City of Oakland & Metropolitan Transportation Commission

DOWNTOWN OAKLAND PARKING STUDY

Technical Memorandum #1: Context Analysis

FINAL

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1 INTRODUCTION

This report, Technical Memorandum #1: Context Analysis, is the first deliverable of the Downtown Oakland Parking Study. The purpose of this report is to review and document existing, readily available background information relevant to this study, including Oakland's current parking goals, objectives, and policies; parking prices and regulations for City-owned parking facilities; significant conclusions from previous parking studies; and information communicated during interviews and correspondence with City staff. This step in the study allows the project team to identify existing data and to document the current policy, regulatory, and pricing framework for City-owned curb and off-street parking within the study area.

This report contains three major components:

- A review of the goals and guiding principles set forth in current ordinances and previous planning documents concerning parking;
- A summary of the City's governance of parking facilities, including the City's management structure and publicized rates and policies; and
- A peer review of five cities that have recently implemented performance pricing (also referred to as demand-based, dynamic or variable-rate pricing) for parking, documenting their overall experience and lessons learned.

Together, this information provides a context for understanding existing parking conditions in Downtown Oakland, and may offer direction for making recommendations and updating Oakland's parking technology and management strategies in later stages of the project.

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2 POLICY GOALS AND OBJECTIVES

On October 15, 2013, the Oakland City Council unanimously adopted Resolution No. 84664, "A Resolution Adopting Parking Principles for City of Oakland Commercial Districts". With this resolution, the City Council formally adopted as official City policy a set of goals and objectives entitled "Parking Principles for City of Oakland Commercial Districts." These goals and objectives provide the overarching policy framework within which the City manages parking. Background information about the City's reasons for adopting these principles, and proposals for implementing the resolution's policies in various parts of the city, are further described in a City Council Agenda Report dated August 23, 2013.[1]

Parking Principles for Commercial Districts

The "Resolution Adopting Parking Principles for City of Oakland Commercial Districts" reads as follows:

WHEREAS, these Parking Principles call for the active management of parking; and were first presented to the City Council in December, 2009; and

WHEREAS, these Parking Principles hold that parking should be treated as an asset that helps bolster the economic vitality of neighborhood commercial areas; and

WHEREAS, these Parking Principles hold that parking should be managed to achieve an approximate 85% maximum occupancy per block, so there will always be some available on-street parking for shoppers and visitors; and

WHEREAS, these Parking Principles hold that parking should be priced at market rates, and should be adjusted regularly to reflect current use; and

WHEREAS, these Parking Principles hold that pricing and policies should encourage the use of off-street parking lots where they are available; and

WHEREAS, these Parking Principles state that, whenever possible, a portion of parking revenue should be reinvested directly back to neighborhood commercial district improvements, potentially through a mechanism such as a parking benefit district; and, therefore be it

RESOLVED, that the city shall adopt the following Parking Principles as official policy to guide actions dealing with parking in commercial districts city-wide:

Parking is part of a multi-modal approach to developing neighborhood transportation infrastructure.

[1] Brooke A. Levin, Interim Director, PWA. *Agenda Report re: Ordinance Supporting a Flexible Parking District Program*, August 23, 2013. https://oakland.legistar.com/View.ashx?M=F&ID=2638143&GUID=B82816CE-EF18-4D2D-87D4-6017CA050209.

- Users of commercial districts (shoppers, employees, visitors) have varied needs for access, via private auto, transit, bicycle and foot.
- Curbside parking must be balanced with multiple complementary and competing needs, including but not limited to delivery vehicles, taxis, car share vehicles, bus stops, bicycle parking and sidewalk widening.

Parking should be actively managed to maximize efficient use of a public resource.

- Parking should be treated as an asset that helps bolster the economic vitality of neighborhood commercial areas.
- Parking should be managed to achieve an approximate 85% maximum occupancy per block so that there will always be some parking available to shoppers and visitors.
- Parking should be priced to achieve usage goals ("market pricing"); market prices may vary by area; by time of day and may be adjusted occasionally to reflect current use.
- Pricing and policies should encourage use of off-street parking lots where they are available.

Parking should be easy for customers.

- Costs, rules and penalties should be easily comprehensible.
- Fees should be payable by a variety of fare media (prepaid cards, credit cards, cash and cell phones).
- If possible, and where appropriate, time limits should be avoided in favor of market pricing.
- The role of tickets should be minimized in generating parking revenue; it should be easier to pay parking fees, which may lower the incidence of tickets.

Parking policy and regulations should help the City meet other transportation, land use and environmental goals.

- Pricing policies should encourage a "park once" approach, to minimize driving from store-to-store within a commercial district and adding to congestion and air pollution.
- Whenever possible, a portion of parking revenue should be reinvested directly back to neighborhood commercial district improvements, potentially through a mechanism such as a parking benefit district.

SUPPORTING PLANS AND POLICIES

In addition to the “Parking Principles” ordinance, several plans have helped guide the City’s approach to parking in downtown Oakland. They include:

- **City of Oakland General Plan, Land Use and Transportation Element (LUTE)** (1998)
- **City of Oakland Downtown Transportation and Parking Plan** (2003)
- **Revive Chinatown – Community Transportation Plan** (2004)
- **Lake Merritt Station Area Plan** (2014).

This section summarizes the goals and objectives related to parking policy in downtown Oakland in each of these plans.[2] Some of these plans also included findings and recommendations pertaining to parking in downtown Oakland. These findings are included in Appendix A.

City of Oakland General Plan, Land Use and Transportation Element (LUTE) (1998)

The *Land Use and Transportation Element* of the City's 1998 *General Plan* set forth policies, objectives, and actions designed to guide City land use and development through 2015.[3] An update to this plan is currently underway. General plan policies and objectives related to parking include the following.

Transportation and Transit-Oriented Development

Policy Goals (Abridged)

- Integrate land use and transportation planning: Integrate transportation and land use planning at the neighborhood, city and regional levels by developing transit oriented development, where appropriate, at transit and commercial nodes.
- Reduce congestion: Reduce congestion and improve traffic flow by developing an [integrated] road system and traffic demand management system that provides an appropriate mix of mobility and accessibility throughout the city.
- Promote alternative transportation options: Reduce dependency on the automobile by providing facilities that support use of transportation modes.
- Find funding: Program and provide adequate funding for needed transportation facilities and services, and related investments.
- Safety: Provide safe streets.
- Improve the environment: Improve air quality and reduce exposure to traffic noise. (LUTE, p. 47)

Objectives (Abridged)

- **Objective T3**: Provide a hierarchical network of roads that reflects desired land use patterns and strives for acceptable levels of service at intersections.
  - **Policy T3.9. Providing Parking for Transportation.** The City should strive to provide parking for multiple modes of transportation throughout the city where it is needed and does not unduly disrupt traffic flow.
  - **Policy T3.10. Balancing Parking Demands and Economic Development Activity.** The City should balance the parking demands and parking charges in City-owned facilities with the need to promote economic activity in certain areas (such as Downtown and neighborhood commercial areas).

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[2] Other plans regarding parking in the City of Oakland, but which do not specifically address the downtown study area, include the Advanced Planning Lab – Montclair (2011) analysis of parking in Oakland's Montclair Village district, completed with help from the MTC, and the Temescal Parking Policies and Management Plan (2012), also completed with help from the MTC. Another study, the MTC Advanced Planning Lab – Jack London Square District (2011), is summarized in Appendix A.

[3] *Oakland General Plan: Land Use & Transportation Element*. City of Oakland, March 1998. http://ec2-54-235-79-104.compute-1.amazonaws.com/oak/groups/ceda/documents/webcontent/oak035268.pdf.

  - **Policy T3.11.** Prioritizing Parking. Parking in residential areas should give priority to adjacent residents. (LUTE, p. 57)

Downtown

Goals

- To promote downtown Oakland's position as a dynamic economic center for the region.
- To serve as a primary communications, office, government, high technology, retail, entertainment, and transportation hub for Northern California.
- To become a premier location in the region for urban residential living, by building upon existing neighborhoods, and by promoting and expanding a pedestrian-friendly, diverse and exciting range of housing, social, cultural, and arts opportunities.
- To further develop, support, revitalize, and promote the distinct, attractive urban character of each of the downtown districts, and to respect historic resources. (LUTE, p. 65)

Objectives & Policies

- **Objective D13:** Create and coordinate a well-balanced regional and local transportation system to serve the downtown.
  - **Policy D13.2. Providing parking.** An adequate quantity of car, bicycle, and truck parking, which has been designed to enhance the pedestrian environment, should be provided to encourage housing development and the economic vitality of commercial, office, entertainment, and mixed use areas. (LUTE, p. 74)

City of Oakland Downtown Transportation and Parking Plan (2003)

The City of Oakland Downtown Transportation and Parking Plan was developed to update the Downtown Plan for the first time in 20 years, recommending improvements and strategies to address the future transportation and parking needs of the downtown area (encompassing the entire current study area as well as the Jack London Square and Valdez/Auto Row subdistricts). Goals for this study included:

- Determine how to maximize the use of existing parking supply through strategies such as shared parking.
- Leverage strategic parking investments to accommodate the growth planned for downtown without encouraging automobile use.
- Determine the best methods for reducing transportation demand and optimizing the existing circulation and public transit system.
- Identify timing and location of street and/or transit improvements that might be needed.

Revive Chinatown – Community Transportation Plan (2004)

This plan sought to improve the livability and economic vitality of the Chinatown district (included in the current study area) by addressing pedestrian safety and access, streetscape amenities, traffic issues, and parking. Goals for this study included:

- Create a pedestrian environment that is safe and accessible for people of all ages and abilities.
- Expand transportation choices for travel to and from Chinatown to encourage more visitors and shoppers.
- Improve the attractiveness of Chinatown's commercial district as a regional shopping destination.
- Involve the community in a process that unifies diverse groups and empowers them to seek long-term solutions to quality of life issues in Oakland Chinatown.

Lake Merritt Station Area Plan (2014)

Encompassing a one-half mile radius around the Lake Merritt BART station (including parts of Chinatown), the Lake Merritt Station Area Plan guides the development of underutilized parcels around the existing BART station into a vibrant, mixed-use neighborhood.[4] The Oakland City Council adopted the Lake Merritt Station Area Plan and Design Guidelines and certified the associated Environmental Impact Report on November 18, 2014. The associated Planning Code amendments, Zoning Maps and Height Maps implementing the plan were adopted on December 9, 2014, and became effective on January 8, 2015.

Regarding parking, the plan notes that "parking is a critical component of mixed-use and transit-oriented development." Generally, the plan seeks to address frequent problems with "street loading and double parking" in the area, emphasizing policies that would allow for "reliable, frequent delivery of supplies." Overall, the Plan recognizes that "smart management of parking and loading areas is an important element of the overall redevelopment of the area." The Plan also identifies specific policies that "identify priorities and actions for improving the access, safety, and street vibrancy throughout the Planning Area." Those related to parking include:

Overarching Policies

- C-3. Targeted operational improvements in the Chinatown core. Implement targeted improvements in the Chinatown core, such as:
  - Improve loading regulations to reduce double parking and congestion.[…]
  - Improve access to parking, and enforce compliance with parking regulations that aim to improve the quality of the commercial district. (p. 6-59)

[4] *Lake Merritt Station Area Plan*. City of Oakland, December 2014. http://www2.oaklandnet.com/oakca1/groups/ceda/documents/report/oak048456.pdf.

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3 EXISTING PARKING POLICIES

This chapter discusses the City's existing parking pricing, curb management, and management practices for City-owned off street parking lots and garages.

PARKING PRICING

On-Street Metered Parking

The City has a total of approximately 7,800 metered curb parking spaces throughout the city. With the exception of those metered parking spaces within the Montclair Village Flexible Pricing Pilot Project area (described later in this section), all meters charge $2.00 per hour. Rates were last changed on July 1, 2009, when rates increased from $1.50 to $2.00 per hour.

Supply & Technology

All of Oakland's parking meters are now capable of accepting payment by either coin or credit card, with approximately 4,000 spaces covered by multiple-space "pay and display" payment kiosks, manufactured by Cale, and approximately 3,800 spaces equipped with "smart" single- or double-headed meters, manufactured by IPS Group, Inc. In 2014, when the "smart" single-space meter heads were installed, approximately 700 new meters were installed, either replacing old, broken, or missing meters or located in a few new areas approved by Council (including 16 new meters on 21st Street between Webster Street and Harrison Street in the study area).[5]

Pay-by-phone technology provided by Parkmobile, a private vendor, is also available at all metered spaces. This technology was introduced in Oakland in 2012.

Hours of Enforcement

All curb parking meters, with the exception of those in the Montclair Village Flexible Parking Pricing Pilot Project area, operate from 8 a.m. to 6 p.m., Monday through Saturday.

Meters are not enforced on Sundays or on the following "Parking Holidays":

- New Year's Day - January 1
- Martin Luther King, Jr. Birthday - third Monday of January
- President's Day - third Monday of February
- Memorial Day - last Monday of May
- Independence Day - July 4

[5] City of Oakland. "Smart Meters ~ City of Oakland, California." Accessed March 3, 2015. http://ec2-54-235-79-104.compute-1.amazonaws.com/Parking/SmartMeters/index.htm#meter-summary.

- Labor Day - first Monday of September
- Thanksgiving Day - fourth Thursday of November
- Christmas Day - December 25

If any of these holidays falls upon a Sunday, then the following Monday is a holiday.

Additionally, the City recently began offering free parking on Saturdays during the holiday season (typically, every Saturday between Thanksgiving and New Year's Day, and on "Plaid Friday," Oakland's locally owned business alternative to Black Friday, typically held Friday after Thanksgiving). On these days, parking at all metered on-street spaces is free, though relevant time limits are still enforced. Select City-owned off-street lots and garages are included in the promotion, including three within the downtown study area: Frank Mar Garage at 12th & Harrison Streets, Franklin Plaza Garage at 19th & Franklin Streets, and Clay Street Garage at 14th & Clay Streets.[6]

Extended Hours Pilot

In July 2009, the City enacted several changes to parking policies, including increasing fines for select parking violations, increasing the meter rate from $1.50 to $2.00 at all on-street metered spaces, and extending meter hours of operation by two hours in the evening, from 6 p.m. to 8 p.m. These changes were framed as a way to generate revenue; in other words, to reduce the impact of "the most serious financial crisis ever faced by the City," and to "help address an $83 million budget shortfall."[7]

In response to public feedback, the City revisited some of the changes in October 2009, returning hours of operation from 8 a.m. to 6 p.m. while retaining the meter rate and parking violation fine increases.

Flexible Pricing Policy

In addition to endorsing the "Parking Principles for Commercial Districts," the City Council in 2013:

- Adopted an Ordinance Amending Title 10.36 (Parking Meter Zones) of the Oakland Municipal Code to Establish "Flexible Parking Zones," and Amending Ordinance Number 13184 C.M.S. (The FY 2013-14 Master Fee Schedule) to enable flexible parking pricing in these Flexible Parking Zones;
- Adopted a Resolution Creating a Flexible Parking Zone for Montclair Village; and
- In an October 2013 "Supplemental" ordinance, made a few modifications to the above actions, most notably setting aside 50% of any net new meter revenue generated as a result of flexible parking pricing in Montclair Village for reinvestment in the district.

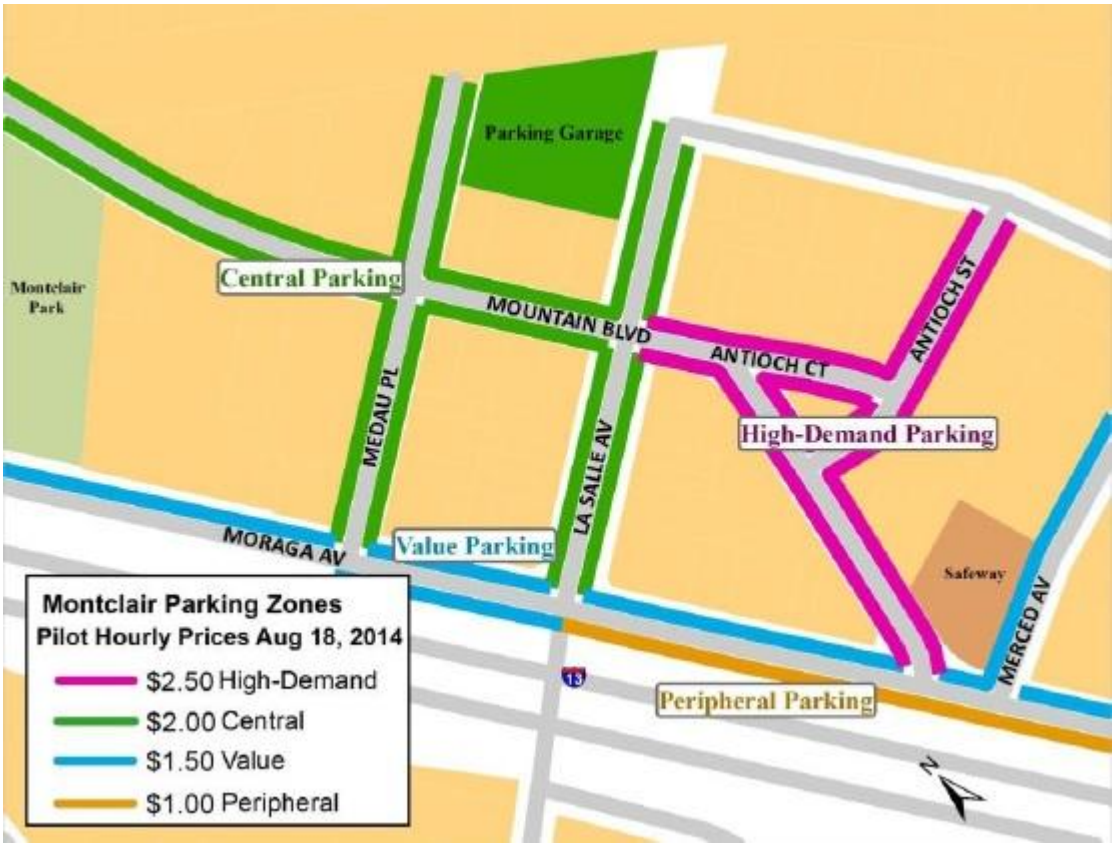
[6] City of Oakland. "Free Parking Every Saturday between Thanksgiving and New Year's Day." Accessed March 3, 2015. http://www2.oaklandnet.com/Parking/OAK038548.

