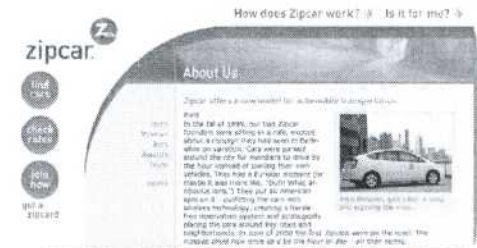




**GUIDING PRINCIPLE FOR
 SUSTAINABILITY**

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

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





GUIDING PRINCIPLE FOR
**Funding/Financial
Management and
Accountability**

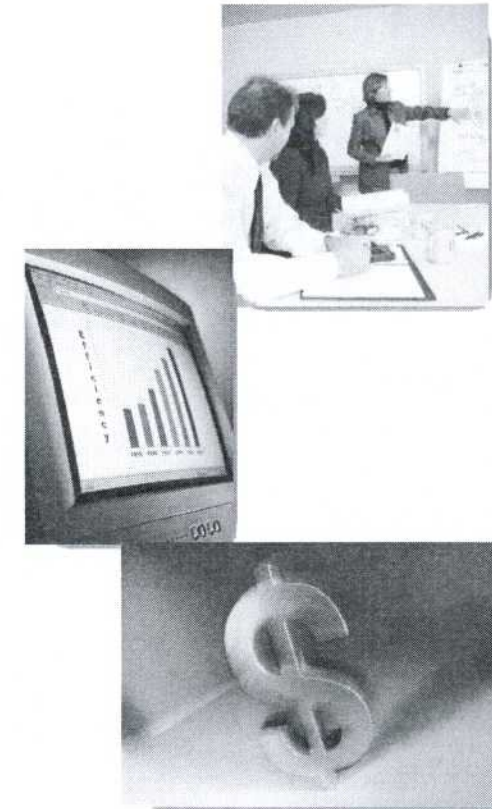
The parking system will work towards a goal of being a self-supporting enterprise fund.

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

By aligning all parking revenue streams from on-street, off-street, enforcement, special assessments and fee-in-lieu programs, it is possible to develop a parking system that self-funds all operating and maintenance expenses, facility maintenance reserves, planning studies and future capital program investments.

A consolidated parking revenue and expense statement should be developed to document all parking related income streams and expenditures to give a true accounting of parking finances.

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





GUIDING PRINCIPLES

Summary



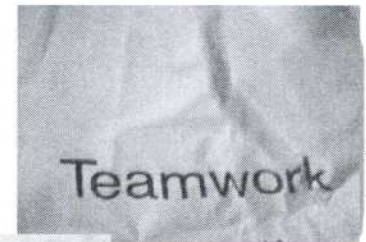
These Guiding Principles will serve as a foundation for near and long-term decision making and implementation of parking management and access strategies in the downtown.

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

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

It will be important for the City to codify the Guiding Principles for Parking Management as part of the City Code to assure their on-going role in facilitating decision-making for the parking system over time.

Teamwork and collaboration between Parking, Transportation, City officials, downtown agencies and other stakeholders will be a key for success moving forward.





STRATEGIC ACTION PLAN & RECOMMENDED ACTION ITEMS

We recommend that the Parking and Transportation Strategic Plan action items be organized around the categories of the "Guiding Principles".

The recommended strategic plan action items, once reviewed and approved by City officials and project principals, should then be presented to the public through a process of focus groups for feedback regarding:

- Overall direction
- Scope
- Relevance
- Importance and
- Community Support

The following is our recommended Parking and Transportation Strategic Action Plan.



Category: Organization/Leadership

Action Item # 1.1 Parking System Reorganization

The parking system will be organized to be "vertically integrated" with responsibility for: - Off-Street Parking - On-Street Parking - Parking Enforcement - Parking Planning & Parking Demand Management being managed by one department or entity.

Continue consolidation of parking management functions into a more vertically integrated structure.

Intended Results:

Vertical integration of basic parking operations functions creates improved overall program policy coordination and system management.

Action Item # 1.1A – Off-Street Reorganization

Functional integration of all off-street city owned parking operations.

Intended Results:

Improve consistency of facility operations, management coordination and accountability.

Action Item # 1.1B – On-Street Reorganization

Functional integration of on-Street planning, equipment maintenance and collections

Intended Results:

On-street parking supply will be managed to promote this asset as short-term, retail oriented, convenience parking. Promoting high level usage through turnover of these valuable assets is a key objective

Action Item # 1.1C – Parking Enforcement Integration

Functional integration of Parking Enforcement functions including citation issuance, adjudication and collections,

Intended Results:

Primarily related to maximizing turnover of on-street assets, parking enforcement will also promote efforts to mitigate the inherently negative aspects of this function by being more forgiving to occasional violators and harsher on repeat violators.



Category: Organization/Leadership

Action Item # 1.2 – City Leadership/Support

For the Parking program to be successful, it must have strong leadership and support from City administration. This will be especially true of the critical dimensions of parking system organizational restructuring.

Continue consolidation of parking management functions into a more vertically integrated structure.

Intended Results:

Based on stakeholder feedback, there is a great desire to see progress on parking management issues in the downtown. This Strategic Action Plan is a significant step towards addressing many of these issues. **Carl Walker** recommends that the final action plan be reviewed and endorsed and adopted by City Council, the DLBA and other appropriate stakeholder groups.



Action Item # 1.2A – City Council Adoption

Once this Parking Strategic Plan is finalized by the project steering committee, it should be presented to City Council for additional review and eventually approved and adopted as official City policy to ensure appropriate support and funding.

Intended Results:

By having the plan formally adopted as official City policy, additional momentum, support and funding should be available to advance the strategic plan initiatives.

