

## Purpose

This document contains the contents of a draft parking management plan as developed in conversation with OakDOT and City of Oakland staff. It summarizes the current plan/vision/direction/approach and is what we will review as a group at the August 2 meeting.

During the month of August, for OakDOT parking management Primus Consulting will develop high level:

- Plans for operations, staffing, and data management
- Implementation plan and schedule
- Capital and operational budgets
- Parking-related revenue estimates
- Summaries of the major policy, organizational, and legislative actions required for implementation and operation

## Summary of draft parking management plan/ approach

### Branding

The branding for parking management is an important part of the vision for managing parking well around Howard Terminal.

1. **OakDOT will**
  - a. Continue to use the OakPark brand for parking management
  - b. Use the OakPark brand for the reservation system for special events
2. **Must happen**
  - a. OakDOT commits to building and investing in the OakPark brand
  - b. The A's support this effort

### On-street – RPP

Creating new on-street residential parking permit areas, especially in West Oakland, is a crucial part of the plan to protect residential areas.

3. **RPP**
  - a. Add RPP where merited within walking distance of Howard Terminal
  - b. Revoke RPP from blocks/areas that do not conform to OakDOT policy (*ie, some areas of Jack London*)
  - c. Before significantly expanding the RPP program, OakDOT will improve its overall RPP policies
    - i. Enable city to disallow/ deed-restrict new development from getting RPP permits (addressing a

- common community concern with new housing)
- ii. Evaluate how to improve policies for who is eligible to buy RPP permits
- iii. Offer discounted RPP permits to people who are already certified as low income (via other programs' verification process) + adjust pricing of all permits to continue cost recovery

#### **4. Enforce RPP citywide**

- a. 362 days a year (not Thanksgiving, Christmas, or New Year's days)
- b. RPP enforced 8am until either 6pm, 8pm, or 11pm (as late as needed in each area)
- c. In RPP areas within walking distance of Howard Terminal, enforce until 11pm
- d. OakDOT to move to virtual permits (associated with license plate number) rather than bumper decals
- e. Use license plate recognition (LPR) equipment to enforce as the only way OakDOT can cost-effectively offer a high level of enforcement *(and therefore ensure the RPP program/protections are meaningful)*

### **On-street – meters/prices**

Prices for on-street parking (via meters or phone/app) are the foundation of managing demand and achieving the goals of the transportation plan.

#### **5. Where to use prices/meters**

- a. For Howard Terminal area
  - i. Add meters to all block faces within walking distance of Howard Terminal that do not have RPP
  - ii. Ensuring there is no unmanaged parking in event area will reduce vehicle trips as well as circling for any unmanaged on-street spaces
- b. For the curb space on future public roads on the Howard Terminal site, OakDOT expects
  - i. No RPP
  - ii. All on-street spaces will be metered (unless used for other curb management purposes such as goods loading, bus zones, etc.)
  - iii. OakDOT to manage that parking and curb as it does in the rest of the city

#### **6. How to price on-street parking and at municipal parking lots (in general – NOT during special events)**

- a. Demand-responsive, time-of-day pricing *[consistent with prior/current OakDOT direction but updating in light of Howard Terminal]*
  - i. Adjust rates between every 30-90 days up or down by up to \$1.00/hr based on demand/occupancy
  - ii. Adjust rates block-by-block but preserve ability to price by larger zones
  - iii. OakDOT must find the lowest price that achieves goal of a minimum level of availability (i.e., at least one space available on every block face)
  - iv. Price can go to \$0/hr [or \$0.50/hr] when demand does not merit metering
- b. Time limits
  - i. In general, never use time limits at meters – use smart pricing instead to achieve availability

- ii. On blocks near the Howard Terminal site, to discourage parking during special events and to help meet trip reduction goals, OakDOT may elect to use 2-hour time limits at metered spaces during special events. *(Primus Consulting to support Fehr & Peers as they think through this for the Transportation Management Plan in relation to planned street closures, passenger loading zones, and the behavior of drivers with disabled placards)*

