Parking Management Plan

El Paso de Robles, CA

March 1, 2008

parking design group

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EXECUTIVE SUMMARY

The City of El Paso de Robles, CA, has commissioned Parking Design Group, LLP, to develop a Parking Management Plan for their downtown in order to ensure an adequate parking supply for the community, businesses, and patrons. This area does not have a lack of parking spaces, nor is a lack of parking spaces anticipated with the addition of recently approved development in the downtown; therefore, this Plan does not include a recommendation for an increase in parking spaces at this time. Rather, the perceived parking congestion has arisen from a lack of turnover in these spaces. This comprehensive Plan will ensure an adequate supply of parking during the peak periods of demand.

The City Council asked Parking Design Group to explore the feasibility and cost of implementing a time-regulated parking system in the downtown as a tool to ensure an adequate supply of convenient parking for customers and visitors. Currently many of the prime parking spaces are being used by employees instead of visitors and patrons of the downtown businesses. This creates an illusion to visitors that there are not enough parking spaces. It also adds to the amount of congestion on the city streets.

Short-term parking, from two to three hours, should be located nearest to retail businesses, restaurants, and service-oriented businesses for their patrons. Employees should park in long-term parking located further away. The restrictions placed upon employees may encourage them to seek alternate places to park or may encourage the use of alternate modes of transportation.

The use of time-regulated parking along with penalties for violators will increase parking turnover; however, its success is directly related to enforcement. The technology for enforcement varies greatly and while costly, proper management and enforcement of a time-regulated parking system will insure that drivers will accept the new parking system and alter their behavior.

The time-regulated parking system requires signage and also enforcement personnel and equipment. These facets of the system are costly and the revenues collected from parking citations will not be enough to cover the expenses. Based on the Plan's estimates, the city's general fund will have to supplement the parking system in excess of $115,000 annually.

For the program to pay for itself; it is necessary to reconsider implementing a pay-to-park system. The system requires motorists to pay for their parking space. It is recommended to start a trial period with a low fee to introduce the system to parking patrons and then to vary the fees based on user demand. The fee can also encourage higher parking turnover in order to ensure the preferred 10% to 15% space availability and encourage drivers to find alternate places to park or consider alternate modes of transportation.

The net revenue collected from the pay-to-park system could also meet the Council's stated goal of parking revenues that will help fund parking improvements including increasing the parking supply through spaces and facilities, new signage, beautification projects and

increased security. These improvements will benefit the community, businesses and the patrons.

In order to maintain an adequate supply of long- and short-term parking with space availability between 10% and 15%, and have a fiscally balanced enforcement program, Parking Design Group is recommending the following strategies which are outlined as follows:

1. Implement a time-regulated parking system with a pay-for-parking strategy to offset enforcement costs and provide funding for additional parking in the downtown
2. Initiate enforcement activities following a brief phase-in period
3. Develop a public and merchant information campaign
4. Develop a uniform signage and wayfinding package
5. Re-evaluate the existing per-space fee of the in-lieu of parking fee program
6. Implement a residential parking permit program if impacts on adjacent residential neighborhoods are experienced

By implementing these strategies, the downtown will be equipped with the best possible comprehensive Parking Management Plan.

SECTION 1
HOW DID WE GET HERE?

Parking has historically been an issue of great importance to the Downtown El Paso de Robles business community. In the 1970's the downtown area was experiencing declining vitality. In an effort to improve the downtown core, a Business Improvement District (BID) was established, parking meters were removed from downtown streets and several public parking lots were constructed.

In the 1980's an assessment district was established to fund the construction of additional parking lots. A parking assessment district is a system where the City levies an annual assessment on all lands and improvements within the Parking District to pay debt service, and maintenance, operations, and improvement costs. The annual assessment continues but is limited to "the general promotion of retail trade activities in the downtown area" and is no longer intended to acquire, operate, or maintain downtown parking.

In 2002 Kimley-Horn and Associates, Inc., was commissioned by the City of Paso Robles to conduct a *Downtown Parking and Circulation Analysis and Action Plan*. This analysis determined that there was sufficient parking supply in the downtown study area to meet the current customer and employee parking demand. However, many of these spaces fell outside of what was commonly considered acceptable walking distance for Paso Robles parking patrons. Based on business and patron surveys, the common acceptable walking distance in Paso Robles was roughly one block or approximately one minute from vehicle to destination. In addition, it was found that a lack of enforced time-restricted parking led to a very low turnover rate. The main cause was determined to be that downtown employees were using parking spaces for extended periods during the day.

Following the Kimley-Horn report in 2002, the Paso Robles City Council adopted the Downtown Parking Action Plan. Several changes were made including the creation of additional spaces through the development of angled parking in some downtown areas; improved signage directing customers to available parking, new parking ordinances including the introduction of an in-lieu fee program and a program where the downtown merchants association (Main Street) would explore voluntary efforts to encourage employees to park outside of the downtown core. Time-restricted and/or metered parking was tabled for possible future consideration.

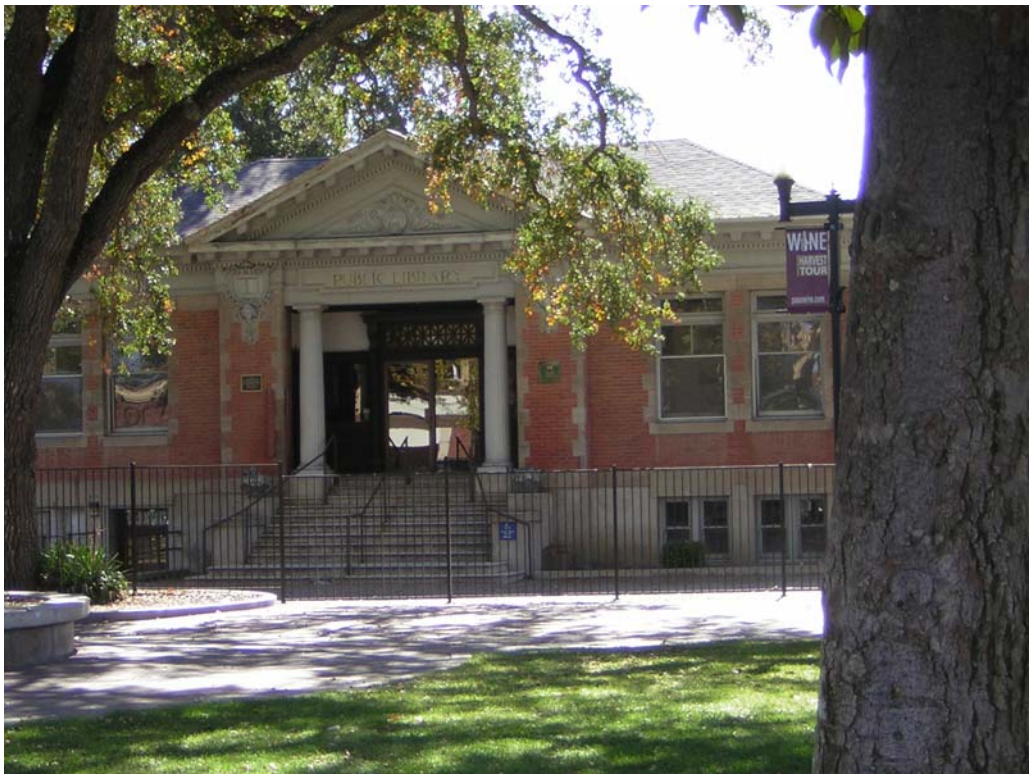
In 2007, there was an update to the Downtown Parking Action Plan. While the addition of angled parking increased the supply of parking for the area, it was recognized that additional measures were needed to address the parking supply and behaviors. It was concluded that the voluntary program where merchants asked their employees to park outside the core area was met with minimal success and parking turnover in prime downtown spaces remained very low. The update recommended several options, including expanding the acceptable walking distance from one block or approximately one minute to three to four blocks, or approximately 2 ½ minutes; seeking out opportunities to acquire property in the downtown area to increase the parking supply; explore greater use of alternative transportation options; and to increase parking turnover by implementing a time-regulated or pay-for-parking system in the core downtown area.

In September 2007, Parking Design Group, LLP, was commissioned to prepare a Parking Management Plan focusing on the implementation of a time-regulated parking system in and around the core business area of downtown Paso Robles. The basis of this parking management plan was to use the data from the 2002 Kimley-Horn *Downtown Parking and Circulation Analysis and Action Plan* with a minimal amount of updating to determine the parking supply, utilization and turnover rates.

"A goal of 15% available parking allows good usage of the parking, yet having spaces readily available."

Dr. Donald Shoup
UCLA Professor
Author of *The High Cost of Free Parking*

"As our case is new, so must we think anew, and act anew."
Abraham Lincoln



Public Library, Paso Robles City Park

SECTION 2
WHAT ARE WE ACCOMPLISHING?

In addition to providing a tool for the City to incorporate a successful Parking Management Plan, Parking Design Group was also requested to assess the cost associated with implementing a pay-by-space, or pay-and-display system in the downtown area as a way to off-set costs associated with implementation of the Parking Management Plan. The intent of this comprehensive plan is to encourage proper parking space turnover so that adequate parking is available throughout downtown Paso Robles area during peak parking periods.

There are unique issues associated with parking in downtown and tourist areas where land is valuable and relatively scarce, and large numbers of people converge to dine, shop, visit and work. A lack of adequate parking, or even the perception of a lack of adequate parking, is often cited as a reason for the declining vitality of an area. It is important to acknowledge that parking is not an end to itself, but a means to serve the needs of various users including workers, shoppers, tourists, residents and business owners. Comprehensive management of the downtown and peripheral parking supply is integral to serve these needs.

SECTION 3
WHAT ARE THE OBJECTIVES?

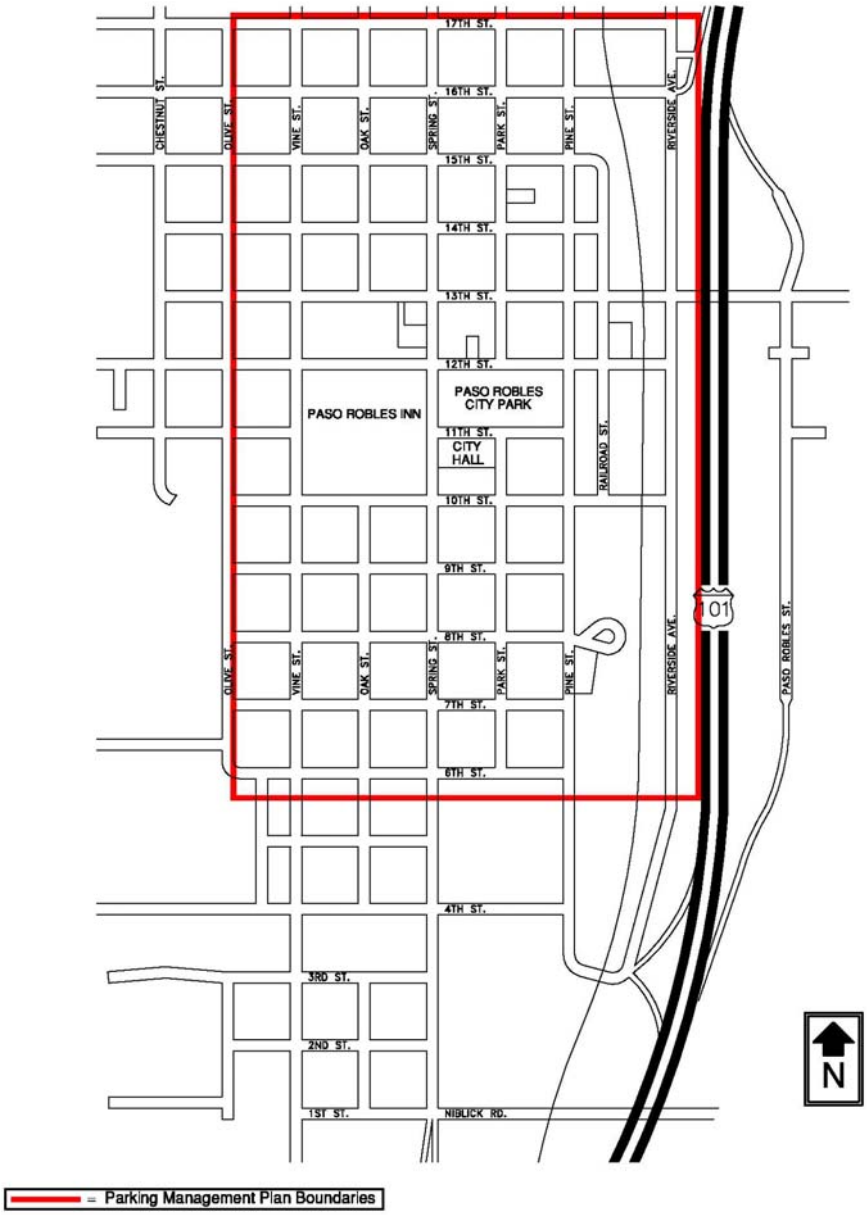
The implementation of this Parking Management Plan will allow for the fulfillment of several objectives. These objectives are:

- Encouraging the development of a neo-traditional downtown feeling (revival of the traditional downtown) by promoting the downtown Paso Robles area as the heart of the city with a strong sense of community as it relates to pedestrian access and parking. Many cities across America are returning to their roots and reclaiming their historic downtown cores for shopping, entertainment and living.
- Providing adequate on-street spaces for customers and visitors while maintaining the historic pedestrian downtown atmosphere.
- Making Downtown Paso Robles parking more inviting for customers, visitors and workers.
- Promoting adequate on-street parking turnover.
- Providing options for mid-term parkers, e.g. theater and entertainment uses.
- Providing options for long-term parkers, e.g. employees, residents, etc.
- Preserving the quality of neighborhoods surrounding downtown.