Action Item # 1.2B – Progress Reports

Strategic Parking and Transportation Action Plan - Progress Reports

A regular program of parking plan implementation progress should be developed to keep the City Manager and Council apprised of the status of approved initiatives and their results.

Intended Results:

Once the plan has been accepted by and endorsed by the community, then the Parking Division of the City should develop a proactive program for reporting progress on the plan through additional and on-going community meetings, website and email updates, annual reports and other means, to document progress on the wide range of plan actions items and collaborative program initiatives.

Action Item # 1.2C – Stakeholder “Report Cards”

Strategic Parking and Transportation Action Plan – Report Cards

Intended Results:

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

Action Item # 1.3 – Collaboration/Partnerships

For the envisioned parking program to reach its full potential, it is critical that parking be perceived as open, collaborative and resourceful. To this end, the parking function should strive to reach out to various groups and be a positive team player. Parking should actively partner and participate with the following groups at a minimum:

- A. Long Beach Transit
- B. Downtown Long Beach Associates
- C. The PTMO
- D. Other City Departments
- E. The CVB
- F. Bike Station
- G. Flex Car Programs

Intended Results:

Be seen as an active, collaborative partner in helping to resolve downtown issues and the leader in addressing parking related matters.

Category: Planning/Visioning/Policy

Action Item # 2.1 – Active Planning Function

Parking management should have an active planning function related to parking supply/demand studies, parking utilization analysis, planning for new parking supply, assessing parking zoning requirements and promoting transportation alternatives and demand management strategies.

Intended Results:

Parking should work closely with the City Planning department, be engaged in community master plans, strategic planning efforts, transportation plans, traffic studies, etc.

Action Item # 2.2 – Parking Design Guidelines

Develop parking planning and design guidelines. Develop specific design criteria for parking lots and structures. Consider requiring every new parking structure to be "mixed-use" to some degree, i.e. incorporate street level retail and preferably other land uses.

Intended Results:

Integrate parking design guidelines into downtown master plan framework.

Action Item # 2.3 – Comprehensive On-Street Program Assessment

Conduct a comprehensive assessment of on-street parking equipment, policies, utilization, enforcement, and revenues/expenses.

Intended Results:

As part of the integration of the on-street parking function in to the consolidated parking program, an assessment of the current operational policies, procedures and technology is warranted.

Action Item # 2.4 – Annual Supply/Demand - Update

Update parking supply/demand study on an annual basis. Extend supply/demand study area to include the area South of Ocean.

Intended Results:

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

Action Item # 2.5 – Integration of Other Transportation Modes

Evaluate opportunities to integrating bike and other transportation elements into parking structures and lots.

Intended Results:

Consider all opportunities to integrate parking and transportation elements.



Category: Planning/Visioning/Policy

Action Item # 2.5 – Parking Zoning Code Review

Reassess current parking zoning requirements. Consider concepts such as flexible zoning requirements, form based code, smart growth strategies, and other progressive planning concepts.

Intended Results:

As part of assessing parking zoning requirements and flexible parking standards develop a shared parking policy and take into account a variety of potential adjustment factors such as:

- a. Geographic Location
- b. Residential Density
- c. Employment Density
- d. Land-use Mix
- e. Transit Accessibility
- f. Car-Sharing
- g. Walkability

Action Item # 2.6 – PTMO Reconfiguration

Develop an action plan to reconfiguring the PTMO to provide more effective special event coordination.

Intended Results:

Provide additional regulatory authority and or financial incentives/disincentives to promote more than voluntary participation in special event parking coordination.

Action Item # 2.7 – Parking Signage/Wayfinding Program

Develop a downtown parking signage and wayfinding strategy with the ability to direct traffic into and around downtown to better facilitate and coordinate parking and traffic during special events. Integrate with an interactive, on-line parking information website.

Intended Results:

Provide accurate parking information in real-time to make downtown and area attractions easier to access and improve the perception of downtown as a visitor friendly environment.

Action Item # 2.8 – Support A “Park-Once” Philosophy

Evaluate “Park Once/Pedestrian First” type concepts for Downtown.

Intended Results:

Promote a more pedestrian friendly environment that promotes enhanced connectivity between the downtown and related activity centers.

Action Item # 2.9 – Support Walkability Enhancements

Encourage and support the development of enhanced pedestrian amenities to improve the “walkability of downtown”.

Intended Results:

Develop downtown as a more pedestrian friendly environment.

Action Item # 2.10 – Consider “Eco-Pass” Concept

Consider concepts such as the “Eco Pass” program in Boulder where parking subsidizes bus passes for all downtown employees.

Intended Results:

Use parking revenues to promote other transportation options.



Category: Integrated Access/Mobility Management

Action Item # 3.1 – Support and Promote “Integrated Access Management”

Carl Walker strongly endorses the concept of “Integrated Access Management” as a means to broaden the program scope through the creative integration of parking and transportation management and planning.

In many environments, the parking and transportation functions appear to have different or competing goals, in an integrated program approach; the goals of both programs merge and work together more collaboratively, benefitting the entire community.

The recommended set of Access Management “Guiding Principles” is our attempt toward developing a strategic framework that makes the concept of an “Integrated Access Management” program reasonable, relevant and pragmatic.

One effective way of looking at the concept of “integrated access management” is to consider it from the perspective of “supply-side strategies” and “demand-side strategies”. The specific action items under this category will be divided into these sub-categories.

Intended Results:

In the envisioned “Integrated Access Management” approach, the parking and transportation functions, agencies and departments will share a common vision of what “enhanced downtown access” means.

There should be a recognition that parking and transportation are both support services and that the goals of both functions should be subordinate to the larger community or downtown strategic goals and objectives. Without this larger strategic framework clearly in place, it is hard for parking and transportation goals to make sense, except as it relates to supporting the programs for their own sake.