[7] City of Oakland. *City of Oakland Changes Parking Rates & Enforcement Hours*. July 17, 2009. http://www.oaklandnet.com/documents/071709_nr_parking_changes.pdf .

The Montclair Village Flexible Pricing Pilot Project

In addition to amending the City's regulations for parking meter zones and parking fees to enable the creation of flexible parking zones, the Council action also authorized the implementation of the City's first flexible pricing pilot project, in Montclair Village. While other locations including Temescal and the Jack London District were studied in 2011 as possible locations for similar parking improvements, Montclair Village was ultimately chosen due to the presence of meter technology allowing neighborhood-wide flexible parking rates. The pilot project was developed with extensive help from the Montclair Village Business Improvement District. In addition to determining curb parking rates through observed occupancy, the pilot project considers the Village's public garage as part of the whole public parking supply and prices it accordingly, with the aim of meeting the project's parking occupancy goals for the district. The district went into effect on Monday, August 18, 2014.[8] The Figure below illustrates initial parking rates within the pilot project area.

Figure 3-1 Montclair Village Flexible Pricing Pilot Project Area



In the pilot project area, the following rules are being used to determine parking rates for each blockface:

- If meters are occupied between 50% and 85% at the peak period, there will be no change to current rates;

[8] Montclair Village Association. "Flexible Parking and Free Parking in Montclair Village." Accessed March 5, 2015. http://montclairvillage.com/flexible-parking-free-parking/.

- If meters are occupied at more than 85% at peak period, rates may be increased in $0.50 per hour increments until desired occupancy is reached, to a maximum of $3 per hour;
- If meters are occupied less than 50% at the peak period, rates may be lowered in $0.50 increments until desired occupancy is reached;
- Rates will be changed no more frequently than once a quarter (and most likely less often).
- Longer (or no) time limits may also be used to encourage parking in areas of low usage.

In October 2013, the following policies were added to the initially proposed pilot project in response to comments from the City Council:

- A program was established to invest 50% of any net increase in parking revenues as a result of flexible parking pricing into improving infrastructure within the district, in association with the Business Improvement District; and
- Rules for establishing Residential Permit Parking zones for blocks adjacent to the pilot district were modified. Previously, the City's residential parking permit process had required a minimum of six adjacent blocks to be included within an area applying to be established as a new Residential Parking Permit Zone. The pilot project's new rules redefine the term "adjacent block" to include blocks adjacent to the Montclair Village District but not necessarily to each other, in order to make it possible to establish a Residential Parking Permit zone that would reduce residents' concerns about spillover parking from the commercial blocks in the district.[9]

Off-Street Facilities

The City of Oakland owns and operates 10 off-street parking facilities within the downtown study area (21 in all of Oakland), with garages and off-street lots designed to work in concert with on-street parking resources. Pricing varies between these facilities depending on contextual demand, and monthly parking is also available at some locations. Appendix B, Excerpts from the City's Master Fee Schedule for Fiscal Year 2014-15, details fee schedules for these City-owned off-street garages.

CURB MANAGEMENT

The City manages on-street parking to serve a host of competing purposes, using curb colors and signs to communicate policies and regulations. Generally, the City relies on five distinct colors for marking curbs, each signifying a particular use designation. (Note: Technical Memorandum #2: Existing Conditions Analysis will provide additional information about curb management and usage.) They include:

- **Red curbs:** No stopping, standing, or parking at any time.
- **Yellow curbs:** Loading and unloading of passengers and materials between 7 a.m. and 6 p.m. Loading or unloading of passengers should not exceed three (3) minutes, and loading or unloading of materials from a vehicle with commercial plates should not exceed 30 minutes. Regulation not applicable on Sundays or Meter Holidays.

[9] Contra Costa Times. "Oakland Council Approves Parking District Plan for Montclair - ContraCostaTimes.com." Accessed March 5, 2015. http://www.contracostatimes.com/my-town/ci_24325373/oakland-council-approves-parking-district-plan-montclair.

- **White curbs:** Loading and unloading of passengers, not to exceed three (3) minutes. Most white curb restrictions apply 7 a.m. to 6 p.m., except:
  - White curbs in front of a hotel or hospital, which are restricted 24/7.
  - White curbs in front of a theater, hall, or other place of public assembly apply at all times except when the building is closed; in this case, vehicles may not park for longer than one hour.
- **Green curbs:** Short-term parking; no standing or parking for longer than 12 minutes at any time between 8 a.m. and 6 p.m., excluding Sundays and Parking Holidays.
- **Blue curbs:** Reserved for vehicles displaying valid disabled parking placards or license plates.[10]

PARKING PERMITS

The City of Oakland has established Residential Parking Permit Zones in select areas throughout the City (Areas A, B, C, D, E, F, G, I, J, K, L, M, N). This program allows residents within each zone to purchase Residential Parking Permits. Vehicles with Residential Parking Permits may be left parked at the curb for extended periods of time, while vehicles without permits are subject to shorter time limits.

Residents may also purchase temporary permits for their Visitors, which provide similar parking privileges.

Within certain Residential Parking Permit Zones (Areas A, B, C, D, F), merchants located within the zone may also purchase a Merchant Permit, which conveys privileges similar to a Residential Parking Permit.

There are two Residential Parking Permit zones within the downtown parking study area: Area J (roughly bordered by 9th and 10th Streets to the south and north, and Castro and Clay Streets to the west and east) and Area F, bordered by 14th Street in the south, Alice and Jackson Streets in the west, Lakeside Drive in the north, and Madison Street in the east.

The resident fee for an annual permit in Areas F and J is $35. Residents in Area F are limited to one (1) permit per household, while residents in Area J may purchase up to three (3) permits per household on an annual basis. One (1) merchant permit per business license may be purchased in Area F.[11]

[10] City of Oakland. "Parking ~ City of Oakland, California." Accessed March 3, 2015. http://www2.oaklandnet.com/Parking/index.htm#CurbColor.

[11] City of Oakland. "FMA-Parking Residential Permit Program." Accessed March 5, 2015. http://www.oaklandnet.com/government/fwawebsite/parking/parking_Respermit.htm.

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4 GOVERNANCE & MANAGEMENT

This chapter discusses the City's organizational structure for implementing its parking policies and managing parking resources.

CITY GOVERNANCE

Since 2012, the City of Oakland's parking resources have been overseen by three departments: the Public Works Department (OPW), the Oakland Police Department (OPD), and the Finance and Management Agency (FMA). Prior to this reorganization, all parking functions including maintenance, City-owned garage oversight, and enforcement were located within the Finance and Management Agency and overseen by a Parking Manager.

As illustrated in Figure 4-1, each department is responsible for functions that have a "business, core service nexus to the relevant department."[12] In summary:

- The **Public Works Department**, which is overseeing the Downtown Oakland Parking Study, is primarily responsible for:
  - Meter maintenance, installation, and removal.
  - Garage contracts, maintenance, and energy efficiency improvements; fiscal oversight; employee parking; and the City's parklet program.
- The **Oakland Police Department** is primarily responsible for the enforcement of:
  - Parking meters, street sweeping, time limits and other signage, Residential Parking Permits, and accessible parking zones.
- The **Finance and Management Agency** is primarily responsible for a host of administrative and customer service functions, including but not limited to:
  - Managing the City's "Paylock" boot program.
  - Processing parking citation appeals, answering phone calls, and responding to public records requests.
  - Conducting parking citation hearings, both written and in-person, and processing refunds.
  - Issuing Residential Parking Permits, providing customer walk-in assistance, and performing cashiering functions.
  - Budget forecasting and overseeing internal audit controls.

[12] Joseph T. Yew, Jr. *Parking Reorganization Cost and Efficiency Benefits*. City of Oakland, January 27, 2012. http://ec2-54-235-79-104.compute-1.amazonaws.com/oak/groups/cityadministrator/documents/memorandum/oak033074.pdf.

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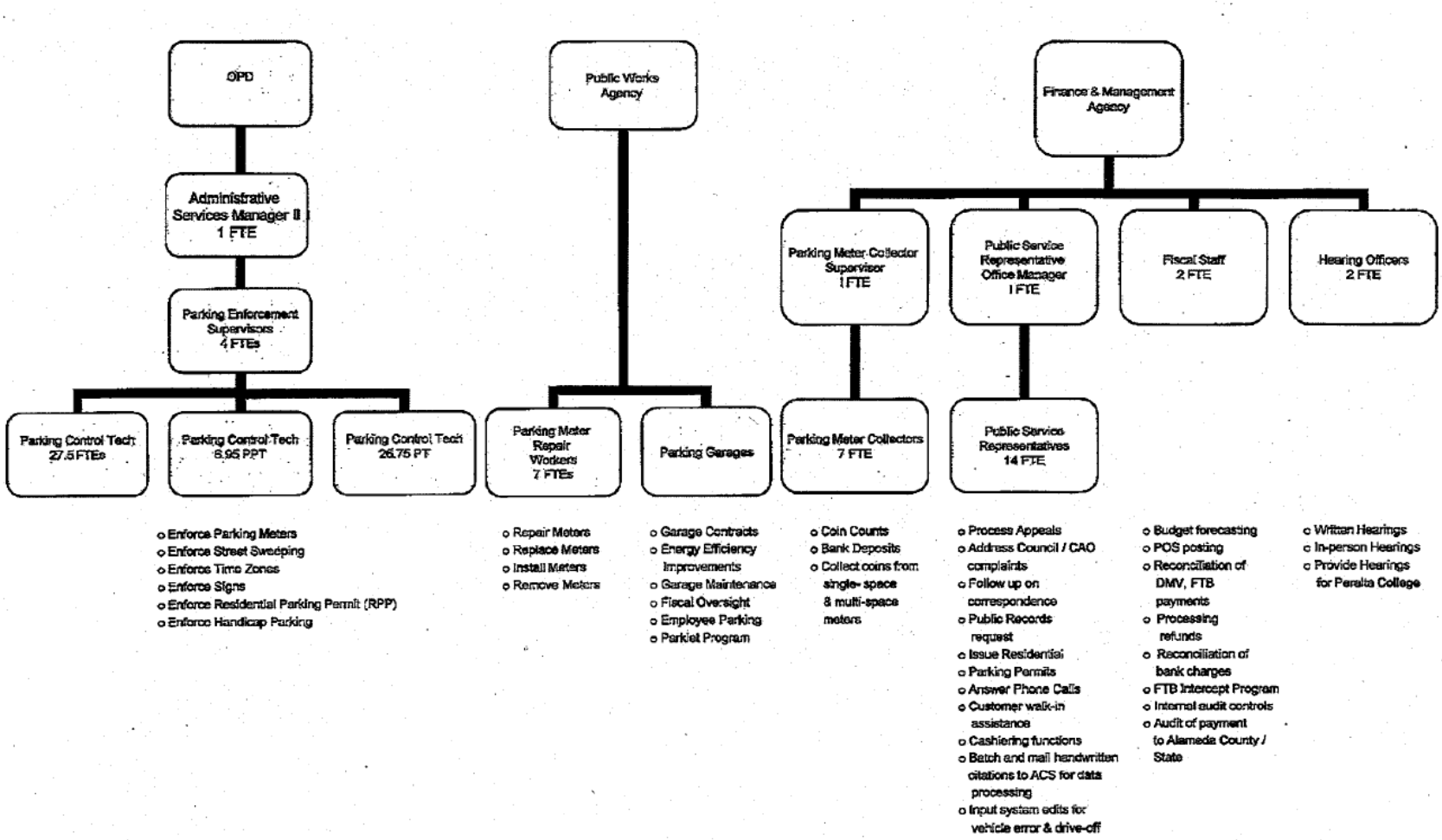
Figure 4-1 City of Oakland Parking Management Organization Chart (2012 Reorganization Proposal)



Source:

City of Oakland, "Parking Reorganization Cost and Efficiency Benefits." Accessed March 3, 2015. http://ec2-54-235-79-104.compute-1.amazonaws.com/oak/groups/cityadministrator/documents/memorandum/oak033074.pdf.

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Enforcement

Parking enforcement activities are under the purview of the Oakland Police Department. Duties include monitoring unlawful parking activities and citing vehicles that do not comply with posted or other regulations as outlined in the Oakland Municipal Code and the California Vehicle Code.

Parking enforcement policies were slightly adjusted in 2012 and 2013:

- In 2011, Oakland instituted the "Five-Minute Grace Period" pilot program, which provides parkers at multi-space meters a five-minute grace period after their time expires. The program also introduced the "driver-arrived" dismissal of citations being written as a driver returns to their vehicle at a single-space meter. Both pilot programs were made permanent in 2012.[13]
- In 2013, the City refined two enforcement practices:
  - First, effective November 10, 2013, the City no longer issues parking tickets during times posted for street sweeping unless street sweeping actually took place.
  - Second, the City clarified rules for re-parking in a certain area after one has reached a space's time limit. The new rules state that cars must be moved at least one block (or two-tenths of a mile) from the original parking space.[14]

Citations and Fines

Figure 4-2 presents an overview of common citations and their related fee amounts.[15]

Figure 4-2 Common Parking Citations & Fee Amounts

Municipal Code Reference	Citation Description	Citation Amount
10.36.050	Expired meter	$58
10.36.030B	Failure to display parking receipt	$58
10.40.020A1	Parking in a Red Zone	$83
10.40.090E	Parking in a Bus Zone	$265
10.08.150	Impeding a lane of traffic (double parking)	$41
10.16.090	Failure to cramp wheels on grade	$45
10.28.040	Parking in the wrong direction on a one-way street	$48
10.28.040B	Parking in the wrong direction on a two-way street	$63
10.44.120A	Parking in a Residential Parking Permit Zone	$83

[13] *New Technology, Grace Period Make Parking in Oakland More Convenient*. City of Oakland, November 9, 2012. http://www.oaklandnet.com/government/fwawebsite/parking/pdf/AR-M257_20121113_085401.pdf.

[14] Brooke A. Levin, Sean Whent, and Rachel Flynn. *City of Oakland Parking Policies Update*. City of Oakland, November 6, 2013. http://ec2-54-235-79-104.compute-1.amazonaws.com/oak/groups/cityadministrator/documents/memorandum/oak043856.pdf.

[15] "Parking ~ City of Oakland, California." Accessed March 3, 2015. http://www2.oaklandnet.com/Parking/index.htm#Fines.

Off-Street Facility Management

On August 1, 2014, the City of Oakland Parking Partners (COPP), a private partnership overseen by the Public Works Department's Transportation Services Division, began operating 15 of the City's off-street lots and garages. COPP's contract with the City clearly defines the goals and benefits expected from the contract:

1. Improve the safety and security of parking facilities
2. Attempt to retain current employees and LBE/SLBE subcontractors
3. Develop appropriate signage and way-finding [sic] to parking facilities
4. Align hours of operation and other parking programs to the needs to neighboring communities as determined by ongoing outreach efforts
5. Further enhance the value of parking facilities to the community through innovative programs such as bicycle parking.[16]

[16] Brooke A. Levin, Director, OPW. *New Contractor Begins Parking Options*. City of Oakland, July 31, 2014. http://ec2-54-235-79-104.compute-1.amazonaws.com/oak/groups/cityadministrator/documents/memorandum/oak048498.pdf.

5 PEER REVIEW

INTRODUCTION

With the Montclair Village Flexible Parking pilot project underway, the City of Oakland is already implementing the principles outlined in the Council-approved "Parking Principles for Commercial Districts" policy framework. However, additional work is needed to implement similar programs citywide. In the City's 2013 Agenda *Report re: Ordinance Supporting a Flexible Parking District Program* document, staff suggested next steps for expanding the use of flexible parking pricing beyond Montclair Village:

> Dedicated staff would be required to extend this program to more than one commercial neighborhood: to work with the community, track occupancy, and manage pricing changes. Ultimately, a full city-wide Flexible Parking Program will require investment in parking technology to automate much of the process by installing sensors for automated parking counts. Staff is pursuing vendor-financed demonstration projects to collect automated parking counts on a trial basis, but these will be of a limited extent and value without additional funding.[17]

Given the City's interest in expanding the benefits of flexible parking pricing, as well as the realities of existing staffing and funding limitations, a crucial next step is reviewing how other cities have implemented similar programs. This chapter summarizes the findings of the consultant team's research regarding and interviews with City staff at five peer cities with flexible parking pricing programs. The five peer cities studied are:

- Berkeley, California – goBerkeley program
- Los Angeles, California – Express Park program
- San Francisco, California – SF*park* program
- Seattle, Washington – SeaPark program
- San Buenaventura (Ventura), California

The following case studies follow a common format, providing background information on each program that outlines project goals and how the programs were developed and implemented. In relation to the development and implementation section, a brief subsection discusses whether the misuse of disabled parking placards is a problem in that peer city, and if so, how the peer city has mitigated the problem. Next, key features and technologies employed in the programs are discussed, followed by an overview of price change methodologies and a discussion of how the programs were/are managed within each City's government. Finally, evaluation information and lessons learned from each program are shared.

[17] Brooke A. Levin, Interim Director, PWA. *Agenda Report re: Ordinance Supporting a Flexible Parking District Program*, August 23, 2013. https://oakland.legistar.com/View.ashx?M=F&ID=2638143&GUID=B82816CE-EF18-4D2D-87D4-6017CA050209, p. 7.

As an initial example of the value of this review, based in part on lessons learned from the Berkeley, San Francisco, Seattle, and Ventura projects, parking sensors may not be necessary for a full-scale rollout of flexible parking pricing. Rather, an option could be to follow the example of San Francisco's SF*park* program by estimating parking occupancy rates on each block from parking meter transaction data for that block. This approach requires an up-front investment in data collection labor and analysis, but does not incur the ongoing capital and maintenance costs associated with sensor technology. Alternatively, like Berkeley, the City of Oakland may consider exploring the use of License Plate Recognition (LPR) technology as a tool to measure parking occupancy on an ongoing basis.

Findings from each city are provided in the sections below.