SECTION 4
WHERE ARE WE?

The project area is approximately a 50 square block area in downtown Paso Robles. It is generally bounded by 17th Street on the north, 6th Street on the south, Olive Street on the east and the railroad tracks near Riverside Drive on the west. The Parking Management Plan area boundaries can be seen in Exhibit 1.

Exhibit 1
Parking Management Plan Boundaries



SECTION 5
WHAT IS TIME-REGULATED PARKING?

In a typical downtown business district there are many different user-groups competing for the same spaces. These users are customers, business owners, residents, employees, tourists and delivery. This diverse mix of people makes managing the parking supply and prioritizing certain types of users critical to the success of the downtown area.

The most convenient parking spaces closest to shops, restaurants and other service-oriented businesses should be regulated for short-term use by patrons. Customers and visitors should have access to the prime spots nearest to the businesses, while employees and business owners should be encouraged to park away from the core area or use alternative transportation modes including walking the three to four blocks to their place of business and employment. To keep prime spaces available for patrons, curb parking can be controlled through time regulation strategies and/or with pay-for-parking options such as meters, pay-and-display machines or pay-by-space machines.

Parking regulation strategies can help control who, when, and how long a vehicle parks at a certain location in order to prioritize use. This ensures that the most convenient parking spaces are available to the downtown patrons. They can also help to reduce the parking demand in the area by encouraging location and travel-mode shift. For example, restrictions on long-term parking may cause some employees to park at other locations not as proximate to their workplace, and others to commute by other transportation options such as rideshare, bicycle or walking.

Time-regulated parking strategies put limits on parking duration and penalize violators in order to increase parking turnover behavior. With higher parking turnover, more cars and/or more customers can use the same number of parking spaces. Alternatively, increasing the parking supply (i.e. total number of available spaces) can be a very costly endeavor; therefore, having more cars using the existing parking supply is a more cost effective and desirable option for managing the existing supply of available downtown parking.

Time-regulated limitations ranging from 60 to 120 minutes improve the turnover rate so that each space can serve between six to twelve vehicles per day. Shorter time limitations increase turnover, but could place constraints on the types of activities available to patrons. The time limits that are too short may frustrate patrons who are unable to complete their activities within the allowable time period and could be detrimental to the economic vitality of Downtown Paso Robles. Industry studies have shown that most stays in downtown business districts are an average of 1.5 hours, which could easily be accommodated within a 2-hour parking limit zone. Stays for some venues, such as theaters and cinemas, may require longer parking durations and will be specifically addressed later in this plan.

In addition to increasing parking turnover, time limits can also affect how people choose to travel. Recent studies of parking behavior in central business districts found that places with less restrictive time limits tended to have more people driving alone and less use of alternative modes of transportation. However, time regulations combined with pay-for-

parking strategies are more likely to influence travel and parking behaviors than time-regulated strategies alone. Later in this Parking Management Plan, pay-to-park options and economics will be discussed.

The duration for time-regulated parking can range from a few minutes in loading/unloading zones, a pick-up/drop-off area, or delivery vehicle parking, to ten to twelve hours for employee or commuter parking. This will depend on the community needs and its access to alternative transportation. Many communities incorporate a combination of different time limits in different areas to accommodate drivers with different purposes. Table 1 shows various time limits as they relate to duration, reason and location.

Table 1
Time Increments for Parking

	Duration	Reason	Location
Very short	3 to10 minutes	Drop off and deliveries	Hospital, transportation terminals, theaters, hotels, stores
Short	15 to 30 minutes	Quick errands	Post offices, convenients stores, etc.
Medium	30 minutes to 4 hours	Shopping and dining	restaurants, shops, movies
Long	6 to 8 hours	Employment	Out of main business district, off-street lots
Extended	8 to 16 hours	Residential	Out of main business district, residential streets

Time-regulated parking strategies are generally less likely to generate opposition from the community and stakeholders than other parking management strategies such as meters or pay-and-display. Many communities across America have successfully used time-regulated parking to address a myriad of parking issues, including dissuading employees from parking all day in prime spots adjacent to businesses. In all cities and parking-stressed areas, the success of a time-regulated parking strategy is directly associated with proper enforcement of the strategy.

Time-regulated strategies may have several associated disadvantages.

1. Enforcement of time limits is labor intensive and difficult. Time-limited parking is more difficult to enforce than meters or pay-and-display machines because enforcement officers must visit a vehicle twice to determine if it has stayed over the limit. For example, enforcement officers have to observe and/or chalk all the tires on a sweep of the downtown area, and then two hours later make another sweep and issue citations for vehicles parked over the posted time limit. Pay-to-park systems, on the other hand, only require one visit or observation.

2. Time-regulated strategies require an initial investment. Items like signage and installation, enforcement hardware and software, and office space and staffing all require an initial investment which is usually drawn from a city's general fund.

3. Downtown employees who quickly become familiar with enforcement patterns often become adept at a common parking phenomenon termed the "two-hour shuffle". They move their cars regularly or swap spaces with a coworker several times during the workday in order to maintain their prime parking spaces and limit their walking distance to and from their vehicle. Even with strictly enforced time limits, if there is

no incentive program to deter employees and business owners from occupying the prime spaces and encourage them to seek out less convenient, more remote options, they will still attempt to be creative and park in prime spaces.

4. For customers, strict enforcement may cause ticket anxiety, which is the fear of getting a ticket if one overstays their parking limit by just a few minutes. This may affect patrons shopping and dining behavior. However, after a transition period, most people understand the parking conditions and the level of ticket anxiety decreases. Many patrons are already accustomed to parking regulations from past experiences and the amount of ticket anxiety faced by tourists is usually less that that from the local community.

5. For some customers, strict enforcement may also cause anger over receiving a parking ticket for overstaying their time-regulated parking. This is a normal part of the process. Studies have demonstrated that this anger usually subsides as the time-regulated parking program becomes established. In time, patrons become familiar with the system and the repercussions for overstaying the time-regulations.

Though these issues may be considered a downside to time-regulated parking, they instill the mentality necessary to a successful parking management plan. Improvements often cause “growing pains” during the transition periods, especially in the beginning.

Parking Wayfinding Sign, Downtown Paso Robles

SECTION 6
HOW MUCH PARKING DO WE HAVE?

The parking supply in any municipality consists of publicly available on-street and off-street parking, as well as private off-street parking. Publicly available parking is made up of those spaces available to the general public regardless of their trip purpose. Publicly available lots or structures can be publicly or privately owned and operated. Private parking is only available to specific users, such as employees for certain companies or patrons to certain establishments, such as downtown offices. The supply is the total number of spaces, regardless of whether or not they are utilized.

On-street parking is typically available to everyone regardless of their trip purpose. However, in order to ensure turnover and maximum utilization, the parking should be adequately managed. On-street parking is best suited to serve short-term parking (generally two hours or less). Therefore, long-term parking, such as employee parking is discouraged through time regulation and enforcement.

Information regarding on-street and off-street public parking was presented in the 2002 Kimley-Horn *Downtown Parking and Circulation Analysis and Action Plan*. Field surveys were conducted to determine the location, capacity and utilization of public parking spaces within the study area. Study recommendations were implemented including the creation of angled parking. The current supply was updated and information provided that was used for the maps, recommendations and pro forma for this Parking Management Plan. It should be noted that the exact number of on-street spaces could not be precisely defined because not all of the spaces are designated with striping. The Kimley-Horn study divided the study area into five analysis zones. For consistency and clarity, the same zones were used here to tabulate the parking supply. Exhibit 2 demonstrates the parking analysis zones.

Exhibit 2
Parking Analysis Zones

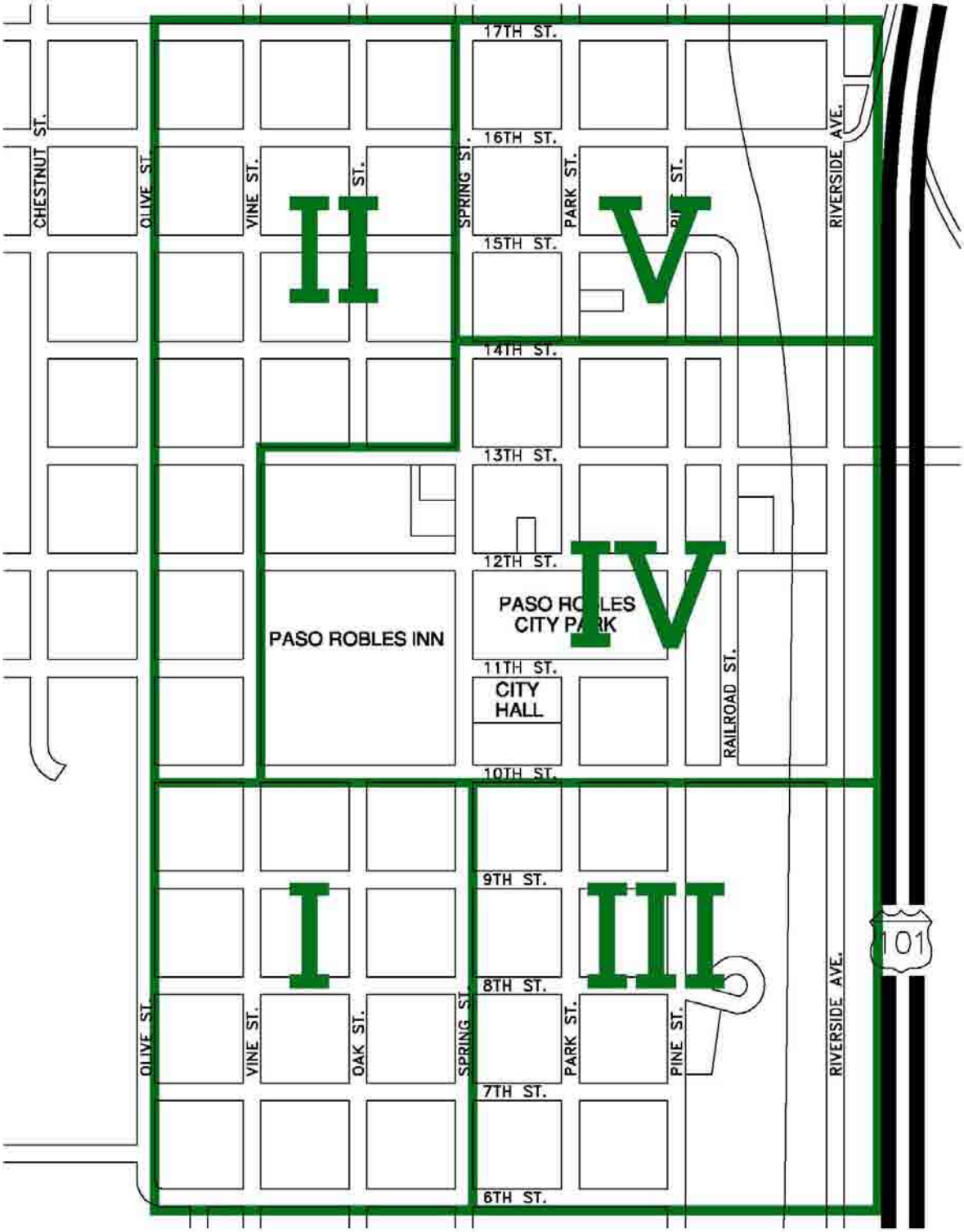


Table 2 provides a summary of the updated parking supply.

Table 2
Parking Supply

Zone	On-Street Spaces	Off-Street Spaces	Number of Spaces
I	483	0	483
II	595	0	595
III	454	99	553
IV	764	167	931
V	393	22	415
Totals	**2,689**	**288**	**2,977**

Downtown on-street parking spaces are usually the most valuable parking spaces. In most mid-sized cities, the economic value of each on-street space can be estimated to be worth from $2,500 to $3,500 in annual retail sales. These spaces are the life-blood of the street level retail, restaurant and services that downtowns try to support and attract. It is critical that they be reserved for customers and patrons to maintain the local economic vitality.

On-street parking is generally a resource that is often mismanaged and inadequately patrolled or enforced. This can result in decreased customer satisfaction, increased traffic congestion, and potential loss of revenue. Many cities are figuring out how to make the most of this resource through such measures as adding new spaces, better regulating loading zones, using new technology to improve enforcement and increase revenues, and placing the responsibility for on-street enforcement in the hands of parking authorities.