Category: Integrated Access/Mobility Management

Action Item # 3.2 – Explore Supply-Side Strategies

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

Shared Parking

Develop a specific shared parking element and incorporate this model into local zoning code regulations for parking.

Parking Regulations

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

Parking Maximums

Evaluate the use of "Parking Maximums" as an alternate strategy. Parking Maximums means that an upper limit is placed on parking supply, either at individual sites or in an area. Area-wide limits are called Parking Caps.

These can be in addition to or instead of minimum parking requirements. Maximums often apply only to certain types of parking, such as long-term, single-use, free, or surface parking, depending on planning objectives.

Smart Growth

"Smart Growth" is a general term for development policies that result in more efficient transportation and land use patterns, by creating developments with higher densities and enhanced multimodal transportation support.

Walking and Cycling Improvements

Walking and Cycling Improvements support parking management strategies in several ways:

- Improving walkability (the quality of walking conditions) expands the range of parking facilities that serve a destination. It increases the feasibility of sharing parking facilities and use of remote parking facilities.

- Improving walkability increases "park once" trips, that is, parking in one location and walking rather than driving to other destinations, which reduces vehicle trips and the amount of parking required at each destination.
- Walking and cycling improvements allow these modes to substitute for some automobile trips.

Parking Facility Design

Parking facility design refers to physical layout, construction and land-use combinations associated with parking facilities.

Improved design and operation can better integrate parking facilities into communities, improve the quality of service experienced by users, support retail, support a more homogenous urban fabric and integrate advanced parking management options, and help address various problems.

Improved Parking Operations & Management

Examples of operational/management strategies that improve the quality of service experienced by users and help address various problems include:

- Access Management – refers to coordination between roadway design and land use development, such as limiting the number of driveways and clustering land use activities.
- Flexibility – designing facilities and management systems to anticipate and accommodate changing needs and temporary uses such as valet operations, special events, peak and off-peak demands.
- Facility Access and Circulation – parking facilities should be designed to promote good internal circulation (avoid dead-ends, etc.) and provide multiple entry/exit lanes, reversible lanes, etc.
- Environmental Design – strategies to reduce energy use, limit "heat island effect", reduce waste water runoff, and even generate energy through solar options.
- Lighting – Adequate lighting is important for user comfort, safety and safety.
- Orientation – many planners recommend locating buildings close to the sidewalk to improve pedestrian access, with parking located behind or at the side of a building.
- Parking Structures – Parking structures require careful design to be attractive, pleasant to use and integrated into the overall urban landscape.
- Preservation and Enrichment – parking facilities can be designed to protect and enhance historic, cultural and natural resources.

- Security – Parking facilities can be designed to maximize security through natural surveillance, lighting, patrols, emergency alarms and CCTV monitoring.
- Size and Scale – Large parking facilities can be divided into smaller units.

Overflow and Special Event Parking Plans

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

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



Category: Integrated Access/Mobility Management

Action Item # 3.2 (Continued)

Develop a variety of "Supply-side Strategies".

Improved User Information and Marketing

Enhanced parking system branding and marketing strategies are becoming more common in major downtowns around the country.

The average budget for parking system branding and marketing programs in the US is between \$5 - \$7 per space.

Development of enhanced parking web-sites as a powerful tool to distribute parking and transportation information is one of the defining "Best-in-Class" parking system characteristics and should be a high priority in Long Beach.

Cooperative marketing programs between parking, transit systems, transportation demand management organizations and downtown associations is another high priority focus area.

Parking Pricing

A market-rate survey and assessment of parking pricing is highly recommended. This should include local on-street, off-street, public and private parking rates. A broader survey of "peer cities" that Long Beach sees as regional competitors should also be studied.

A revamping of the existing parking validation program is another recommended action that should be accorded a high priority.

Improved Enforcement & Controls

Enforcement while often perceived as negative is an essential for promoting turnover of valuable on-street parking assets. However, there are many strategies that can "take the edge off" of parking enforcement if it is managed as an integrated element of a comprehensive parking manage program.

An in-depth assessment of the existing parking enforcement program is recommended including a review of new technologies such as mobile license plate recognition to improve overall program consistency, revenue generation, citation collection ratios, etc.

Improved Payment Methods

Much of the resistance to parking pricing results from inconvenient pricing methods. As part of a larger technology assessment, the following factors should be considered:

- Many require payment in specific denominations (coins or bills).
- Many require motorists to predict how long they will be parked, with no refund available if motorists leave earlier than predicted.
- Some payment systems cannot easily handle multiple price structures or discounts.
- Some are confusing or slow to use.
- Some have high equipment or enforcement costs.

"Unbundling" Parking

While essentially another parking pricing strategy, this concept involves a fundamental shift in the way parking assets are considered. "Unbundling" means that parking is rented or sold separately, rather than automatically included with building space. For example, rather than renting an apartment with two parking spaces for \$1,000 per month, the apartment would rent for \$800 per month, plus \$100 per month for each parking space. This is more equitable and efficient, since occupants only pay for parking they need.

This concept is typically more applicable to the private sector as seen in the examples below:

- Facility managers can "unbundle" parking when renting building space.
- Developers can make some or all parking optional when selling buildings.
- In some cases it may be easier to offer a discount to renters who use fewer than average parking spaces, rather than charging an additional fee.

There are also potential public sector applications. For example:

- The public sector can take a lead role in educating the public about such concepts and promoting their application.
- In some communities monthly parking is offered on a "scratch card" so that if employees have the option to telecommute or car pool one or two days per week, they are encouraged to do so, because they don't feel like they have already paid for the whole month, so I might as well drive.

Parking Management Organization/Coordination

Vertically integrated organizational models are critical to the managing parking as an integrated system as opposed to a fragmented collection of departments that lack a unifying vision, coordinated policies and common management.