BERKELEY, CALIFORNIA

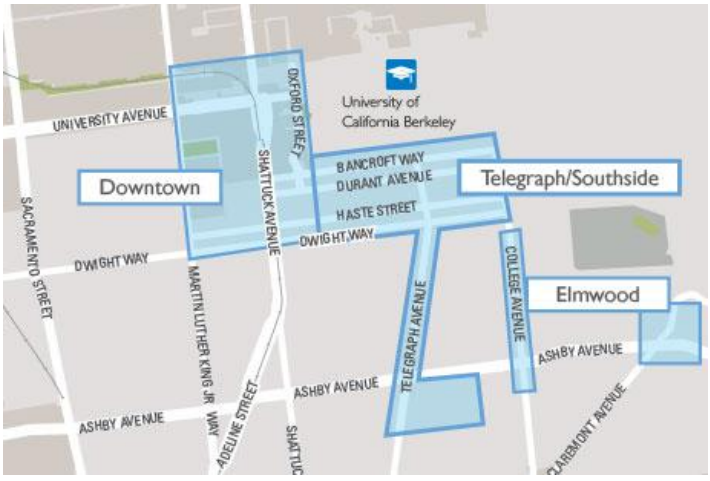
Background

goBerkeley is a three-year pilot program in the City of Berkeley designed to improve the ease of travel within core areas of the city. The objectives of the federally funded pilot program are to explore and test methods of reducing local traffic congestion, improving parking options, and promoting alternatives to private automobiles in Berkeley's commercial areas. In summer of 2013, the City Council authorized adjustment of parking rates and time limits at meters, surface lots, and garages in order to achieve parking occupancy rates of 65-85% per block.[18] Changes were made on the basis of existing utilization as presented below:

- Utilization Under 65%: Lower rates and extend time limits to incentivize use of parking
- Utilization 65-85%: No adjustments required
- Utilization over 85%: Increase rates to increase turnover and/or shift demand

The three neighborhoods (Downtown, Southside, and Elmwood) selected for the parking pilot program are highlighted in Figure 5-1.

Figure 5-1 GoBerkeley Pilot Project Areas



[18] "goBerkeley." Accessed February 23, 2015. http://goberkeley.info/autodata.php.

Program Goals

The goal of the parking aspect of the goBerkeley pilot is to reduce parking "anxiety" by making it easier to find parking and negate fears of citations from expired meters. In order to achieve this, the following objectives are cited in the ordinance that established the variable pricing zones of the program:

- Prioritize hourly parking over daily and monthly parking in City garages and move towards the elimination of monthly parking permits;
- Improve parking conditions through better utilization of existing parking and through implementation of policies to reduce demand for parking;
- Manage demand by adjusting parking rates and policies and avoid increasing the supply of parking which may increase automobile use;
- Collect parking supply, utilization and opinion surveys to track progress of improvement plans.

Overall the program aims to provide the City of Berkeley with more transportation options, less traffic congestion, cleaner air, and easier and more efficient parking.[19]

Development of Program Goals

With the knowledge of the complexities of the SF*park* program in neighboring San Francisco, the City of Berkeley set out to craft a variable priced parking scheme that meets similar goals but in a streamlined manner in order to be more administratively and financially feasible for a city of its size. In addition, the City wanted to make the system as easy as possible for users to understand and thus more effective in altering travel behavior and maximizing the benefit to local residents and businesses. In order to do this the decision was made to forgo the use of sensors, which were deemed too expensive to implement and maintain for the level of accuracy and reliability that they currently offer, and to implement widely applied zonal pricing versus more complex prices that differentiate by block face.[20]

Implementation and Outreach

In order to conduct thorough public outreach, the City's Office of Economic Development and Public Information Officer were enlisted to convey messages to key business groups and stakeholders. The respective Business Improvement Districts of the three neighborhoods (Downtown Berkeley, Telegraph, and Elmwood) as well as neighborhood associations played a key role in the planning and implementation phases. As variably priced parking is just one element of the goBerkeley program, the outreach and marketing aspects of the program were coupled with other initiatives to promote transportation alternatives. City staff highlighted that door-knocking efforts, required to distribute 1,000 free AC Transit passes as part of the program, provided invaluable face time with the public; helped City staff dissuade concerns about the parking aspects of the program; and increased name recognition of the goBerkeley program .[21]

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[19] "goBerkeley." Accessed February 23, 2015. http://goberkeley.info/about.php.

[20] Ng, Willa, and Nichols, Matthew. Interview with City of Berkeley, February 12, 2015

[21] Ng, Willa, and Nichols, Matthew. Interview with City of Berkeley, February 12, 2015.

Use (and Abuse) of Disabled Placards

Recent statements by Berkeley city officials indicate that the fraudulent use of disabled placards and plates has been a significant problem in Berkeley. According to Berkeley Police Chief Michael K. Meehan, "It's an unfortunate truth, but the abuse of disabled placards is not unusual in Berkeley." In September 2012, Berkeley Police Department Parking Enforcement Officers (PEOs) began to enforce laws related to the fraudulent use of disabled placards. Prior to the passage of Assembly Bill 144 in January 2010, only police officers were allowed to enforce the disabled placard law. As noted in a press release, "PEOs are in a unique position to observe, monitor and address violations while performing their daily duties." The base fine for disabled placard misuse in Berkeley is $550, less than the maximum fine of $1,000 set forth in Assembly Bill 144 (San Francisco's fine is set at $966; Oakland's is set at $513).[22]

With the implementation of the goBerkeley project, City staff began tracking ADA placard use in metered areas to determine the effect of placard use on parking availability and on the effectiveness of demand-responsive parking policies. Over the course of the pilot project, the City observed that the use of disabled placards increased by 6%. However, as in San Francisco (described in more detail below), while disabled placard users occupy most curb parking spaces on some blocks, the demand-based pricing program still succeeded in improving parking availability, as high disabled placard use did not always correspond to high occupancy, and the highest demand streets did not see jumps in disabled placard usage. Placard use in downtown Berkeley and the Telegraph area appears to correlate largely with contextual land uses.

On the next page, Figure 5-2 depicts the overall on-street parking occupancy rates for a Wednesday at 3PM (see the color-coded legend at bottom left), along with the count of vehicles displaying ADA placards by blockface. The dashed circle areas indicate locations of high placard usage. At bottom right, a total of 21 placards were observed on Dwight Way between Milvia Street and Shattuck Avenue, a block of metered parking adjacent to the Alta Bates Summit Medical Center's Herrick Campus medical complex. City staff explained that the valet parking attendants for the Herrick Campus' remote parking lot on Shattuck regularly park vehicles with ADA placards at the on-street parking meters, without paying, to make more room in the remote parking lot. While this practice is illegal (and persists despite repeated stings), the north side of Dwight was able to meet the City's target occupancy rate of 66-85% even with 13 placard-displaying cars observed.[23] The south side of Dwight was not.

Another notable disabled placard concentration is on select blockfaces of Bancroft Way and Durant Avenue, adjacent to the UC Berkeley campus, where the dotted circle at middle left is shown. Here, on a Wednesday at 3PM, the presence of vehicles displaying disabled placards is pronounced.[24]

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[22] "2012-08-30 - Parking Enforcement Officers to Cite For Disabled Placard Abuse - City of Berkeley, CA." Accessed March 26, 2015. http://www.ci.berkeley.ca.us/City_Manager/Press_Releases/2012/2012-08-30_-_Parking_Enforcement_Officers_to_Cite_For_Disabled_Placard_Abuse.aspx .

[23] If a valet parking attendant drives and parks a vehicle with a disabled placard at an on-street parking meter without paying, and is neither the valid owner of the placard nor transporting a person with disabilities, this is a violation of state laws governing placard use.

[24] Ng, Willa. Interview with City of Berkeley, April 2nd, 2015.

Figure 5-2 Downtown Berkeley & Telegraph Area Occupancy Rates, Wednesday 3PM & Number of ADA Placards per Blockface

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Features and Technology

The program was originally implemented by collecting parking occupancy data manually. However, City staff switched to estimating curb parking occupancy data by analyzing transaction data from the area's smart parking meters. To estimate parking occupancy rates on each block face, transaction data from the meters on each block face is fed into a software program developed by Xerox. The software estimates parking occupancy rates on each block face based upon the number of transactions and amount of revenue collected at each parking meter on the block face. The software then recommends rate changes based on the estimated parking occupancy rates, and the City's adopted policies for the pilot project area.

In order to assess the long-term feasibility of demand-responsive parking, the City also tested a variety of other automated data collection and enforcement technologies. This including testing License Plate Recognition (LPR) systems, similar to those already in use by cities such as Petaluma and San Francisco, which aid in the collection of parking data, and are also used by many public agencies to identify parking violations, stolen vehicles, and vehicles with multiple outstanding parking violations (which are subject to being towed).

Going forward the program will use occupancy data collected through LPR surveys to calibrate the Xerox software's algorithms for estimating parking occupancy rates based upon parking meter transaction data. Relying solely on transaction data from meters to establish occupancy can be problematic as drivers with disabled placards, as well as a variety of other exempt vehicles (e.g., police and utility company vehicles) can legally park for free. Although the sunk costs of new smart meters and LPR technology are not insignificant, the City expects to save a significant amount of money and time annually on data collection versus manual counts while generating an additional $1 million per year in citation revenue through improved enforcement.[25]

Price Changes

On the basis of the utilization targets set by the pilot program, parking rates and time limits were adjusted within the study area in fall 2013 and spring 2014. Figure 5-3 presents the price changes that have occurred so far during the course of the pilot program.

Figure 5-3 GoBerkeley Pilot Project Pricing Adjustments

Neighborhood/ Facility		Baseline Rate	Launch Rate (Fall 2013)	Adjustment Rate (Spring 2014)
On-Street Meters				
Elmwood	Parking Rates	$1.50/hr	1 hr - $1.50 2 hrs - $3.50 3 hrs - $6.00	Same as Launch
	Time Limits	1 hr	3 hrs	Same as Launch
Southside	Parking Rates	$1.50/hr	Premium -$2.25/hr Value - $1.00/hr	Premium -$2.75/hr Value - $1.50/hr

[25] Ng, Willa, and Nichols, Matthew. Interview with City of Berkeley, February 12, 2015.

Neighborhood/ Facility		Baseline Rate	Launch Rate (Fall 2013)	Adjustment Rate (Spring 2014)
	Time Limits	30 min – 2 hr	Premium – 2 hr Value – 8 hr	Same as Launch
Downtown	Parking Rates	$1.50/hr $1.75/hr (Premium)	Premium -$2.25/hr Value - $1.25/hr	Premium -$2.75/hr Value - $1.50/hr
	Time Limits	30 min – 2 hr	Premium – 2 hr Value – 4 hr	Premium – 2 hr Value – 8 hr
Off-Street Facilities				
Elmwood Lot (in the Elmwood neighborhood)	Parking Rates	$1.50/hr	$1.50/hr	Same as Launch
	Time Limits	2 hr	3 hr	Same as Launch
Telegraph Channing Garage (in the Southside neighborhood)	Parking Rates (non-validated)	Hourly - $3/hr 4+ hrs - $18 Early Bird - $8 Monthly - $150	First hour free Hourly - $1/hr 4+ hrs - $15 Early Bird - $9 Monthly - $150	Same as Launch
Center Street Garage (located in the Downtown area)	Parking Rates	Hourly - $2.50/hr 4+ hrs - $15 Early Bird - $8 Monthly - $150	Hourly - $2.50/hr 4+ hrs - $17 Early Bird - $9 Monthly - $170	Hourly - $2/hr 4+ hrs - $20 Early Bird - $10 Monthly - $190
Oxford Garage (located in the Downtown area)	Parking Rates	Hourly - $2.50/hr 4+ hrs - $15 Monthly - $150	Hourly - $2/hr 4+ hrs - $17 Monthly - $170	Same as Launch
Berkeley Way Lot (located in the Downtown area)	Parking Rates	First 2 hrs - $1.50/hr Next 4 hrs - $2.50/hr	No change	$1.50/hr
	Time Limits	6 hr	No change	8 hr

Source: City of Berkeley

Governance and Management

goBerkeley is led by the City of Berkeley Department of Public Works (Transportation Division) in partnership with AC Transit, City CarShare, and TransForm (a local transportation advocacy group). In order to implement the program an ordinance was passed revising Chapter 14.52 of the Berkeley Municipal Code, to enable demand-responsive rate changes within the project area.

Program Evaluation

On December 16, 2014 the City of Berkeley released an initial draft evaluation of the results of the pilot program and options for next steps. The report states that the goBerkeley TDM Program resulted in an overall reduction in automobile use during the Pilot Program period. In regard to parking the City made the following observations:

- Drivers can now find a parking space more easily.
- On-street parking availability in the most congested areas has improved.
- More drivers are using the Telegraph Channing Garage, a previously underutilized facility.
- Increases to parking time limits and improved parking signage significantly improved customer experience.
- Changes to parking rates and time limits succeeded in changing driver behavior and have shifted parking demand in neighborhoods to metered parking spaces.
- A majority of parkers continue to rank "Proximity to Location" as the most important factor in seeking a parking space.

Key Findings/Lessons Learned

When interviewed, City of Berkeley staff stressed that a successful variable priced parking program should be about meeting parking performance goals, not increasing revenue. In addition to pricing, time limits are a core aspect of parking management that should be considered in the implementation of such a program. City staff noted that extending inappropriate time limits and relying more on pricing to ensure availability has been the "biggest win available," since the short time limits previously in effect did not match many people's needs and activities. The Berkeley program splits curb parking into two general categories: "Value" and "Premium". In downtown, for example, "Value" spaces are currently priced at $1.50 per hour and given eight-hour time limits, while the "Premium" spaces are priced at $2.75 per hour and given two-hour time limits. City staff report that this division ensures high-value on-street spaces remain available, while still providing longer term park-once opportunities along the periphery and off-street. Other advice provided by goBerkeley project staff for the City of Oakland includes the following:

- Outreach, marketing, and simplicity are core elements to changing behavior and delivering a program that achieves results
- Transparency and reporting of results is key in gaining public trust and support
- Starting with a small project area allows for the program to be implemented effectively and for errors to be ironed out
- Solve the problem with the data, then keep things as simple as possible

LOS ANGELES, CALIFORNIA

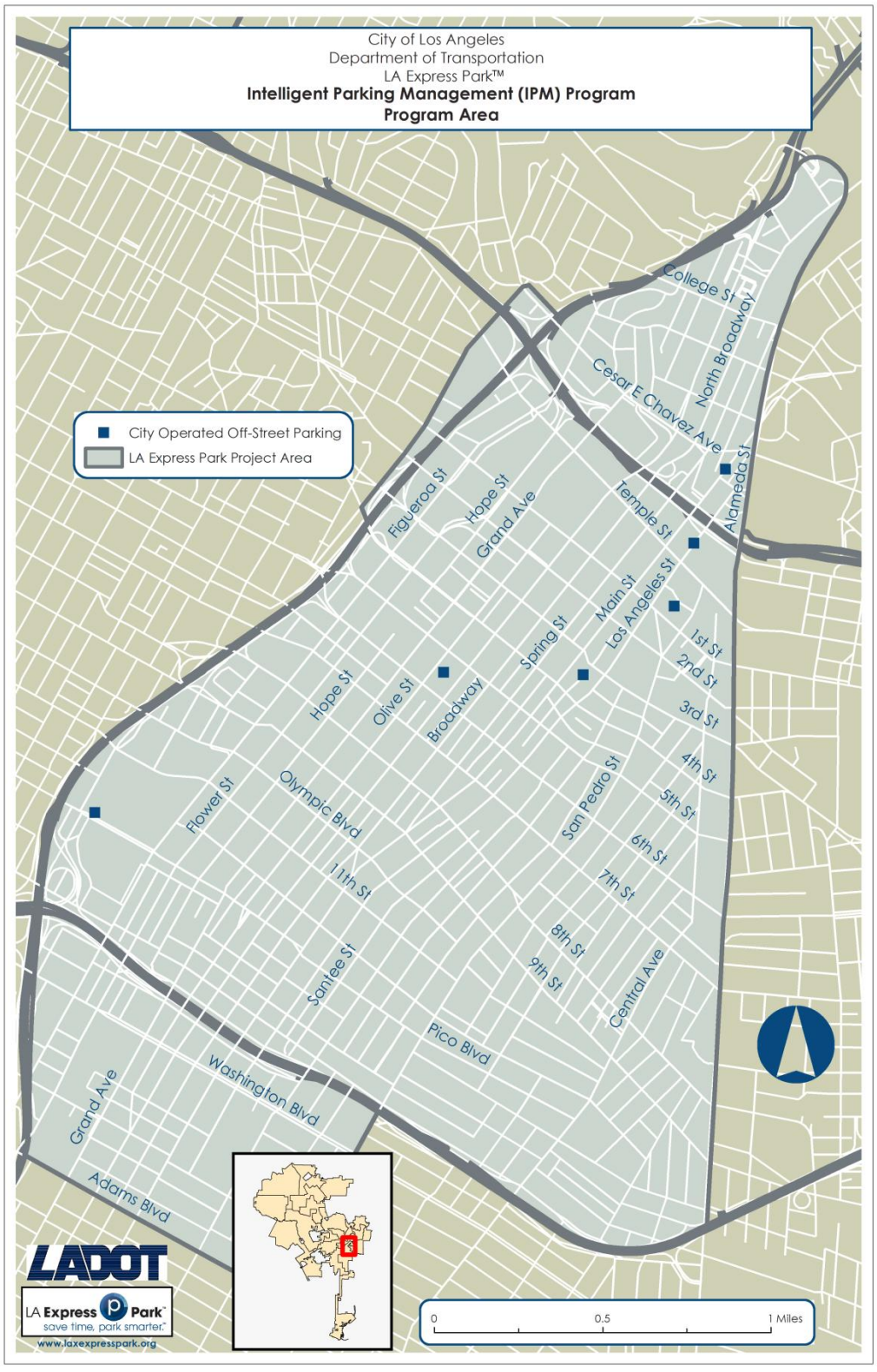
Background

Created as a component of the Los Angeles Congestion Reduction Demonstration, the LA Express Park program uses technology to help the city realize its goals of increasing the availability of limited parking spaces, reducing traffic congestion and air pollution, and encouraging use of alternative modes of transportation. Financed in part by grants from the U.S. Department of Transportation, and $3.5 million in city funds, the program was launched on May 21, 2012. The 4.5 square mile area of downtown Los Angeles that supports LA Express Park is illustrated in Figure 5-4. The program area is bounded by the Interstate 10 and 110 Freeways, Alameda Street

and Adams Boulevard. Within the program area there are some 6,000 on-street metered spaces and 7,500 off-street public parking spaces in City operated facilities.[26]

[26] "LA Express Park™ | Save Time, Park Smarter." Accessed February 23, 2015. http://www.laexpresspark.org/.