There are approximately 2,689 on-street public parking spaces and 288 off-street public parking spaces in the study area. Refer to Exhibit 3 for the location of each on-street parking space and Exhibit 4 for the location of each off-street parking space.

Exhibit 3
On-Street Parking Locations and Number of Spaces

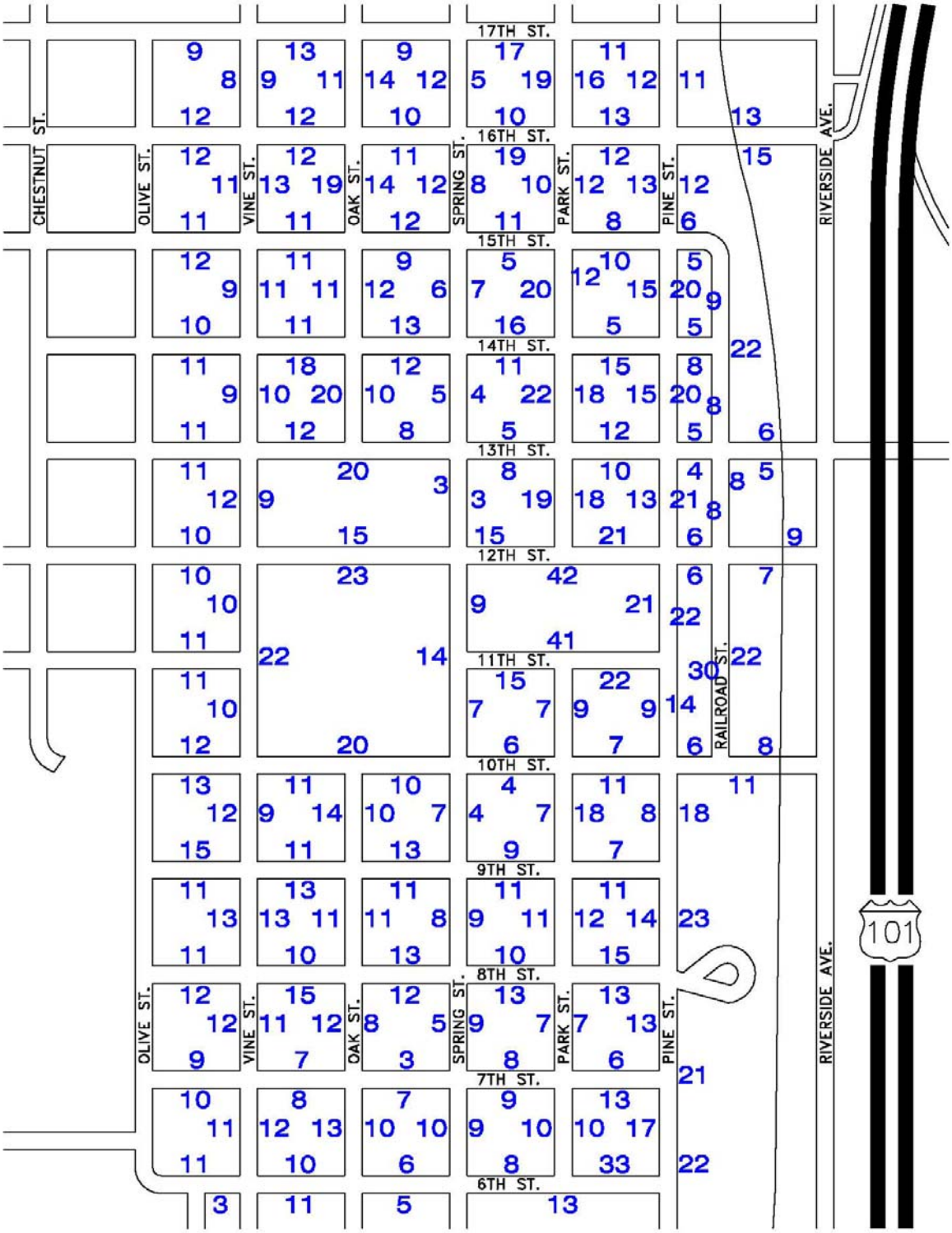


Exhibit 4
Off-Street Parking Locations and Number of Spaces

* The City Hall Lot will have 116 spaces once the earthquake damage is repaired

SECTION 7
HOW LONG DO PARKERS PARK?

The 2002, Kimley-Horn study also focused on parking utilization and duration. Parking utilization is the ratio of occupied spaces to the total number of spaces. The utilization of on-street and off-street parking spaces throughout the study area was surveyed and recorded. Data was collected and recorded in one-hour intervals throughout the day. The study found that in general, there were a sufficient number of parking spaces to accommodate the employee and customer demand. However, parking demand often exceeded capacity at certain peak times during the day. The weekday business hours tended to have the highest demand. The study found that the area surrounding the city park is often 100% full for the peak period of 11:00 a.m. to 1:00 p.m. on weekdays, while areas further from the park were considerably less occupied.

Parking duration is the amount of time, on average, that a vehicle is parked in a parking space without being moved. Duration data can help determine how many cars are parked in each parking space during a day. The parking supply remains constant, but a higher amount of turnover can increase the amount of cars parked each day. For example, if an employee parks in a prime space for an 8-hour shift, that space provides for a parking supply of only one car. On the other hand, if there is a two-hour time limit, that same space could potentially accommodate at least four times the visitors or vehicles.

Kimley-Horn observed and recorded average parking duration at twelve different locations throughout the study area. Each designated parking space was observed hourly from 8:00 a.m. to 10:00 p.m. and the license plate was recorded. It was determined that throughout the study area, the average duration on weekdays was 4 hours and 45 minutes for on-street parking spaces and 5 hours and 30 minutes for off-street parking spaces. Saturdays and Sundays were significantly less. Longer duration is a typical characteristic of employee parking. Table 3 below shows a summary of the average duration by analysis zone on a weekday, Saturday and Sunday.

Table 3
Average Parking Duration

Zone	Weekday (Hours/Minutes)		Saturday (Hours/Minutes)		Sunday (Hours/Minutes)	
	On-Street	Off-Street	On-Street	Off-Street	On-Street	Off-Street
I	6:30	N/A	2:30	N/A	2:00	N/A
II	4:00	N/A	2:45	N/A	2:15	N/A
III	3:30	4:30	2:30	4:00	3:00	3:15
IV	4:00	5:30	2:00	3:15	1:45	2:15
V	6:00	6:30	2:00	3:45	2:00	3:00
AVG.	**4:45**	**5:30**	**2:15**	**3:45**	**2:15**	**2:45**

Source: Kimley-Horn and Associates, Inc. July 2002

SECTION 8
WHAT ARE THE LAND USE TYPES?

Several major land use types were evaluated to determine the various parking demands in the study area. Each of these land uses may, and often do, require different parking duration requirements. For instance, a post office may require a maximum of a 30-minute parking regulated zone, where a theater might require a 3-hour or longer parking zone. The various land uses observed in the Paso Robles Downtown area include;

- Retail
- Restaurant (fine dining, café, bar, bistro, etc.)
- Service (hair salon, wine tasting, etc.)
- Cinema
- Hotel
- City Services (City Hall, Public Library, Courthouse, etc.)
- Transit Center
- Residential
- Industrial (lumberyard)
- Churches
- Post Office

Since the completion of the 2002 Kimley-Horn Downtown Parking and Circulation Analysis and Action Plan, there have been several land-use changes in the downtown area. Some of these changes include new construction, renovations due to earthquake damage, current construction or projects in the planning process. Each of these may influence the parking conditions in downtown Paso Robles. These projects include:

Buildings built, renovated or expanded since 2002:

McMillan Offices, 829 10th Street
Cheval Hotel, 1021 Pine Street
Gearhart Offices, 1526 Spring Street
Mastagni Com/offices, 739 12th Street (2,300 sf is addition to 5,000 existing prior to quake)
Mastagni com/offices, 801 12th Street (15,400 sf is addition to 12,000 existing prior to quake)
Heritage Oaks offices, 1224 Vine street
Country Real Estate, 30 14th (1,400 sf is addition)
Gilson commercial, 1307 Park Street (5,400 sf replaced quake damaged building)
Gilson commercial, 1309 Park Street (3,300 sf replaced quake damaged building)
Paso Robles Inn, 1103 Spring Street (10,000 sf/18 rooms)
Hixson commercial, 1530 Spring Street
Culver offices, 724 Spring Street
Office conversion, 1545 Park Street
Dental office, 1428 Oak Street
Offices, 806 9th Street
Villa Creek Addition, 1144 Pine Street (700 sf addition to restaurant)
Medical Office,1004 Vine Street

Medical Office,1020 Vine Street
Commercial/offices, 1400 Railroad Street
Bridge's Commercial,1319 Spring Street
Restaurants, 828 11th Street (1,800 sf addition)
County Courts building, the block between 9th and 10th streets and Park and Pine Streets

Projects Approved But Not Yet Built in the Downtown Parking Area Since 2002

Arciero offices, 1344 Oak Street - 14,500 sf
Hamm offices, 1503 Park Street - 3,600 sf
Lloyd mixed use, 820 Park Street - 23,000 sf
Ostrander mixed use, 721 Pine Street - 6,700 sf
Gearhart offices, 1524 Spring street - 2,300 sf
Gearhart offices, 1518 Spring Street - 2,300 sf
Twisselman spa/salon, 1421 Spring Street - 1,800 sf (additional to 3,000 sf on site)
Commercial/office, 1405 Spring Street - 4,600 sf
Pankey office/retail, 446 Spring Street - 15,900 sf
Offices , 811 12th Street - 11,800 sf
Heritage Oaks Bank addition, 545 12th Street - 8,000 sf
Lekai commercial, 612 12th Street - 2,000 sf (addition to on site)
Convert residence to office, 1520 Oak Street - 1,000 sf
Madson mixed use, 745 Park Street - 3,800 sf
Paso Robles Inn: conference center, 1103 Spring Street - 6,500 sf
Paso Robles Inn: spa/fitness center, 1103 Spring Street - 6,620 sf

These land uses could impact the parking conditions of the downtown area. An increase in occupied space usually correlates with an increase in demand for parking spaces with more vehicles now competing for prime spots. In addition it may also impact the availability of residential parking when these new projects are located adjacent to residential parking areas.

Table 4 – *Required Parking by Projects Completed Since 2002* and Table 5 – *Required Parking by Projects Approved Since 2002,* show the estimated required parking calculations for the recently built projects (since 2002 to present) and the projects that have been approved by the City, but not built as of the time of this writing. These parking requirement calculations are "pure" calculations based on the previously-used Paso Robles Downtown Zoning Code Area Parking Space Requirements (Chapter 21.22 Sections 21.22.035 and 21.22.040). Shared-use considerations have not been applied to these calculations, which would reduce the overall estimated required parking totals. Clarification may be needed to ensure accuracy and land use of each project. However, these estimations provide a realistic understanding of the impact that these new and proposed projects may have on the Downtown Paso Robles Area. Recent on-site visits indicated that, with consideration to expanding the acceptable walking distance to three to four blocks (per May 30, 2007 meeting notes), adequate parking is available. It is also assumed that the built projects' parking requirements/demands have been "absorbed" into the current parking supply and usage. However, if the acceptable walking distance is not positively received by the public, then the

perceived lack of parking supply in the core activity area will be more acute with the new demand generated by the new construction.

Table 4
Required Parking by Projects Completed Since 2002

Building	Address	Square Feet	Parking Ratio	Required Parking
McMillan Offices	829 10th Street	3,500	1/ 400 sf	9
Cheval Hotel (16 hotel rooms)	1021 Pine Street	12,200	1/room + employees*	20
Gearhart Offices	1526 Spring Street	2,200	1/ 400 sf	6
Mastagni Com/offices	739 12th Street	2,300	1/ 400 sf	6
Mastagni com/offices	801 12th Street	15,400	1/ 400 sf	39
Heritage Oaks Offices	1224 Vine Street	19,500	1/ 400 sf	49
Country Real Estate	630 14th Street	1,400	1/ 400 sf	4
Gilson commercial	1307 Park Street	5,400	1/ 400 sf	**
Gilson commercial	1309 Park Street	3,300	1/ 400 sf	**
Paso Robles Inn (18 hotel rooms)	1103 Spring Street	10,000	1/room + employees*	22
Hixson commercial	1530 Spring Street	2,000	1/ 400 sf	5
Culver offices	724 Spring Street	4,200	1/ 400 sf	11
Office conversion	1545 Park Street	1,400	1/ 400 sf	4
Dental office	1428 Oak Street	3,900	1/ 200 sf	20
Offices	806 9th Street	11,900	1/ 400 sf	30
Villa Creek (Addition to restaurant)	1144 Pine Street	700	1/ 150 sf	5
Medical Office	1004 Vine Street	2,700	1/ 200 sf	14
Medical Office	1020 Vine Street	2,100	1/ 200 sf	11
Commercial/offices	1400 Railroad Street	10,300	1/ 400 sf	26
Bridge's Commercial	1319 Spring Street	9,600	1/ 400 sf	24
Restaurants	828 11th Street	1,800	1/150 sf	12
Required parking by projects completed since 2002				**317**

Notes: * - Hotel employee information not supplied; therefore, demand assumption based on 1 parking space per room plus assumed employee count. ** - Replaced earthquake damage building - no additional requirements generated.