Continuing the consolidation of parking management within the City structure is seen as "job one" for moving the program forward. Development of a set of guiding principles, build around stakeholder input has already begun as part of this study.

Parking Environment Improvements

Improving parking environments through the use of painted interiors, colorful and creative level theming and graphics, enhanced cleaning, maintenance and lighting standards are areas that can make great impact of visitors and daily users of downtown parking facilities and help improve the image of City overall.

Intended Results:

Parking rates should be monitored and assessed on an on-going basis. Parking rates should be considered in a broad context of parking system financial expectations, support of downtown economic development goals, and the need to fund parking facility maintenance/operations and parking system expansion.



Category: Integrated Access/Mobility Management

Action Item # 3.3 - Explore Demand-Side Strategies

Develop a variety of "Demand-side Strategies" to provide a diverse range of transportation options, alternatives and demand management programs to reduce the need for additional parking supply. Demand-side strategies include the following areas:



Improved Transport Options	Incentives to Shift Mode	Land Use Management	Policies and Programs
Alternative Work Schedules	Bicycle and Pedestrian Encouragement	Car-Free Districts	Access Management
Bicycle Improvements	Congestion Pricing	Compact Land Use	Campus Transport Management
Bike/Transit Integration	Distance-Based Pricing	Location Efficient Development	Data Collection and Surveys
Carsharing	Commuter Financial Incentives	New Urbanism	Commute Trip Reduction
Guaranteed Ride Home	Fuel Tax Increases	Smart Growth	Freight Transport Management
Security Improvements	High Occupant Vehicle (HOV) Priority	Transit Oriented Development (TOD)	Marketing Programs
Park & Ride	Pay-As-You-Drive Insurance	Street Reclaiming	School Trip Management
Pedestrian Improvements	Parking Pricing		Special Event Management
Ridesharing	Road Pricing		Tourist Transport Management
Shuttle Services	Vehicle Use Restrictions		Transport Market Reforms
Improved Taxi Service			
Telework			
Traffic Calming			
Transit Improvements			

Intended Results:

The major program objectives of the "integrated access management strategy" include: Increasing access options, reducing the need for additional parking, enhancing linkages and connectivity downtown, reducing congestion and single occupant vehicles thereby promoting environmental goals.



Category: Marketing/Promotion

Action Item # 4.1 - Coordinated Marketing Plan

Develop a list of marketing initiatives that will educate the community on the range and variety of parking and transportation services available. Parking/access management programs and facilities will be developed and promoted to function as positive, marketable assets for Downtown.

These parking and transportation marketing initiatives should be coordinated with other City departments, downtown agencies and special attractions/businesses to promote a consistent message, accurate and up-to-date information and be cross-marketed to promote greater distribution and program awareness.

Intended Results:

To promote downtown as a unique, easily accessible and visitor-friendly regional destination.

Action Item # 4.2 – Downtown Parking/Access Website

Develop a downtown Long Beach web-site that integrates downtown activities, parking, transit and other access/mobility related options onto a single site. Promote this integrated site with an ad campaign and links from many other related web-sites. **Carl Walker** has provided a presentation with examples for other communities around the country.

Intended Results:

Take the mystery and confusion out of downtown parking and access by providing a centralized and well-publicized site for information related to parking and transportation options.

Action Item # 4.3 – Branded Parking Signage Program

Standardize public parking system signage. We like the current "Orange P" parking signage and recommend that it become the standard for all municipal parking facilities. This is a critical element of parking system branding.

Intended Results:

Create a standard of quality service, facility up-keep, consistent equipment and features. Tie this standard of quality to the facilities through the branded signage. If this is achieved, the standard of quality set by the municipal programs will have a positive impact on private facilities as well.

Action Item # 4.4 – Update Downtown Wayfinding/Signage System

Access to and around downtown could be improved with a comprehensive downtown wayfinding and signage program. Strategic integration of parking and transportation elements is critical to this system's success. Variable message capability relative to fast changing special events directional and parking conditions is highly recommended

Intended Results:

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



Category: Marketing/Promotion

Action Item # 4.5 – Develop a “Branding Campaign” for the parking/access program.

Develop a branding campaign to promote the desired image of the downtown public parking system. This effort may involve a name change for the downtown public parking system.

Intended Results:

Create and promote a positive image for the parking/access system focusing its strengths (plenty of space, well located, convenient locations, clean, safe facilities, validation programs, etc.) The new focus on customer service and enhanced use of technology should also be featured.

Action Item # 4.6 – Parking E-Bulletins to Users

Using email addresses from monthly parkers and Downtown Long Beach Associates (DLBA) members as a base, communicate to your parking customer database via e-mail bulletins. Use this medium as a means to promote the new parking system “brand”. This concept could also be used to keep customer groups informed of new programs, planned system upgrades, etc. It could also have “featured downtown businesses” in association with Downtown Long Beach Associates.

Intended Results:

Provide a cost effective and high quality means of providing consistent communications to the parking system customer base. Keep customers informed of parking, traffic, events, news, etc. Promote new parking system programs and customer service initiatives. Reinforce the parking system “brand”.



Action Item # 4.7 – Parking Public Relations Program

Develop a comprehensive strategy to manage public relations, media interactions, parking system publicity, etc. Specific program elements might include: press release issuance, better use of free publicity opportunities, consistent use of new parking system logos, promotional themes, etc.

Intended Results:

Better management of media coverage, public information and co-sponsored events and program related to the downtown public parking system.

Action Item # 4.8 – Regular Personal Contact with Customers

Identify key customer groups and schedule personal meetings to promote the parking system’s commitment to customer service and to identify opportunities to improve service.

Intended Results:

Stay in touch with parking system customers and provide a high level of service and responsiveness to their needs. Monitor perception of performance of contracted parking management.

