CITY OF OAKLAND

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Jeff Tumlin
Interim Director, DOT

SUBJECT: Parking and Mobility Initiatives

DATE: August 17, 2016

City Administrator Approval

Date: 9/29/16

RECOMMENDATION

Staff Recommends That The City Council:

1) **Receive an Informational Report on the Downtown Oakland Parking Management Report, the Final Deliverable of the Metropolitan Transportation Commission-Funded Downtown Oakland Parking Study**

2) **Adopt a Resolution (A) Authorizing the City Administrator or Designee to Accept and Appropriate One Million Three Hundred Thousand Dollars ($1,300,000) in Congestion Mitigation and Air Quality (CMAQ) Improvement Funds from the Metropolitan Transportation Commission (MTC) for a Three-Year Demand-Responsive Parking and Mobility Management Initiative; And (B) Establishing All Parking Meter Zones in Oakland Municipal Code Section 10.36.140 as Flexible Parking Zones**

3) **Adopt a Resolution Authorizing the City Administrator or Designee to Accept and Appropriate a Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA) Grant Award of Two Hundred and Forty-Four Thousand Dollars ($244,000) to Conduct Site Preparation and Installation of Twenty-Eight Electric Vehicle Charging Stations at Seven City-Owned Public Parking Facilities**

4) **Adopt**

   (A) a Resolution Amending Number 85459 C.M.S. (Car Sharing Principles) To Provide More Detail Regarding the Dedicated Space Car Share Program, And

   (B) an Ordinance Amending Titles of the Oakland Municipal Code (1) 10.36.141 to Facilitate the Efficient Management of Parking Meter Zones; And (2) 10.72 to Establish New Dedicated Space Parking Permits to Eligible Car Sharing Organizations

Item: _____
Public Works Committee
October 11, 2016

5) **Adopt a Resolution of Support for the Bay Area Rapid Transit (BART) District's Station Access Plan and Establishing Curb Designations that Help Fulfill the Goals of that Policy Around Oakland's Eight BART Stations**

6) **Adopt a Resolution Authorizing the City Administrator or Designee to Negotiate, Finalize and Execute a Non-Exclusive Agreement with Streetline Inc. for a Smart Parking System at No Direct Cost to the City for a Term of Three Years**

7) **Receive an Informational Report on the Pending Closure of Clay St Parking Garage**

8) **Adopt a Resolution Authorizing and Directing the City Administrator or Designee to Amend the City's Parking Operations and Facilities Management Contract With City Of Oakland Parking Partners By An Additional $850,000; And Waiving the Request for Qualifications/Proposal Competitive Selection Requirement**

9) **Adopt a Resolution Authorizing the City Administrator or Designee to Finalize and Execute a Maintenance and Service Agreement with Scheidt and Bachmann USA, Inc. in Support of the Parking Access and Revenue Control System Used at City Parking Garages for a Period of Three Years at a Total Contract Cost of $313,313.00; Appropriating Total Expenditures of $214,313.00 for Fiscal Years 2017-2019; and Waiving Advertising, Bidding and the Request for Qualifications/Proposals Competitive Selection Requirement**

10) **Amend Ordinance Number 13184 C.M.S. (The Fiscal Year 2015-2016 Master Fee Schedule) To (A) Support the City's Demand-Responsive Parking Management Initiatives with (1) Variable Pricing of On-Street Meter Rates and (2) Off-Street Parking Facility Rates That Reflect the Recommendations of the Downtown Oakland Parking Management Report; and (B) Establish Fees for a Dedicated Space Car Sharing Program**

EXECUTIVE SUMMARY

The diverse recommendations brought together in this report all represent important and increasingly coordinated parking and mobility initiatives. And while a number of these recommendations are time sensitive, they are all being brought forward together now in response to the recently completed Downtown Oakland Parking Study. Recognizing the complexity of the subject and the number of initiatives involved, staff plans to bring this report to Public Works Committee twice: at the first meeting, staff will provide a formal presentation of the report and respond to Committee questions and concerns without asking the Committee to take any action; and then, at the second meeting, staff will prepare and present a supplementary report and any actions revised according to the Committee's direction.

The final deliverable of that year-long study, the *Downtown Oakland Parking Management Report* (see ***Attachment A***) summarizes findings, draws conclusions and makes specific

recommendations for improving on-street and off-street parking, supporting the City's continued growth and economic development in equitable and environmentally responsible ways, and increasing transportation choices for Oakland residents, commuters and visitors.

The City's "Parking Principles", first introduced in 2010 and formally adopted with unanimous support from City Council in 2013 (Resolution No. 84664 C.M.S.), laid the policy foundation for managing parking in Oakland as a vital part of the City's larger transportation system. In 2015, the City established a new Department of Transportation (DOT) responsible for envisioning, planning, building, operating and maintaining a transportation system for Oakland that provides safe, equitable, and sustainable access and mobility for all. In doing so, it paved the way for a "Parking and Mobility" unit or division that will bring a principled approach to actively managing the City's parking assets. More recently, the City retained Nelson/Nygaard principal Jeffrey Tumlin to serve as interim director of the DOT in part because he sees managing parking and transportation demand as a critical tool for revitalizing city centers and creating sustainable places (Resolution No. 86225 C.M.S.). It is within this policy context that staff has brought together the following items:

1. *Downtown Oakland Parking Management Report.* Staff is recommending that Council receive an informational report consisting of the final deliverable of the Downtown Oakland Parking Study, the *Downtown Oakland Parking Management Report* (see ***Attachment A***). The analysis and recommendations found in that report inform each of the following parking and mobility initiatives.

2. *MTC-Funded Parking and Mobility Management Initiative.* This spring, MTC awarded Oakland a federal Congestion Mitigation and Air Quality (CMAQ) grant in the amount of one million three hundred thousand dollars ($1,300,000.00) to help fund a three-year Parking and Mobility Management Initiative (PMMI). This initiative will leverage the significant investments that the City has recently made in smart parking meter technologies and extend the Montclair Flexible Parking Pilot Program to other commercial districts beginning with three areas in Downtown Oakland. Funds will be used to pay for project staff, equipment and professional service contracts for community engagement and technical assistance. In January, Council passed a resolution of support for the City's grant proposal and committed matching funds. Staff is now requesting authorization to accept, appropriate and spend the grant funds and the designation of all of Oakland's parking meter zones as "flexible parking zones" in accordance with the Oakland Municipal Code, which calls for meter fees to flex up or down to achieve eighty-five percent (85%) occupancy rates at peak hours.

3. *Grant Funds for Electric Vehicle Charging Stations at Public Parking Facilities.* As part of the City's ongoing effort to meet its Energy and Climate Action Goal of reducing greenhouse gas emissions to thirty-six percent (36%) less than 2005 levels, staff applied for and secured a Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA) grant award of two hundred and forty-four thousand dollars ($244,000) that will be used to equip seven City-owned parking garages and lots with a total of twenty-eight electric vehicle charging stations. Funds already designated for parking facility improvements will be used to satisfy the grant's matching funds requirements. The City's parking facility managers supported the development of the

successful grant application and will assist in overseeing site preparation, EV station installation, and ongoing promotion of the stations.