Table 5
Required Parking by Projects Approved But Not Yet Built Since 2002

Building	Address	Square Feet	Parking Ratio	Required Parking
Arciero offices	1344 Oak Street	14,500	1/ 400 sf	37
Hamm offices	1503 Park Street	3,600	1/ 400 sf	9
Lloyd mixed use	820 Park Street	23,000	1/ 400 sf	58
Ostrander mixed use	721 Pine Street	6,700	1/ 400 sf	17
Gearhart offices	1524 Spring Street	2,300	1/ 400 sf	6
Gearhart offices	1518 Spring Street	2,300	1/ 400 sf	6
Twisselman spa/salon	1421 Spring Street	1,800	1/ 400 sf	5
Commercial/office	1405 Spring Street	4,600	1/ 400 sf	12
Pankey office/retail	1446 Spring Street	15,900	1/ 400 sf	40
Offices	811 12th Street	11,800	1/ 400 sf	30
Heritage Oaks Bank addition	545 12th Street	8,000	1/ 400 sf	20
Lekai commercial	612 12th Street	2,000	1/ 200 sf	5
Convert residence to office	1520 Oak Street	1,000	1/ 400 sf	3
Madson mixed use	745 Park Street	3,800	1/ 150 sf	10
PR Inn: conference center	1103 Spring Street	6,500	1/400 sf	*
PR Inn: spa/fitness center	1103 Spring Street	6,620	1/ 400 sf	*
Required parking by projects approved since 2002				**258**

* - these additions are part of the existing hotel and it is assumed that patronsalready staying at the hotel will use them and therefore not increase the required parking.

Exhibit 5 illustrates the location of these land uses. This map is an approximation based on aerial view positioning meant to be used for reference purposes only.

Exhibit 5
Land-Use Modifications Since 2002

Projects Completed Since 2002
Projects Approved Since 2002

PARKING MANAGEMENT STRATEGIES

To ensure adequate parking availability for its patrons, Paso Robles must have a comprehensive Parking Management Plan that includes time-regulated parking strategies, effective enforcement and ongoing evaluations. The need for parking in a downtown area with heavy tourism or commercial use is different from other areas of the city, in that uses are close together so visitors may park in one space for multiple purposes such as shopping, sight-seeing, recreation and personal business. While at the same time, employees require a place to park. As a result, parking must be considered comprehensively rather than by each use and site. As in many similar tourist areas, there is the challenge of providing short-term, convenient, proximate parking for visitors and customers while providing long-term parking for employees and residents.

The following strategies will assist Downtown Paso Robles to optimize the use and accessibility of existing parking in the downtown area:

1. Implement a time-regulated parking system and consider funding strategies such as pay-for-parking.
2. Initiate enforcement activities following a brief phase-in period.
3. Develop a public and merchant information campaign.
4. Develop a uniform signage and wayfinding package.
5. Re-evaluate the existing per-space fee of the in-lieu of parking fee program.
6. Implement a residential parking permit program if impacts on adjacent residential neighborhoods are experienced.

SECTION 9
HOW DOES A TIME-REGULATED PARKING SYSTEM WORK?

Currently, Downtown Paso Robles is without posted time limits. Parking time limits for zones, streets, curbs, etc., should be established and enforced where parking is in short supply and is being monopolized by long-term parkers where a higher turnover rate is desired. On-street time limits should be set to maximize the opportunity for short-term parking. All on-street and off-street parking should be limited to 2-hour or 3-hour parking based on the parking space locations relative to the downtown core which contains the various land uses.

The purpose of a time-regulated parking system is to ensure that adequate parking, usually 10% to 15% of the available parking spaces, is available at any given time. This requires proper signage and enforcement of the posted time limits.

Proper enforcement requires scheduled patrols by parking enforcement officers, whether on foot, on bicycle or in a vehicle. The enforcement officer would chalk vehicle tires either manually or electronically to determine the length of time the vehicle is parked.

Upon the next scheduled patrol of the area, vehicles that have parked beyond the posted time limits would be given a parking citation, either manually or electronically with a specific fine to be paid. Currently that amount is $20.00 in the City of Paso Robles.

Revenues collected from parking citation and late fees would be used to off-set the operating costs associated with parking enforcement. Typically, cities providing free parking with enforcement will experience a net operating income deficit. Additional funding from other sources will be required to properly manage this type of parking system.

SECTION 10
WHERE SHOULD TIME RESTRICTIONS BE?

Based upon on-site observations there should be both 2-hour and 3-hour time restricted parking zones within the parking management plan area. These limits would provide adequate time for patrons to conduct their business while allowing for efficient turnover and utilization.

The Kimley-Horn study of 2002 identified Analysis Zone IV as having the highest demand for parking at any given time and had the highest concentration of parking activity. The high turnover and prime parking spaces within this area should have a 2-hour time limit established between the hours of 8:00 a.m. and 6:00 p.m. This is the area around the City Park. It is generally bounded by 13th Street on the north, Pine Street on the east, 10th Street on the south and Spring Street on the west. It includes the 25-space 12th Street Lot and the 67-space City Hall Lot. For reference, please see Exhibit 5 below.

There is a high concentration of restaurants, retail shops and services in this area. A 2-hour time limit should be sufficient to allow patrons to visit the restaurants and shops. At the same time it should create enough turn-over to allow a vacancy factor of 10% to 15% for on-street parking and provide parking for other businesses while discouraging long-term employee parking. As the Parking Management Plan matures and input/observations from enforcement officers are available, consideration to a minimal number of short-term (20- or 30-minute limit) could be added at select spaces. For instance, for quick book drop-off at the library, paying fees at City Hall, etc.

Beyond this centralized area there should be 3-hour time restricted parking zones.

These areas should generally be:

1. the area bounded by 15th Street on the north, 13th Street on the south, Vine Street on the west and Pine Street on the east, including the 22-space Park Street Lot and the 33-space Spring Street Lot.
2. the area bounded by 10th Street on the north, 8th Street on the south, Vine Street on the west and Pine Street on the east, including the 99-space Transit Center Lot.
3. the area bounded by 12th Street on the north and 10th Street on the south along Railroad Street and the 42-space Railroad Lot.

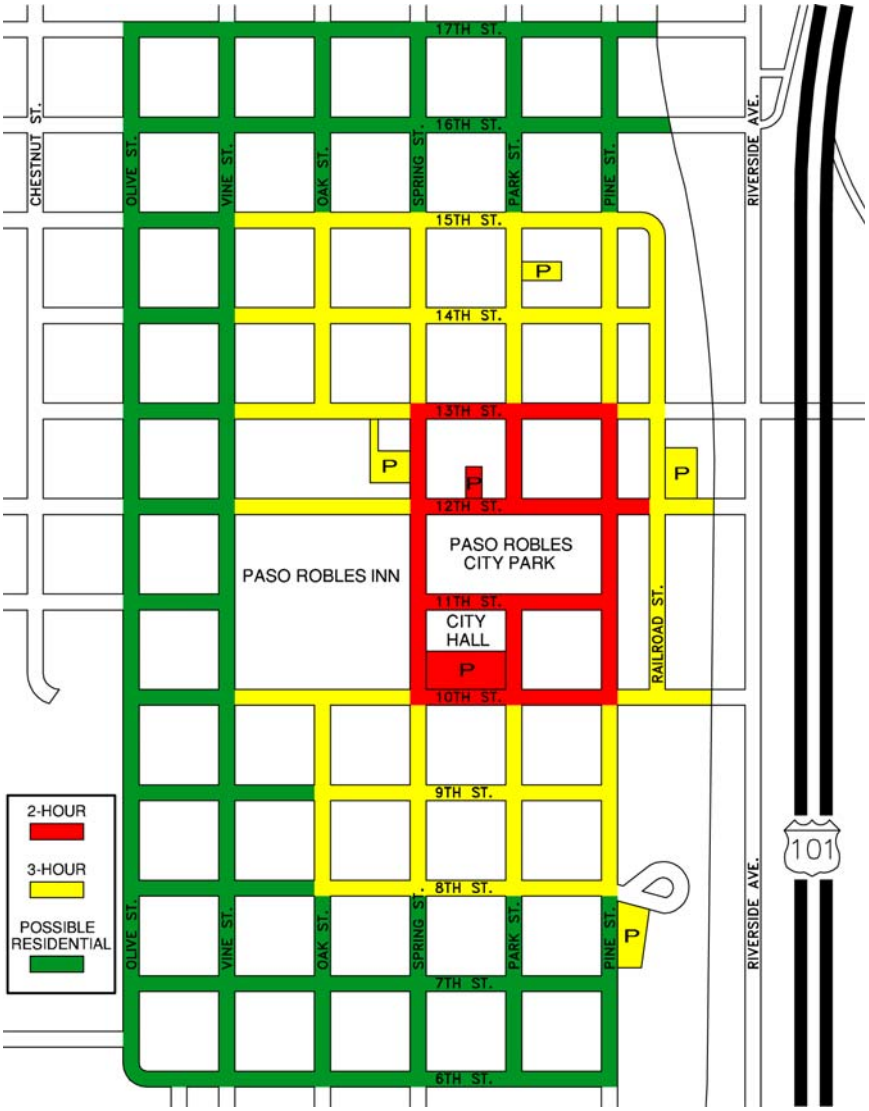
Because this is a new program, it is recommended to only apply time-regulations in these 2-hour and 3-hour zones. The time restricted area can be expanded in the future if it is deemed necessary.

The streets within the Parking Management Plan area that fall outside of the 2-hour and 3-hour time-regulated zones could be made into a residential parking permit zone in the future. For the time being, It is recommended to leave them as they are, with free, non-restricted parking. Employees seeking long-term parking options may spill over into the residential streets outside of the core activity area; however, there is currently sufficient supply to accommodate them without impacting the parking habits of residents at this time.

The findings of the 2002 Kimley-Horn *Downtown Parking and Circulation Analysis and Action Plan* demonstrated that the areas could accommodate the extra parking needs. It is recommended that the City of Paso Robles initiate a survey of local residents after six months of the initiation of this Parking Management Plan. At that time, it will be more efficient to analyze the effects of the Parking Management Plan on the local community.

Exhibit 6 illustrates the location of the 2-hour zone, 3-hour zone and the potential residential parking permit program.

Exhibit 6
Time-Regulated Parking Zones



SECTION 11
WHAT SHOULD THE SIGNS LOOK LIKE?

In order to provide the proper information to inform the public of the time-regulated parking zones, post-mounted signs will need to be installed throughout the time-regulated parking zones.

In 2006, the California Department of Transportation adopted the California Manual on Uniform Traffic Control Devices (FHWA's MUTCD 2003 Revision 1, as amended for use in California), also called the California MUTCD, to prescribe uniform standards and specifications for all official traffic control devices in California. This action was taken pursuant to the provisions of the California Vehicle Code Section 21400 and the recommendation of the California Traffic Control Devices Committee (CTCDC).

This includes Section 2B.40 *Design of Parking, Standing, and Stopping Signs* which states:

> *The legend on parking signs shall state applicable regulations. Parking signs shall conform to the standards of shape, color, and location. Where only limited-time parking or parking in a particular manner are permitted, the signs shall have a green legend and border on a white background.*
>
> *Parking signs should display the following information from top to bottom of the sign, in the order listed:*
>
> *A. The restriction or prohibition;*
> *B. The times of the day that it is applicable, if not at all hours; and*
> *C. The days of the week that it is applicable, if not every day.*
>
> *If the parking restriction applies to a limited area or zone, the limits of the restriction should be shown by arrows or supplemental plaques. If arrows are used and if the sign is at the end of a parking zone, there should be a single-headed arrow pointing in the direction that the regulation is in effect. If the sign is at an intermediate point in a zone, there should be a double-headed arrow pointing both ways. When a single sign is used at the transition point between two parking zones, it should display a right and left arrow pointing in the direction that the respective restrictions apply.*

Exhibit 7 is an example that shows the specifications of the time-regulated signage.

Exhibit 7
CAMUTCD Regulated Signage

STATE OF CALIFORNIA - DEPARTMENT OF TRANSPORTATION

MUTCD NUMBER R7 CODE R32

* NOTE: TIMES ARE VARIABLE, SPECIFY WHEN ORDERING.

SIGN	DIMENSIONS (INCHES)																				
	A	B	C	D	E	F	G	H	J	K	L	M	N	P	Q	R	S	T	U	W	X
MINIMUM	12	18	1/4	1/4	7/8	3 1/2D	1 1/8	4 1/2	1 1/2	2 1/8	2 1/2B	3B	2 1/2C	3/8F	1 3/4C	3/4D	2 3/8	1 5/8	1 3/8	2 1/8	9 1/2

COLOR
BORDER & LEGEND - GREEN (REFL)
BACKGROUND - WHITE (REFL)

- THE POLICY FOR INTENDED USAGE OF THIS SIGN IS SHOWN ON THE REVERSE SIDE -

M Lowder Jr. — Dep CHIEF, DIVISION OF TRAFFIC ENGINEERING
3/22/91 — DATE
REVISION
REVISION

DMO - 69 (REV. 05/87)

SECTION 12
WHERE DO WE PUT THE SIGNS?