Action Item # 4.8 – Develop a Parking System Information Database/Become the Central Clearinghouse for Parking/Access Information

Monitor and track parking rates, availability, owners, operators, contact info, etc. for all parking resources in the downtown. Coordinate and provide information relative to other transportation options.

Intended Results:

Become a one-stop information clearing house for downtown parking/access information.



Category: Marketing/Promotion

Action Item # 4.9 – New Employee Parking/Access Options Brochure / Information Packet

For new employees to the downtown area, develop a new employee parking brochure and information packet as an educational and parking system marketing tool. Also use as a means of promoting downtown merchants and annual events through the use of merchant coupons, parking validations, etc.

Intended Results:

This initiative should also be considered a tool to assist larger and small employers with employee parking and as another mechanism to promote transportation alternatives. It should also strive to welcome new employees to downtown and make their first impressions of the parking/access systems a positive one.

Action Item # 4.10 – Marketing Tie-ins for Parking to Special Events

Work closely with Downtown Long Beach Associates, the PTMO and downtown attractions/venues to promote parking tie-ins in conjunction with downtown special event promotions.

Intended Results:

Leverage shared benefits of joint marketing opportunities and promote new parking/access system branding and marketing campaigns.

Action Item # 4.11 – Dedicated Spokesperson for the Parking System

Identify one or two individuals to be the dedicated spokesperson(s) for the parking system. This person should be intimately involved and extremely knowledgeable about the downtown public parking system and should manage all media contacts, issue press releases, etc. Specialized media training is highly recommended.

Intended Results:

To the degree possible make media interactions a positive or at least well managed event. Create consistent and well presented messages that reflect positively on the downtown public parking system and the City of Long Beach.

Action Item # 4.12 – Establish a specific Program Marketing Budget

Establishing a specific budget for marketing/promotion elements is recommended. The national average in the US is between \$6 - \$8 per space per year (should include on-street and off-street spaces).

Intended Results:

To ensure that marketing/promotion is developed as an integral component of the parking/access program.

Action Item # 4.12 – Develop a Package of Parking Program Electronic Marketing Collateral for Distribution to Merchants, Media, etc.

This strategy protects and promotes the parking branded images and promotes their use on other marketing materials that want to promote convenient parking in their materials.

Intended Results:

Extends the reach of parking marketing and branding efforts.



Category: Effective Management

Action Item # 5.1 – Define Specific Management Program Goals

Define the critical functional elements of effective parking management programs and develop specific goals and targets aimed at building a "best in class" parking management program.

Use the Carl Walker "20 Characteristics of Effective Parking Programs" model as a base. Recommended specific areas for program enhancement are provided below.

Intended Results:

To define parking management goals, clarify expectations and provide program accountability. Strive to achieve "Best – In – Class" status.

Action Item # 5.2 – Parking/Access Program Annual Report

Develop an Annual Parking Report
Major Report Sections should include:

- i. Annual Supply/Demand Update
- ii. System Planning (CIP) Update
- iii. Organization/Staffing Update
- iv. Significant Accomplishments/ New Management Initiatives
- v. Financial Summary
- vi. Facility Maintenance Program Update

Note: *Carl Walker* will provide a detailed Annual Parking Report Template for use as a base document

Intended Results:

Proactively keep City administration and stake- holders informed of critical parking issues.

Promote parking initiatives that are in the best interest of the City, the downtown and the community as a whole.

Build support for parking operating and capital budgets and future rate increases.

Generate confidence that the parking system is being well managed.



Category: Effective Management

Action Item # 5.3 – Professional Staff Development

Parking Management Training - Identify specific training needs for Long Beach parking manager and selected staff. Take advantage of National and Regional Parking Association conferences and trade shows. Consider a customized training program developed to meet the specific needs available through some parking consulting firms or other professional organizations.

Intended Results:

Increase the Long Beach parking manager's understanding of parking system operations and new technologies.

Action Item # 5.4 – Operations Peer Reviews

Identify peer cities or organizations and conduct reciprocal operations peer reviews. Suggested peer cities: Beverly Hills, Santa Monica, Redwood City, Boulder Colorado and Boise, Idaho.

Intended Results:

Develop a network of peers for support and information exchange.

Action Item # 5.5 – Parking/Access System Benchmarking

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

Intended Results:

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



Action Item # 5.6 – Parking Facility Warranty Management

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

Intended Results:

Assure that warranty covered items are taken care of while still under manufacturer's warranty. Average cost savings per facility \$15,000 - \$20,000.

Action Item # 5.7 – Energy Saving Options in Parking Facilities

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

Intended Results:

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



Category: Effective Management

Action Item # 5.8 – Security Inspections of All Public Parking Facilities

Conduct an initial "security audit" of all City of Long Beach parking facilities to identify issues/concerns. Conduct walk-through inspections of all public parking facilities on a quarterly basis. Document results and develop action plans to address any concerns noted. Document corrective actions taken. Note: Following this recommendation without promptly enacting corrective actions could increase the potential for liability.

Intended Results:

Improve facility safety and security by actively monitoring and addressing safety and security issues.

Action Item # 5.9 – "Crime Prevention Through Environmental Design" (CPTED)

Review "Crime Prevention through Environmental Design" principles and apply to parking facilities as appropriate. Example: eliminate hiding places under stairs, etc.

Intended Results:

Improve facility safety and security through integration of CPTED principles.

Action Item # 5.10 – Parking Deck Security Systems

Evaluate parking facility security options including, but not limited to, "blue light" security call stations, panic alarm systems, CCTV systems, parking booth silent alarms, etc.



Intended Results:

Be proactive in evaluating security needs within parking facilities. Provide deterrents to criminal activities within parking structures.