4. *Increased and Equitable Access to Quality Car Sharing Services.* With the support of another CMAQ grant and in accordance with City policy, staff has continued to develop Oakland's shared mobility programs. Access to quality car sharing services throughout Oakland, especially in high-need areas such as West Oakland and East Oakland, is a guiding concern to this development effort. Staff is recommending that Council revise the City's "Car Sharing Principles" (Resolution No. 85459 C.M.S.) to include additional details about "Dedicated Space Car Sharing," and to make necessary changes in the Oakland Municipal Code to create a dedicated space car share permit and facilitate efficient management of parking meter zones.

5. *Manage Curb Space to Support Access to Oakland's Transit Stations.* More than ever, Oakland's curb space requires active management, especially around the city's eight Bay Area Rapid Transit (BART) train stations. In response to BART's recently revised Station Access Policy, staff is recommending that Council adopt a resolution of support that includes prioritizing loading zones over other uses of scare curb space around BART stations.

6. *Streetline Smart Parking System.* Parking management systems are rapidly evolving: smart meters, vehicle detection systems, machine learning, smart phone applications, wireless networks and other components are converging to create increasingly sophisticated "smart parking" systems. What is also evolving are the business models and public-private partnerships to support those systems. Streetline Inc. is proposing to invest approximately one million dollars in infrastructure and nearly half a million in operating costs over a three-year period to bring its smart parking solution to as many as fifteen hundred city blocks. Staff is requesting authorization to enter into a non-exclusive agreement with Streetline and to support the pilot project by providing limited access to existing assets such as streetlights, traffic signal systems and open data sources including parking meter and garage occupancy data. The implementation of this pilot project will be closely aligned with and support the MTC-funded Parking and Mobility Management Initiative.

7. *Closure of Clay Street Garage.* Located at the corner of 14th St and Clay St, adjacent to City Hall, Clay St Garage has served the parking needs of visitors and commuters to Oakland's Civic Center since it first opened more than fifty years ago. A recent condition assessment determined that the facility requires an estimated eleven million dollars ($11 million) in life-safety improvements and deferred maintenance work. Recognizing that such a sizable investment would not guarantee that the facility could continue to function after a major seismic event, the City Administrator has decided to close the facility in the interest of public safety. Staff is bringing this and related information, including plans to mitigate the impact of the closure and to assess the highest value and best use of the site, to Council.

8. *Contract Capacity for Parking Facility Operation and Management.* In May, Council approved a partial year increase in capacity for the City's contract for parking facility operation and management with City of Oakland Parking Partners (COPP). In Fiscal

Year 2015-2016, revenues from parking operations were approximately two million five hundred thousand ($2,500,000.00) over budget. The additional contract capacity will support increased levels of service and parking revenues. Staff is returning to Council to request an additional eight hundred and fifty thousand dollars ($850,000) in contract capacity.

9. *Renew Extended Maintenance Agreement for Parking Access and Revenue Control System.* This agreement will provide for continuity of service for a preventative maintenance, on-call services and replacement parts for the City's parking access and revenue control system installed at seven City parking facilities in 2011-12. Approval of the resolution will enable City staff to execute a three-year extension of the current sole-source Maintenance and Services Agreement with Scheidt & Bachmann USA, Inc. at a total contract amount of $313,313.00. The cost of the extension above current pricing over the three year period is $73,312.80, which takes into account the rising costs of maintaining the system's aging equipment and credit card processing fees.

10. *Master Fee Schedule Changes.* The final recommendation of this report addresses changes to Ordinance Number 13184 C.M.S. (The Fiscal Year 2015-2016 Master Fee Schedule) to support the preceding parking and mobility initiatives. Recommended changes include (1) an increase in the maximum hourly parking rate that can be charged in actively managed flexible parking zones and increases to hourly and monthly parking fees at City-owned garages and lots; and (2) the creation of fees to support the dedicated space car sharing program. Additional changes have been made with the aim of simplifying rate structures and consolidating all fees related to car sharing in a new section dedicated to that program.

Staff has prepared a one-page summary of the diverse initiatives brought together in this report (see ***Attachment B***).

BACKGROUND / LEGISLATIVE HISTORY

In October 1996, Council passed Resolution No. 73036 C.M.S. creating the City's "Alternative Modes Policy" and thereby supporting transportation alternatives to private, single-occupant vehicles.

In March 1998, Council adopted the Land Use and Transportation Element (LUTE) of the General Plan, including provisions for reduce dependency on the automobile by providing facilities that support use of alternative transportation modes, encouraging the use of transit, resolving conflicts in favor of transportation solutions that reduce single occupant vehicles, and incenting travelers to use alternative transportation options.

In January 2013, Council passed Resolution No. 84204 C.M.S. adopting a "Complete Streets" policy that further ensures, through a comprehensive, integrated transportation network, that Oakland streets provide safe and convenient transportation options for all users.

In September 2013, Council passed Resolution No. 84646 C.M.S. authorizing the execution of a three-year agreement with Scheidt and Bachmann USA, Inc. to provide the maintenance, repair

and replacement part services in support of the parking access and revenue control system used at seven City-owned garages.

In October 2013, Council passed Resolution No. 84664 C.M.S. formally adopting "Parking Principles" intended to "guide actions dealing with parking in commercial districts city-wide." In doing so, the Council resolved to support policies that "encourage a 'park once' approach, to minimize driving from store-to-store within a commercial district and adding to congestion and air pollution" and to reinvest "a portion of parking revenue" back into "neighborhood commercial district improvements, potentially through a mechanism such as a parking benefit district."

Also in October 2013, Council passed Resolution No. 84665 C.M.S. creating the City's first "flexible parking district" and Ordinance No. 13198 C.M.S. amending the Master Fee Schedule in support of that district.

In September 2014, MTC awarded the City a technical assistance grant to fund the Nelson/Nygaard-led Downtown Oakland Parking Study that would employ policy research, peer-city case studies, field observations including occupancy and turnover surveys, internal and public stakeholder outreach meetings, and in-person interviews and online surveys.

In February 2015, Council adopted Resolution 85459 C.M.S recognizing "Car Sharing Principles" that provide a regulatory framework and establish a car sharing program. Staff were directed to develop a dedicated space car sharing permit program for qualified car sharing organizations and return to Council for the necessary authorizations.

In June 2015, Council adopted Resolution 85672 C.M.S Fiscal Year 2015 – 2017 Budget which created the City's first Department of Transportation, including a "Parking and Mobility Division" responsible for "manag[ing] the city's off-street parking and curb space, including on-street parking including policy, parking infrastructure, meter management and enforcement to serve the public needs for private vehicles, transit, taxis, commercial loading, bicycle parking, parklets and other public benefits. Develops and administers programs and policies that improve and expand transportation choices, such as car sharing, bicycle sharing and transit pass programs for residents and employees."

In January 2016, Council adopted Resolution 85936 C.M.S. supporting staff's application for and committing matching funds to the Metropolitan Transportation Commission (MTC) Climate Initiatives Parking Management and Transformation Demand Management Grant Program, resulting in an award of $1.3 million for a project known as the Oakland Demand-Responsive Parking and Mobility Management Initiative.

In May 2016, Council passed Resolution 86146 C.M.S. authorizing an appropriation of $650,000 for revenue and operating expense for parking facility operation and management for Fiscal Year 2015-2016 and a corresponding increase in contract capacity with City of Oakland Parking Partners and Montclair Village Association.