Figure 5-4 LA Express Park Program Area



Source: LA Express Park

The following off-street facilities operate as part of the LA Express Park program:

- Pershing Square
- Convention Center
- Civic Center
- Aiso Street
- El Pueblo

Program Goals

LA Express Park was created to make traveling and parking in downtown Los Angeles easier and making more parking available in the area by giving drivers several ways to find where parking is available. The following are the explicit goals of the program:

- ***Reduce the time spent on parking***
  - Utilize parking technology to save motorists time when parking

- ***Optimize the flow of traffic***
  - Maximize utilization of existing infrastructure while optimizing traffic flow

- ***Achieve 10% to 30% availability***
  - Establish a baseline for and track utilization and update pricing as appropriate in order to reduce demand in over-occupied areas, and increase demand on underutilized blocks.

Implementation and Outreach

City staff worked with local Business Improvement Districts, Neighborhood Councils, and hotel concierges in order to gauge public opinion during the planning stage of the program. A community advisory group was formed a few months prior to implementation with no major concerns raised. City staff advised that in their opinion, rolling out the program to areas of the city with more permanent residents than Downtown would likely require more robust outreach efforts.

Use (and Abuse) of Disabled Placards

While not a specific focus of the Express Park program, recent news stories indicate that fraudulent use of disabled parking placards is a frequent problem in Los Angeles, and curbing disabled placard abuse has proven challenging. According to UCLA Professor Donald Shoup, "In 2010, a UCLA survey of placard use on several blocks in downtown Los Angeles found that cars with disabled placards occupied most of the curb spaces most of the time. For five hours of the day, cars with placards occupied every space on one block. The meter rate was $4 an hour, but the meters earned only 32 cents an hour because cars with placards consumed 80% of the meter time. Drivers with disabled placards were often seen carrying heavy loads between their cars and the adjacent businesses."[27]

[27] Shoup, Donald. "Curbing the Parking Crunch by Cutting Disabled Placard Abuse." *Los Angeles Times*, October 22, 2012. http://articles.latimes.com/2012/oct/22/opinion/la-oe-shoup-disabled-parking-abuse-20121022.

Since then, the abuse problem has apparently persisted, with media stories about targeted enforcement stings appearing on a regular basis. Within the past several years, both the Los Angeles Department of Transportation (in collaboration with the Los Angeles Police Department) and the California Department of Motor Vehicles (DMV) have conducted enforcement and/or special stings of disabled placard use in Los Angeles.[28] [29] In Los Angeles, the base fine for misusing a disabled placard parking permit is $363.

Features and Technology

LA Express Park utilizes wireless vehicle detection sensors placed in parking spaces to tabulate occupancy data, which is combined with parking meter transaction data to help inform the setting of rates, time limits, and hours of enforcement. Through the aggregation of this data, parking rates are set depending on demand, time of day, and length of stay. Payment is enforced through pay stations which serve multiple spaces on a single block, or in some locations, single-space meters that accept a variety of payment methods. Changeable message signs, such as those shown in Figure 5-5, display information about available parking. Those with mobile phone access can also find available spaces by calling the City's 511 telephone line, which makes use of voice-recognition software to assist callers. Two free mobile applications, Parker and Parkme, provide users with guidance on the location of available spaces, while the City's Parkmobile service allows users to pay by phone at select spaces within the program area.[30]

Figure 5-5 Dynamic Parking Guidance System

Source: LA Express Park

Features such as parking guidance through the 511 interactive voice recognition phone system and on-street dynamic parking guidance signs are program elements that are distinct to the LA Express Park model.

[28] Steve Lopez. "Cracking down on Los Angeles Parking Meter Cheaters - Latimes." *Los Angeles Times*, February 15, 2012. http://articles.latimes.com/2012/feb/15/local/la-me-0215-lopez-placardsting-20120213.

[29] Joel Grover. "DMV Sting Operation Is Response to I-Team Report," August 27, 2014. http://www.nbclosangeles.com/news/local/DMV-Sting-Operation-Is-Response-to-I-Team-Report-272962471.html.

[30] Ghent, Peer. Interview with LADOT, February 9, 2015.

Price Changes

The most recent rate change for LA Express Park occurred on October 6, 2014, when LADOT updated meter rates within the project area and extended time-of-day rates to 21 additional city blocks. The average hourly rate in the project area increased from $1.77/hr to $1.81/hr. This change resulted in the following:

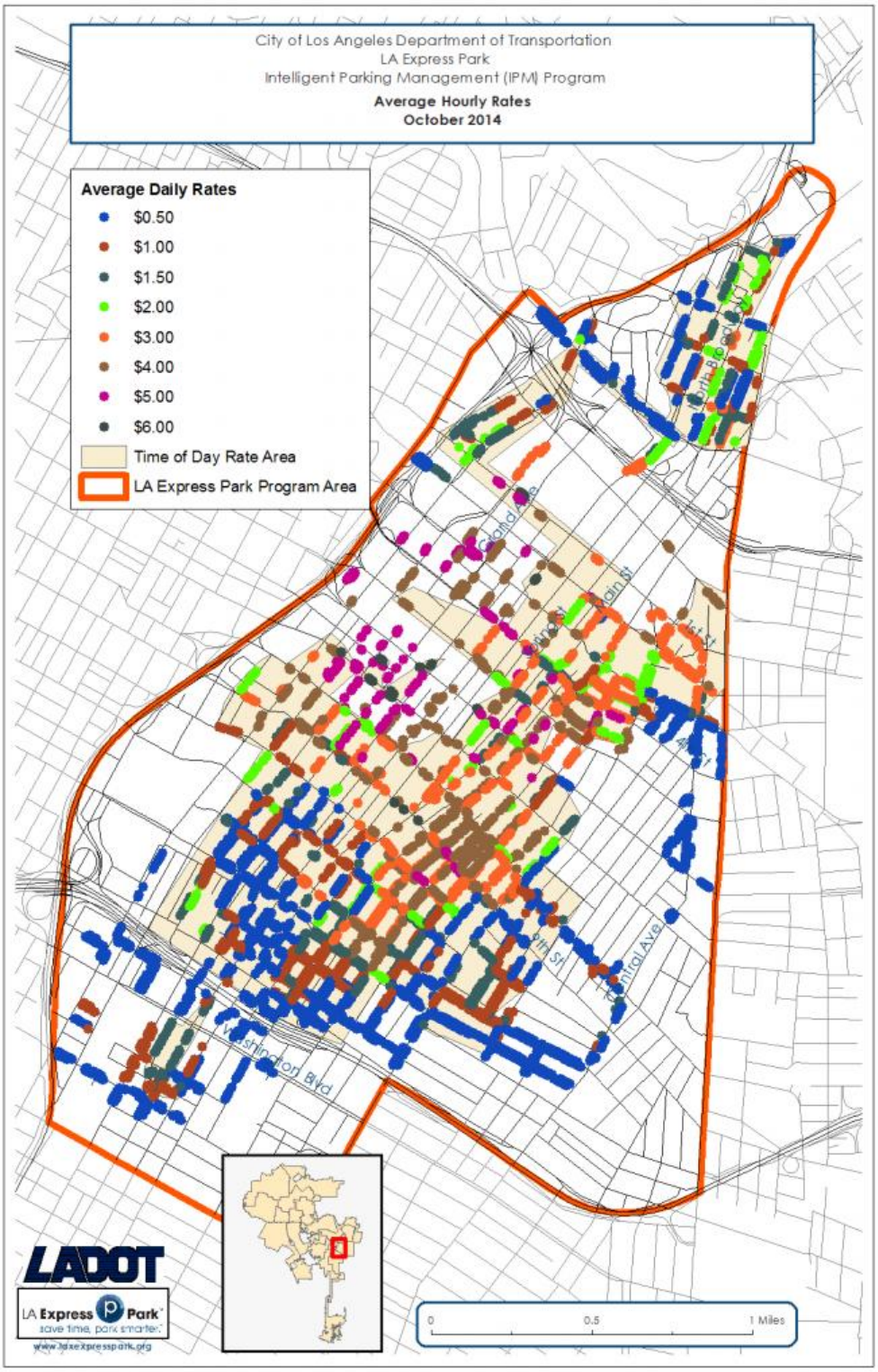
- Average hourly rates decreased at 5% of spaces
- Average hourly rates increased at 13% of spaces
- Average hourly rates remained unchanged at 82% of spaces

Meters in the system where time-of-day rates are charged have differentiating hourly rates matching the parking demand for morning, midday, evening, and weekend periods:

- Morning – Mon-Fri before 11 AM
- Midday – Mon-Fri 11 AM to 4 PM
- Evening – Mon-Fri after 4 PM
- Saturday and Sunday (where applicable) – all hours

Time-of-day rates are displayed to users on LA Express Park meters and pay station screens. The rates for use that span across different rate periods are automatically calculated by the meters/pay stations. Figure 5-6 illustrates the distribution of average daily rates within the program area.

Figure 5-6 Average Daily Rates and Time Specific Pricing Coverage



Source: LA Express Park

Governance and Management

The program is controlled by the Los Angeles Department of Transportation with management overseen by the Parking Meters Division. To implement the program, a City ordinance was passed to authorize the Department of Transportation to increase or decrease meter rates. Referred to as "pricing latitude," the change to Section 88 of Chapter 8 of the Municipal Code allows for meter rates to be increased or decreased by up to 100 percent from the rates prescribed in the meter zones of the Municipal Code, with no less than a rate of $0.50 per hour for each of the first four hours and a total of $2.00 for up to ten hours.[31]

Program Evaluation

The initial one-year pilot program phase of LA Express Park is currently being evaluated by a private firm. Initial results have thus far have shown improvements in the utilization of parking resources within the program area and an overall decrease in parking rates. The program is expected to be expanded to include Westwood Village and Hollywood in the next few years.

Key Findings/Lessons Learned

When interviewed, LADOT staff highlighted the importance of setting clear objectives for a variable priced parking program, and to keep goals in check in order to save money. Staff noted that the cost ($300 per unit + $10 per month in maintenance) and lack of reliability of sensors has been one of the biggest challenges. Staff also warned that cities should be cognizant of credit card fees when selecting new meter technologies and to avoid multi-space pay stations for on-street spaces.

SAN FRANCISCO, CALIFORNIA

Background

The San Francisco Municipal Transportation Agency (SFMTA)'s SF*park* project is to date one of the most visible and successful demand-based parking pilot projects, and as a result of the final evaluation and copious technical documentation produced during the course of the project, offers a wealth of lessons learned. With funding in place from the U.S. Department of Transportation's Urban Partnership Program, planning for the pilot project began in 2008, and ramp-up of critical project technologies extended from then through the official project launch in April 2011. Over the course of 2012 and 2013, the SFMTA monitored the performance of the project, making a total of 14 price change adjustments designed to achieve parking availability goals on a blockface level (see below). In 2014, project data were analyzed in detail, with a full evaluation released in June of that year. Results were impressive, with the SFMTA achieving most of the benefits it had sought. The pilot phase is currently at an end, and SFMTA planners are reviewing how best to extend the project's benefits to other locations in San Francisco.

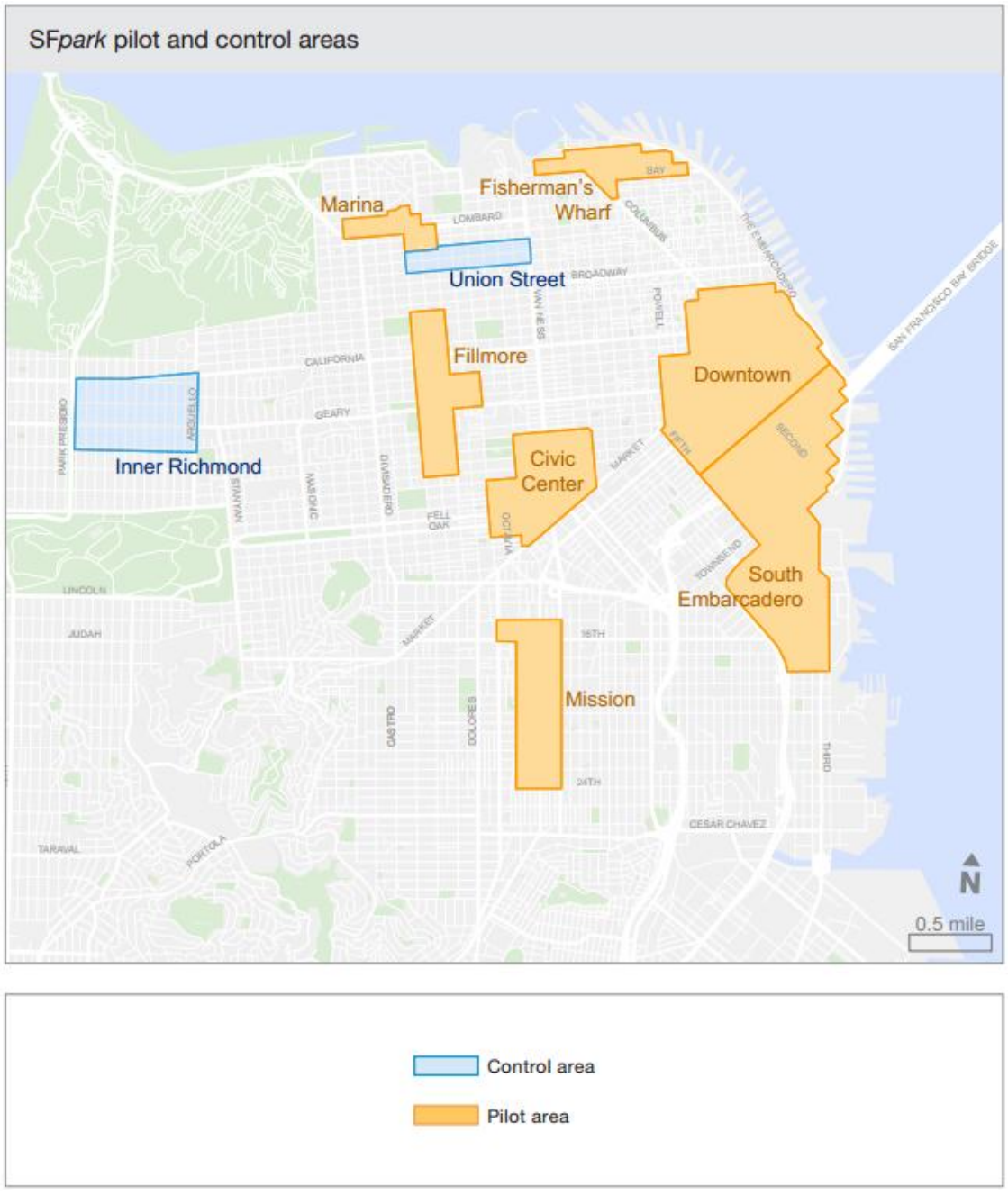
Pilot Project Basics

Demand-based pricing, including new policies and technology, was implemented in a total of seven SF*park* pilot areas, comprising 6,000 metered spaces (or 25 percent) of the City's total

[31] Ghent, Peer. Interview with LADOT, February 9, 2015.

supply of metered curb parking. Two additional "control" areas were used to inform the evaluation of the project (see Figure 5-7). The SFMTA also worked with the Port of San Francisco to include an additional 1,200 on-street parking spaces located within the Port's jurisdiction.

Figure 5-7 SF*park* Pilot and Control Areas



Source: SFMTA

SF*park* also included a total of 12,250 off-street spaces at SFMTA-owned facilities, comprising 75 percent of all publicly-owned off-street spaces in San Francisco. As is the current goal in Oakland, on- and off-street parking resources were managed in tandem as part of SF*park* to further help reduce circling for parking on-street.

Program Goals

*The primary goal of SF*park *is to make it easier to find a parking space, thereby reducing the need for drivers to circle for parking or to double park.* Project staff highlighted the connection between circling for parking and a host of other related transportation issues, such as traffic congestion; the safety of pedestrians, bicyclists, and other drivers; reduced air quality; increased unreliability of transit service; and commercial district customer satisfaction. Generally, therefore, SF*park* sought to achieve the following benefits:

- Make it easier to park through improved parking availability, easier ways to pay, and enhanced information and wayfinding, including online tools such as real-time information. In particular, shift the focus from turnover (time limits) to availability.
- Speed up public transit by decreasing the number of drivers circling and double-parking.
- Make streets safer for bicyclists and pedestrians by decreasing the number of drivers circling and double-parking.
- Improve economic vitality and quality of neighborhoods by making it easier to enjoy the City's commercial areas, through improved parking availability, cleaner air, less congested streets, and safer conditions for pedestrians and bicyclists.

Implementation and Outreach

SF*park*'s core principles and project parameters were developed in 2008 and affirmed by the SFMTA Board of Directors in November of that year. As in Oakland, the enabling legislation codified precise means and measures of the demand-based pricing pilot program, including a target on-street occupancy rate – 85 percent for each block[32] – and specific price change increments. A full overview of the enabling legislation can be found in the SFMTA's "SF*park*: Putting Theory Into Practice" summary, pages 20-21.[33]

Outreach & Messaging

Prior to the project's official launch in April 2011, SF*park* staff conducted extensive personal outreach in advance of major changes such as sensor and meter installations, time limit changes, and initial price changes. On-the-ground outreach included handing out posters and flyers to local businesses within each pilot district and providing a brief overview of the project. The SF*park* Project Manager also conducted extensive outreach on behalf of the program to local community and business groups in advance of and during the pilot projects.

SF*park* also benefited from an effective and savvy communications team, composed of local firms Words Pictures Ideas and vs Goliath, which worked with the SFMTA to produce playful and straightforward illustrations of key project goals and concepts. Around the program's launch in April 2011, the communications team also produced Muni bus and transit shelter advertisements highlighting the program, its expected benefits, and providing a link to the SFpark.org real-time availability website.

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[32] 85 percent occupancy translates to roughly one to two available parking spaces per block on a typical 10-space blockface.

[33] *SFpark: Putting Theory Into Practice*. San Francisco Municipal Transportation Agency, June 2014. http://sfpark.org/wp-content/uploads/2014/06/SFpark_Pilot_Overview.pdf.

Finally, the project's dedication to transparent and open data had a secondary benefit: every data release was an opportunity for a press release, which was another opportunity to deliver the project's key messages. More importantly, making all of the City's data publicly accessible was essential for developing trust among a skeptical public. The data demonstrated that the program was accomplishing what the City had promised.