Action Item # 5.11 – Evaluate Parking Facility Lighting – Establish Lighting Standards

Evaluate lighting in parking facilities. Establish public facility lighting standards. Identify areas where lighting may be below standards. Identify areas where enhanced lighting might be appropriate. Specifically assess "transitional lighting" at facility entrances and exits, pedestrian/vehicle conflict areas, etc. Use Illuminating Engineering Society of North America guidelines as a minimum base.

Intended Results:

Improve perception of safety and security within parking facilities. Establish community standards.

Action Item # 5.12 – Assess Parking Access and Revenue Control System Security Procedures

Review password procedures and other computer security systems.

Intended Results:

Assure parking computer system security and integrity.

Action Item # 5.13 – Assess Parking Access and Revenue Control System Back-up Procedures

Review computer system back-up procedures.

Intended Results:

Assure parking computer system security and integrity.

Action Item # 5.14 – Authorize Parking Security Officers to Issue Parking Citations

Leverage existing parking facility security FTEs to address the need for additional parking enforcement. This would be a minimal increase in equipment cost to generate potentially significant additional enforcement revenues. Possible City Council ordinance needed to authorize change in enforcement policy.

Intended Results:

Provide needed enforcement services by better utilizing existing staffing resources.



Category: Effective Management

Action Item # 5.15 – Exterior Parking Facility Signage

Complete Exterior Parking Facility Signage Upgrades.

Intended Results:

Clearly identify facilities included in the Downtown Long Beach Public Parking System. Provide consistent and identifiable public parking system signage. Support and reinforce the parking system "branding" campaign.

Action Item # 5.16 – Paint Interior Parking Facility Surfaces White

Paint most vertical surfaces, columns and roofs within the Downtown Long Beach Public Parking System facilities white.

Intended Results:

Painting the interior surfaces of the structures will improve the perception of safety and security and create an enhanced customer friendly environment.

Action Item # 5.17 – Implement Themed Level Identification

Improve parking facility level identification through the use of themed concepts. Consider engaging local arts groups and promote this program initiative as a public arts program sponsored by the City.

Intended Results:

Improved wayfinding within parking facilities, enhance parking facility interiors and promotion of a more interesting and positive parking experience.

Action Item # 5.18 – Add Pedestrian Warnings to Parking Structure Exits

Provide visual and auditory warnings to pedestrians walking on sidewalks that have vehicular exits crossing the sidewalks. These warning devices are typically activated by vehicles tripping sensor loops in the vehicle exit lane.

Intended Results:

Enhance pedestrian safety and reduce parking system risk.

Action Item # 5.19 – Enhance Special Events Parking Planning and Coordination

Develop partnerships and management structures that provide consistent, collaborative and effective special events management and coordination.

Work with larger planning groups to provide more effective and flexible parking information and wayfinding.

Develop specific policies for regular and predictable events such as the Grand Prix, Cruise ship parking, Downtown Festivals, etc.

Intended Results:

Improve the visitor experience related to special events downtown.

Action Item # 5.20 – Develop a Comprehensive Facility Maintenance Program, Including Regular Scheduled Structural Condition Appraisals

A strong preventative maintenance program can save parking systems large amounts of money in the long run, by effectively addressing concrete problems early.

Intended Results:

Minimize concrete deterioration and minimize facility maintenance costs.



Category: Leveraging Technology

Action Item # 6.1 – Conduct a Parking Technology Assessment

Assess the potential for improving parking system integration, management reporting, customer service enhancements, improved operational efficiency, etc. The recommended Technology Assessment would also look at areas such as on-street parking equipment, parking enforcement systems, etc.

It is recommended that the assessment be divided into the following categories:

- Off-Street Applications
- Off-Street Applications
- Enforcement Applications

Intended Results:

Identify opportunities to leverage recent advances in technology to enhance access to downtown, improve the customer experience of downtown, improve parking system operational efficiency/effectiveness, provide enhanced parking management and planning information.

Action Item # 6.1.A - Assess Potential Off-Street Technology Enhancements

Evaluate new systems that offer the potential to reduce potential staffing/labor costs and/or improve customer services. Specific systems/methodologies to evaluate include:

- Central Cashiering
- Pay-On-Foot
- Pay-By-Space
- Automated Pay-In-Lane
- Pay-By Cell Phone
- Web-Based Parking Management Platforms



Action Item # 6.1.B - Assess Potential On-Street Technology Enhancements

Evaluate new systems that offer the potential to improve streetscapes, provide additional customer payment options and offer reduced collection costs, improve enforcement efficiency and provide increased revenue per space. Specific systems/methodologies to evaluate include:

- Multi-space On-street Meter Systems
 - Pay and Display
 - Pay-By-Space
 - Pay-By Cell Phone

Action Item # 6.1.C - Assess Current Parking Enforcement Technologies and Recent Advances in Hardware and Software.

Assess current parking enforcement systems and compare to recent advances in parking enforcement hardware, software and citation management processing systems. Specific systems/methodologies to evaluate include:

- Hand-held Citation Issuance Devices
- Mobile License Plate Recognition Systems
- Citation Management Software Programs
- Citation Collection Processes and Services

Action Item # 6.2 – Develop Internet Based Payment System Options

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

Intended Results:

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



Category: Customer Service

Action Item # 7.1 – Customer Service Training

Provide enhanced and more frequent customer service training for all parking system staff. Consider sharing the cost of providing customer service training through the International Parking Institute by co-hosting a training session with UC Long Beach, the private parking management firm and other local or regional entities with parking operations.

Intended Results:

Improve customer service through educating parking staff on customer service principles and practices. Clearly define expectations and monitor to insure desired results.

Action Item # 7.2 - Customer Satisfaction Surveys

Provide feedback mechanisms for customers. Determine what your customers feel is important and continually strive to improve in those areas.

Intended Results:

Monitor, measure and address customer concerns and satisfaction levels.

Action Item # 7.3 - Secret Shopper Program

Implement a Secret Shopper Program to monitor and measure customer service program effectiveness.