In June 2016, Council passed Resolution 86225 C.M.S. authorizing the City Administrator to enter into a contract with Nelson/Nygaard for its principal Jeffrey Tumlin to serve as interim director of the City's new Department of Transportation in part because he "understands

managing parking and transportation demand is a critical tool for revitalizing city centers and creating sustainable places."

Also in June 2016, Council passed Resolution 86250 C.M.S. amending the Fiscal Year 2016-17 budget, including an increase in parking garage revenue in the amount of $1,516,618.00 and an increase in contract management expenses of $1,483,410.00 in Multipurpose Reserve Fund (1750).

ANALYSIS AND POLICY ALTERNATIVES

1. Downtown Oakland Parking Management Report

Building on smaller studies conducted in the Jack London, Montclair and Temescal Districts in 2009 and 2010, the Downtown Oakland Parking Study was designed to explore parking and mobility issues and opportunities in the heart of Oakland and aimed to inform how future transportation policies and investments could support the City's goals in ways that truly reflect its values and priorities. Current conditions and peer-city reviews; data collection and analysis; intercept surveys and public outreach meetings; and internal stakeholder reviews produced a series of deliverables that culminated in the *Downtown Oakland Parking Management Report*. The complete report is attached (see ***Attachment A***) and available online at http://www2.oaklandnet.com/Parking/DowntownParkingStudy. The report presents a holistic parking management strategy that integrates all aspects of parking including pricing, regulations, enforcement, and policy for both on-and off-street facilities.

The report was made possible by a Metropolitan Transportation Commission (MTC) Technical Assistance Program grant, conducted by Nelson\Nygaard Consulting Associates and overseen by the Transportation Services Division. The project has already helped Oakland secure federal funding for the demand-responsive parking and transportation demand management initiative described in the following section.

Recognizing that a number of the recommendations in the report involve the use of new technologies, including license plate recognition (LPR), pay-by-plate, and electronic parking permits, staff is working with the City's newly formed Privacy Advisory Commission in an effort to help develop allowable uses that protect privacy while supporting the development smart, data-driven programs.

As this is an informational report, there are no policy alternatives.

2. Federally Funded Demand-Responsive Parking and Mobility Management Initiative

With $1.3 million in CMAQ funding from MTC, staff will build directly on the results of the Downtown Oakland Parking Study and the lessons learned from the Montclair Flexible Parking Pilot Program and other California cities that have successfully implemented coordinated parking and transportation demand management initiatives, including Berkeley's *goBerkeley* and San Francisco's *SFPark*. Oakland's Parking and Mobility Management Initiative (PMMI) will be a three-year project that includes block-by-block adjustments to parking rates and policies, efforts to return revenue back to the local economy (by establishing "parking benefit districts"

like the one created as part of the Montclair Village pilot program) and transportation demand management strategies to reduce greenhouse gas emissions and support a vibrant and sustainable Oakland. In addition to flexing on-street meter rates to achieve 85% occupancy rates during peak hours, resources will be dedicated to developing and overseeing transportation demand management initiatives including bus pass, bikeshare, and carshare programs. By design, PMMI will focus on those commercial districts that were studied in the Downtown Parking Study and the Montclair flexible parking area. The initiative may be extended to other districts depending on available resources and other area-specific factors.

Parking in the **Fruitvale** area is an important component of the AC Transit Bus Rapid Transit (BRT) project. Fehr & Peers, a transportation engineering consulting firm, took the lead in studying parking in the area as it relates to the BRT project. This work, while important and thorough with respect to the BRT project, did not have the scope and detail (including comprehensive parking occupancy and turnover information, as well as community outreach addressing parking management strategies) that was done in other areas such as Temescal, Jack London, Montclair and Downtown with the help of MTC. The Fruitvale commercial district was identified in the Oakland's PMMI proposal as a future (Phase 3) area (see ***Attachment C*** for proposal). Staff expects the PMMI to serve as a springboard in securing additional resources (including grants, most likely MTC Technical Assistance Grant or an ACTC program) and extend parking and transportation demand management strategies to other areas, including Fruitvale. The timing for such initiatives in Fruitvale would be contingent on the roll out of the PMMI, additional resources for further study, and the completion of BRT project.

The PMMI is consistent with the *Parking Management Report*, which recommends that the City take measures to implement a combination of demand-responsive parking and transportation demand management strategies, beginning in Downtown and eventually extending city-wide.

The alternative, which staff does not recommend, would be to forego the use of these federal funds, requiring the use of local funds to pursue the initiative or not pursuing the initiative at all.

3. Grant-Funded Installation of Electric Vehicle Charging Stations

While the City cannot dictate the types of vehicles purchased or driven by those living and working in Oakland, it has the opportunity to make zero-emission vehicles a more attractive option by installing plentiful and accessible public charging infrastructure in key locations. According to BAAQMD PEV Readiness Plan of 2013 and the Center for Sustainability Clean Vehicle Rebate Project, demand for plug-in electrical vehicle (PEV) charging stations in the Bay Area is growing. Oakland has far fewer than the estimated 38,000 PEV charging stations that will be needed by 2025. This grant is intended to help expand the Bay Area's network of PEV charging stations in order to accelerate the adoption of PEVs in the region.

The seven facilities selected for this project are high-value due to their proximity to key shopping areas, employment centers, and transportation corridors. Six of the seven facilities are located within Priority Development Areas.

These facilities are owned by the City and operated and managed by Third Party Contractors (City of Oakland Parking Partners, Montclair Village Association, and Wellington Properties). These contractors have been partners in a suite of facility improvements over the years,

including extensive energy efficiency upgrades that the City has undertaken as part of our overall municipal energy reduction strategy. For additional information about the project, please see ***Attachment D***.

PARKING FACILITY	NUMBER & TYPE OF CHARGERS
Franklin Plaza Garage – 1719 Franklin Street / 415 19th Street (Uptown) – 482 parking spaces	7 dual-port Level 2, 1 dual-connector DC Fast
Pacific Renaissance Plaza Garage – 388 9th Street (Chinatown) – 578 spaces	5 dual-port Level 2, 1 dual-connector DC Fast
Harrison Street Garage – 1200 Harrison Street (Downtown) – 300 spaces	4 dual-port Level 2, 1 dual-connector DC Fast
Montclair Garage – 6235 La Salle Avenue (Montclair) – 305 spaces	3 dual-port Level 2, 1 dual-connector DC Fast
Grand Avenue Lot – 3270 Grand Avenue (Lakeshore/Grand) – 81 spaces	2 dual-port Level 2
Piedmont Lot – 4016 Howe Street (Piedmont Ave.) – 119 Spaces	2 dual-port Level 2
Dimond Lot – 3400 Dimond Avenue (Fruitvale/ Dimond) – 48 spaces	1 dual-port Level 2

Table 1

An additional benefit of this grant funded initiative is that it involves improvements in parking facility infrastructure that will support other important initiatives already underway, in particular the surveillance camera network that will eventually link the City's municipal parking garages and lots back to the security command center at City Center West Garage. Funds for such improvements are already available and will serve as matching funds for the grant.

This action is consistent with the *Parking Management Report*, which recommends that the City invest in and manage its off-street parking facilities in environmentally responsible ways and in support of its Energy and Climate Action Plan.

The alternative, which staff does not recommend, would be to forego the grant and self-fund the improvements or not make the improvements altogether.