Use (and Abuse) of Disabled Placards

According to the SFMTA's *SFpark: Pilot Project Evaluation* report, published in June 2014, City surveys found that disabled placard users account for approximately 20% of the vehicles parked at the curb on metered blocks, and nearly half of all vehicles marked at metered spaces in downtown San Francisco. According to the report, "In general, a relatively high number of vehicles parked at metered spaces in San Francisco display a disabled placard. As one example, a 2008 SFMTA survey found that 45% of metered spaces in a downtown study area were occupied by vehicles displaying placards. Of the vehicles using placards, 57% were registered outside of San Francisco. Another SFMTA survey of many neighborhoods in 2006 showed that in neighborhood commercial districts (e.g., Fillmore, Marina, etc.), about 10-20% of occupied parking spaces were cars displaying placards, with some areas between 20-40% and two areas over 50%."[34]

Data collected to evaluate the SF*park* pilot project also found that implementing variable parking pricing had little effect on the share of vehicles parked at meters that displayed a disabled placard. According to the evaluation report, "During the SF*park* pilot period, the percent of parked vehicles displaying disabled placards stayed fairly constant, decreasing from 21% to 20% in pilot areas and increasing from 18% to 19% in control areas."[35]

The SFMTA also conducted detailed surveys, using a combination of real-time parking data from parking occupancy sensors embedded in the street, real-time parking payment data gathered from the wirelessly networked meters, and visual surveys by parking enforcement officers, to identify which metered parking spaces were occupied by vehicles but not paid for, and why. These surveys found that it was common for vehicles to occupy parking meters without paying. On the average weekday, only 45% of vehicles occupying a metered space paid the meter at the beginning of the SF*park* pilot project, with this figure increasing to 54% by the end of the pilot project.[36] Use of disabled placards was by far the most common reason for a vehicle to be occupying a metered parking space without paying. For example, according to data gathered by SFMTA in Fisherman's Wharf in 2013, "at least 48% of spaces occupied but not paid were cars displaying placards."[37]

Developing a Consensus-Based Solution for Improving Access to Street Parking for People with Disabilities and Reducing Disabled Placard Misuse

The following excerpts from the SFMTA's *Accessible Parking Policy Advisory Committee Recommendations Report* summarize San Francisco's efforts to improve access to street parking

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[34] *SFpark: Pilot Project Evaluation*. San Francisco Municipal Transportation Agency, June 2014, p. 80-81.

[35] Ibid.

[36] Ibid. The percentage of vehicles paying to park at meters is likely to have increased as a result of the SF*park* project because the project introduced several options which make it easier for drivers to pay and park legally, including introducing new meters that accept payment by credit card as well as coins, introducing the option to pay-by-phone, and extending time limits at meters from one or two hours to at least four hours or, in some areas, eliminating time limits entirely.

[37] *SFpark: Pilot Project Evaluation*. San Francisco Municipal Transportation Agency, June 2014, p. 85.

for people with disabilities, while simultaneously reducing the misuse and abuse of disabled parking placards: [38]

> In October 2012, the San Francisco Municipal Transportation Agency (SFMTA) and the Mayor's Office on Disability brought together the Accessible Parking Policy Advisory Committee, a stakeholder group comprised mostly of disability rights advocates. After six months of collaborative work,[39] the group came to a broad consensus on a package of policy recommendations to increase access to street parking and reduce disabled parking placard misuse.
>
> …
>
> The Committee's first task was to define any problems related to disabled parking placards, blue zones, and on-street parking access in general. They identified the following:
>
> - People with disabilities can't find parking.
> - There isn't enough parking turnover to ensure there's enough parking for everyone.
> - Public perception that people with hidden disabilities don't deserve placards.

After considering contextual information about existing policies and enforcement, reviewing policies and programs put forth by peer cities, and developing evaluation (both "effectiveness" and "feasibility") criteria, the Committee developed an integrated program of policy recommendations. These recommendations were designed to function as a package of improvements, with policy changes actionable at either the local or the state level. They are excerpted below from the SFMTA's *Accessible Parking Policy Advisory Committee Recommendations Report*, though the report's discussion of each recommendation has been omitted for readability:

1. Increase blue zones.
   a. Increase blue zones to at least four percent of metered spaces (local)
   b. Review San Francisco's requirements for blue zone placement (local)
2. Improve enforcement of placard misuse.
   a. Photo or other identifier on placards (state)
   b. Improve local enforcement (local)
3. Increase oversight of placard approvals.
   a. Certifier verification program with state database overhaul (state)
   b. Clarify placard eligibility requirements by adding a functional definition to the 'limited mobility' criteria (state)
   c. Conduct enforcement on those who certify placards, using data from upgraded database (local)

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[38] *Accessible Parking Policy Advisory Committee Recommendations Report*. San Francisco Municipal Transportation Agency, January 7, 2014. http://www.sfmta.com/sites/default/files/Accessible%20Parking%20Policy%20Advisory%20Committee%20recommendations%20report-%20January%202014.pdf.

[39] The basic structure of the committee's work included reviewing background/peer research, agreeing on the problem, deciding whether to pursue solutions, establishing goals and criteria for solutions, assessing policy options, choosing a solution, and identifying criteria for an evaluation plan.

4. Allow jurisdictions to remove the meter payment exemption.
    a. Provide local control, allowing jurisdictions with accessible meter payment options to require parking meter payment for vehicles displaying placards (state)
5. Direct an equivalent amount of revenue to accessibility improvements.
    a. Revenue from metered blue zones used for accessibility improvements (local)
6. Allow jurisdictions to establish reasonable time limits.
    a. Allow local jurisdictions to implement time limits at regular metered spaces and blue zones, provided that those time limits are no shorter than four hours (state)
    b. Allow local jurisdictions to implement time limits in green zones, provided that those time limits are no shorter than 30 minutes (state)[40]

Implementation of the Recommendations

As of late 2013, the Mayor's Office on Disability, the SFMTA, and members of the Accessible Parking Policy Advisory Committee had conducted extensive stakeholder outreach in support of the recommendations. At the same time, the SFMTA took steps towards implementing the recommendations that were under local control, including improving disabled placard parking misuse enforcement. As of July 2013, the SFMTA "increased the number of PCOs [Parking Control Officers] serving on the Disabled Placard Detail by over 25 percent, so now the SFMTA has 14 PCOs dedicated to enforcing placard misuse."[41]

Other recommendations, however, required changes at the state level, such as improving the DMV's oversight of placard approvals and allowing qualified jurisdictions the option of requiring meter payment and four-hour time limits for placard holders. SFMTA officials worked to create a coalition of interested municipalities, including Berkeley and Los Angeles, to help lobby these changes at the state level. Unfortunately, the SFMTA experienced some legislative setbacks in 2014, but the agency remains committed to supporting these changes at the state level.

Features and Technology

SF*park* used technology to its advantage in analyzing parking behavior in pilot districts, implementing price changes, and ultimately evaluating the effectiveness of its various initiatives. SF*park* staff initiated a host of parking management strategies and programs during the course of the pilot program in addition to demand-based pricing for on- and off-street parking facilities. These included:

- Establishing special event parking rates (and extended meter hours) in the South Embarcadero pilot district, in the vicinity of AT&T ballpark
- Motorcycle parking policies and programs
- Tour bus parking policies and programs
- The "Parking Census" project (a comprehensive inventory of all parking spaces in the City)

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[40] *Accessible Parking Policy Advisory Committee Recommendations Report*. San Francisco Municipal Transportation Agency, January 7, 2014. http://www.sfmta.com/sites/default/files/Accessible%20Parking%20Policy%20Advisory%20Committee%20recommendations%20report-%20January%202014.pdf.

[41] *Ibid.*

Technology

During the pilot project's evaluation period, SF*park* trialed and/or permanently implemented several new technologies related to parking management and oversight, including:

- Parking space sensors, initially provided by Streetline, and subsequently replaced with sensors from StreetSmart, LLC (now known as Fybr)
- Digital "coin and card" parking meters, with single-space meters manufactured by IPS Group and multi-space units manufactured by Duncan Parking Control Systems
- Pay by phone technology, introduced in SF*park* pilot areas in December 2011 and implemented citywide in April 2012
- A robust back-end business intelligence software tool that collected and processed real-time parking availability data for use internally (by SF*park* and SFMTA enforcement staff) and externally (made available to the public via websites and mobile apps to provide the public with real-time information on parking pricing and availability).

Price Changes

Implementing relatively frequent price changes was a hallmark of the program and critical to achieving the programs occupancy targets for each blockface of curb parking and each off-street parking facility. Prices were adjusted by day of the week and by time of day (divided into three to four "time bands" for simplicity; e.g., "9 a.m. to noon"). Policies for price changes are described below.

On-Street Facilities

For on-street parking, the SF*park* used occupancy data from in-ground parking occupancy sensors in each space to adjust rates at meters up or down to help achieved a target occupancy rate of 60–80%. Each data-driven rate adjustment used the following rules. When average occupancy was:

- 80–100%, the hourly rate increased by $0.25
- 60–80%, the hourly rate was not changed
- 30–60%, the hourly rate decreased by $0.25
- Less than 30%, the hourly rate decreased by $0.50

Per the 2008 enabling legislation, hourly rates were not allowed to exceed $6.00 per hour or go below $0.25 per hour. SF*park* adjusted on-street rates about every eight weeks starting in August 2011.[42]

Off-Street Facilities

As parking garages were converted to the SF*park* approach, the SFMTA simplified rate structures, reduced discounts that previously encouraged peak hour commuting (e.g., early bird, daily, monthly), and moved to time-of-day pricing to make sure rates between meters and garages were easy to compare, and to make it easier for customers to understand what they would be charged.

[42] *SFpark Pilot Project Evaluation Summary*. San Francisco Municipal Transportation Agency, June 2014. http://sfpark.org/wp-content/uploads/2014/06/SFpark_Eval_Summary_2014.pdf, page 7.

Thereafter the SFMTA changed hourly rates quarterly according to the following rules. When average occupancy was:

- 80–100 percent, the hourly rate was raised by $0.50
- 40–80 percent, the hourly rate was not changed
- Less than 40 percent, the hourly rate was lowered by $0.50[43]

Post-Sensor Methodology – Sensor Independent Rate Adjustment (SIRA)

Using historical data from parking meter transactions, as well as in-street parking occupancy sensors, SF*park* constructed and is now using a Sensor Independent Rate Adjustment (SIRA) model to support performance-based pricing, including rate adjustment, and to "provide flexibility for expanding demand responsive pricing citywide." (In fact, the 14th rate adjustment was conducted using SIRA.) SIRA is a multivariate regression model, with dummy variables to account for differences (a) in the location and character of neighborhood commercial districts, and (b) between weekdays and weekends. Model testing in early 2014 confirmed that the SIRA model meets City goals for accuracy. It is now being used in-lieu of sensor data to inform periodic rate adjustments. SIRA model validation included testing the outcome of rate adjustments which were based on the model's recommendations. One caveat SF*park* staff acknowledges is that the SIRA model does not yet perform well in estimating occupancy in areas where previous parking occupancy sensor and manually conducted data showed very low occupancy rates.

Governance and Management

As a major caveat, it should be noted that thanks to the USDOT Urban Partnership Program grant funding, the SF*park* project was from the very start afforded a level of sophistication and technological freedom that otherwise may have been too expensive for San Francisco to pursue. Nevertheless, the SF*park* program benefited from a number of organizational decisions that helped ensure its success. First, the SFMTA chose to hire a private contractor, Serco, to lead procurements and administer subcontracts. As a result, the SFMTA, acting through Serco, had greater freedom to quickly hire staff with the most appropriate skills for the project, without being bound by the civil service rules which ordinarily govern the process of hiring permanent City staff. For the duration of the pilot evaluation period, the SF*park* project was administered by a small team within the SFMTA's Finance and Information Technology Department, which fostered a sense of team camaraderie, but which also posed challenges for incoming staff tasked with outreach to SFMTA operations and maintenance staff who predated the project and who were initially skeptical about its aims. Finally, the SFMTA also consciously chose to build technological capacity from within, purchasing rather than contracting out the back-end business intelligence tool that enabled data-driven decision making, in the hopes that the purchase would bring benefits to the agency as a whole even after the pilot had concluded.

Program Evaluation

Given its role as a flagship USDOT Urban Partnership Program grant recipient, conducting a robust project evaluation was necessary to test the effectiveness of SF*park*'s parking management strategies. To test the effects of its policies, the SFMTA collected "before" (i.e., prior to project launch), "mid-point" (i.e., in 2012, at the midpoint of the evaluation period), and "after" (i.e., in

[43] *Ibid.*

spring 2013 after the project had been in place for approximately two years) data in both pilot and control areas. The project's pilot evaluation was completed in mid-2014.

Results were significant and positive. In general, the evaluation found that SF*park* ultimately achieved its key objectives. In the pilot areas, average parking rates decreased, parking availability improved, greenhouse gas and other air pollution emissions and vehicle miles traveled decreased, and it became easier to find a parking space, pay for parking, and avoid parking citations. The full results of the evaluation are available in the "SF*park*: Pilot Project Evaluation" document, available online here: http://sfpark.org/docs_pilotevaluation. Finally, it is important to emphasize that even though the use of disabled placards remained relatively steady over the duration of the pilot, the myriad benefits of variable parking pricing were still able to be achieved.

Lessons Learned

As a component of the SF*park* project, the SFMTA documented its successes and challenges in the hopes that other cities could learn from the agency's experiences implementing the demand-based pricing pilot project. These documents include a summary of the development of the program, "Putting Theory Into Practice," a detailed Technical Manual, and a Parking Sensor Technology Performance Evaluation.[44]

SFMTA staff interviewed for this peer review (Lauren Mattern, Parking Policy and Technology Manager) also offered a number of lessons learned to supplement the published works[45]:

- *Communications & messaging*:
  - Create a distinct brand for the demand-based pricing program (like "SF*park*" or "Express Park"). Market the brand and protect it.
  - No matter how large the project budget is, ensure that the communications effort is comprehensive and extensive. Be strategic and direct when communicating the benefits of the program, packaging user experience improvements with policy changes. Address key pain points for drivers, in particular; e.g., "I can't find a space and I strongly dislike circling." Shift the conversation to policy goals, only talking about goals within the frame of policy, not revenue. Earning trust among transportation network users is a long-term endeavor that should start now.
  - Design a system and then talk about it with confidence. Talk clearly about goals and vision.
- *Governance and management:*
  - Mayoral (i.e., top-down) support is crucial for program success, and it is equally important for City staff to understand that the initiative is a priority. There may be pushback, particularly as a program may be designed to be revenue-neutral. With SF*park*, some changes hurt revenue (such as reduced citations and an initial dip in garage revenue) but others helped, such as new meters and longer time limits. The City needs to be comfortable with a short-term dip for a long-term increase in revenue; in the long run, it needs to wean itself off citation revenue as a reliable budget tool.

[44] These documents are available at this location: http://sfpark.org/resource-category/analysis-resources/

[45] Mattern, Lauren. Interview with SFMTA, February 24, 2015.

- Team-wise, creating a small, distinct team can help team members feel responsibility for a project.
- Ensure that key City staff and the parking management team are fully supportive of technology and data analysis as planning tools. Don't be afraid of data-driven decision making.

SEATTLE, WASHINGTON

Background

Since 2010, the City of Seattle (under the program brand SeaPark) has annually adjusted on-street parking rates, time limits, and paid hours of operation with the goal of maintaining one to two parking spaces available on each block face throughout the day. SDOT (Seattle Department of Transportation) has converted this policy goal to a target occupancy range of 70-85 percent.[46] Seattle's program is special in that it applies to all metered curb parking spaces in the city (approximately 12,000 spaces across 31 different rate areas).

Program Goals

The goals of the program are as follows:

- Help customers reliably find parking within easy walking distance of their destinations, while ensuring spaces are well used;
- Conserve fuel, reduce emissions, and lessen traffic congestion from drivers circling in search of parking;
- Increase access to businesses by ensuring turnover of parked cars.

Implementation and Outreach

Public outreach and marketing has been a core element of the SeaPark program since its inception. An advisory committee comprised of local businesses owners and the chamber of commerce meets quarterly with the Department of Transportation to address issues. According to City staff public participation in meetings and general concern has dwindled as users have become more used to the program and because any changes that are made are based upon data. In addition to public meetings, rate changes are explained to users through the "Play Like A Parking Pro" media campaign (see Figure 5-8), which features a collection of humorous educational videos and graphics to inform users of new parking policies. The marketing strength of the program is also shown in the signage utilized to inform and educate users about parking options. The use of large green "Best Value" signs on blockfaces with less expensive parking, and/or longer time limits, encourages parkers to shift from high-demand streets to underutilized blockfaces at the periphery of paid parking areas.

[46] "SDOT - Paid Parking Information." Accessed February 23, 2015. http://www.seattle.gov/transportation/parking/paidparking_2014.htm.

Figure 5-8 Example of SDOT Parking Outreach Materials

Source: Seattle Department of Transportation

Use (and Abuse) of Disabled Placards

Summary of the Problem

As in other peer review cities, Seattle has also faced the challenge of disabled placard abuse. In the state of Washington, as in California, valid use of a disabled parking placard allows the user to park for free at meters. A statewide workgroup led by the Washington State Department of Licensing recently concluded that "the disabled parking privilege is easily abused and the verifiable data does show there is abuse of the system".[47] According to SDOT, "recent studies have shown that between 30% and 40% of downtown, First Hill, Pioneer Square, and Cherry Hill parking are typically used by vehicles with disabled parking placards."[48] In a recent RFP issued by the City for the development of a paid parking model, "nonpayment by vehicles with disabled parking placards or plates" constitutes one of many challenges to translating parking payment data to actual blockface occupancy data. Enforcement of correct disabled placard use is conducted by the Seattle Police Department Parking Enforcement division. Misuse of disabled placards incurs a penalty of $450.

Developing a Solution

According to SDOT, "In 2013, SDOT and Seattle Police Department Parking Enforcement staff participated in a statewide workgroup led by the Department of Licensing (DOL). The workgroup was convened by request of the State Legislature to study disabled placard use and to develop a strategic plan to end any abuse. DOL's report contained multiple recommendations for the Legislature to consider. Many of the report recommendations were included in House Bill 2463, which was delivered to the Governor for signature on March 17, 2014."[49]

House Bill 2463 made the following changes to state law:

- Provides local jurisdictions with the authority to improve their administration of on-street parking.

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[47] *Reducing Fradulent Use of Disabled Parking Placards and Plates - Disabled Parking Work Group Recommendations.* Washington State Department of Licensing. Accessed March 26, 2015. http://www.seattle.gov/transportation/parking/docs/2013dolreport.pdf, p.1.