Intended Results:

Measure customer service program effectiveness. Incorporate customer service performance as a key factor in annual and six month performance evaluations. Insure that managers and supervisors are setting the standard.



Action Item # 7.4 - Parker Assistance Program

Develop and implement a "Parker Assistance Program" which could include services such as: battery jump starts, vehicle lock-out assistance, tire inflation, security escort services, audio book check-out programs, etc.

Intended Results:

Provide services to assist parking system patrons and improve the perception of value offered by the parking system.

Action Item # 7.5 - Improve Website and Links

Use the internet and parking website as a customer service tool. Provide mechanisms for customers to pay fees/fines, order information, download parking maps, rate schedules, special events info, etc.

Intended Results:

Use technology to make basic parking transactions quick and easy for customers and provide easy access to parking information. Provide links to other transportation options, other city and downtown agencies and have links to parking from their sites.

Action Item # 7.6 - Establish a Parking Hot Line

Establish a "Parking Hot Line" and an "Email Feedback Mailbox" to provide a centralized and actively monitored customer feedback mechanism. Provide prompt formal responses and follow-up. It is recommended that this be monitored by CCDC staff as opposed to the parking operator.

Intended Results:

Improve customer service through active monitoring of customer concerns and suggestions.



Category: Customer Service

Action Item # 7.7 – Centralized Valet Program

Develop a program to provide a centralized Valet Parking program in the downtown. Defined valet zones could be identified in key areas of the downtown to support restaurants, nightclubs, and other venues. Program development should include standards for appearance, staffing, services levels, rates, vehicle storage and queuing, etc.

Intended Results:

Make downtown parking quick and easy for patrons willing to pay for the convenience of valet service.



Category: Economic Development

Action Item # 8.1 – First Hour Free Program

As part of an overall parking rate assessment, consider eliminating the current subsidized parking validation program in favor of a "First hour Free" program.

Intended Results:

Simplify the validation process for customers, provides a more equitable system for all users, gives Downtown something to "promote".

Action Item # 8.2 – Develop a Parking Investment Strategy

Many communities have been successful using a strategy of providing public parking facilities to incentivize private development/investment. Generally a 5 to 1 pay back ratio is desired, i.e., if a 400 space parking facility is constructed at a cost of \$15,000/space (\$6,000,000) private investment of \$30,000,000 would be expected.

Intended Results:

To incentivize private development and investment.

Action Item # 8.3 – Waiving or Modifying Parking Requirements to Promote Targeted Economic Development Projects

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

Examples might include:

- Waiving parking requirements for prioritize types of development.



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

Intended Results:

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

Action Item # 8.4 – Promote Public/Private Partnerships Related to Future Parking Structure Development

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

Intended Results:

Reduced construction costs. Provide addition of needed parking resources.

Action Item # 8.5 – Reinvestment of Parking Revenues

Dedicating a portion of parking revenues to be invested back into the districts in which they are generated can help change the way people think about paying for parking. If parking revenues are used for projects that make the downtown more attractive and enjoyable, the increased visitation generates additional parking revenues for reinvestment.

Intended Results:

Use a portion of parking revenues to enhance the districts they serve.



Category: Economic Development

Action Item # 8.6 – Business District Support

Many Business Improvement Districts provide the primary marketing campaigns that make their districts competitive on a regional basis. Some advanced parking systems support this economic development role by contributing funds to these groups to promote cooperative marketing and branding campaigns.

Intended Results:

Enhance the marketing of the downtown as a unique regional destination.

Action Item # 8.7 – Develop Special Programs to Mitigate the Negative Impacts of Parking Enforcement

Some community parking programs subsidize the cost of providing "downtown ambassadors". In exchange, these ambassadors provide parking information and assistance. In Boulder they have a "meter angels" program where ambassadors will put an extra quarter in a parking meter that is about to expire. They also leave a note on the car stating that they gave the car an extra 15 minute of time (Thanks for shopping downtown!)

Intended Results:

Promote a more visitor friendly downtown. Mitigate the negative impacts of parking enforcement.

Action Item # 8.8 – Downtown Smart Cards

Some communities have partnered with companies that provide Smart Cards that be used to pay for on-street and off-street parking as well as at downtown shops, restaurants and attractions. Example: "Parcxmart".

Intended Results:

Provide a common means of payment for many services and boosts activity downtown. Reinforces the sense of downtown as a unified whole.

Action Item # 8.9 – E-Purse/Multi-Use Cards for Transportation

Another variation on the smart card theme is the Om-Pay System. With this value card, you can pay for parking (on-street and off-street), bus transport and taxi services.

Intended Results:

Unified payment strategy. Reduces risk to patrons and system, increases payment processing efficiency, provides information for customer tracking, allows patrons to track/document spending.



Category: Sustainability

Action Item # 9.1 – Strategies to Reduce Single Occupant Vehicle Use (Through the Demand Management Options outlined in the “Integrated Access/Mobility Management” Section) Represent Several Key Elements of the Program’s Sustainability Initiatives

Reducing single occupant vehicle usage through the promotion of transportation alternatives is one key sustainability strategy.

Intended Results:

Promote reduced pollution and congestion by promoting high occupancy vehicle use.

Action Item # 9.2 – Evaluate and Promote “Green Design” Related to New Parking Structure Projects in the Future

Review the latest information on Parking and LEEDS Certification -

- LEED’s Certification for Stand Alone Parking Facilities
- LEED’s Certification for Mixed Use Parking Facilities
- LEED’s Certification Point System

Integrate “Green Opportunities” in parking facility design:

- Creating sustainable sites
- Site density
- Storm water management
- Landscape design
- Underground parking
- Green roofs
- Water efficiency

Evaluate opportunities for Facility Lighting and Energy Conservation

- Rewiring parking decks to allow the external bay of parking and the roof level lights to be turned off during the day.
- Using energy saving light bulbs.