The time-regulated parking system will require the placement of signage on each city block identifying the allowed parking time. Typically, two (2) signs per city block on each side of the street are adequate.

Section 2B.41 *Placement of Parking, Stopping, and Standing Signs* outlines the following regulations for signage placement.

> *When signs with arrows are used to indicate the extent of the restricted zones, the signs should be set at an angle of not less than 30 degrees nor more than 45 degrees with the line of traffic flow in order to be visible to approaching traffic. Spacing of signs should be based on legibility and sign orientation.*

Based upon the areas that have been identified to be time regulated, there would be a need for approximately 200 signs and poles (includes extra for replacement purposes) at an estimated total cost of $20,000.00 including installation (200 x $100 per sign, post and installation). This cost should be included in the existing overall signage budget for the City. Future revenues from citations and delinquent fees can be used to offset the cost of the signs and installation. It's assumed that the City of Paso Robles Public Works Department would install the signs.

SECTION 13
HOW DO WE ENFORCE?

The success of any strategy that effectively helps to manage the parking supply is in direct proportion to the amount of enforcement demonstrated. Regular and on-going parking enforcement by the City of Paso Robles is integral to the success of this plan. It is imperative that the City enhances its enforcement initiative in order for the strategies outlined in this Parking Management Plan to be effective.

The associated fines for parking violations should be high enough and enforced frequently enough to motivate motorists to follow regulations and pay fees. If fines are too low, or enforcement too infrequent, some motorists will simply ignore the regulations, and treat the possibility and fines as a parking fee to be paid if they are unlucky enough to be caught in violation. Residents and employees in particular pay strict attention to enforcement practices when they decide where and when to park their vehicles. If enforcement is lax or fines are too low, more parking violations occur.

It is important to have a system to collect outstanding parking fines. This may include use of a boot (a clamp that immobilizes a vehicle) or towing of vehicles that have more than ten (10) unpaid fines, a restriction on renewing vehicle or driver's licenses if parking fines are outstanding, or the use of collection agencies. Aggressive collection of fines and application of penalties and punishment will help ensure the efficiency of this Parking Management Plan.

The City of Paso Robles commissioned the Phoenix Group to manage their traffic citations and set the fee schedule for parking violations. According to their fee schedule, the fine for *parking prohibited by posted sign* is currently set at $20 (Municipal Code 12.32.150 PRMC). This fee is relatively low and may not be an adequate deterrent to keep parkers from overstaying the parking limitations. However, since the fee is already established and the time-regulated parking system is a new strategy, keeping with the established fee schedule and charging $20 per violation may be prudent. Raising the violation fee may be an option in the future if the current fee structure and implemented strategy do not achieve the anticipated results.

Currently, the City charges a $10 delinquent fee for unpaid tickets. Rather than initially raising the parking violation fee, this policy should be re-evaluated and the delinquent fee should be considerably higher to deter people from illegally parking and accumulating parking citations. This modification to the system would be met with less resistance than increasing the parking violation fee, as the initial violators will not be charged more for their violation; however, those who do not pay the violation in a timely manner would be penalized.

To ensure compliance with parking regulations and to achieve the anticipated revenues, enforcement officers should be on duty during all regulated hours daily between the hours of 8:00 a.m. and 6:00 p.m., Monday through Saturday. Sundays and Holidays should be free. In an effort to facilitate a smooth transition to the new Parking Management Plan, and as a sign of goodwill to the general public, enforcement officers should issue written warnings rather than citations for vehicles' first offenses during the first 30 to 60 days of the new time-

regulated system. This goodwill gesture could also be used on an on-going basis on holidays to promote downtown activities.

In recognition of budgetary limitations, as well as scheduling constraints of city personnel, the Paso Robles City Council may want to consider entering into a contract with a private firm to conduct parking enforcement and hire, train, and manage enforcement officers. In addition, should Paso Robles implement a pay-for-parking system, a similar arrangement could be made to install parking payment stations, collect and account for parking revenues, and monitor and maintain equipment.

This option should be reviewed by the City's legal department to determine if such a contract would violate any employee bargaining agreement that may currently be in place.

Parking Lot, Downtown Paso Robles

SECTION 14
WHAT ARE THE PARKING ENFORCEMENT OBJECTIVES?

On-street parking in the downtown business core and surrounding areas serve many competing interests. Parking enforcement plays a vital role to ensure that the parking spaces are used in the best interests of the community. The primary objectives of enforcement are:

- Support the on-street parking system by equitably and consistently enforcing the parking regulations.
- Encourage compliance of the City's parking regulations.
- Promote traffic and pedestrian safety.
- Maximize the capacity of the existing parking supply through increased turnover/ parking utilization.
- Protect access needed for commerce and public convenience, clear freight loading zones of all day commuters to allow adequate delivery space for commercial businesses, provide for a more efficient delivery of goods and services.
- Enhance the quality of life in residential neighborhoods by managing the amount of downtown customer and visitor parking.

SECTION 15
WHAT WILL ENFORCEMENT PERSONNEL DO?

The specific duties of enforcement personnel vary from workplace to workplace depending on an array of circumstances and budgetary conditions. In general, the duties of enforcement personnel are as follows:

- Patrol an assigned area by vehicle or on foot to ensure public compliance with existing parking ordinance.
- Maintain close communications with dispatching personnel, using two-way radios or cell phones.
- Write warnings and citations for illegally parked vehicles.
- Mark tires of parked vehicles with chalk and record time of marking, and return at regular intervals to ensure that parking time limits are not exceeded (may be upgraded depending on automation afforded/desired).
- Respond to and make radio dispatch calls regarding parking violations and complaints.
- Train new and temporary staff.
- Identify vehicles in violation of parking codes, checking with dispatchers when necessary to confirm identities or to determine whether vehicles need to be booted or towed.
- Observe and report hazardous conditions such as missing traffic signals or signs, and street markings that need to be repainted.
- Investigate and answer complaints regarding contested parking citations, determining their validity and routing them appropriately.

SECTION 16
WHAT DO WE NEED TO IMPLEMENT A TIME-REGULATED PROGRAM?

Parking Enforcement Officers, as well as the proper equipment, will be necessary to properly enforce the time restriction put into place. The equipment can be as simple as a handheld tire chalk stick, two-way radio and a book of traffic/parking citations, or as advanced as vehicles equipped with License Plate Recognition (LPR), Global Positioning Systems (GPS) and electronic tire chalking.

The automated equipment comes with the hardware/software required to issue parking citations along with the necessary hardware/software to support the administrative portion in the office to upload the information into a database with capabilities to track the issuance and payment of citations.

Following is a brief summary of two such systems available:

Handheld Computers

These systems are offered by several manufactures and offer mobile citation writing, photograph capability, electronic tire chalking, wireless connectivity, real-time syncing and uploading.

The approximate cost of such a system is approximately $4,800 per handheld unit. This includes a one-time software license fee of $2,500. There is generally a monthly software support fee associated with these systems for updates, technical support, etc.

It should be noted that most manufactures will negotiate these costs based upon the number of units purchased and type of software required.

This system can be utilized by parking enforcement officers patrolling either on foot, on a bicycle or in a vehicle.

A system such as this is currently offered by the Phoenix Group, the vendor of choice currently managing traffic citations for The City of Paso Robles Police Department.

Electronic Tire Chalking

This system is also offered by several manufactures and offers the ability to electronically chalk tires from a moving vehicle at speeds up to 30 mph. The parking enforcement officer patrols in specially equipped vehicles with mounted cameras, a GPS antenna and on board computer.

As the officer drives down the street, the position of the vehicle, the vehicles image, location, time/date and actual license plate number are read and logged into the computer. When the officer returns to the location a second time, the plates will be scanned again and an alarm will notify the officer when it detects a parking violation based on time/location data using the License Plate Recognition (LPR) and Global Positioning System (GPS).

The approximate cost of this type of system is $55,000 per unit, not including a vehicle.

In addition to the aforementioned equipment options, there are also the typical day-to-day operating needs of a time-restricted program such as:

- Parking enforcement personnel
- Office/Clerical support staff
- Vehicle or bicycles
- Office space – assumed to be housed in an existing city department.
- On-street signage
- Office furniture
- Office supplies
- Telephones
- Computers

SECTION 17
HOW MUCH WILL TIME-REGULATED PARKING COST?

The actual cost for the enforcement of time-regulated parking is a function of budgetary constraints on the City of Paso Robles. Enforcement can be as simple as having an enforcement office patrolling the area on foot or bicycle, chalking tires and hand-writing tickets; or as technically advanced as utilizing a vehicle equipped with License Plate Recognition and Global Positioning capabilities.

Since this is a new program, It is recommended to start somewhere in the middle. A parking enforcement officer should patrol the designated area in a marked parking enforcement vehicle, such as an Interceptor 3-wheeled parking scooter (see page 37). They should utilize hand-held computer technology to electronically chalk vehicle tires as well as issue parking citations.

The Phoenix Group is the current vendor utilized by The City of Paso Robles to manage traffic citations issued by the police department. They also offer the hand-held computer technology and support required to enforce on-street, time-restricted parking and the issuance of parking tickets.

A possible non-financial cost associated with implementing a time-regulated parking system could be political backlash over the changes and perceived inconveniences involved. Historically, implementing parking enforcement has not proven to be a popular decision for many policy makers and a temporary backlash from constituents may occur. For cities that have determined a need to effectively manage their parking and are new to the concept of parking enforcement, it is a sensitive political subject. The reality is that in today's economy every city is looking for ways to provide better services to their citizens and a means by which to pay for them.

Parking enforcement, whether it is time-regulated or pay-to-park, is one way to do so. While it's not generally perceived as a popular method at first, once the general public realizes that the results or income generated is returned to the community in the form of improved services/environment, they come to accept the reality itself. Many cities in California, and across the nation, have faced implementing necessary changes to the ways in which they regulate and utilize their parking resources. If managed correctly, political backlash and constituent complaints can be kept to a minimum, while much needed income can be generated to benefit the community.

It is important that everyone understands that this is not just another way for the city to tax its citizens. Rather this is a necessary, viable solution to maintain a vibrant business core and attractive community. This is what is needed to provide on-going benefits to all visitors, residents and business owners, as well as the city of Paso Robles as a whole.

Table 6 illustrates the estimated operating expenses and net revenues for the recommended time-regulated area.

Table 6
Enforcement Pro Forma

Estimated Revenues: $20.00 per ticket Parking Capacity = 1,590 on-street and off-street spaces

On-Street Estimated Parking Citation Revenues

Parking Spaces	Percentage Occupancy	Turnover (assumed)	Total Cars per day (assumed)	Citation Issued daily (assumed)	Citations issued Monthly (assumed)	Rate per Citation	Collection of Citations (assumed)	Estimated Monthly Revenues	Estimated Annual Revenues
1,590	85%	3	4,055	41	1,026	$20.00	88%	$18,054	$216,647
							Estimated Gross Revenues:		**$216,647**

Estimated Expenses:

Estimated Operating Expenses Includes Enforcement Salary & Benefits, Collection, Vehicles and Administration

	Estimated Monthly Expenses	Estimated Annual Expenses
Cost of Signage (includes additional signs for relacement as necessary).	$1,667	$20,000
Cost of Enforcement		
1. Salary and benefits based upon 2 Class III FTE's at approximately $84,000 each per year.	$14,000	$168,000
2. Enforcement vehicle based upon 2 vehicles @ $36,000 each amortized over 60 months ($72,000 ÷ 60)	$1,200	$14,400
3. Vehicle maintenance, gasoline, etc. (estimated at $1,500 per month).	$1,500	$18,000
4. Administration salary based upon Class II maximum plus benefits.	$6,312	$75,743
5. Handheld computers, software, etc. ($4,800 per unit x 3 units amortized over 12 months).	$1,200	$14,400
6. Miscellaneous supplies such as forms, office supplies, etc.	$500	$6,000
7. Capital reserve fund for replacement of vehicles and equipment.	$1,333	$16,000
Total Operating Expenses	**$26,045**	**$332,543**
	Net Operating Income	**($115,896)**

Note:

1. **Operational month is estimated at 21 weekdays, 4.3 Saturdays. Sundays and Holidays free.**
2. **Duration of stay is estimated at an average of 3 hours per vehicle.**
3. **It is assumed that approximately 1% of vehicles parked will over stay the time limit and be cited.**
4. **Of the total vehicles cited, its assumed that the collection rate will be approximately 88%.**
5. **Capital reserve fund based on assumed life of 36 months for vehicles & handheld units.**

SECTION 18
WHAT TECHNOLOGY IS AVAILABLE FOR PARKING ENFORCEMENT?

There are many options for parking enforcement technology available. The following summary outlines several options. Refer to Addendum A for a list of companies that offer an array of enforcement technology options.