## 7. How to price on-street parking during special events

- a. Special event rates will be set by area, not block by block, so they can be communicated more easily. In other words, during events OakDOT will not try to perfectly tailor the geography of the pricing – for special event pricing it will favor legibility over effectiveness.
- b. Use a higher rate per hour during the event
- c. Do NOT use length of stay pricing (i.e., 3<sup>rd</sup> hour costs much more than the 1<sup>st</sup> hour) because:
  - i. Not consistent with pricing approach in rest of Oakland – i.e., length of stay approach does not effectively manage towards availability, and no clear way to make data driven rate adjustments
  - ii. Does not discourage driving to special event area (i.e., by those not coming to an event/game). This overall concern for congestion and social good is more important than possible merchant desires to have length-of-stay pricing.
  - iii. Length of stay pricing at single space meters requires sensors – which are expensive and operationally finicky. *[In other words, length-of-stay pricing would require the expense of replacing lots of single space meters with multispace meters OR adding sensors – it has serious financial implications.]*
- d. Special event rates will begin 60-90 minutes before the event's scheduled start time.
  - i. Special event rates for baseball games will last four hours
  - ii. Duration of special event rates for other events will be determined by OakPark staff
  - iii. When baseball games or other special events are rained out or cancelled, OakPark staff will endeavor to cancel special event rates at meters/payment systems *[not always operationally or technically possible]*
- e. To set initial special event rates
  - i. OakDOT will attempt to roughly match market prices for off-street parking, with rates decreasing the farther from the stadium
  - ii. OakDOT will begin with one set of special event hourly rates. If necessary to better manage demand OakDOT may use up to four sets of special event rates to better match anticipated parking demand for that event *[e.g., playing an inconsequential team vs. world series game]*
- f. To adjust special event rates
  - i. OakDOT will adjust special event rates demand-responsively to find the lowest rate possible to achieve its target availability
  - ii. OakDOT will adjust special event rates every 30-90 days
  - iii. OakDOT will adjust rates up or down by up to \$2.00/hr based on demand/occupancy as well as data about off-street market prices, expected special event attendance and parking demand, as well as OakDOT staff judgement. This allows staff to vary rates not based solely on past data but also on subjective expectations about future demand

## 8. Payment technology

- a. Goal: That OakDOT receives most payments for on-street parking, especially in the Howard Terminal area, via phone/app
  - i. Heavily promote
  - ii. Eliminate transaction fee
- b. Meter type / technology
  - i. Where OakDOT already has single space meters – Depending on time frame, OakDOT may want to install additional single space meters in some areas to be contiguous with blocks that are currently managed by single space meters, and in particular where parking demand is already consistently high
  - ii. In newly metered areas, OakDOT to use sparse pay-by-plate multispace meters. Rationale:
    - 1. Retains ability for people to pay with coins/cards via meters with lowest possible capital and operating costs
    - 2. Promotes pay by phone/app
    - 3. Allows very efficient enforcement via LPR
    - 4. Allows use of time limits during special events (if need be) because of effective LPR enforcement)

## 9. Enforcing meters citywide

- a. 362 days a year (not Thanksgiving, Christmas, or New Year's days)
- b. Enforced 9am until either 6pm, 8pm, or 11pm (11pm within walking distance of Howard Terminal)
- c. In areas that use pay-by-plate, OakDOT must enforce via LPR as only way to cost-effectively offer a high level of enforcement
- d. For Port on-street parking & other governmental parking lots, OakDOT intends to
  - i. Manage parking for Port *[to the extent the Port wants]*
  - ii. Offer enforcement for non-OakDOT parking lots (e.g., Caltrans)

## 10. Improve information

- a. Data
  - i. OakDOT to provide open/free data feed/API(s) with
    - 1. On-street
      - a. Location and rules of all on-street parking and
      - b. Real-time availability estimates using real-time data about payments
    - 2. Off-street
      - a. Locations, rates, etc.
      - b. Real-time availability data from garage PARCS systems)
      - c. Consider: OakDOT could include data from private facilities as well (so long as they meet certain quality standards; perhaps also if they participate as a branded "OakPark" facility)

ii. OakDOT to

1. Continue to develop data management capabilities it needs to manage pricing, operations, and provide data feeds
2. Put in place business processes to ensure that data is complete, accurate, and up-to-date

## Off-street – garages & lots

How off-street parking is managed is a crucial aspect of the transportation plan for special events –encouraging parking off-street and ensuring that most off-street parking is reserved ahead of time is critical to minimize congestion and conflicts caused by drivers searching for parking. Strategies include:

- Offering ability to reserve a space ahead of time
- Financial discounts for reserving ahead of time (*framed correctly – as a discount*)
- Ensure the reservation system contains most off-street supply
- Excellent wayfinding to lots/garages that are part of the OakPark network
- Improving user experience at garage (e.g., paint, lighting, security, etc.)
- On-street pricing