4. Oakland's Car Share Program Evolves to Include Dedicates Space Services

In 2014, MTC approved the programming of $320,526 CMAQ program funds to Oakland, enabling the City to adopt its first car share policy (Resolution No. 85459 C.M.S). This policy established an overarching car share framework and created a permit for point-to-point car share. Although this policy granted a temporary "deemed approved" status for existing dedicated car share spaces, it did not create a permit process for new dedicated spaces as required by the CMAQ grant.

National trends demonstrate the tremendous growth of both car share members and vehicles. Car share membership has grown by 531,471 (66 percent) from 2012-2014, while car share vehicles have grown by 6,481 (51 percent). Consistent with these national trends, staff finds that there is significant demand from Oakland residents for more car share options. In response to this anticipated demand, staff has received requests for dedicated space car share expansion

from six car share operators including Car2go, Carma City CarShare, Enterprise, Evercar, Getaround, and Zipcar.

Research demonstrates that dedicated space car share creates a variety of benefits, including lower private vehicle ownership rates, increased rates of walking and biking, and decreased greenhouse gas emissions. Increased use of car share would further Oakland's transportation and environmental policy goals. In particular, the environmental benefits associated with car share advance the City's "Alternative Modes" policy (Resolution No. 73036 C.M.S.), and the goals of the Oakland Energy and Climate Action Plan, which calls for a 36% reduction of Oakland's greenhouse gas emissions (Resolution No. 84126 C.M.S.).

Staff recommends that Council amend the Car Share Principles to provide more detail regarding the Dedicated Space Car Share Program and amend the Oakland Municipal Code (1) 10.36.141 to Facilitate the Efficient Management of Parking Meter Zones; And (2) 10.72 to Establish New Dedicated Space Parking "Permits" to Eligible Car Sharing Organizations.

The recommended actions would create a dedicated space car share permit process for dedicated spaces in the public right-of-way and municipal lots and garages. These actions were anticipated by previous Council action and fulfill the requirements of the CMAQ grant program. By making these changes, the City will further expand access to car share services throughout Oakland and ensure that the City is reimbursed for the value of existing car share spaces. A more detailed description of the City's dedicated space car share program can be found in ***Attachment E***.

This action is consistent with the *Parking Management Report*, which recognizes that car sharing can reduce parking demand and recommends, for example, the City work with car share organizations to reduce the need for employees to bring their own vehicles for work-related travel and that developers be required to provide car sharing parking.

The alternative, which staff does not recommend, would be for the City to enter into a partnership with a single car share organization. While this may allow the City to extract a number of concessions from its partner, it fails to recognize that the private car share market is rapidly evolving and that car share users are likely better off with an open market model with multiple operators competing for their business.

5. Support for BART's Station Access Policy

Staff is recommending that Council recognize the importance of the Bay Area Rapid Transit (BART) District recently adopted Station Access Policy (see ***Attachment F***) by adopting a resolution of support that prioritizes the use of scarce curb space around Oakland's eight BART stations for loading zones and other high-value uses.

The City of Oakland, through its "Alternative Modes Policy" (Resolution No. 73036 C.M.S.) has supported transportation alternatives to private, single-occupant vehicles for more than two decades. This is accomplished in part with intermodal transfer stations that offer seamless transfers among transit modes and improvements to public transit infrastructure and pedestrian facilities that increase the attractiveness and use of public transit by making it safer, more convenient, and more comfortable. More recently, the City's Complete Streets policy

(Resolution No. 84204 C.M.S.) reinforced the City's commitment to providing a balanced transportation system that offers an array of safe and convenient choices to travelers in order to makes communities more livable.

Staff would work to establish curb management plans that support the goals of BART's Station Access Policy at each of Oakland's eight BART stations, including when appropriate signing passenger loading zones ("white curb") to allow for public as well as private shuttle operations.

This action is consistent with the *Parking Management Report*, which recommends that the City dedicate its scarce curb space to the highest value uses, placing passenger loading and other transit station needs above on-street parking.

The alternative, which staff does not recommend, would be to not resolve to support BART's new policy and related plans and for staff to react to rather than proactively work with this important transit agency partner.

6. Smart Parking Systems: Streetline Inc.'s "Freemium" Offer

The phrase "smart parking" is increasingly used to describe carefully designed, technology-enabled, context-sensitive, and customer-friendly parking management systems. In a recent letter addressed to the Oakland City Council, the Oakland Business Improvement District Alliance wrote: "Parking in Oakland's vital commercial districts is an increasingly important resource to manage. Wiser management of Oakland's parking supply through smart parking will improve convenience, benefit the environment, and our urban landscape. New meters, sensors, and demand-responsive pricing will make it easier to find parking throughout the City. Increased parking availability benefits drivers, transit riders, bicyclists, pedestrians, visitors, residents, and merchants" (see ***Attachment G***).

Streetline Inc. proposes to deploy at its own expense a system of sensors, network equipment, and cloud-based analytics in order to merge multiple data sources capable of providing valuable parking management information and real-time parking guidance. Streetline's "Hybrid Smart Parking Platform" is designed to ultimately combine information from payment, mobility, LPR, and other available data sources to continuously update parking trends for connected streets and parking facilities in pilot areas. Once deployed, the system would continuously improve as more data is processed, giving the City of Oakland and drivers a better and better picture of parking activity and availability. Streetline's original proposal is attached (see ***Attachment H***). Highlights of the proposal include:

Coverage:	Up to 1,500 metered and unmetered blockfaces
Services:	Parking Analytics and Consumer Parking Guidance
Duration:	3 years
Costs:	Streetline, up to $1,000,000 in capital investment plus $150,000 annual operating fee City of Oakland Payable to Streetline, $0

Staff is requesting Council authority to negotiate, finalize and execute a non-exclusive agreement with Streetline Inc. to deploy its smart parking system. While such an agreement would entail no cash outlays to Streetline, it will commit the City to certain responsibilities in

support of the pilot program. According to Streetline's proposed scope of services (see ***Attachment I***), such responsibilities would likely include:

- Securing all required permissions and permits granting installation permission to Streetline at no cost to Streetline
- Arranging for street closures and applicable sign postings
- Arranging for continuous power for gateway(s) through an acceptable source (120 or 240v, 50 or 60 Hz) at a location (or locations) in accordance with Network Plan
- Cooperating with Streetline in establishing metrics and providing necessary benchmark data for Streetline's Executive Summary report
- Using best efforts to notify Streetline 10 business days prior to scheduled road paving or slurrying activity of areas with sensors
- Promptly notifying Streetline of any power interruption to gateways or removal of repeaters or gateways by Customer's maintenance crews
- Establishing a plan for active marketing, advertising and promotion of the Smart Parking system and the Parker App with the goal of achieving 10,000 local downloads of the Parker App
- To the extent available, providing anonymized LPR /ALPR data to Streetline
- To the extent available, providing machine readable policy information to Streetline
- To the extent available, providing real-time and historical payment information for parking

In developing a final scope of work, staff will integrate language and standards drawn from other initiatives involving the City's right-of-way, from banner projects promoting commercial districts and the Golden State Warriors to parklets and bike share stations. In doing so, staff can efficiently discharge its responsibilities under the agreement while holding Streetline to the City's high standards of project delivery.

Streetline expects to generate income from the project by selling system data to third parties and, eventually, by providing premium services and advertising.