Parking Citation Management Systems

These are multi-level services designed to automate the process and control of parking citation revenue. They allow for flexibility of management involvement, accurate tracking, reporting and maximizing revenues.

Handheld Computers

These systems are offered by several manufactures and offer mobile citation writing, photograph capability, electronic tire chalking, wireless connectivity, real-time syncing and uploading.

This system can be utilized by parking enforcement officers patrolling either on foot, on a bicycle or in a vehicle.

Below are some examples of hand-held computers.

Electronic Tire Chalking

These systems are also offered by several manufactures and offer the ability to electronically chalk tires from a moving vehicle at speeds up to 30 mph. The parking enforcement officer patrols in specially equipped vehicle with mounted cameras, a GPS antenna and on board computer.

As the officer drives down the street, the position of the vehicle, the vehicles image, location, time/date and actual plate number are read and logged into the computer. When the officer returns to the location a second time, the plates will be scanned again and an alarm will

notify the officer when it detects a parking violation based on time/location data using the License Plate Recognition and Global Positioning System.

Below are two examples of electronic tire chalking technologies.

Vehicle Sensors

The sensors are permanently glued to each individual parking space and detect the presence of a vehicle through a magnetic field. This system has the capability to monitor the occupancy of the spaces and notify a central computer when a vehicle has parked past the posted time limit. Upon notification, an enforcement officer can be dispatched to determine if the vehicle has paid for the extended time.

This type of system is typically used in areas where there is a high volume of vehicles parked. It enables the city to utilize a variable rate fee depending upon the demand for parking in the area.

As an example, if the spaces being monitored display minimal activity during weekdays but a high occupancy level on Friday afternoons and Saturdays, rates can be adjusted down during the slow days and increased on those days when increased activity is detected.

3-Wheeled Parking Scooter

The most common vehicle used for parking enforcement patrol is the GO-4 Interceptor III, a three-wheeled motor scooter manufactured by Westward Industries.

It's by the far the most popular vehicle and provides an efficient vehicle with a safe and comfortable work environment. It has high visibility from front to rear, is equipped with LTI, which alerts the operator if the vehicle is being operated at unsafe speeds around corners or on cross slopes.

These vehicles are typically fitted with light bars for flashing safety lights to alert traffic of their presence. They can also be fitted with the latest License Plate (LPR) and Global Positioning Systems (GPS) for parking enforcement.

Below are examples of three-wheeled parking scooters.

SECTION 19
HOW CAN IT BE PAID FOR?

It is assumed that the City of Paso Robles would initially fund the start up of the time-regulated parking program from its general fund. The funds would be repaid to the general fund from parking ticket revenues and the goal would be for the program to become self sufficient. However, most cities that institute a free-parking system with enforcement typically do not generate enough revenue from citations to cover the net operating income and therefore, must use money from the city's general fund to maintain the parking system.

An estimation based on parking industry standards, and information gathered from similar municipalities, demonstrates that the average number of citations issued daily would be approximately 42, or 1% of the total amount of vehicles parked. This number reflects moderate and not over-aggressive enforcement, which could disenfranchise patrons. In a city such as Paso Robles, where the transition is being made from free, non time-regulated parking to a system of time-regulated parking, the status quo psychology of the parking patrons should be taken in consideration along with the economic realities faced by the municipality and its responsibility to provide efficient parking.

The income generated by enforcement is also dependent on the amount of citations that are processed and collected. Again, an estimation based on parking industry standards, and information gathered from similar municipalities, was used to demonstrate an 88% collection rate for citations. This does not reflect dismissals done during appeals.

As demonstrated in Table 6 on page 34/ Section 17, a system of time-regulated free parking with enforcement does not typically generate the income needed to maintain an effective system and generally operates with a budget deficit that needs to be supplemented with funds from the City's general fund. In this case, there will be an estimated annual operating shortfall of approximately $116,000. This would need to be supplemented by the City's general fund.

SECTION 20
HOW SHOULD PARKING BE HANDLED FOR NEW DEVELOPMENT?

In situations where business improvement is desired but building the required parking for it is impractical, difficult, impossible, or undesirable from a development character standpoint, an In-Lieu-of-Fee Program is a viable alternative. Typically, in this program a business owner or developer pays the local municipality what amounts to an impact fee instead of building or providing all, or a portion of the required parking. The city or local municipality then uses the collected fees to build or provide the parking necessary to keep the business district viable.

According to Dr. Donald Shoup's *In Lieu of Required Parking,* some of the advantages of In-lieu fees are listed below for both cities and developers. These advantages are based on responses from officials of various surveyed cities[1].

1. A new option. In-lieu fees give developers an alternative to meeting the parking requirements on sites where providing all the required parking spaces would be difficult, not in the communities' best interest or extremely expensive.

2. Shared parking. Public parking spaces allow shared use among different sites where the peak parking demands occur at different times. Shared public parking is more efficient than single-use private parking because fewer spaces are needed to meet the total peak parking demand. Shared parking also allows visitors to leave their cars parked while making multiple trips on foot, and is one of the easiest ways to make better use of scarce urban land.

3. Better urban design. Cities can put public parking lots and structures where they have the lowest impact on vehicle and pedestrian circulation. Less on-site parking allows continuous storefronts without "dead" gaps for adjacent surface parking lots. To improve the streetscape, some cities dedicate the first floor of the public parking structures to retail uses. Developers can undertake infill projects without assembling large sites to accommodate on-site parking, and architects have greater freedom to design better buildings.

4. Fewer variances. Developers often request parking variances when providing the required parking would be difficult. These variances create unearned economic windfalls, granted to some but denied to others. If developers can pay cash rather than provide the required parking, cities do not have to grant parking variances and can therefore treat all developers consistently.

5. Historic preservation. In-lieu fees allow adaptive reuse of historic buildings where the new use requires additional parking that is difficult to provide. The in-lieu policy therefore makes it easier to preserve historic buildings and rehabilitate historic areas.

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[1] *In Lieu of Required Parking, Journal of Planning Education and Research 18:307-320,* © 1999 Association of Collegiate Schools of Planning

Also from *In Lieu of Required Parking, o*fficials in all the surveyed cities recommended in-lieu fees, but some reported that developers were at first skeptical of them. The following four points summarize the potential disadvantages mentioned by developers:

1. Lack of on-site parking. Parking is a valuable asset for any development. A lack of on-site, owner-controlled parking can reduce a development's attractiveness to tenants and customers. While a lack of on-site parking is a real disadvantage, developers who are concerned about this problem can always provide the parking rather than pay the fee.

2. High fees. Cities may not construct and operate parking facilities as efficiently as the private sector. For example, cities may pay extra to improve the architectural design of parking lots and structures. The resulting in-lieu fees may be high. Although some cities charge high in-lieu fees, most set their in-lieu fees lower than the cost of providing a public parking space. Because the fixed cost for ramps, elevators, stairwells, and curb cuts can be spread among more spaces in large public parking structures, economies of scale in building these structures can further reduce the in-lieu fees.

3. No guarantees. Cities may intend to use the in-lieu fee revenue to finance public parking, but they do not guarantee when or where the parking spaces will be provided. To address this concern, some cities build public parking structures before receiving the in-lieu fees. The in-lieu fees are then used to retire the debt incurred to finance the structures. Other cities return the in-lieu fees if they do not provide the parking within a certain time. A city can also delay collecting the in-lieu fees until the revenue is needed to construct the public parking.

4. Fewer parking spaces. In-lieu fees will reduce the parking supply if cities provide less than one public parking space for each in-lieu fee paid. A smaller parking supply can put an area at a competitive disadvantage. However, when applied in an area where demand-based pricing is present, a reduced supply may not be a concern. Cities may not provide one public parking space for each in-lieu fee paid, but if a city uses in-lieu fees to build public parking spaces rather than grant variances to reduce parking requirements, the in-lieu policy will increase rather than decrease the parking supply. Even if an in-lieu policy does reduce the parking supply, shared public parking reduces the parking supply needed to meet the sum of all individual peak parking demands.

As indicated by the advantages above, much of the comments and concerns relate directly to Paso Robles. The City of Paso Robles initially set the in-lieu fee at $3,000 per space. The fee was raised to $4,640 effective January 1, 2008 and will be increased by $1,500 (plus CPI) annually through 2015.

The Council consciously set the fee far below the market value of constructing a parking space. Typical per space costs for structured above-grade, free-standing parking ranges from $20,000 to $35,000 (not including land acquisition costs) per space depending on the type of construction. Downtown parking in Paso Robles would be higher when the cost of acquiring the land (downtown property is most expensive in Paso Robles), demolition, site-

cleaning and relocation is incorporated. The overall cost for constructing parking spaces in Paso Robles could be approximately as high as $78,000 per structured space and $45,000 per surface space. While it is not recommended to charge this fee, it is recommended that the existing In-Lieu-of-Fee Program be re-evaluated and the fees charged should be increased to better reflect the actual costs associated with increasing the parking supply.

An important issue facing historic or tourism-oriented cities, such as Paso Robles, is the possibility of loosing its charm and aesthetic appeal by developers incorporating parking into their projects and constructing a series of non-pedestrian oriented strip malls. If the in-lieu-of-fee is too high, then developers may choose to build parking as part of their building site, which would limit the amount of rentable, economy-enhancing businesses and distract from the pedestrian-oriented old town charm that Paso Robles strives to maintain. In addition, if the fees are too high, the developer may choose to relocate to another part of town, or out of town all together. Establishing the right in-lieu-of-parking-fee is a challenge faced by all municipalities. Each city has its own unique blend of factors which directly affect the fees that are charged.

The reevaluation of the existing In-Lieu-of-Fee Program could be a viable alternative in allowing Paso Robles to provide for continued business development while at the same time maintaining adequate parking for the visitors to the area.

Table 7 is a list of California cities and their respective 2007 in-lieu of parking fees.

Table 7
California City In Lieu of Fees

City	Fee
Davis	$4,000
Beverly Hills	$26,000
Monterey	$8,424
Carmel	$23,000
Napa	$7,500
Ventura	$22,335
Arroyo Grande	$24,000
Grover Beach	$15,000
Pismo Beach	$36,000
San Luis Obispo	$12,767
Paso Robles	$4,500

As Downtown Paso Robles continues to grow and prosper, the in-lieu parking fees could help offset the cost of increasing the parking supply that will be needed to accommodate future development.

SECTION 21
HOW DO PATRONS FIND THEIR WAY AROUND PASO ROBLES?

The current wayfinding and signage package is adequate in directing visitors, employees and residents to public parking. Signage and wayfinding systems located in the public right-of-way are effective in directing customers to the parking supply. This reduces customer confusion and the number of people who are cruising for parking spaces. If additional parking is developed, the City should implement directional signage to direct visitors to off-street locations. Some visitors and patrons may be happy to walk or stroll from their parking space to their destination. This experience will be enhanced with adequate signage directing them to available parking.

It is recommended that the City:

1. Maintain the current wayfinding and signage package that incorporates a uniform design, logo, and color scheme into all informational signage related to parking.
2. Evaluate land-use and code implications of the wayfinding and signage package program particularly size, design and placement issues, and initiate changes as appropriate.
3. "Brand" each off-street public facility, open to public access, with the established logo package.

Advanced technology wayfinding equipment is on the market which could guide the parking patron to available spaces throughout the downtown area. This would require installing sensors to indicate where spaces are available. These sensors send a message to an automated signage system which alerts the patron to the location of the parking space. This system is often used in high-end shopping malls, airports and office buildings. However, this type of equipment is very costly to purchase, install and maintain.

A well designed map should be developed that shows the short- and long-term parking available to visitors, residents and employees, as well as ingress and egress points. The map should be consistent with the policies of the Parking Management Plan and maintain the look, logo and design of the signage program. It should be made available in print and on the internet.

SECTION 22
HOW DO WE EDUCATE THE PUBLIC?

A public awareness/education campaign should be developed to inform the various parking user groups about the changes and modifications to the existing parking conditions and eminent implementation of the new Parking Management Plan. The campaign should include marketing time-regulated parking to visitors and customers, as well as the possible future residential parking program to local residents. In addition, business owners and employees must be made aware of the changes that will affect their current parking behavior. The success of the Parking Management Plan implementation lies in proper marketing and education.

Parking matters should maintain a constant profile around Downtown Paso Robles. Parking marketing should be included in all local and community publications, such as church newsletters and local newspapers. Flyers could be distributed to local shops and residents outlining the changes and advantages of the new Parking Management Plan.

A specific merchant-education campaign should be developed to convey that there is a better/higher use for the prime parking spaces that they/their employees presently use.

A comprehensive website for Paso Robles parking should be developed or modified to provide information on parking to the various users. Such issues as parking location, permits, pricing policies (if necessary), and directions could be easily conveyed to a wide audience. As technology improves, the website could one day alert parkers to the location and availability of parking.

The new parking signage, logo and look should be incorporated into all marketing/educational material and the website to ensure a comprehensive feeling of cohesion with the Parking Management Plan and its goals.

In addition, a Costumer Service Hotline could be established in order to help parking patrons understand the new system and make the transition from free to pay-parking, if that system were to be implemented. This could provide information about general parking concerns, fees, the residential permit program, parking space locations, and general information about Paso Robles.