## 11. Reservation system

### a. Overall

- i. This is crucial for special event parking management because we want to minimize the number of people who try to drive directly to the stadium/venue to circle to find parking
- ii. A system that allows people to reserve parking in advance will work best if there is a single large marketplace (site/app) for the vast majority of relevant off-street parking spaces rather than having many small marketplaces (sites/apps)
- iii. OakDOT will operate this special event system at all of its garages at all times (regardless of special events) – i.e., customers can use it all the time
- iv. OakDOT will have the exclusive right to provide parking reservations for Howard Terminal

### b. How the reservation system will work

- i. Reservation system will be branded “OakPark”
- ii. Customers can see which garages have spots available, at what price, and what’s the best route to get there
- iii. Customers who purchase parking ahead of time will receive a QR code [or similar] that can be read by garage gate arm equipment or via handheld device by garage attendant
- iv. Integration
- v. Parking reservation system will not be integrated into A’s ticketing process – instead it’s a separate website (so that it can support other types of events) *[this is the default/foundational way to set this up] [It is, of courses, possible to integrate parking and other transportation*

*reservations/purchases with ticket sales process of A's, Ticketmaster, etc. but that will require careful thought – an optional detail for later in the process]*

- vi. OakDOT will operate/manage the reservation system
- vii. OakDOT will contract out this reservation system/service (*not going to build a software/app/website*)
- viii. OakDOT staff will provide customer service and “own” the reservation system/service

**c. Privately-owned parking that is currently publicly-available**

- i. Goal: Most off-street parking operators choose to be part of OakPark reservation system
- ii. OakDOT will invite privately-owned/operated parking garage and lot operators to participate in the OakPark reservation system
- iii. OakDOT will not take steps to force them to participate
- iv. *However, for Howard Terminal project, because it is so important that the most crucial lots/garages participate in the program (i.e., those south of the freeway and/or within 0.5 miles), Oakland will explore its options to require them to participate (in the event or scenario that they do not participate voluntarily)*
- v. Reservation system will always be operational (i.e., not just for special events) – operators can specify if there are days or times they don't want to accept reservations
- vi. OakDOT takes 15% of gross revenue for parking reservations made via system (in addition to the existing 18.5% City of Oakland parking tax)
- vii. Their primary incentives to participate in the reservation system
  - 1. Financial -- OakDOT reservation system will drive volume >> revenue
  - 2. Wayfinding signage – for facilities that meet criteria (size, operating practices, etc.), OakDOT will include them in wayfinding signage program, which will drive volume during special events and the rest of the year
  - 3. Co-branding [*possible*] – for facilities that meet additional criteria (pricing structure, off-peak discounts, branding standards, etc.) they can also be branded as “OakPark” facilities to have the same cachet and trust that comes with being a municipally-managed parking garage/lot

**d. Privately-owned parking that is NOT current publicly-available OR not yet built**

- i. The City of Oakland, via the conditions of approval/use permit process and/or changes to the Planning Code, will require the following parking supply:
  - 1. All parking built for Howard Terminal [*with some exceptions for the 3,500 spaces – treated later in the document*]
  - 2. Any newly constructed publicly-available parking lots/garages in Oakland
  - 3. Any existing garages/lots that want to begin offering publicly-available parking
- ii. To....
  - 1. Participate exclusively in the OakPark reservation program
  - 2. Sell parking only by the hour or day (i.e., prohibit selling parking by week, month, year)

## 12. Improve customer experience

### a. Goals

- i. Make cost-effective improvements to the user experience to encourage people to park in (OakDOT) garages rather than circle
- ii. Ensure OakDOT garages are operationally up to the task (e.g., garage operations could not handle recent Art & Soul event) – garages need to be ready for regular baseball games

### b. Strategies

- i. Take steps to ensure the fastest possible egress from garages
- ii. Payments – make it as easy as possible to pay (e.g., explore options such as allowing payment at garages via mobile payment provider, LPR, etc.)
- iii. Correct staffing levels for ingress/egress as well as customer issues
- iv. Extended hours of operation (if desirable/necessary) that are clearly communicated
- v. Branding -- signage (exterior + interior), painting
- vi. Lighting improvements
- vii. Cleanliness/ maintenance
- viii. Safety/ security
- ix. Very good wayfinding signage to minimize circling/search
  1. Very cost effective
  2. Requires investment upfront + strong ongoing maintenance + updates
  3. Benefit for city and drivers regardless of special events
  4. Provide signage for OakDOT facilities + Private facilities over a certain size (City sanctioned signage) if they participate in OakDOT reservation system