This action is consistent with the *Parking Management Report*, which recommends that the City take measures to improve parking monitoring and enforcement with integrated "smart" meters, off-street Parking Access and Revenue Control Systems, and LPR systems; evaluate emerging parking occupancy sensor technologies (in-ground and/or on-meter) and consider deploying them if and when current reliability, accuracy and cost problems are overcome; and develop a real-time parking wayfinding system. The proposed three-year pilot project would support and closely follow the MTC-funded Parking and Mobility Management Initiative. Both of these initiatives will be managed by Transportation Services Division.

The alternative, which staff does not recommend, would be to forego this opportunity and self-fund the design, implementation and operation of a comparable system. This would be very costly and offers no clear benefit at this time.

7. Pending Closure of Clay Street Garage

Effective Monday, December 1, 2016, the City's oldest municipal parking facility, Clay St Garage, located at the corner of 14th and Clay St, will close and cease all parking operations for

an unknown period of time. The decision to close the fifty-five-year-old facility was made after a thorough condition assessment, which raised life-safety concerns, and a cost-benefit analysis of alternative measures. A study to determine the highest-value and best use of the site, including the possibility of replacing some or all of the garage's 335 parking spaces, is underway and overseen by Economic and Workforce Development. Beginning mid-October and with the help of City of Oakland Parking Partners and other City staff, DOT staff will implement a communication plan including written notices, stakeholder meetings, and garage signage.

The closure of Clay St Garage is expected to have significant impacts on visitor and commuter parking at Oakland's civic center. Post-closure plans to mitigate these impacts include prioritizing short-term, visitor parking at Dalziel Garage; implementing measures to accommodate the needs of monthly parkers displaced by the closure; and honoring commitments related to the City's parking facilities.

As a result of the closure, visitors who arrive at Oakland's civic center by car will be directed to Dalziel Garage for on-site, short-term parking and to City Center West Garage for longer-term or all-day parking. Monthly parkers from both Clay St Garage and Dalziel Garage will be relocated to City Center West Garage. Dalziel Garage will be operated Monday through Saturday from 6:00 a.m. until 1:00 a.m. As per the past practice at Clay St Garage, free parking after 4:30 p.m. for City Council meetings will be offered at Dalziel Garage.

In recent years, Clay Street Garage has generated more than $1 million in gross revenue annually. The relocation of parkers to Dalziel and City Center West Garage described above are expected to off-set some of this lost revenue. Staff estimates that the net loss from the closure will be around $500,000 annually.

Dalziel Garage is located under 250 Frank Ogawa Plaza and accessed from 16th Street between Clay St and San Pablo Ave. City Center West Garage is located at the corner of 12th St and Jefferson St and accessible from both Jefferson St and Martin Luther King Jr Way. City of Oakland Parking Partners will continue to manage Clay St Garage after the closure.

Elements of this informational report are supported by the *Parking Management Report*, which recommends that the City place "a moratorium on construction of any City-owned new or replacement off-street parking, until the following have been completed: (a) the now-in-progress *Downtown Specific Plan*; (b) the establishment of maximum parking requirements; and (c) a 'highest and best use' analysis of city-owned lots and garages."

As this is an informational report, there are no policy alternatives.

8. Contract Capacity for Parking Facility Operation and Management

In Fiscal Year 2015-2016, revenue from off-street parking operations exceeded budget by approximately $2.5 million. This surplus was largely due to increased utilization and extended hours of parking facility operations. The increased capacity for reimbursable expenses and fees for the City of Oakland Parking Partner (COPP) contract is necessary to sustain these gains and add benefits. The increased levels of service, including providing increased security when circumstances call for it, covering the costs of major repairs, extending hours of service in

response to changing circumstances and support for future pilot programs will not be possible without this increase.

Oakland Municipal Code ("OMC") Section 2.04.051 requires a competitive request for proposals or request for qualifications selection ("RFQ/P") process for award of contracts that exceed $25,000 for professional service contracts and which are exempt from bidding under Section 2.04.050.1.1. However, OMC sections 2.04.050.I. and 2.04.051.B permit the City Council to waive the competitive RFQ/P process upon finding that it is in the City's best interest to do so. Staff recommends that it is in the City's best interests to waive the RFQ/P requirements for the amendment of the parking management contract and increase the management fees and cost reimbursement because there would be no delay or disruption of service and the existing contractor has an acquired understanding of the City's parking facilities and demonstrated an ability to perform.

Funds for the requested increase in annual contract capacity of $850,000 were appropriated as part of the Fiscal Year 2016-2017 Mid-Cycle Budget (Resolution No. 86250 C.M.S.).

This action is consistent with the *Parking Management Report*, which recommends that off-street parking be operated as a self-sustaining enterprise operation, with plans and budgets in place to ensure the long-term viability of individual facilities and the program as a whole.

The alternative, which staff does not recommend, would be to maintain the current capacity on the contract and return to 2014 levels of service, resulting in decreased revenues and lost opportunities to continue increasing revenue, customer dissatisfaction, and a decrease in staff's ability to actively manage the City's parking garages and lots.

9. Extended Maintenance Agreement for Parking Access and Revenue Control System

With Council authorization, staff negotiated and executed a three-year extended maintenance agreement in 2013 with Scheidt and Bachmann USA, Inc. in support of the City's parking access and revenue control system (PARCS) that is used at seven garages in Downtown Oakland. While that agreement is set to expire on September 30, 2016, Scheidt and Bachmann will continue to maintain and service the system until such time that an extension is in place.

The Scheidt and Bachmann PARCS is a turn-key system and, therefore, the necessary support services for the system should be provided by Scheidt and Bachmann. There are no alternative service providers in the local market capable of supporting the system and providing replacement parts on a warranty or any other basis. The cost of using Scheidt and Bachmann to support the system on a "time and materials" (T&M) basis would be unpredictable and likely lead to additional costs, including loss of additional revenues and poor customer service due to lack of timely support. Given these facts, staff entered into negotiations with Scheidt and Bachmann to secure a renewal of the current maintenance agreement for another three-year period (see draft agreement – ***Attachment J***). Scheidt and Bachmann agreed to all of the terms of the current scope of services, with the exception being an increase in the annual cost. Scheidt and Bachmann is proposing the annual schedule below (see **Table 2**).

The justification for the base increase is the aging of the PARCS devices, which will result in additional costs to Scheidt and Bachmann. An additional expense of up to $15,000.00 per year

is due to a per transaction fee for the system's credit card server. The latter is a net new expense as the system's original credit card server license is set to expire. The new license is necessary to help ensure that the system continues to be Payment Card Industry (PCI) compliant.

	Cost
Year 1	$ 99,000
Year 2	$ 104,040
Year 3	$ 110,273
Total	$ 313,313

Table 2

Oakland Municipal Code (OMC) Section 2.04.050 requires formal advertising and competitive bidding when the City purchases services, supplies or combination thereof required by the City which exceeds $50,000.00. However, OMC Section 2.04.050 I. 5 permits the Council to waive these requirements upon a finding and determination that it is in the best interests of the City to do so. Additionally, OMC Section 2.04.051 A requires the City to conduct an RFP/Q prior to the purchase of professional services unless this requirement is waived under OMC Section 2.04.051 B upon a finding by the City Council or its designee that it is in the best interests of the City to do so. Staff recommends that, based on the reasons and circumstances set forth above, the Council pursuant to OMC Section 2.04.50 I.5 and Section 2.04.051 B, respectively, finds and determines that it is in the best interests of the City to waive the formal advertising, competitive bidding, and the RFP/Q requirements and authorize the City Administrator, or her designee, to negotiate and enter into a new agreement with Scheidt & Bachmann.