- Incorporating parking canopies in surface lots /decks with solar panels to generate electricity.

Evaluate strategies to monitor parking environment air quality:

- Natural Ventilation and Openness to Exterior
- Carbon Dioxide Monitoring
- VOC Compliant Waterproofing and Coating Products

Evaluate opportunities for innovative parking design options:

- Solar panels on parking structure roofs/canopies
- Green Parking Lots (pervious surfaces)

Intended Results:

Integrate “Green Strategies” as part of the design process for new facilities.

Action Item # 9.3 – Explore Potential Grant Funding Related to Advanced Parking Availability and Signage Programs

By providing real-time information on parking availability to motorists as part of a coordinated parking information/signage program, traffic congestion, “cruising for parking” and pollution can be reduced. Some communities have received significant grant funding for such initiatives through federal Congestion Mitigation and Air Quality (CMAQ) programs.

Intended Results:

Leverage new, more reliable wireless sensor and other technologies to provide enhanced parking information and guidance systems.

Action Item # 9.4 – Implement Environmentally Friendly Parking Facility Maintenance Strategies

Examples include:

- Environmentally Responsible Facility Pressure Washing Systems
- Fluorescent Light Recycling Programs

Intended Results:

Protect the environment and reduce City/Parking System risks associated with unlawful discharged of wastewater from parking facility pressure washing and potential exposure of employees to hazardous chemical in fluorescent fixtures.



Action Item # 9.5 – Promote Incentives to Encourage More Environmentally Friendly Transportation Choices

Examples include:

- Preferential Parking for carpools/vanpools
- Reduce rate parking for alt-fuel vehicles

Action Item # 9.6 – Invest in Green Technologies – Set an Example for the Community

Example:

- Use hybrid cars for the City motor fleet.

Category: Funding/Financial Management & Accounting

Action Item # 10.1 – Develop a Consolidated Revenue and Expense Statement Reflecting All Parking Activities

As part of the strategic goal of developing a "vertically integrated parking program" understanding and tracking all parking revenues and expenses is a critical first step in understanding to overall financial condition of the enterprise.

Intended Results:

Provide improved understanding of parking system financial status.

Action Item # 10.2 – Create a Flow-Chart of Current Parking Revenues and Expenses

In conjunction with action item 10.1 above, it is also important to understand where parking revenues are generated and where they go (parking enterprise fund, City general fund, specific departmental budgets, etc.) It is also important to track expenses and from what funds they are paid.

Intended Results:

Provide improved understanding of parking system financial resources and obligations.

Action Item # 10.3 – Evaluate the feasibility of Parking Becoming a Financially Self-Supporting Enterprise Fund

If all parking related revenue streams and expenses were consolidated, would the parking program be capable of being self-sustaining? This would include paying for all off-street operating and maintenance costs (including maintenance reserves), on-street operations and

enforcement costs as well as debt service obligations (and required debt service coverage ratios).

Intended Results:

Many integrated municipal programs with on-street, off-street and enforcement revenue streams combined can be financially self supporting and even put funds aside for future parking development projects or contribute funding for other transportation related projects.

Action Item # 10.4 – Evaluate Parking Taxes for Commercial Parking Operations

Other major California cities have implemented parking taxes on private/commercial parking operations as a means to generate funds for municipal parking facility construction or to fund TDM/alternative transportation initiatives.

Action Item # 10.5 – Parking Market Rate Surveys

Conduct quarterly reviews of parking market rates for both the local area and selected peer cities. Document and track trends in parking rates and provide a context for potential parking rate increases.

Intended Results:

Improved understanding of parking market rates on a local and regional basis.

Action Item # 10.6 – Accounts Receivable Reconciliation

Develop processes that ensure that the private parking operator's accounts receivables match the City of Long Beach's financial records. Revise accounts receivable record keeping procedures to account for any discrepancies.

Intended Results:

Improve financial controls and protect system revenues. Provide more accurate and auditable parking financial statements.

Action Item # 10.7 – Validation Program Restructuring and Implementation

Review and evaluate options to restructure the existing parking validation program. Specifically, assess the feasibility of offering a "First Hour free" program in conjunction with other economic development program options.

Intended Results:

The goals of the restructured validation program will be to simplify the validation process, make downtown more user-friendly and to promote increased economic activity in the downtown.



Category: Funding/Financial Management & Accounting

Action Item # 10.8 – Revenue Control Audits

Develop internal systems for regular internal parking audits. This could be done by City staff or as a service provided by the contracted parking management firm. In addition, however, we recommend that bi-ennial parking system revenue control audits utilizing an objective, outside audit firm that specializes in parking system auditing be conducted.

Intended Results:

To ensure compliance with revenue control policies and procedures. Provide for enhanced accountability of public program funds. Ensure that private parking management firms are meeting contract obligations.

External bi-ennial parking system revenue control audits should be budgeted in the range of \$35,000 - \$50,000 depending on specific scope requirements.

Action Item # 10.9 – Contract Management

Develop contract management policies and standardize review procedures to ensure contract compliance and performance standards.

Intended Results:

Since day-to-day parking operations are outsourced to private parking management firms, contract management and oversight becomes a core management function for City staff. Well defined contract management procedures and practices should be developed to ensure effective program and facility management.



Action Item # 10.10 – Parking Unit Performance Tracking

Identify revenues, expenses and profitability by operating unit or sector.

Intended Results:

Understand financial performance by operating unit or sector.

Action Item # 10.11 – Establish Parking Facility Maintenance Reserve

Establish a parking facility maintenance reserve fund, or if one already exists assess the adequacy and the funding rate relative to current and projected facility maintenance needs.

Intended Results:

Avoid deferring facility maintenance and the potential for increased facility restoration costs.