## 13. Pricing at OakDOT garages (i.e., municipal garages)

### a. **Special event garage pricing for people who purchase/reserve special event parking in advance**

- i. OakDOT will only sell up to XX% of total spaces in a garage by reservation [this percentage may vary by garage based on number of monthly parking levels and other obligations] to leave room for some drive-up customers
- ii. Charge a flat rate (e.g., \$20)
  1. This rate is expressed as a 25-50% discount from the higher special event rate/cost if someone were to drive up to the garage on the day of the event (e.g., costs \$20 to park if you reserve, \$30 if you drive up the day of the event)
  2. Each facility has its own special event rate (some more desirable than others)
  3. No carpool rate [*Rationale: pricing itself provides strong incentive to carpool without adding the costly complexity of enforcement*]
- iii. Adjusting flat special event rate (for each municipal garage)

1. OakDOT to vary rate to manage parking demand – goal is to ensure garages do not fill beyond 80 - 95% during events. A range, rather than a single target, provides OakDOT with useful operational flexibility
2. Adjusting rates: Four tiers of special event rates
  - a. OakDOT sets rates based on expectations for demand for those events and informed by past demand data
  - b. OakDOT staff uses A's/event attendance figures, etc. to estimate demand and therefore price
  - c. OakDOT to adjust rates as needed to achieve goals
  - d. OakDOT will get better at setting rates as it better understands relationship between attendance, parking demand, and parking pricing

**b. Special event garage pricing for people who pull up to the garage the day of an event**

**i. Charge a higher “time of day” hourly rate (not a flat rate or length of stay rate)**

1. Special event rate applies beginning 60-90 minutes before the event
2. All drive up customers will pay the higher hourly rate during the special event period
3. Cost of parking during the special event period to cost 25-50% more than the cost of reserving a space
4. At some garages, for some events OakDOT may use a flat rate (rather than hourly pricing during special events) if OakDOT determines that it needs this operational flexibility
5. No carpool rate

**c. How OakDOT will price garages (not during special events)**

**i. Overall**

1. The special event pricing approach summarized above at garages requires OakDOT to change its pricing approach at its garages from to time-of-day rather than length of stay
2. Moving to time-of-day pricing structure will help OakDOT better achieve its overall goals for transportation
3. This transition is not difficult or costly (PARCS reprogramming, rate signage, etc.)

**ii. Key changes**

1. Transient rates
  - a. Time of day pricing as at meters – same rate bands
  - b. Demand-responsive rate adjustments based on occupancy goals
  - c. Offer off-peak discount
2. Eliminate monthly parking rates or other special rates
  - a. Makes it easier to use price to manage demand day-do-day
  - b. Opens more spaces for special event parking



- c. Eliminates monthly parking as an easy way to get cheap event parking
- d. No more special agreements, licenses, permits, etc. >> OakDOT to remove current ones as soon as feasible
- e. Consistent with OakDOT goals for managing transportation

#### 14. Privately-owned publicly-available garages/lots that participate in OakPark program

##### a. For existing garages/lot operators that choose to participate in OakPark reservation system

- i. Will set their own rates (no limits or influence from OakDOT)
- ii. Can choose whether or not offer discounts on parking reserved/purchased ahead of time (i.e., the 25-50% discount that OakPark will offer is optional for private operators)

##### b. The 3,500 parking spaces (to 2,000) built for stadium

###### i. Assumptions

- 1. The A's will operate/manage the 3,500 spaces
- 2. The A's current plans for these 3,500 spaces for baseball games include:
  - a. Parking sold via A's system (e.g., VIPs)
  - b. Tailgating

###### ii. OakDOT's desired requirements for how this parking is managed [TBD and to be discussed with A's]

- 1. For special events (ie, NOT baseball games):
  - a. No drive up parking allowed – i.e., reservations required
  - b. All reservations to be made via OakPark
- 2. During baseball games
  - a. No drive up/cash customers allowed (i.e., to park there you must have reserved a space)
  - b. The A's allow no less than XX% of the total spaces to be reserved via the OakPark reservation system *[ idea is to support the OakPark reservation system to make sure it's relevant; it would be odd to have a reservation system for Howard Terminal that the A's did not participate in. Another possibility is having all parking purchased as part of single baseball game ticket purchases be made through OakPark – all this needs to be discussed ]*
  - c. The A's need spaces at their 3,500 to manage as it sees fit for key needs and customers (e.g., season ticket holders, VIPs, et al.) *[ it would be impractical for all of those parking reservations to be made via the OakPark system ]*
  - d. Other notes
    - i. Operationally straightforward for gate arms to be activated via QR code or license plate (i.e., driver pulls up and gate arm automatically goes up)
    - ii. Would be good to include changeable message signs to let people know they cannot park near Howard Terminal if they did not

reserve parking in advance

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