SECTION 23
WHERE CAN THE RESIDENTS PARK?

With the implementation of a time-regulated parking system in Zone IV and an increase in development, it is possible that the overflow parking of employees and business owners may increase the parking demand in the surrounding residential neighborhoods. Information provided on utilization in the 2002 Kimley-Horn *Downtown Parking and Circulation Analysis and Action Plan* demonstrated that currently the surrounding neighborhoods could accommodate the increased demand generated.

In the future, if a parking deficiency is perceived in the surrounding neighborhoods and the parking behavior of residents is heavily impacted, a Resident Parking Permit program could be further examined and implemented.

A Residential Parking Permit Program is designed to restrict parking on designated residential streets during specified hours, except for the residents of that street or guests of the residents. It is intended for residential areas that are severely impacted by all-day commuter or employee parking generated by nearby businesses. This program helps to ensure that residents of densely populated areas have reasonable access to parking near their residences. The program does not guarantee residents specific on-street parking, rather it allows them to park there if a space is available. Cars parked in violation of this ordinance will be ticketed by parking enforcement officers.

There are two possible Residential Permit programs that could be implemented.

1. Signage (2-hour limit from 8:00 a.m. to 6:00 p.m. for example)
2. Permits (as described below)

Parking prohibitions under such a residential permit parking program are achieved by installing regulatory signs that display the applicable restrictions. The signs are installed upon the passage of an ordinance which specifies the street(s) where the parking restrictions apply. Yearly residential parking permits can be available to qualified residents. Daily guest passes can be purchased and distributed by qualified residents.

Each permit holder is given a vehicle decal that is issued to a specific vehicle. It is affixed to the rear bumper or outside the rear windshield. When properly displayed, a Residential Parking Permit will exempt a vehicle from time-regulated parking limitations in that area. This permit is valid only when displayed within the same block as the address noted on the placard.

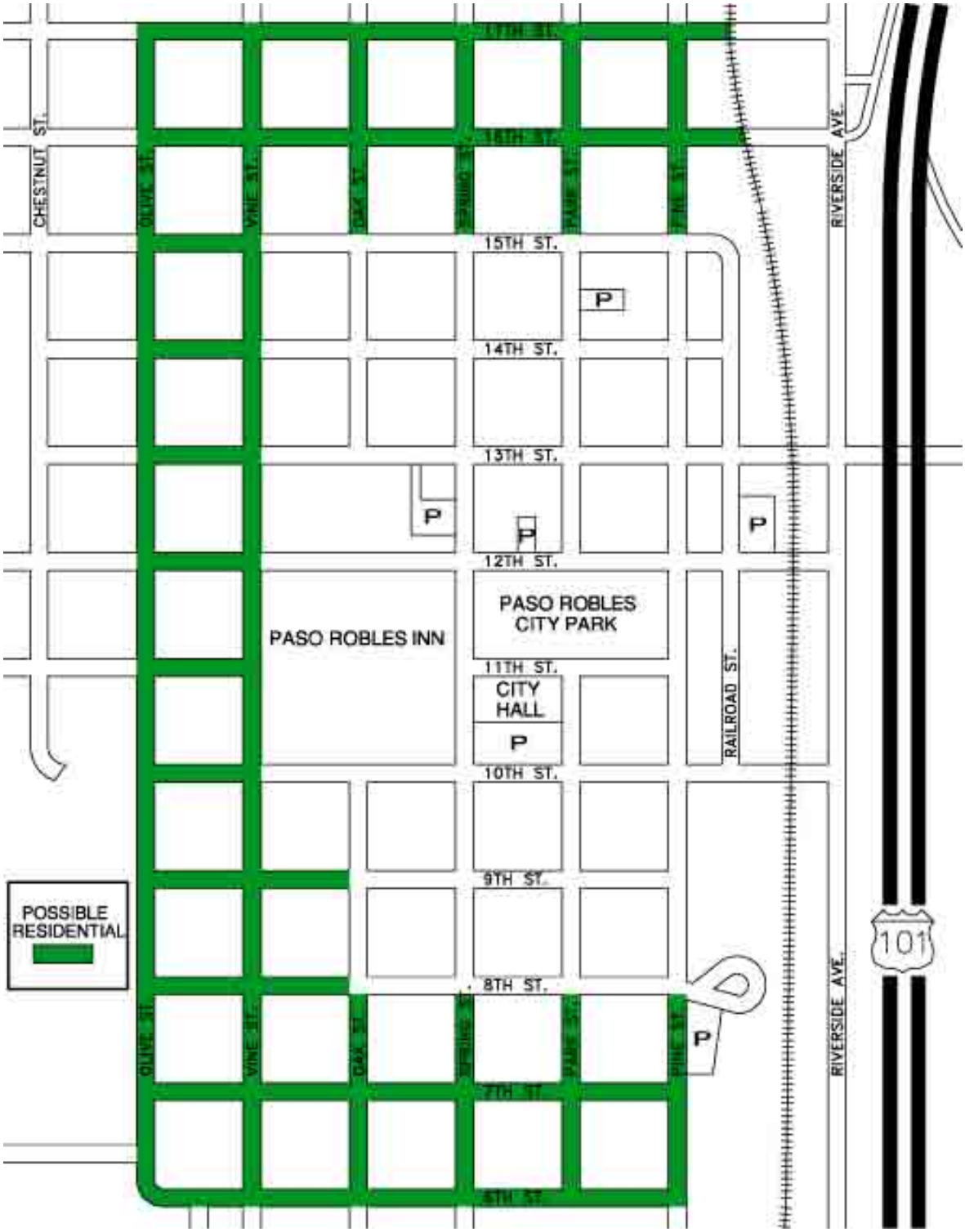
Residents, non-resident property owners, and commercial property tenants may obtain two-week temporary permits throughout the year (limit two (2) per year). Each permit is issued to a specific vehicle or to the qualifying address.

Enforcement for Residential Parking Permits will be provided by parking enforcement officers and/or the police department. It will be conducted Monday through Friday from 8:00 a.m. to 6:00 p.m. throughout the entire year except City observed Holidays.

Residential parking in heavily commercial, tourist or downtown areas with limited amounts of public parking is a very complex and often controversial issue that requires thorough examination. There is no quick-fix solution to this common condition that often sets residents and business owners at odds. Each must acknowledge the needs of the others and work together to help the community thrive and prosper. Business owners must actively promote alternative forms of transportation and remote-location parking to their employees who tend to park in the core business activity zone and the surrounding residential areas, and residents need to acknowledge the realistic limitations to parking associated with living in a downtown, tourist and commercial area. A residential parking permit program is a viable tool to help alleviate the parking conditions, but ultimately the parking behavior of the residents, employers and employees will need to be modified in order for this strategy to produce results.

Exhibit 8 illustrates the location of Residential Permit Zones.

Exhibit 8
Possible Residential Parking Zones



SECTION 24
WHAT IS ANOTHER ALTERNATIVE TO IMPROVE THE PARKING CONDITIONS?

Public parking is one of a downtown's most important assets. The parking supply can impact the success of downtown businesses, influence potential developers and new businesses decisions to locate in downtown, impact the amount of traffic, influence customer behavior and provide a revenue source to support development of future parking supply.

One common means to help a city meet the challenges of managing their parking assets is the implementation of a pay-to-park system. Pay-to-park means that motorists pay directly for the use of a parking space. Many cities are unable to generate the revenue needed to maintain an adequate enforcement program by implementing time-regulated parking alone, and as a result, turn to pay-to-park strategies. These strategies can be implemented as a means to influence parking behavior; reduce vehicular traffic, overall congestion and emissions; to recover costs associated with parking; and generate revenue for other parking-related purposes.

As part of the Parking Management Plan, Parking Design Group was requested to assess the cost associated with implementing a pay-to-park system in the downtown area. It is important to consider a coordinated strategy for how demand-based parking pricing would be implemented as the demand for parking and new parking supply evolves. Rates for on-street parking can have an impact on customer use and perception of an area. Nationally, on-street meter rates for short-term parking generally range from as low as $.25 per hour to as much as $2.50 per hour; or higher, depending on the location/demand.

On-street, proximate parking offers a high level of convenience for the customer. The fees charged for on-street parking in most cities are well below the market rate for parking offered in off-street facilities. Traditionally, off-street prices are considerably higher, when in reality the on-street spaces represent a higher value in terms of convenience. As a result, parkers who do not wish to pay the higher off-street rate cruise the streets looking for cheaper parking options, which adds to the congestion and traffic, while polluting the environment.

For effective management of the Downtown Paso Robles parking supply, it is recommended to start the rate structure for on-street and off-street parking at all pay-and-display machines throughout Zone IV at $1.25 an hour, for the first three- to six-month trial period. A relatively low initial parking fee is recommended as a means to successfully transition parkers, who are accustomed to unlimited free parking, into the new pay-for-parking model.

Once area parkers become accustomed to the new model, demand-based pricing policies should be examined to better manage the parking supply. Such policies could include:

- Implementing variable rates that are higher for prime locations and peak times.
- Charging rates higher at the more convenient parking spaces around the City Park, in order to favor priority users and increase turnover.

- Charging higher rates at certain peak periods through out the day on all pay-and-display machines.

- Using a progressive price structure to favor short-term users. For example, charge $1.25 for the first hour, $1.50 for the second hour, and $1.75 for each subsequent hour. This results in good utilization of spaces while also providing adequate available parking.

- Using demand-based parking pricing to ensure that 15% of parking spaces are available during peak periods.

- Adjusting parking times from hour to minute increments as necessary to increase revenue and turnover.

Comprehensive, demand-based parking rates will:

A. Facilitate more efficient turnover.
B. Encourage the use of specific facilities in specific zones (i.e., short-term vs. long-term employee and resident parking).
C. Encourage the use of alternative transportation modes.
D. Provide a funding source for new supply and alternative mode options.
E. Reduce automobile use and congestion.

The net revenue from parking can serve as a valuable resource to fund neighborhood and parking improvements in and around Downtown Paso Robles. These funds can be used in a variety of ways, including the creation of new parking spaces and parking facilities, parking wayfinding signs, informational materials, and sidewalk improvements, improved security/enforcement, etc.

The use of traditional parking meters is not recommended. Two options for pay-to-park machines are recommended:

- Pay-and-Display Multi-Space Machines
- Pay-per-Space Multi-Space Machines

Pay-and-Display Multi-Space Machines

With this type of device, parkers prepay at a pay-and-display machine, which produces a time-stamped ticket that is displayed in the vehicle window or dashboard. One printer can serve up to 75 off-street spaces, or about a dozen on-street spaces (to minimize walking distances). Pay stations need to be close to the parking spaces, usually within 100 feet, and sufficient in number to handle peak demand. More pay stations are needed for parking lots with many vehicles arriving at the same time.

Coin-operated pay stations are relatively inexpensive, but are inconvenient to users because they require specific coins. Pay stations that also accept bills and credit cards are more

expensive, but more convenient. Costs for these machines include pay stations, maintenance and repairs, revenue collection, and enforcement.

These electronic machines can be programmed for variable rates for peak and off-peak times, and can use variable fees with higher rates during peak periods and lower rates during off-peak periods. Again, the most convenient parking spaces should be priced to maintain occupancy averages about 85-90%.

Pay-Per-Space Multi-Space Machines

With this option, a patron prepays an electronic meter for a particular parking space. Each space is numbered and enforcement officers download reports indicating which spaces are paid for. One meter can serve up to 75 off-street spaces, or about a dozen on-street spaces. The meters need to be within 100 feet of the parking spaces and sufficient to handle peak demand. Transactions can take up to one minute, so lines can develop if several motorists arrive at the same time. More sophisticated systems allow patrons to pay for additional time by credit or debit card at locations a distance away from where they parked or via the internet or telephone messaging. These machines accept coins, bills, credit cards or prepaid cards.

Costs for these machines include pay stations, maintenance and repairs, revenue collection, and enforcement. Variable rates are easy to program. This type of machine is more expensive than pay-and-display machines.

Both systems have some common disadvantages. Initially they can be confusing or inconvenient for parkers to use. Also if a machine malfunctions or breaks down, all of the spaces associated with that machine are affected. In addition, counterfeit receipts could be created with relative ease with current software and computers.

Validation programs are very common in retail-oriented areas, and this option should be further examined if a pay-to-park strategy is implemented.

All of these payment methods can be very user/operator friendly because they:

- Allow for payment by cash, credit card, debit card and smart cards, thereby increasing customer payment options

- Provide a range of programming features (e.g., variable rates by time of day or day of week, downtown event/retail/business communications, directional information)
- Provide opportunities for co-promotion/advertising (e.g. use of receipts for advertising)
- Improve the pedestrian environment given the need for less "equipment" in the public right of way
- Provide data reporting and utilization information
- Tend to be more vandal-resistant than single meters
- Reduce opportunities to 'jam' meters
- Reduce overall equipment capital outlays, maintenance costs and manpower staffing needs

Parking Zone IV is considered the main activity zone of Downtown Paso Robles and includes the highest density of development with a high concentration of restaurant and retail activity. The area is generally bounded by 14th Street to the north, Riverside to the east, 10th Street to the South and Vine Street to the west. This is the area immediately adjacent to the City Park and City Hall as well as Paso Robles Inn. The primary purpose of parking in this zone is to serve Paso Robles patronage and other short-term visitor needs and support and enhance the vitality of the retail core. Parking for short-term users is the priority for on-street and off-street spaces. Current inventory consists of 764 on-street spaces and 167 off-street spaces for a total of 931 spaces.