This action is consistent with the *Parking Management Report*, which recommends that the City manage its off-street parking facilities as an important part of a sustainable municipal enterprise. This means, in part, providing for long-term facility and equipment maintenance.

The alternative, which staff does not recommend, would be to allow the agreement to expire and have the City incur the inevitable costs and consequences of not properly maintaining the PARCS system.

10. Amending the Master Fee Schedule to Support Parking and Mobility Initiatives

Staff is recommending changes to the City's Master Fee Schedule (Ordinance No. 13184 C.M.S.) that include new or increased fees as well as revisions designed to clean up and simplify the growing menu of parking and mobility services offered by the city. The changes are consistent with the findings and recommendations of the Parking Management Report and made in support of a number of the initiatives found above. The changes fall into three areas: On-Street Parking Meter, Off-Street Parking Facilities, and Car Share.

A. *On-Street Parking Meter.* Fees for parking meters in Flexible Parking Zones are currently set between $.50 and $3.00. Staff is requesting that the upper limit on the fee be raised to $4.00 in support of the City's expanded efforts to implement demand-responsive parking management strategies. Actual rates will be set and changed in

accordance the Oakland Municipal Code which allows "the price of parking to be adjusted by the City Administrator within a range established in the Master Fee Schedule in order to maximize use of parking and respond to market factors. Fees will be adjusted, upwards or downwards within the fee range with the goal of reaching 85% peak period occupancy of parking" (Ordinance Number 10.36.142). This means offering the lowest rates necessary to achieve these goals in actively managed areas.

B. *Off-Street Parking Facilities.* According to the *Parking Management Report*, "Hourly parking rates for City-owned spaces range from $0 to $4, while rates for nearby private garages generally range from $4 to $8 per hour. Monthly permit rates for City-owned garages are also significantly below market rate. These prices make City-owned spaces the 'best deal in town' and result in overcrowding of the most popular City-owned lots, garages, and on-street spaces." Accordingly, staff is recommending rates for City-owned garages and lots be adjusted to optimize utilization while eliminating wait lists for monthly parking and minimizing the occurrence of garage "Full" signs for transient parkers.

C. *Car Share.* The fees associated with the new Dedicated Space Car Share Permit program cover opportunity costs, installation costs, and administration costs. The opportunity costs will vary greatly depending on location, reflecting the wide range in parking demand throughout the City. Permit prices are expected to range from $650 to $5,000 annually. Actual fees will be determined at the time operators submit permit applications and specify requested locations. Administration costs: all spaces will include an annual administrative fee of $600 that will go towards staff costs for reviewing permit applications and administering the program. Installation costs: all spaces will include a flat, one-time installation cost of $400 to cover the costs of painting the curb and removing the meter (if necessary) and installing the sign; any sign production will be charged at actual cost. Residential parking permit: if the space is located within an existing residential parking permit area, the permit fee will include the cost of the residential parking permit. Regular residential parking permit fees are $82 per year for all zones except M, which has a fee of $160 per year. A detailed account of these costs and fees can be found in ***Attachment E***.

FISCAL IMPACT

The following addresses the fiscal impact of the various parking and mobility initiatives included in this report.

1. *Downtown Oakland Parking Management Report.* This is an informational report with no fiscal impact.

2. *MTC-Funded Parking and Mobility Management Initiative.* The fiscal impact of this item is revenue from grant funding of $1.3 million that will be spent over a three-year period. Two limited duration, grant-funded positions are included in the Fiscal Year 2016-2017 Mid-Cycle Budget. The funds will be deposited and appropriated into Department of Transportation Fund (2116), Transportation Services Organization (30261), Project to be determined. Matching funds in the amount of $284,050.00 are available in Multipurpose

Reserve Fund (1750), Revenue Organization (08931), Miscellaneous Contract Services Account (54919), Non-Project (0000000) and will be transferred to Multipurpose Reserve Fund (1750), Transportation Services Organization (30261), Miscellaneous Services Account (56611), Project to be determined.

3. *Grant Funds for Electric Vehicle Charging Stations at Public Parking Facilities.* The fiscal impact of this item is revenue from grant funding of $244,000. These funds will be deposited and appropriated into the Bay Area Air Quality Management District Fund (2166), Transportation Services Organization (30261), Miscellaneous Supplies Account (52920), Project Number to be determined. Matching funds of $15,000.00 are available in Multiple Purpose Reserve Fund (1750), Transportation Services Division (30261), Outer District Parking Facility Improvement Project (C478510) and of $271,000 in Central District Bond Fund (5613), Transportation Services Division (30261), Central District Parking Facilities Improvement Project (C478610).

4. *Car Sharing Services.* Fiscal impact of this item is included in Item 10 below.

5. *Manage Curb Space to Support Access to Oakland's Transit Stations.* Fiscal impact from this action requires no cash outlays.

6. *Streetline Smart Parking System.* Fiscal impact will not include any cash outlays to Streetline, Inc.

7. *Closure of Clay Street Garage.* The fiscal impact of this item is expected to be a net loss of revenue from fees and parking taxes of approximately $500,000 annually. Any loss is expected to be more than off-set by the increases in revenues from Item 10 below.

8. *Contract Capacity for Parking Facility Operation and Management.* The fiscal impact of this item is increased expenditures of $850,000. Funds are available in Multipurpose Reserve Fund (1750), Transportation Services Organization (30261), Miscellaneous Contract Services Account (54919).

9. *Renew Extended Maintenance Agreement for Parking Access and Revenue Control System.* The fiscal impact of this item is expenditures of $313,313.00 over a three-year period. The cost of the extension above current pricing is $73,313.00. Funds in the amount of $99,000.00 are available for the current fiscal year in Multipurpose Reserve Fund (1750), Revenue Organizations (08931), Miscellaneous Contract Services Account (54919), Non Project (0000000) (including $80,000.00 in Purchase Order 2017001430). Funds in the amount of $104,040.00 in Fiscal Year 2017-2018 and in the amount of $110,273.00 in Fiscal Year 2018-2019 will be appropriated and used for the second and third year of the contract respectively.

10. *Master Fee Schedule Changes.* The fiscal impact of the several changes to the Master Fee Schedule are estimated to increase revenue by $1 million annually to Multipurpose Reserve Fund (1750) and $150,000 to General Purpose Fund (1010). Staff recommends that the increased revenues be calculated in the spring of 2017 and appropriated in the Fiscal Year 2017-2019 Budget Cycle.

FISCAL / POLICY ALIGNMENT

This legislation is aligned with the City's Parking Principles (Resolution No. 84664 C.M.S.) which calls for the active management of Oakland's parking assets to the benefit of neighborhood commercial areas.

PUBLIC OUTREACH / INTEREST

Demand-Responsive Parking and Mobility Management. Public outreach in support of coordinated parking and mobility initiatives was conducted as part of the Downtown Oakland Parking Study, City's original MTC grant application process, and the Streetline smart parking system proposal. Project resources, including staff time and contract work, will be dedicated to ongoing outreach and effective community engagement.