[48] "SDOT - Disabled Parking in the City of Seattle." Accessed March 26, 2015. http://www.seattle.gov/transportation/parking/disabledparking.htm.

[49] *Ibid.*

- Encourages the department of licensing to: (1) Implement the recommendations of the disabled parking work group regarding placard and application changes; and (2) Consider parking information system upgrades regarding special parking privileges for persons with disabilities.
- Changes the validity from six months to one year for temporary parking placards.
- Prescribes penalties for the improper display of a parking placard or special license plates.
- Requires signed written authorization from a health care practitioner to renew parking privileges at least every five years.
- Requires a health care practitioner: (1) With prescriptive authority, to provide a signed written authorization on tamper-resistant prescription pad or paper; or (2) Without prescriptive authority, to provide the signed written authorization on his or her office letterhead.[50]

The statewide workgroup's report, *Reducing Fraudulent Use of Disabled Parking Placards and Plates – Disabled Parking Work Group Recommendations*, prepared by the Washington State Department of Licensing, provides further information on both the problems observed in the state of Washington and recommended solutions.[51]

Features and Technology

The City of Seattle is currently in the process of switching out pay-and-display pay stations with IPS pay-by-plate multi-space pay stations that allow for time of day pricing and for rates to be set remotely. Seattle is unusual in that all paid parking is governed by multi-space units versus single-head meters.[52]

Price Changes

SDOT conducts manual data collection efforts (hourly occupancy counts from 8AM-9PM) each spring, which are used to create an Annual Paid Parking study. Subsequently, each fall, findings of the study are then utilized to adjust rates, time limits, and paid parking hours. Transaction data from meters is collected, but is only utilized to estimate curb parking occupancy for specific situations, such as seasonal rates around tourist areas. Figure 5-9 represents the protocols that SDOT utilizes to adjust rates on the basis of the annual report.[53]

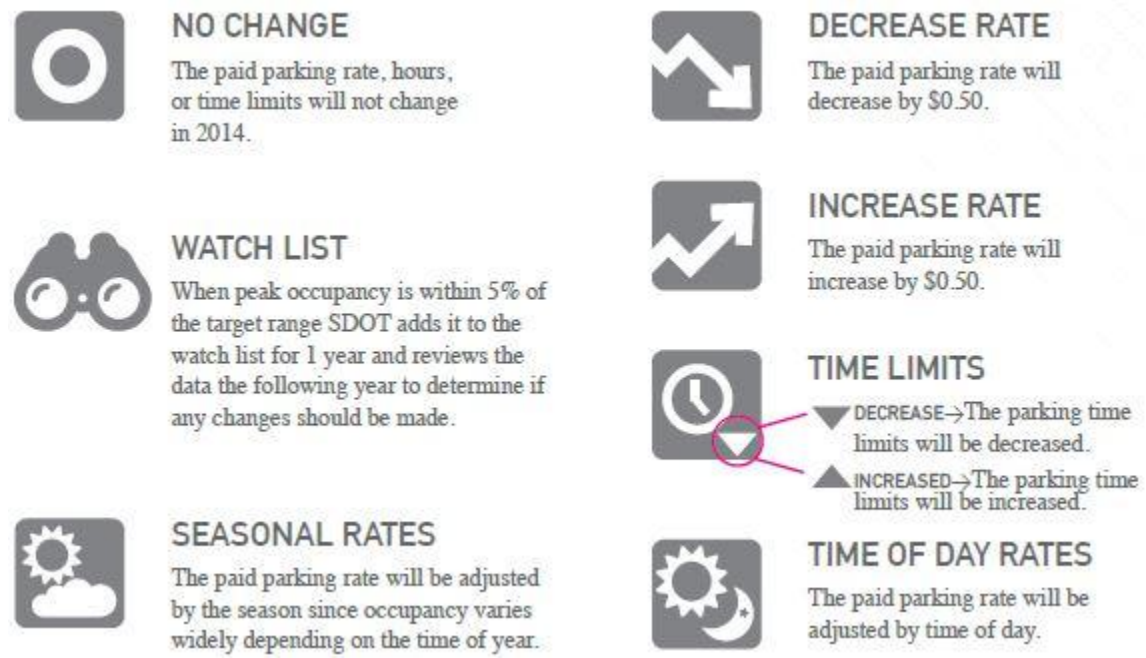
[50] "HB 2463-S.E - Digest (Digest as Enacted)." Accessed March 26, 2015. http://lawfilesext.leg.wa.gov/biennium/2013-14/Pdf/Digests/House/2463-S.DIG.pdf.

[51] *Reducing Fradulent Use of Disabled Parking Placards and Plates - Disabled Parking Work Group Recommendations*. Washington State Department of Licensing. Accessed March 26, 2015. http://www.seattle.gov/transportation/parking/docs/2013dolreport.pdf .

[52] Snyder, MaryCatherine. Interview with SDOT, February 17, 2015.

[53] Snyder, MaryCatherine. Interview with SDOT, February 17, 2015.

Figure 5-9 SDOT Price Change Protocols



Source: Seattle Department of Transportation

In response to the results of the 2014 Annual Paid Parking study SDOT adjusted rates, time limits, and meter hours of operation in 22 of 31 paid parking areas across the city. Examples of changes that have occurred include the following:

- Increased hourly rates in nine areas/subareas/time-periods where occupancy exceeds targets
- Decreased hourly rates in seven areas/subareas/time-periods with low occupancy
- Extended meter hours of operation to 8 PM in five areas with high evening demand
- Initiated time-of-day variance in parking rates in Pioneer Square (consistent with widely variant occupancy rates during AM and PM periods)

Governance and Management

In late 2010 the City adopted Municipal Code 11.16.121 which gives the Department of Transportation the authority to adjust parking rates under the following terms:[54]

7. Parking rates to be charged at parking payment devices, including parking meters, for parking in city rights-of-way and other city-controlled parking areas under the jurisdiction of Seattle Department of Transportation shall be within rate limits established by this section. Rates may vary according to location, time of day, maximum parking time allowed, the capabilities of available parking payment devices, and any other factors the Director determines are pertinent. In setting rates, the Director is not subject to Chapter 3.02 of the Seattle Municipal Code.

[54] City of Seattle Municipal Code 11.16.121

8. The Director of Transportation is authorized to set parking rates up to $4.00 per hour ("Maximum Hourly Rate"). When parking rates are in effect, parking rates shall be set no lower than $0.75 per hour ("Minimum Hourly Rate").
9. The Director shall establish on-street parking rates and shall adjust parking rates higher (up to the Maximum Hourly Rate) or lower (as low as the Minimum Hourly Rate) in neighborhood parking areas based on measured occupancy so that approximately one or two open spaces are available on each block face throughout the day in order to:
   - Support neighborhood business districts by making on-street parking available and by encouraging economic development;
   - Maintain adequate turnover of on-street parking spaces and reduce incidents of meter feeding in commercial districts;
   - Encourage an adequate amount of on-street parking availability for a variety of parking users, efficient use of off-street parking facilities, and enhanced use of transit and other transportation alternatives; and,
   - Reduce congestion in travel lanes caused by drivers seeking on-street parking.

Program Evaluation

SDOT's 2014 Annual Paid Parking Survey confirms that previous changes to rates and time limits have had the intended effect of shifting demand from the most heavily used subareas to peripheral areas and times of day when/where parking is more widely available. This means that price increases in selected core areas has resulted in an appropriate shift of demand to underutilized blocks at the periphery of paid parking areas. Although lowering rates has not led to an increase in parking occupancy in most cases, recent changes to maximum time limits (extending from two to four or ten hours, with no change in rate) have increased utilization in some areas.

Key Findings/Lessons Learned

When interviewed, SDOT staff reiterated the importance of simplicity and effective messaging in order to encourage behavioral changes that result in shifts of parking utilization. A key aspect of this is to have clear indication of where variable pricing applies in order to limit confusion for users; this is a particular strength of SeaPark as it is applied citywide. In addition to compelling communications, SDOT staff advised that a city keep targets and metrics simple and not out of reach in order to make the program sustainable year over year.[55]

CITY OF SAN BUENAVENTURA (VENTURA), CALIFORNIA

Background

In March 2007, the City Council of San Buenaventura (commonly known as Ventura) approved the Downtown Specific Plan, which included plans for a parking management program. The program set a goal of using parking pricing, rather than time limits, to achieve a curb parking utilization rate of approximately 85% on each block. In January 2009, the City Council adopted an ordinance to establish a Downtown Parking District, which also allows the City Transportation

[55] Snyder, MaryCatherine. Interview with SDOT, February 17, 2015.

Manager to adjust parking rates, based on occupancy, in order to achieve the district's parking occupancy goals. In addition, the ordinance specifies that all revenues generated from the program will be devoted to funding public facilities and services benefiting the district.

The program was adopted to address what elected officials, City staff and downtown business leaders described as long-standing parking problems in downtown. Due in part to limited funding available for parking enforcement, as well as what City staff and business leaders described as the adeptness of some downtown employees at evading time limits and routinely parking all day long in premium parking spaces at the curb, downtown Ventura was widely perceived as having a parking shortage. However, data from the City's parking occupancy surveys showed that at even the busiest hours, ample parking was available. Premium curb parking spaces were often fully occupied, while simultaneously, free public parking lots and garages a block or two away remained underused.

In September, 2010 new parking meters were installed and parking pricing went into effect on the downtown district's two main retail arteries, Main Street and California Street, as well as on the adjacent blocks of several side streets.[56] Time limits for the newly metered spaces were eliminated, with the City relying instead solely upon pricing to meet its parking availability goals for each block.

Previously, all curb parking and almost all off-street parking within the downtown had been provided free of charge, with time limits and parking citations for those who overstayed the limits used to regulate curb parking. The City's public off-street lots were largely regulated with a mix of four-hour and all-day time limits.

The new parking meters bring parking pricing to only the downtown's premium (most convenient and most visible) curb parking spaces. Approximately 350 of the 2900 parking spaces in downtown were initially metered as part of the initiative. After an initial trial period, the number of metered spaces was reduced to 318, after parking occupancy surveys found that several metered spaces at the fringes of downtown were producing little revenue and were frequently underused.

Implementation and Outreach

As might be expected with the pricing of a previously free resource, implementation of Ventura's parking management program was contentious. Some residents complained that the pricing of parking was akin to a tax to fill budget gaps, while some store owners complained that it would hurt business.[57] In 2011, a ballot initiative to remove meters was struck down in court.[58] To counter these concerns, the City and downtown business leaders responded with a robust public outreach effort with the assistance of the Downtown Ventura Organization and Downtown Ventura Partners, two nonprofit groups made up of downtown business and property owners. In the next City Council election, Council candidates supporting the meters won election or reelection by a substantial margin over a slate of anti-meter opponents, a development that appeared to end most debate over the program.

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[56] "Parking | City Of Ventura." Accessed February 23, 2015. http://www.cityofventura.net/pw/transportation/parking.

[57] "Ventura's Parking Meters a Success, or a Pain — Depends Who You Ask - Gallery." Accessed February 23, 2015. http://www.vcstar.com/news/venturas-parking-meters-success-or-pain-depends.

[58] "Judge Rejects Initiative to Banish Ventura Parking Meters | California Planning & Development Report." Accessed February 23, 2015. http://www.cp-dr.com/node/3014.

Use (and Abuse) of Disabled Placards

Due in large part to the small scale of the downtown area, as well as the relatively low hourly meter rates and availability of free public parking, disabled placard misuse and/or abuse is a not a major issue in Ventura. Nevertheless, according to Corporal Mike Anselmo of the City of Ventura Police Department, constant enforcement of the downtown area by two police cadets (funded in part by meter revenues, as discussed below) helps to dissuade misuse of disabled placards, among other potential bad behavior.

Features and Technology

To implement parking pricing, Ventura installed wirelessly-networked multi-space meters (a.k.a. pay stations) manufactured by Digital Payment, which the City configured as pay-by-space machines. The city also installed a new City-owned Wi-Fi network covering downtown, which is used to both securely transmit parking meter transaction data, and as a side benefit, to provide free public Wi-Fi throughout the downtown core.

Price Changes

Parking rate changes have been made several times since the program's inception. To inform these rate changes, the City has relied upon a combination of parking meter revenue data and manually conducted field counts of parking occupancy to estimate parking occupancy on each block face. According to City staff, while the City's municipal code (described below) authorizes the City Transportation Manager to adjust rates without going to the Council for approval, in order to maintain the support of elected officials in a medium-sized city where, as one City staff member put it, there are few layers of government between the everyday citizen and Mayor and members of the Council.

Initially, parking meter rates at all metered spaces were set at $1 per hour for the first two hours and $1.50 per hour for subsequent hours. Meters were enforced seven days a week, until midnight.

Following an initial trial period, manual parking occupancy surveys showed that the metered parking spaces were below the City's occupancy targets. The City responded by reducing parking meter rates to a flat rate of $1 per hour, as well as removing parking fees entirely for approximately 30 curb spaces at the fringes of downtown. Evening enforcement hours were reduced from midnight to 9 PM. Additionally, the City changed 48 curb parking spaces from pay parking to free parking with 24 minute time limits, in order to allow for quick errands (such as pickup and drop off dry cleaning) without requiring customers to spend time walking to a multi-space meter to pay parking fees.

In January 2012, the City again adjusted parking rates in response to the results of manually conducted parking occupancy surveys, which found that while occupancy rates for metered curb parking space on Main and California were meeting their targets, metered curb parking spaces on the adjacent cross streets were underutilized. Accordingly, rates for those side streets were reduced to $0.50 per hour.

Governance and Management

In order to establish the program, the policies for parking pricing and the benefit district were written into the city's municipal code as follows[59]:

Sec. 16.225.010.

i. Parking pay station and meter zones are those streets or portions of streets established by ordinance of the City Council as zones within which the parking of vehicles may be controlled, regulated, and inspected with the aid of parking pay stations or parking meters.

ii. Parking pay stations and meter zones may be established in areas to manage the supply of parking and to make it reasonably available when and where needed. To accomplish this goal, a target on-street occupancy rate of 85 percent is hereby established for pay station and parking meter zones.

iii. The city traffic engineer shall cause parking pay stations or meters to be installed and maintained in all parking pay station and meter zones. The maximum rate shall be set by the City Council. During a fiscal year, the City Transportation Manager may adjust pay station and meter rates up or down 50 cents per hour in twenty-five-cent increments based on average occupancy rates in order to achieve a target occupancy rate of 85 percent. Any increase over 50 cents per hour in a fiscal year shall require City Council approval.

Sec. 16.225.050.

All moneys collected from parking pay stations, and meters in this city shall be placed in a special fund, which fund shall be devoted exclusively to purposes within the geographic boundaries of the parking district from which the revenue is collected. Such moneys shall be used for the purposes stated in the parking district establishment ordinance.

In addition to establishing policies for pricing and distribution of revenues, Ventura's parking district ordinance includes the following language for establishment of residential parking permits with the area:

Sec. 16.215.030

H. Downtown residential parking permits. Notwithstanding the parking restrictions of this section and when determined by the city traffic engineer, residents within the Downtown Parking District on those streets or in public parking lots where a time limit or paid parking restriction·· is posted may receive a preferential residential parking permit. Permit stickers may be obtained at City Hall by completing an application. Residential permits will be issued based upon on-street utilization, off-street utilization, impact from non-residential uses, impact to neighborhood commercial and retail activity, existing land uses, non-conforming uses and other essential factors determined by the city traffic engineer. The required application shall include, at minimum, a valid California Department of Motor Vehicles registration showing the address of the registered owner as meeting the requirements of this section. No more than one permit per residential unit will be issued plus up to four limited time visitor parking permits per year. Visitor parking permits may be issued for up to seven consecutive days only. If a residential unit has no feasible on-site parking, up to two permits may be issued. Each permit will require at least one

[59] City of Ventura Ord. No. 2009-002, § 8, 1-12-09

registered vehicle to which it is assigned. A fee will be charged and the permit will remain valid for two years.

Program Evaluation

Despite initial challenges from a number of vocal opponents, evaluations of the program since implementation suggest that variable parking pricing in Ventura is a success. In a survey conducted by the City in mid-2011, 83% of downtown merchants surveyed indicated that they support the new meters, with 13% neutral, and only 4% opposed.[60]

According to the City, in the first 12 months of the parking meters' operation (September 2010 to September 2011), the program collected $542,000 in revenue from the 318 metered parking spaces. First-year startup expenses for the program (including both capital costs for the new parking meters, wireless network, signage and other components) came to $1.17 million.

The revenue from the metered parking spaces funds what the City describes as "a cleaner, safer downtown for everyone". This includes funding a new dedicated police officer dedicated solely to patrolling downtown, as well as a team of nine police cadets dedicated to downtown security and parking enforcement. The meter revenues also are funding improved lighting and landscape improvements for downtown streets, parking lots and garages, to improve the perceived safety of downtown. The changes appear to be working to improve security in downtown Ventura. According to the City's police statistics, there were 146 Part I crimes (i.e. crime such as homicide, rape, aggravated assault and certain property crimes) in the downtown in the first full year after the meters' installation, a 29 percent decrease over the previous 12 months.[61]

[60] "Downtown Merchants Support the Parking Meters!" Accessed February 23, 2015. http://downtownventura.org/wp-content/uploads/Press-Release.pdf.
[61] "Ventura's Parking Meters a Success, or a Pain — Depends Who You Ask - Gallery." Accessed February 23, 2015. http://www.vcstar.com/news/venturas-parking-meters-success-or-pain-depends.

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6 SUMMARY OF PEER REVIEW

All five cities offer insights into the process of instituting demand-based pricing on a variety of scales, and utilizing different technological approaches to collecting and analyzing data for decision making.

COMMONALITIES AMONG PEER CITIES

Despite the uniqueness of each city, there are some significant commonalities between them. In other words, there are a few factors that all five cities used to implement demand-based pricing efficiently and effectively. They include:

- **"Smart" parking meters.** Wireless-enabled, coin and credit-card accepting meters, whether single- or multi-space, allow prices to be adjusted remotely, reducing time and labor costs. These meters also increase customer convenience by offering additional ways to pay for parking.
- **Clearly articulated goals and evaluation criteria.** All of the peer cities established clear goals, such as parking occupancy targets, in ordinances approving the programs. These goals helped establish a framework for decision making and public outreach.