The objective of converting to pay parking would be to achieve 10% to 15% availability of parking spaces to ensure ready accessibility close to a visitor's destination. The price for on-street parking should be set at the lowest possible level sufficient to produce the desired parking availability of 10% to 15%. Paid parking would be subject to appropriate time limits, which may vary by location and would be designed to stimulate turnover and to discourage all-day street parking.

It is anticipated that approximately 410 on-street and 92 off-street spaces (total 502 spaces) could be converted to pay-and-display spaces. The pay-and-display receipt is displayed by attaching it to the inside of the driver's side window or on the dashboard. This would make it easily readable by parking enforcement personnel. The receipt displays the amount of time purchased by the customer.

The receipt could be transferable anywhere within Zone IV where pay and display is used, as long as there was still time remaining on the receipt.

It is recommended that the time limit for Downtown Paso Robles be two or three hours for on-street paid parking spaces within Parking Zone IV. This would allow adequate time for people to visit the shops and restaurants. The hours of enforcement should be 8am to 6pm, Monday thru Saturday, with Sundays and Holidays free.

All things being consistent, it is anticipated that there would be a turnover ratio of 3.3 turnovers per space, per day. This is based upon a 3-hour time period restriction and a 10-hour day (10 hrs ÷ 3).

In order to achieve the desired parking availability of 10% to 15%, it is recommended to start the program for on-street parking at $1.25 per hour and review the results in 90 days. If the desired availability is achieved, then this rate is sufficient. If the desired level of availability is not achieved, then it is recommended that the rate be adjusted until the appropriate rate is found that will result in the desired 10% to 15% availability rate. Parking occupancy and rate reviews should be conducted periodically (preferably every 90 days) to ensure the desired occupancy level of availability is maintained.

The following table show the estimated parking revenues for both weekdays and weekends. It also shows the estimated expenses associated with the day-to-day operations of the on-street parking spaces. Table 8 demonstrates an 85% occupancy rate, which is a projection based on a desired 85% occupancy at any given time for on-street parking spaces. This correlates with the Don Shoup philosophy of maintaining a 15% availability rate, which would be a valid goal for this parking management plan.

Table 8
Estimated Revenue – On-Street Parking

Estimated Revenues: ($1.25/hour) Parking Capacity = 502 spaces

Table A
On-Street Estimated Parking Revenues - Parking Zone IV - Weekday

Parking Spaces	Percentage Occupancy	Turnover (assumed)	Total Cars per day (assumed)	Duration Stay (assumed)	Total Hours (assumed)	Rate per hour	Estimated Daily Revenues	Estimated Monthly Revenues	Estimated Annual Revenues
502	85%	3.3	1,408	3	4,224	$1.25	$5,280	$110,889	$1,330,664

On-Street Estimated Parking Revenues - Parking Zone IV - Weekend

Parking Spaces	Percentage Occupancy	Turnover (assumed)	Total Cars per day (assumed)	Duration Stay (assumed)	Total Hours (assumed)	Rate per hour	Estimated Daily Revenues	Estimated Monthly Revenues	Estimated Annual Revenues
502	85%	3.3	1,408	3	4,224	$1.25	$5,280	$22,706	$272,469

Estimated Gross Revenues: $1,603,133

Estimated Expenses:

Estimated Operating Expenses Includes Enforcement Salary & Benefits, Collection, Vehicles and Administration

Number of Pay & Display Machines Installed: 50	**Estimated Monthly Expenses**	**Estimated Annual Expenses**
Cost of Equipment		
1. Estimated at $10,000 per machine amortized over 60 months ($500,000 ÷ 60)	$8,333	$100,000
Cost of Enforcement		
1. Salary and benefits based upon 2 Class III FTE's at approximately $84,000 each per year.	$14,000	$168,000
2. Enforcement vehicle based upon 2 vehicles @ $36,000 each amortized over 60 months ($72,000 ÷ 60)	$1,200	$14,400
3. Vehicle maintenance, gasoline, etc. (estimated at $1,500 per month).	$1,500	$18,000
4. Administration salary based upon Class II maximum plus benefits..	$6,312	$75,743
5. Handheld computers, software, etc. ($4,800 per unit x 3 units amortized over 12 months).	$1,200	$14,400
6. Miscellaneous supplies such as forms, office supplies, etc.	$500	$6,000
7. Capitol reserve fund for replacement/maintenance of vehicles and equipment	$8,333	$100,000
Total Operating Expenses	**$41,379**	**$496,543**
Net Operating Income		**$1,106,590**

Note:

1. **Operational month is estimated at 21 weekdays, 4.3 Saturdays. Sundays and Holidays free.**
2. **Duration of stay is estimated at an average of 3 hours per vehicle.**
3. **Total of 50 machines is an estimate only. Equipment vendor would determine actual placement and number of machines based on number of spaces to be serviced on each city block**
4. **Capitol reserve fund based on assumed life of 36 months for vehicles, handheld units, pay & display machines.**

Specific locations of the machines would require additional examination, and would ultimately be determined between the Paso Robles City Council and the vendor who would install the machines if the system were implemented.

As is illustrated in Table 8, a pay-to-park system could produce the revenue needed to be financially self sufficient while also creating a monetary surplus. The estimated $1.1 million net operating income could be appropriated for a variety of programs that would benefit the Paso Robles downtown community and its patrons. Many cities contribute a percentage of their annual revenues from their parking systems to increase the parking supply, implement downtown beautification projects, or add additional safety/security features. These projects benefit the business owners, the community and the patrons alike.

Angled Parking in Downtown Paso Robles

SECTION 25
WHAT DO WE NEED TO DO TO IMPLEMENT THE PLAN?

In order to successfully implement and experience ongoing success with the Parking Management Plan, certain events and milestones must occur. Funding this program is a critical component of the Parking Management Plan. As has been demonstrated in this document, a time-regulated parking management plan will ultimately operate in the "red", or at a financial loss. To offset the costs associated with parking enforcement, a pay-to-park system would be required.

After careful consideration and research, the following implementation steps are recommended to occur in chronological order. If it is determined that a pay-to-park system is preferred, this implementation plan will need to be modified to incorporate the specific needs of that system.

Downtown Paso Robles Management Plan Implementation Agenda

1. Evaluation and discussion by the Paso Robles City Council as to the findings and recommendations of this Parking Management Plan, especially as they pertain to funding the parking management strategies. Contrast and compare a time-regulated system vs. a pay-to-park system.
2. Approval of Parking Management Plan by Paso Robles City Council
3. Prepare Request for Proposal (RFP) for enforcement equipment
4. Interview, hire and train staff (enforcement officers and administration)
5. Order signs
6. Conduct marketing campaign to educate community
7. Conduct public forum to address public concerns
8. Install signs
9. Enforcement begins with 30- to 60-day warning period
10. Enforcement begins with citations issued to violators
11. Evaluation of Parking Management Plan every six months to determine adequacy of fines/enforcement
12. Adjust fines/enforcement accordingly per six-month evaluations

Note:

The projections presented above are to be considered best estimates only, based on current local parking conditions, and related to assumptions and information currently available. It is assumed that the daily parking activity and occupancy levels will remain as observed on-site. As many factors influence the success of any business and local/regional/national economies, Parking Design Group makes no guarantees as to the actual revenues and expenses that will be associated with the parking systems described in this Parking Management Plan. In addition, Parking Design Group cannot be held accountable for any use of this information for anything more than reference and estimating. This Parking Management Plan is merely a tool to be used by Paso Robles as a guide to properly manage its parking supply.

ADDENDUM A

The following is a list of companies that offer hand-held enforcement computers, inventory computers and enforcement technology.

Company	Description
AIMS – Electronic Data Collection Corp. 13 Dwight Park Drive Syracuse, NY 13209 315-706-0310 - Fax 315-706-0330 Toll-Free 800-886-6316 http://www.edc-aim.com	**CHOOSE AIMS FOR A BETTER SOLUTION** The AIMS Ticketer is the most technologically advanced and user friendly ticket writing computer on the market today. The integrated imager allows for multiple pictures to be attached with the ticket as well as barcode reading. Onboard 802.11b and Bluetooth as well as optional GSM/GPRS radios provide real-time communication and ticket printing. Use with AIMS, AIS or Parking101 applications. Please visit our web site for more information.
Cardinal Tracking, Inc. 1825 Lakeway Drive Suite 100 Lewisville, TX 75057 Fax 972-539-8914 Toll-Free 800-285-3833 http://www.cardinaltracking.com	**TICKETRAK™ POCKET PC FIELD UNIT** Cardinal pioneered the use of touch-screen handheld computers for issuing parking tickets in 1985. No one has more experience in providing easy-to-use and reliable handheld software for parking enforcement. We offer both one-piece handhelds with integrated printer and two piece wireless solutions. TickeTrak™ certified handhelds include the TDS Recon, Symbol 8800, Symbol MC50, Symbol MC70 and Casio IT-3000. Citation issuance couldn't be easier and includes automated scofflaw lookup, multiple violations per citation, and our advanced communications software that makes uploading and downloading the devices a breeze!
Clancy Systems International, Inc. 2250 S. Oneida #308 Denver, CO 80224 303-753-0197 – Fax 303-759- http://www.clancysystems.com/	**COMPUTERIZED PARKING CITATION ISSUANCE AND PROCESSING** Clancy Systems International, Inc., provides the ultimate solution to computerized parking citation issuance and processing. The system is Windows compatible and year 2000 compliant. The system integrates the most current technology including digital imaging, telephone interface and data base export to other software products. In addition to ticket issuance we offer survey systems, honor box systems, and meter management.
Complus Data Innovations, Inc. 560 White Plains Road Tarrytown, NY 10591 914-747-1200 - Fax 914-747-1798 Toll-Free 800-331-8802	**PARKING TICKET MANAGEMENT SOLUTIONS** Complus Data Innovations, Inc. is a full-service Parking Ticket Management Specialist. At no up front cost, Complus will provide you with state-of-the-art hardware and software to help manage the process, including Handheld Ticketwriters. Also included: On-site training,

http://www.complusdata.com/	delinquent noticing, nationwide DMV lookups, web-based payments, guaranteed 36 month equipment replacement policy, and personalized 24/7 service and support. Powered by our FastTrack™ software, the Complus program is designed to increase your collection rate and minimize expenses. Complus clients achieve collection rates as high as 96%.
Duncan Solutions, Inc. 633 W. Wisconsin Avenue Suite 1600 Milwaukee, WI 53203 414-847-3779 - Fax 414-847-6779 http://www.duncansolutions.com/	**THE STANDARD FOR HANDHELD CITATION ISSUANCE COMPUTERS** AutoCITE™ X3 issues citations quickly and easily, requiring a fraction of the time needed to handwrite tickets. Portable, one-piece and with an integrated thermal printer, the AutoCITE is lightweight, but rugged. Used by more than 400 agencies worldwide, more citations are issued with AutoCITE than with any other handheld on the market. Duncan Solutions is the only company that designs, manufactures and maintains AutoCITE and its system software.
EZ Tag Corporation 334 Cornelia Street #549 Plattsburgh, NY 12901 Fax 866-308-4315 Toll-Free 866-308-2430 http://www.eztag1.com	**CITATION ISSUANCE & MANAGEMENT SOLUTIONS** EZTag's mobile enforcement solution is a proven wireless parking enforcement citation issuing and management system. We are your single point of contact for - enterprise software, hardware, real-time communications, training, and support services. As a leader in mobile enforcement solutions, we have extensive experience working with customers to create systems that deliver business value. Contact us to see how your organization can take advantage of the latest mobile computing innovations.
ParkSmart Inc. 6500 Gottardo Court Mississauga, ON L5T 2A2 905-795-1946 - Fax 905-795-9622 Toll-Free 800-361-2646 http://www.parksmart.ca	**CANADA'S STANDARD FOR ENFORCEMENT MANAGEMENT SYSTEMS** Manufactured by Duncan Solutions a world leader in parking solutions and distributed by ParkSmart. This unique solution for automating enforcement and processing of parking tickets has been customized for Canadian Agencies. AutoCITE handheld computers save time, improve accuracy, reliability, and are durable in extreme climates. In fact, they have been tested by all levels of enforcement and are used by more Canadian municipalities than any other system. Duncan Solutions offers hardware and software products with ParkSmart's back office management system resulting in an end-to-end solution.
ParkTrak, Inc. 8615 N. Division Suite B Spokane, WA 99208 509-789-1273 – Fax 509-323-	**TOMORROW'S ENFORCEMENT TECHNOLOGY—AVAILABLE TODAY** ParkTrak presents the world's first enforcement handheld system with built in digital imaging and LPR. The imager allows for automatic linking of photos to

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