Dedicate Space Car Share Program. TransForm, in partnership with the City, is leading a shared mobility outreach and community engagement campaign. This important effort seeks to introduce a variety of shared mobility technologies, like car share and the expanding bike share system, to historically disadvantaged Oakland neighborhoods. Staff also solicited input from the public through an online crowdsourcing tool that allowed residents to provide locations where they would like to see dedicated car share spaces. Additionally, staff surveyed car share operators to determine interest in purchasing permits given the anticipated pricing structure, with operators providing preliminary locations across the City. The location-specific input from both operators and the public allowed staff to identify where service gaps may emerge and to develop incentives and program restrictions as a means of closing them. Staff and car share operators will conduct a location-specific outreach process based roughly on City Council district boundaries to make additional adjustments to space locations before requesting final administrative approval from the Director of Transportation.

COORDINATION

Department of Transportation and Oakland Public Works consulted with Planning and Building, Economic and Workforce Development, Parking Enforcement, and the Finance and Management Bureau in the development of this legislation. Further coordination is underway with the City's Privacy Advisory Commission. The Office of the City Attorney and the Controller's Bureau have reviewed this report and resolutions.

SUSTAINABLE OPPORTUNITIES

Economic: Demand-responsive parking management is expected to increase the ease and availability of parking in Oakland commercial districts, supporting increased economic activity, meter collections and sales tax collections. Car share will bring new transportation choices to Oakland residents who will have the opportunity to reduce costs associated with owning a private vehicle. Any car share organization established in Oakland will likely be subject to business license fees and provide new jobs in Oakland.

Environmental: Research indicates that up to thirty percent of traffic congestion is due to vehicles circling for available parking. Variable parking pricing aims to increase availability and, therefore, decrease greenhouse gas emissions. Research has also shown that car share services reduce the demand for private vehicles, decrease greenhouse-gas emissions, and increase walking and biking. Expanding car share services in Oakland will help Oakland meet its sustainability goals outlined in the Energy and Climate Action Plan.

Social Equity: Availability of parking priced lower than the current flat $2 per hour promises to increase access to commercial districts for all drivers and commuting employees in particular. Similarly, the dedicated space car share pilot takes steps to see that car share services expand to underrepresented neighborhoods and areas currently poorly served by car share. A shared mobility campaign, including community workshops scheduled for October 2016, will serve as a car share marketing and outreach program to historically disadvantaged areas.

CEQA

The recommended Resolutions and Ordinances are exempt from the environmental analysis requirements of CEQA under CEQA Guidelines section 15061(b)(3) (Common Sense Exemption) because the only potential physical effect on the environment that could foreseeably result from their implementation is a reduction in environmental impacts associated with vehicle traffic including, but not limited to, traffic congestion and greenhouse gas emissions. Additionally, some of the recommendations are also exempt under CEQA Guidelines section 15301(c), which exempts operation, repair, or minor alteration of existing facilities.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council:

1) Receive an Informational Report on the Downtown Oakland Parking Management Report, the Final Deliverable of the Metropolitan Transportation Commission-Funded Downtown Oakland Parking Study

2) Adopt a Resolution (A) Authorizing the City Administrator or Designee to Accept and Appropriate One Million Three Hundred Thousand Dollars ($1,300,000) in Congestion Mitigation and Air Quality (CMAQ) Improvement Funds from the Metropolitan Transportation Commission (MTC) for a Three-Year Demand-Responsive Parking and Mobility Management Initiative; And (B) Establishing All Parking Meter Zones in Oakland Municipal Code Section 10.36.140 as Flexible Parking Zones

3) Adopt a Resolution Authorizing the City Administrator or Designee to Accept and Appropriate a Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA) Grant Award of Two Hundred and Forty-Four Thousand Dollars ($244,000) to Conduct Site Preparation and Installation of Twenty-Eight Electric Vehicle Charging Stations at Seven City-Owned Public Parking Facilities

4) Adopt

(A) a Resolution Amending Number 85459 C.M.S. (Car Sharing Principles) To Provide More Detail Regarding the Dedicated Space Car Share Program, And

(B) an Ordinance Amending Titles of the Oakland Municipal Code (1) 10.36.141 to Facilitate the Efficient Management of Parking Meter Zones; And (2) 10.72 to Establish New Dedicated Space Parking Permits to Eligible Car Sharing Organizations

5) Adopt a Resolution of Support for the Bay Area Rapid Transit (BART) District's Station Access Plan and Establishing Curb Designations that Help Fulfill the Goals of that Policy Around Oakland's Eight BART Stations

6) Adopt a Resolution Authorizing the City Administrator or Designee to Negotiate, Finalize and Execute a Non-Exclusive Agreement with Streetline Inc. for a Smart Parking System at No Direct Cost to the City for a Term of Three Years

7) Receive an Informational Report on the Pending Closure of Clay St Parking Garage

8) Adopt a Resolution Authorizing and Directing the City Administrator or Designee to Amend the City's Parking Operations and Facilities Management Contract With City Of Oakland Parking Partners By An Additional $850,000; And Waiving the Request for Qualifications/Proposal Competitive Selection Requirement

9) Adopt a Resolution Authorizing the City Administrator or Designee to Finalize and Execute a Maintenance and Service Agreement with Scheidt and Bachmann USA, Inc. in Support of the Parking Access and Revenue Control System Used at City Parking Garages for a Period of Three Years at a Total Contract Cost of $313,313.00; Appropriating Total Expenditures of $214,313.00 for Fiscal Years 2017-2019; and Waiving Advertising, Bidding and the Request for Qualifications/Proposals Competitive Selection Requirement

10) Amend Ordinance Number 13184 C.M.S. (The Fiscal Year 2015-2016 Master Fee Schedule) To (A) Support the City's Demand-Responsive Parking Management Initiatives with (1) Variable Pricing of On-Street Meter Rates and (2) Off-Street Parking Facility Rates That Reflect the Recommendations of the Downtown Oakland Parking Management Report; and (B) Establish Fees for a Dedicated Space Car Sharing Program

For questions regarding this report, please contact Michael Ford, Off-Street Parking Manager, at (510) 238-7670.

Respectfully submitted,

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Attachments (7):

A: Downtown Oakland Parking Management Report
B: Parking and Mobility Report 1-Page Summary of Initiatives
C: Oakland Demand-Responsive Parking and Mobility Management Initiative Proposal
D: Electric Vehicle Charging Station Improvements at Oakland Municipal Parking Facilities
E: Oakland's Dedicated Space Car Share Program Technical Report
F: BART Station Access Policy
G: Oakland BID Alliance Support for Smart Parking Letter
H: Streetline Inc. Smart Parking System Proposal
I: Streetline Inc. Draft Agreement
J: Scheidt and Bachmann USA, Inc. Draft Maintenance Agreement

ATTACHMENT A

City of Oakland & Metropolitan Transportation Commission

DOWNTOWN OAKLAND PARKING MANAGEMENT REPORT

FINAL

June 2016

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EXECUTIVE SUMMARY

The Downtown Oakland Parking Study set out to understand existing parking conditions in downtown, in order to recommend parking management and technology strategies. This report, the *Parking Management Report*, is the fourth and final deliverable of the study. It builds upon the research and analysis conducted in previous phases, and presents a cohesive slate of recommendations for managing parking in ways that achieve the City of Oakland's overarching goals for economic growth, environmental responsibility, and social equity.