There are also differences between the programs, largely due to political context, available funding, and other local variances. Figure 6-1 summarizes high-level findings of the peer review.

Figure 6-1 Summary of Peer Review Findings

Peer City	Size/Scope	Technology	Price Change Methodology/ Schedule	Current Price & Regulation Ranges	Notes
Berkeley, CA (goBerkeley)	On-street meters and select City-owned off-street facilities in three neighborhood pilot areas: Downtown, Southside, and Elmwood.	Smart parking meters; Xerox business intelligence tool; License Plate Recognition (LPR)	Occupancy data was initially collected manually. Going forward, the City will use occupancy data collected using License Plate Recognition (LPR) systems to calibrate software developed by Xerox to estimate occupancy rates from meter transaction data. Prices changed twice during the pilot period (Fall 2013 and Spring 2014) to achieve target utilization of 65-85%. Prices are changed at the blockface level. Prices do not vary by time of day.	**Pricing** On-street: $1.50 - $2.75/hour **Time Limits** *Downtown & Southside* "Premium" – 2 hours "Value" – 8 hours *Elmwood* Between 1-3 hours **Enforcement Hours** 9 a.m. – 6 p.m. Mon-Sat	Program packaged with other initiatives to promote transportation alternatives, such as free AC Transit passes.
Los Angeles, CA (Express Park)	6,000 on-street metered spaces and 7,500 City-owned off-street parking spaces at five facilities.	Smart parking meters; wireless vehicle detection sensors; changeable message signs; pay-by-phone; integration with mobile applications; 511 voice recognition guidance	Occupancy data collected using in-street sensors and analyzed in tandem with meter transaction data to help set rates, time limits, and hours of enforcement. Prices changed in August, 2012; June and August, 2013; and May and October 2014. Prices are changed at the blockface level. Prices vary by time of day from Monday to Friday in some areas: Morning: before 11 a.m. Midday: 11 a.m. to 4 p.m. Evening: after 4 p.m.	**Pricing** On-street: $0.50 - $6.00/hour **Time Limits** Vary between 15 minutes to 10 hours. **Enforcement Hours** 7 a.m. – 6 p.m. Mon-Sat 7 a.m. – 8 p.m. Mon-Sat (downtown core)	

Peer City	Size/Scope	Technology	Price Change Methodology/ Schedule	Current Price & Regulation Ranges	Notes
San Francisco, CA (SF*park*)	6,000 on-street metered spaces and 12,250 City-owned off-street spaces in seven pilot districts. 1,200 Port of SF meters.	Smart parking meters; wireless vehicle detection sensors (pilot only, now discontinued); pay-by-phone; integration with mobile applications (pilot only); back-end business intelligence tool	During the pilot project, occupancy data collected using in-street sensors, analyzed using the SFMTA's business intelligence tool. Occupancy data collected during the pilot used to develop the Sensor Independent Rate Adjustment (SIRA) model, which uses meter payment data to determine occupancy rates. Prices changed 14 times over the course of the pilot project, on average every six to eight weeks, with the 14th price change using the SIRA model. Prices are changed at the blockface level. Prices vary by time of day in some areas in the following categories: 9 a.m. – noon; noon – 3 p.m.; 3 p.m. – 6 p.m.	**Pricing** On-street: $0.25 - $6.00 **Time Limits** 4 hours or no time limit **Enforcement Hours** 9 a.m. – 6 p.m. M-Sat 9 a.m. – 10 p.m. M-Sat (South Embarcadero pilot area only) 7 a.m. – 11 p.m. M-Sun (Port only)	Program included several additional initiatives, including: special event pricing in effect in South Embarcadero pilot area around AT&T Park; motorcycle and tour bus parking policies and programs; and "parking census" program.
Seattle, WA (SeaPark)	Citywide; approximately 12,000 spaces across 31 rate areas.	Smart parking meters	Occupancy data collected on a yearly basis, which are used to create an Annual Paid Parking study. Findings of the study are used to adjust rates, time limits, and paid parking hours. Prices, time limits, and hours of operation are changed at the paid parking area level. Prices vary by time of day in Pioneer Square only at this time.	**Pricing** On-street: $1.00 - $4.00 **Time Limits** 2, 4, or 10 hours **Enforcement Hours** 8 a.m. – 6 p.m. M-Sat 8 a.m. – 8 p.m. M-Sat (Select high demand areas)	

Peer City	Size/Scope	Technology	Price Change Methodology/ Schedule	Current Price & Regulation Ranges	Notes
Ventura, CA	318 of 2,900 on- and off street parking spaces in the downtown area.	Smart parking meters; City-owned WiFi network	Occupancy data collected manually and calibrated by parking meter revenue data. Rate changes have occurred several times since the program's inception in 2010. In practice, curb parking prices are changed at the parking area level, with three rates currently ($1 per hour, $0.50 per hour, or free). Prices do not vary by time of day.	**Pricing** On-street: $0.50 - $1.00 **Time Limits** None, at meters. 24 minutes at 48 short-term parking spaces. **Enforcement Hours** 10 a.m. – 9 p.m. M-Sun	

Appendix A Findings & Recommendations from Previous Planning Efforts

This appendix summarizes significant findings and/or recommendations related to parking policy in downtown Oakland from previous plans.

City of Oakland Downtown Transportation and Parking Plan (2003)

Key Parking-Related Recommendations

- PM1. Increase meter and public garage parking rates to match private sector rates.
- PM2. Apply "stepped" parking rates at public garages [to encourage short-term parking in garages and increase revenue].
- PM4. Increase the number of commercial vehicle (yellow) loading zones, particularly in Chinatown.
- PM5. Stripe additional passenger (white) loading zones near BART station entrances and restrict metered spaces for passenger loading during peak hours. Locations: 20th Street east of Broadway; four other locations to be determined.
- PM9. Amend City code requirements for off-street parking spaces to match the recommended parking ratios by downtown subareas.
- PM10. Require car-share parking stalls in new parking facilities.[62]

Revive Chinatown – Community Transportation Plan (2004)

Key Parking-Related Findings and Recommendations

The study identified several major parking issues, such as:

- Parking violations are frequent and include double parking, illegal parking in yellow and red zones, and exceeding posted time limits. Some merchants use curbside parking spaces for storage throughout the day. These violations contribute to double-parking problems in an area with limited parking supply.
- Parking demand is the highest during weekend midday and weekend violations are substantially higher than on weekdays.

In the short-term timeframe, the project proposed several parking improvements:

- Modify on-street parking/loading spaces to reduce double parking:

[62] *Downtown Oakland Parking and Transportation Plan*. City of Oakland, October 2003.

  - Create truck loading zones in the core of Oakland Chinatown. These spaces would be for active truck loading only.
  - Install meters on truck loading zones with 30-minute time limits.
  - Designate the majority of on-street parking/loading spaces as truck loading zones for the morning hours. After that time, they would become short-term parking spaces (30-minute and one-hour meters) with some on-street loading spaces, depending on the needs of each block.
- Create diagonal parking on Franklin Street between 6th and 7th Streets and on 10th Street between Harrison and Madison Streets.
- Improve parking enforcement in Oakland Chinatown.
  - Use walking beats to police parking and double-parking violations.
  - Give multiple tickets to vehicles parking in the same spots for long periods.

In the mid-term timeframe, the project advocated three additional improvements:

- To increase parking supply, consider the addition of diagonal parking on streets just outside of the Chinatown core.
- Provide better pedestrian linkages to the parking spaces under I-880 with improved signage, sidewalks, and lighting along Webster Street. Create a weekend park- and-ride shuttle bus, linking Oakland Chinatown with the 13th/Franklin parking garage.

Create a parking signage program, similar to that in San Francisco along Kearny Street, using overhead signs to inform motorists where parking is available.[63]

MTC Advanced Planning Lab – Jack London Square District (2011)

With the support of the Metropolitan Transportation Commission (MTC), the Jack London Square District study was conducted to evaluate parking usage in Jack London Square and, in particular, assess the "M" commercial parking permit program.

Key Findings

"At this point there is a great deal of parking in the District, with much of it underutilized, especially the highly underused garage spaces. There are specific locations that are full and yet many vacant parking spaces located nearby. The cause of this perception of inadequate parking is due the high demand for the four hour spaces and M permit spaces, because they are relatively inexpensive. This particular combination of time-restrictions and permit program allows employees and residents with the permits to park in the prime on-street spaces in front of businesses for extended periods of time. This forces customers from beyond the District and other visitors to spend time searching for parking and too often park further away, creating a perception that there is not enough convenient parking.

"Another reason for the perceived parking shortage is poor wayfinding and marketing for the garages in the district. People may not be fully utilizing the garages because they are not aware

[63] *Revive Chinatown Community Transportation Plan*. City of Oakland Community and Economic Development Agency, September 2004. http://ec2-54-235-79-104.compute-1.amazonaws.com/oak/groups/ceda/documents/webcontent/oak036190.pdf.

that construction on the new garage has been completed and that it is open to the public, or perhaps the overall district garage rates are not enticing enough compared to the cost of parking at on-street spaces. The result is that potential customers may not be coming to the District because their perception is that parking is difficult, thereby hurting the business climate of the District compared with its larger potential as an attractive urban village district in the central Bay Area located right on the Bay."

Recommendations

Short-Term Actions

1. Improve the attractiveness of use of alternative modes.
   - Develop cooperative business/city/community (e.g. bike shop) efforts to install secure bicycle parking at appropriate locations, potentially using increased permit fees
   - Develop cooperative business/city/community efforts to identify key pedestrian improvements at appropriate locations, potentially using increased permit fees
2. Develop employee programs to encourage alternatives to use of valuable street parking.
   - Develop a community wide Commuter Check program, whereby employers facilitate employees' use of pre-tax dollars for transit.
   - Employers offer benefits for employees who do not park, e.g., cash if the employer avoids paying for parking for them, or store coupons/discounts.
   - Employers work with the city to install secure bicycle parking for employees, where practical.
   - Employers offers discounted price for employee parking in the garage and free and/or preferential parking for carpools. This perk should include a provision for sunsetting if the parking garage demand increases beyond an acceptable threshold. Offer single or flex day passes to the garage for those who do not want to drive every day to encourage them to walk, bike or bus a few times per week.
3. Offer first 60-90 min free parking in underutilized garages.
4. Provide better signage/advertising for parking garages, marketing program.
5. Provide real time information on parking availability.
6. Change 4 hr parking in the highest demand areas to 2 or 3 hr parking to encourage turnover in high value spaces.
7. Decrease meter rates where underutilized.
8. Move underutilized meters to areas with high demand and high turnover such as the unmetered blockface on Broadway near Chinatown.
9. Establish communication with garage operators and Port to improve marketing and utilization.
10. Survey the residents and businesses in the District regarding interest in increased permit fees toward various uses, such as improved pedestrian and bicycle amenities, streetscapes, local festivals, and other local needs.
11. Increase the cost of the M permit and limit the total number of permits which can be sold based on the available supply and observed usage. Commit the funds to the uses as developed following the survey.

12. Update parking code to support flexible use of existing commercial space (i.e. adaptive reuse) as well as infill development. Allow employers to lease available parking in existing garages to satisfy the requirement for employee parking. Availability of parking would be subject to annual occupancy monitoring. It should be noted that it is common practice to oversell monthly permits. Should occupancy increase significantly, it is recommended that a valet parking operation be used to increase the capacity of the existing supply.

Long-Term Actions

1. Improve the attractiveness of use of alternative modes.
   - Implement the bicycle and pedestrian improvements defined above
2. Develop additional employee programs to encourage alternatives to use of valuable street spaces.
   - Develop a community wide Commuter Check program, whereby employers facilitate employees' use of pre-tax dollars for transit.
   - Employers offer benefits for employees who do not park, e.g., cash if the employer avoids paying for parking for them, or store coupons/discounts.
   - Employers work with the city to install secure bicycle parking for employees, where practical.
   - Employers offers discounted price for employee parking in the garage and free and/or preferential parking for carpools. This perk should include a provision for sunsetting if the parking garage demand increases beyond an acceptable threshold. Offer single or flex day passes to the garage for those who do not want to drive every day to encourage them to walk, bike or bus a few times per week.
3. Set up local transportation district to provide local control and to finance transportation and quality of life (e.g., streetscapes, sidewalks) related improvements.
4. Phase out M permit as the area grows and develops, but take care not to displace historic manufacturing and food processing/distributions uses that do not have off-street parking.
5. Expand use of parking meters to include all areas with high demand and land uses that required short turnover.
6. Upgrade meter technology with credit-card and cell phone options.
7. Open communication with Chinatown district to address spillover parking. [64]

MTC Advanced Planning Lab – Montclair (2011)

With the support of the Metropolitan Transportation Commission (MTC), the Montclair district study was conducted to evaluate parking usage in Montclair and identify parking management policies that could improve the unique district's livability.

[64] *Advanced Planning Lab - Jack London Square District.* MTC Smart Parking Training. Metropolitan Transportation Commission. Accessed March 3, 2015.
http://www.mtc.ca.gov/planning/smart_growth/parking/2011/JLS_201_FINAL.pdf.

Key Findings

"One of the findings is that there is actually quite a lot of parking in the Village, including street, public garage, and private parking, and that the overall use levels are below capacity most places most of the time. However, there is a perception by businesses that parking is difficult for customers and employees. The major concerns included underutilized meters and garage spaces, insufficient turnover on prime on-street spaces, and spillover parking into residential areas."

Recommendations

Short-Term Actions

1. Improve the attractiveness of use of alternative modes.
   - Develop cooperative business/city/community (e.g. bike shop) efforts to install secure bicycle parking at appropriate locations.
   - Develop cooperative business/city/community (e.g., farmers market) efforts to identify low-cost pedestrian improvements at appropriate locations.
2. Develop employee programs through a set of strategies to encourage alternatives to use of valuable street parking, to be supported by the Village Association.
   - Develop a community wide Commuter Check program, whereby employers facilitate employees' use of pre-tax dollars for transit.
   - Employers offer benefits for employees who do not park, e.g., cash if the employer avoids paying for parking for them, or store coupons/discounts.
   - Employers work with the city to install secure bicycle parking for employees, where practical.
   - Employers offers free and/or preferential parking for carpools.
   - Employers offers discounted price for employee parking in the garage, on the top floor, subject to space availability. This perk should include a provision for sunsetting if the parking garage demand increases beyond an acceptable threshold.
   - Offer single or flex day passes to the garage for those who do not need to or want to drive every day to encourage them to walk, bike or bus a few times per week.
   - The City should look to key low-cost improvements in pedestrian access to support this mode.
3. Attract commuters and employees to underutilized on-street spaces.
   - Extend or eliminate time limits on certain streets.
   - Reduce meter rates to $1/hour in low demand areas (Moraga Avenue), and offer all day parking $0.50 per hour next to the AC Transit Transbay bus stop.
   - Offer option of extending meter times by cell phone.
4. Attract customers to park in the garage.
   - Improve wayfinding and branding for garage.
   - Reduce hourly rate to be significantly lower than on-street meter rates.
   - Offer first 60 minutes free.

- Increase validation program-Install sign on garage listing stores that validate. Develop an icon that symbolizes the validation program that can be posted in business windows and elsewhere.
- Install a manually operated sign displaying real time space availability.
- Explore lower monthly garage fee for those with bus passes.
- Explore ways to allow parking garage users to exit as later times (after closing) on Friday and Saturday evenings to facilitate use of the structure at these peak times.
- Work with AC Transit to consider slight move of layover location, to off of street with highest parking demand.

Long-Term Actions

1. Work with city, transportation funding agencies, and private sector partners to implement high priority low-cost bicycle and pedestrian projects.
2. Improve ordinance to allow differential pricing by location and demand to enable parking supply to respond to changes in demand over time.
   - Require meter receipts to match meter price in a given block.
   - Allow staff ability to adjust meter rates within a certain range.
3. Implement a locally controlled Parking district with powers to control parking fees within certain limits and to use a portion of the incremental revenue to funds programs in the district. Specifically, explore increased price for spaces on key streets with high demand, with funds to be retained by the Village Association for local streetscape / bicycle/pedestrian improvements, in cooperation with the community.
4. Open communication with private off-street lot owners for a universal valet program, e.g, use of Lucky and/or Safeway lots for evening parking, for a fee.
5. Open communication with religious centers to share parking.[65]

Lake Merritt Station Area Plan (2014)

The report details several specific actions related to parking:

Transit Access Improvements: Curb Management

- C-38. Curb management. Repaint curbs and relocate metered parking adjacent to the Lake Merritt Station to adequately accommodate curbside buses, taxis, and kiss-and-ride locations. (Passenger loading zones would reduce the congestion caused by vehicles double-parking and blocking moving traffic lanes, and enhance the safety of passengers. This zone could be located on the south side of 9th Street between Oak and Fallon Street.)
- C-39. Parking spaces for BART police and maintenance staff. Identify designated parking spaces for BART police and maintenance staff near the stairwells/elevator headhouse.
- C-40. Enforcement. Enforce no parking and restricted parking zones.

[65] *Advanced Planning Lab - Montclair*. MTC Smart Parking Training. Metropolitan Transportation Commission. Accessed March 24, 2015. http://www.mtc.ca.gov/planning/smart_growth/parking/2011/Montclair_201_FINAL.pdf.

- C-41. Electric vehicle facilities. Create electric vehicle parking/recharging stations adjacent to the Lake Merritt BART Station.
- C-42. Motorcycle/moped parking area. Designate a motorcycle/moped parking area. (p. 6-64)

Parking

- C-49 Angled parking on 10th Street. Modify 10th Street to the west of Madison Street by removing a lane of traffic and transforming the on-street parking from a parallel to angled configuration to accommodate additional on-street public parking spaces.
- C-50 No BART parking replacement. Work with BART to eliminate their parking replacement policy for the Lake Merritt Station. New development of the existing BART parking lots would therefore not be required to provide new parking spaces to replace any lost. Improvements to pedestrian, bicycle, bus access to the BART station will ensure that no ridership is lost. However, a joint parking lot that could serve Laney and BART patrons may be considered.
- C-51 Off-street parking visibility and use. Improve the visibility and use of existing private and public off-street parking lots with pedestrian-oriented lighting and directional signage for drivers.
- C-52 New public parking. Encourage new structured parking garages to be wrapped at the ground level with active land uses that positively contribute to the pedestrian's experience on the sidewalk and provide useful services to the neighborhood.
- C-53 Improve safety of transit access at Laney College. Reduce the parking demand generated by Laney College students by improving the safety of transit access, particularly at night, and working with BART and AC Transit to ensure that routes and schedules serving Laney College meet student needs.
- C-54 Unbundled parking cost. Unbundle the cost of parking from housing cost as part of new residential development.
- C-55 Enforcement. Increase enforcement of time limits for on-street parking in the Chinatown core.
- C-56 Parking management. Study pricing, marketing and other strategies to make the most efficient use of both existing high-demand and underutilized parking areas. Implement a marketing program to educate the public about available parking areas and varied costs.
- C-56A Parking Benefit Districts. Explore the creation of Parking Benefit Districts, for example in the Chinatown Commercial District.
- C-57 Parking requirements. Reduce parking minimum requirements in the entire Planning Area, particularly for affordable housing units and conversion of historic buildings.
- C-57A In-lieu fees. Enact in-lieu fees that would allow further reductions in parking associated with new development in exchange for funding to support improvements in the Plan Area.
- C-58 On-street bicycle parking. Install on-street bicycle parking, at major destinations such as the Chinatown core, the Main Library, Laney College, Lincoln Elementary, and the OUSD Downtown Campus. Bicycle parking at the BART Station is addressed above in transit access.

- C-59 Shared Parking. Work with local institutions such as Alameda County to manage existing and new institutional parking lots and garages as regional destination parking. This shared parking would serve a variety of uses and make use of currently underused weekend and evening hours.
- C-60 Transportation demand management. Require new large employers to implement Transportation Demand Management (TDM) measures, and encourage existing employers such as Laney College and Alameda County, property owners, property managers, and developers to implement similar measures, such as:
  - Designate a TDM coordinator who would distribute information to employees to promote TDM programs.
  - Carpool and vanpool ride-matching services and provision of car sharing parking spaces.
  - Guaranteed Ride Home Program, which allows transit users and car/ vanpoolers access to free or reduced taxi service to get home in case of an emergency.
  - Subsidized transit passes for area employees and/or a parking cash-out program. Bicycle parking, both short and long term, located near entrances.
  - Showers and lockers. (pp. 6-65 – 6-66)

Loading and Deliveries

- C-61 Truck loading. Provide each block within the Chinatown core with metered truck loading zones with 30-minute time limits between 7:30 AM and 10:00 AM. After 10:00 AM, on-street parking will be metered and limited to 30 to 60 minutes. A few high-loading blocks should maintain loading spaces from 7:30 AM to 6:00 PM, where loading spaces would be consistent with other improvements. Recommended locations for longer-term loading spaces include the following, as they have been identified as having high occurrence of double parking, and they do not conflict with proposed bicycle lanes:
  - The north side of 7th Street between Webster and Harrison Streets;
  - The south side of 8th Street between Franklin and Webster Streets;
  - The south side of 10th Street between Webster and Harrison Streets;
  - The east side of Webster Street between 9th and 10th Streets.
- C-62 Enforcement. Increase the effectiveness of parking enforcement by using walking enforcement to give violations and give multiple tickets for vehicles parked in the same space for long periods. (p. 6-66)

Temescal Parking Policies and Management Plan (2012)

The Temescal Parking Demand and Pricing Study was completed in 2012. The study included extensive data collection, including parking counts, surveys, and interviews, with the ultimate goal of integrating the City's adopted "Parking Principles for City of Oakland Commercial Districts" in the Temescal district. There was also significant input from community members, particularly the Temescal Business Improvement District (BID), which served as a key stakeholder and collaborator on the study.

The report's recommendations are summarized below. Please refer to Table 8 on pages 43-48 of the report for additional detail:[66]

Recommendation	Short/Long Term Timeframe	City or Community Initiated
Variable Rate Parking Pricing	Short Term	City
Wayfinding	Short Term	City
In-lieu Fees	Short Term	City
Enforcement and Monitoring	Short Term	City
Restriping	Short Term	City
On-Street: Potential Time Limitations	Short Term	City
Bicycle and Pedestrian Infrastructure Improvements	Short Term	City and Community
Prioritize Night Time Safety Improvements	Short Term	Community
Integrate Parking Payment Technology	Short Term	City
Residential Parking Permit Zones	Short Term	Community
Transit Incentive Program	Long Term	Community
Shared Parking	Short Term	Community
Parking Benefit District	Short Term	Community
Parking Management District	Short Term	Community
Carshare Pod		Community
Coordinated On/Off-Street Pricing	Long Term	City
Adjustments to City Parking Requirements	Long Term	City
Transportation Demand Management	Long Term	City
Acquisition of a Lot for Parking	Long Term	City and Community

[66] *Temescal Parking Policies and Management Plan*. City of Oakland, March 2012. http://www.mtc.ca.gov/planning/smart_growth/tap/TemescalParkingPlan_March2012.pdf.

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Appendix B City of Oakland Master Fee Schedule FY2014-15

This section includes excerpts from the City's *Master Fee Schedule*, pages F-4 through F-10, which establish prices at the City's public off-street lots and garages.

FEE DESCRIPTION	FEE	UNIT
FINANCIAL MANAGEMENT		
Z. EXCESS LITTER FEE		
4 Failure to File an Annual Declaration	50.00	Per Year
5 Penalty for Failure to Pay Excess Litter Fee Invoice within 60 Days from Due Date	10%	of Invoice
6 Penalty for Failure to Pay Excess Litter Fee Invoice beyond 90 Days from Due Date	25%	of Invoice
7 Penalty for Failure to Pay Excess Litter Fee Invoice beyond 120 Days from Due Date	50%	of Invoice
8 Interest, Inclusive of Penalties, for Delinquent Excess Litter Fees Due	1%	Per Month
9 Filing Fee for an Appeal for Litter Ordinance	67.50	Appeal
AA. RE-ISSUE OF W2 FORM	5.00	Form
PARKING MANAGEMENT		
A. ON-STREET PARKING METER		
1 General	2.00	Space / Hour
2 Flexible Parking Zone	0.50-3.00	Space / Hour
B. OFF-STREET PARKING FACILITIES		
1 Franklin Parking Plaza		
a. Basic Fees		
1 Hourly Parking for First Two Hours (Automobiles) MAX	3.00	Space / Hour
2 Hourly Parking Past Two Hours (Automobiles) MAX	3.00	Space / Hour
3 Daily Maximum (Automobiles) MAX	15.00	Space / Day
4 Monthly Parking (Reserved) MAX	180.00	Space / Month
5 Monthly Parking (Unreserved) MAX	160.00	Space / Month
6 Roof Top Special Monthly Max	120.00	Space / Month
7 Roof Top Special Daily MAX	8.00	Space / Day
8 Early Bird: in by 9:30 am MAX	10.00	Space / Day
9 Flat Rate After 4:00 pm to Closing Time MAX	4.00	Space
10 Overnight Parking (Close to Open) Max	4.00	Space
11 Special Event Parking (MAX)	10.00	Space
12 Valet MAX	3.00	Vehicle / Hour
13 Motorcycles Daily MAX	7.00	Space / Day
14 Bicycles	Free	
b. Validations	2.50	Space / Hour
c. Special Fees		
1 Lost Ticket	14.00	Ticket

FEE DESCRIPTION	FEE	UNIT
PARKING MANAGEMENT		
B. OFF-STREET PARKING FACILITIES		
1 Franklin Parking Plaza		
c. Special Fees		
2 Card Deposit	14.00	Card
3 Replacement Card	12.00	Card
4 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Card
5 Vanpool Parking (7-10 Passengers)	40.00	Space / Month
d. Special Event Parking	7.00	Space
2 Clay Street Garage		
a. Basic Fees		
1 Hourly Parking MAX	4.00	Space / Hour
2 Daily (Automobiles) MAX	15.00	Space / Day
3 Monthly Parking (Reserved) MAX	180.00	Space / Month
4 Monthly Parking (Unreserved) MAX	160.00	Space / Month
5 Flat Rate After 4:00 pm to Closing Time MAX	6.00	Space
6 Overnight Parking (Close to Open) MAX	6.00	Space / Night
7 Motorcycles Daily MAX	8.00	Space / Day
8 Special Event MAX	10.00	Space
9 Valet MAX	3.00	Vehicle / Hour
10 Bicycles	Free	
b. Validations	4.00	Space / Hour
c. Special Fees		
1 Lost Ticket	14.00	Ticket
2 Card Deposit	12.00	Card
3 Replacement Card	12.00	Card
4 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Card
3 Pacific Renaissance Plaza Garage		
a. Basic Fees		
1 Hourly Parking MAX	2.00	Space / Hour
2 Daily (Automobiles) MAX	15.00	Space / Day
3 Monthly Parking (Reserved) Monday through Sunday MAX	180.00	Space / Month
4 Monthly Parking (Unreserved) Monday through Friday MAX	180.00	Space / Month
5 Flat Rate After 4:00 pm to Closing Time MAX	6.00	Space
6 Overnight Parking (Close to Open) MAX	6.00	Space / Night
7 Special Event MAX	10.00	Space

FEE DESCRIPTION	FEE	UNIT
PARKING MANAGEMENT		
B. OFF-STREET PARKING FACILITIES		
3 Pacific Renaissance Plaza Garage		
a. Basic Fees		
8 Valet MAX	3.00	Vehicle / Hour
9 Motorcycles Daily MAX	8.00	Space / Day
10 Bicycles	Free	
b. Validations	2.00	Space / Hour
c. Special Fees		
1 Lost Ticket	14.00	Ticket
2 Card Deposit	12.00	Card
3 Replacement Card	12.00	Card
4 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Card
4 Dalziel Garage		
a. Basic Fees		
1 Hourly Parking (Automobiles) MAX	4.00	Space / Hour
2 Daily (Automobiles) MAX	15.00	Space / Day
3 Overnight Parking (Close to Open)	4.00	Night
4 Monthly Parking (Reserved) MAX	180.00	Space / Month
5 Monthly Parking (Unreserved) MAX	160.00	Space / Month
6 Motorcycles Daily MAX	8.00	Space / Day
7 Bicycles	Free	
b. Validations	4.00	Space / Hour
c. Special Fees		
1 Lost Ticket	14.00	Ticket
2 Card Deposit	12.00	Card
3 Replacement Card	12.00	Card
4 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Card
5 Medical Hill Site No. 1 (Medical Hill Garage)		
a. Basic Fees		
1 Hourly Parking (Automobiles)	2.00	Space / Hour
2 Daily Maximum (Automobiles)	10.00	Space / Day
3 Monthly Parking		
a. Assessment District Employee	100.00	Space / Month
b. Medical Center Employees	100.00	Space / Month
c. General Public	100.00	Space / Month
4 Motorcycles	3.00	Space / Day
5 Bicycles	Free	

FEE DESCRIPTION	FEE	UNIT
PARKING MANAGEMENT		
B. OFF-STREET PARKING FACILITIES		
5 Medical Hill Site No. 1 (Medical Hill Garage)		
b. Validations	2.00	Space / Hour
c. Hospital Validation	No Charge First Two Hours	
d. Special Fees		
1 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Ticket
2 Replacement Card	10.00	Card
3 Lost Ticket	10.00	Card
6 Telegraph Parking Plaza		
a. Basic Fees		
1 Hourly Parking (Automobiles) MAX	2.00	Space / Hour
2 Daily Maximum (Automobiles) MAX	10.00	Space / Day
3 Monthly Parking (Unreserved) MAX	100.00	Space / Month
4 Roof Top Special Monthly MAX	70.00	Space / Month
5 Roof Top Special Daily MAX	6.00	Space / Day
6 Early Bird in by 9:30 am MAX	6.00	Space / Day
7 Flat Rate After 4:00 pm till Closing Time MAX	4.00	Space
8 Overnight Parking (Close to Open) MAX	4.00	Space / Night
b. Validations	2.00	Space / Hour
c. Special Fees		
1 Lost Ticket	10.00	Ticket
2 Card Deposit	12.00	Card
3 Replacement Card	12.00	Card
4 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Card
5 Special Event Parking	10.00	Space
7 Wiley Manuel Parking Lot (formerly called Hall of Justice Municipal)		
a. Basic Fees		
1 Hourly Parking (Automobiles) MAX	2.00	Space / Hour
2 Daily Maximum (Automobiles) MAX	8.00	Space / Day
3 Flat Rate After 6:00 pm - Paid Upon Entry	3.00	Space / Night
4 Monthly Parking (Unreserved) MAX	90.00	Space / Month
5 Early Bird in by 9:30 am MAX	4.00	Space / Day
6 Flat Rate After 4:00 pm MAX	3.00	Space
7 Special Event MAX	8.00	Vehicle / Hour
8 Motorcycles	2.00	Space / Day

FEE DESCRIPTION	FEE	UNIT
PARKING MANAGEMENT		
B. OFF-STREET PARKING FACILITIES		
7 Wiley Manuel Parking Lot (formerly called Hall of Justice Municipal)		
b. Validations	2.00	Space / Hour
c. Special Fees		
1 Lost Ticket	8.00	Ticket
2 Card Deposit	12.00	Card
3 Replacement Card	12.00	Card
4 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Card
8 1200 Harrison Frank Mar Garage		
a. Basic Fees		
1 Hourly Parking (Automobiles) MAX	2.00	Space / Hour
2 Daily Maximum (Automobiles) MAX	10.00	Space / Day
3 Monthly Parking (Reserved) MAX	120.00	Space / Month
4 Monthly Parking (Unreserved) MAX	110.00	Space / Month
5 Early Bird in by 9:30 am MAX	6.00	Space / Day
6 Flat Rate After 4:00 pm till Closing Time MAX	4.00	Space
7 Overnight Parking (Close to Open) MAX	4.00	Space / Night
8 Motorcycles Daily MAX	6.00	Space / Day
9 Bicycles	Free	
b. Validations	1.50	Space / Hour
c. Special Fees		
1 Lost Ticket	10.00	Ticket
2 Card Deposit	12.00	Card
3 Replacement Card	12.00	Card
4 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Card
9 Montclair Parking Garage		
a. Basic Fees		
1 Hourly Parking Past Two Hours (Automobiles) MAX	2.00	Space / Hour
2 Daily Maximum (Automobiles) MAX	10.00	Space / Day
3 Overnight Parking (Close to Open) MAX	4.00	Space / Night
4 Monthly Parking (Unreserved) MAX	100.00	Space / Month
5 Monthly Parking (Reserved) MAX	120.00	Space / Month
6 Motorcycles Daily MAX	4.00	Space
7 Bicycles	Free	
b. Validations Tickets (Max. 2 hrs per ticket)	100.00	Book of 100

FEE DESCRIPTION	FEE	UNIT
PARKING MANAGEMENT		
B. OFF-STREET PARKING FACILITIES		
9 Montclair Parking Garage		
c. Special Fees		
1 Lost Ticket	10.00	Ticket
2 Card Deposit	12.00	Card
3 Replacement Card	12.00	Card
4 Penalty for Monthly Parking Paid After the 7th of the Month	10.00	Card
10 Grand Avenue District Municipal Parking Lot as Described by Section 23.08 of Oakland City Council Resolution No. 1989 C.M.S. Hourly Parking (Automobiles)	2.00	Space / Hour
11 Parkway District Municipal Parking Lot as Described by Section 23.09 of Oakland City Council Resolution No.1989 C.M.S.		
a. Hourly Parking	2.00	Space / Hour
b. Monthly Parking MAX	80.00	Space / Month
c. Special Event MAX	3.00	Space
d. Replacement of Monthly Parking Tag	80.00	Tag
12 Piedmont Avenue Municipal Parking Lot as Described by Section 23.05 of Oakland City Council Resolution No. 1987 C.M.S.		
a. Hourly Parking	2.00	Space / Hour
b. Monthly Parking MAX	80.00	Space / Month
c. Special Event MAX	3.00	Space
d. Replacement for Monthly Parking Tag	80.00	Tag
13 Scout Road & Mountain Blvd. Parking Lot		
a. Monthly Parking (Unreserved) MAX	80.00	Space / Month
b. Special Event MAX	6.00	Space
c. Replacement for Monthly Parking Tag	50.00	Tag
14 Lake Park Avenue Parking Lot		
a. Monthly Parking MAX	80.00	Space / Month
b. Special Event MAX	3.00	Space
c. Replacement for Monthly Parking Tag	80.00	Tag
15 Damage to Parking Facility	Actual Cost	
C. ON-STREET PARKING METER		
1 Registered Vanpools (11 or More Passengers), Maximum of 40 Spaces	20.00	Space / Month

FEE DESCRIPTION	FEE	UNIT
PARKING MANAGEMENT		
D. HENRY J. KAISER CENTER PARKING LOT		
1 Off-Street Parking Meter (Maximum Five hours)	2.00	Space / Hour
E. RESIDENTIAL PERMIT PARKING FEE		
Permit for Eligible Vehicles of Residents, Employees of Neighborhood-Serving Establishments, and Owners or Employees of Business with the Vehicle		
1 Registered at the Business Address		
a. Initial		
1 Purchase Between January 1 and June 30	24.50	Vehicle
2 Purchase Between July 1 and December 31	35.00	Vehicle
b. Renewal (annual)	35.00	Vehicle
2 Permit for Eligible Vehicles of Owners or Employees of Businesses with the Vehicle Not Registered at the Business Address		
a. Initial		
1 Purchase Between January 1 and June 30	42.50	Vehicle
2 Purchase Between July 1 and December 31	85.00	Vehicle
b. Renewal (annual)	75.00	Vehicle
3 Replacement of Lost or Damaged Permit	10.00	Vehicle
4 Visitor		
a. One-day	1.00	Vehicle
b. 14-day	5.00	Vehicle
F. SPECIAL COST OF COLLECTING PARKING VIOLATION PENALTIES	30%	Ticket Value
G. VEHICLE IMMOBILIZER "BOOT"		
1 Daily Fee for Unreturned Paylock Book	25.00	Per Day
2 Boot Replacement Fee	500.00	Per Boot
3 Damaged Boot Fee	250.00	Per Boot
H. ADMINISTRATIVE FEE IN LIEU OF FINE FOR NON-DISPLAYED DISABLED PLACARD (DP) -The $25.00 processing fee for cancellation of a citation for non-display of DP will be available only as a one-time courtesy to the registered owner of the cited vehicle with a valid DP.	25.00	Per Violation

NOTE: Per Oakland Municipal Code, Rate changes are effective January 1, of each year. The rates above reflect rates as of 1/1/10. Subsequent rate adjustments (January 1, 2011 and beyond) will be based on CPI.