These recommendations are designed to implement, throughout the Downtown study area, the *Parking Principles for Commercial Districts* which were unanimously adopted by the Oakland City Council on October 15, 2013.[1] In addition, the recommendations in this report (e.g., the recommended methodology for adjusting parking meter rates) are designed to be easily extended citywide, so that Oakland's adopted *Parking Principles* can be fully implemented. Those principles are set forth in the section below.

Oakland's Parking Principles for Commercial Districts

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

Parking is part of a multimodal approach to developing neighborhood transportation infrastructure.

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

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

- Parking should be treated as an asset that helps bolster the economic vitality of neighborhood commercial areas.
- Parking should be managed to achieve an approximate 85% maximum occupancy per block so that there will always be some parking available to shoppers and visitors.

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

- Parking should be priced to achieve usage goals ("market rate pricing"); market prices may vary by area; by time of day and may be adjusted occasionally to reflect current use.
- Pricing and policies should encourage use of off-street parking lots where they are available.

Parking should be easy for customers.

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

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

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

Progress on Implementing Oakland's Parking Principles

The City has been moving steadily forward on implementing these principles. On July 31, 2014, the City completed the $5.8 million Smart Parking Meter Upgrade Conversion Project.[2] The project replaced all 3,800 remaining single-space, coin-only parking meters in commercial districts across Oakland with new "Smart Parking Meters". The new meters are solar-powered and wirelessly networked, have backlit displays to communicate parking prices and rules, and accept payment by credit cards, debit cards, coins and pay-by-phone. By providing better information and multiple payment options (including the option of extending time remotely by phone), the new meters have made it easier for customers to pay, and easier to avoid citations.

The new meters also set the stage for implementing performance-based parking pricing (i.e., varying parking prices to achieve an occupancy goal for each block) throughout the City. The meters wirelessly communicate, in real time, information about which meters have been paid, providing most of the information needed to easily (a) estimate hour-by-hour occupancy on each block and (b) adjust parking prices by block, day of week, and time of day to meet occupancy goals. Each meter's electronic display allows easy communication of the day's parking prices and rules for that block.

On August 18, 2014, the City implemented the Montclair Village Flexible Parking Pricing Pilot Project. The project varies parking prices on each block to achieve the City's goal of an approximate 85% maximum occupancy on each block. The project created the City's first parking benefit district: 50% of any net increase in parking revenues resulting from the flexible parking

[2] http://www2.oaklandnet.com/Parking/SmartMeters/index.htm

pricing will be reinvested into improving public infrastructure within the district. Overall, the project has been well-received, and the Montclair Village Association has expressed its support for the City's continuing efforts to implement "smart" parking and related strategies that build on the Montclair flexible parking pricing pilot program.

Key Findings from Peer Review, Existing Conditions Review & Public Outreach

The recommendations in this report also draw upon lessons learned from the many cities – including San Francisco, Berkeley, Glendale, Los Angeles, Redwood City, Seattle and Ventura – which have successfully implemented performance-based parking pricing. These cities found that adopting performance-based pricing improved parking availability; reduced unnecessary vehicle miles traveled and pollution due to vehicles circling in search of underpriced curb parking; and (particularly in those cities which returned a portion of meter revenue to the neighborhoods where the revenue was collected) has maintained majority support from local merchants and residents. This study's *Technical Memorandum #1 – Context Analysis* summarizes results achieved and lessons learned from several of these cities.

In addition to the principles listed above, the recommendations in this report are also based on a major data collection and public outreach effort. These efforts included a comprehensive parking inventory, occupancy counts of on-street and City-owned off-street parking, a survey of Disabled Person Parking Placard use at on-street meters, stakeholder focus group meetings, and merchant and shopper surveys. The results of that work are described in *Technical Memorandum #2 – Existing Conditions* and *Technical Memorandum #3 – Public Outreach Summary*.

These efforts uncovered numerous important findings. For example, respondents to the merchant and shopper surveys said that:[3]

- Shoppers use a variety of modes to visit downtown Oakland.
- Merchants acknowledge the multimodal nature of how customers and employees arrive to their place of business.
- Merchants are dissatisfied with parking, perceiving high prices, inconsistent enforcement, and overly restrictive time limits.

Nelson\Nygaard's mapping and analysis of the parking inventory and occupancy data yielded several key findings.[4] These include:

- **In total, more than 20,000 parking spaces exist in the study area.** This includes 6,330 on-street spaces, 4,036 City-owned off-street spaces, 1,633 off-street spaces owned by other public agencies, and more than 9,236 privately-owned off-street spaces.
- **When the City-owned downtown parking spaces are considered *as a whole*, a parking surplus exists.** Overall parking occupancy for both on- and off-street City-owned spaces reached 79% at the peak hour of demand during the parking survey (Thursday, 12 p.m. to 1 p.m.). At this hour, more than 2,000 parking spaces remained vacant in the City-owned supply.[5]

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[3] For more information on these findings, refer to *Technical Memorandum #3 – Public Outreach Summary*, November 2015.

[4] For more information on these findings, refer to *Technical Memorandum #2 – Existing Conditions*, January 2016.

[5] Parking occupancy data for non-City owned parking lots and garages was not available from the owners of these facilities. Due to both budget limitations and the difficulty of obtaining permission to conduct occupancy counts in private facilities, non-City-owned facilities were not included in the occupancy surveys.

- **Hot spots of high parking demand and localized parking shortages exist, while other lots and garages simultaneously remain underutilized.** In core business areas such as Chinatown and City Center, finding available curb parking spots can be difficult during much of the day, both on weekdays and Saturdays. The occupancy survey results appear to confirm the findings of previous studies such as the 2014 Lake Merritt Station Area Plan, which noted frequent curb parking problems in the core of Chinatown, including merchants using curbside parking spaces for storage throughout the day; illegal parking in loading zones and no parking zones; and double parking and street loading.
- **At peak hour on Thursday, three City lots and garages (Telegraph Plaza, the 18th Street Uptown Lot, and the Franklin Plaza Garage) are either nearly or entirely full (**Figure 0-1**).** In two other City facilities (the Dalziel Garage and the Clay Street Garage), while the "reserved" parking spaces may remain mostly vacant and the *total* parking occupancy remains below 85%, "regular" parking spaces are full at the peak hour, making these facilities effectively full for the average member of the public.
- **Parking occupancy on Saturday is far lower, with overall parking occupancy reaching just 49% at the busiest hour (12 p.m. to 1 p.m.).** At this time, more than 5,000 parking spaces remain vacant in the City-owned downtown parking supply, and all of the City's off-street lots and garages have substantial excess capacity.
- **Prices for City-owned parking spaces, both on-street and off-street, are significantly below market rate.** Hourly parking rates for City-owned spaces range from $0 to $4, while rates for nearby private garages generally range from $4 to $8 per hour. Monthly permit rates for City-owned garages are also significantly below market rate. These prices make City-owned spaces the "best deal in town" and result in overcrowding of the most popular City-owned lots, garages, and on-street spaces.
- **Disabled parking placard use at metered curb spaces is a significant issue.** Surveys of disabled placard use found that on numerous blocks in downtown Oakland, motorists using disabled placards to park for free occupy most of the metered curb parking spaces most of the time. On some blocks, vehicles with disabled placards occupy more than 80% of metered curb parking spaces at the peak hours of the day. Approximately 23% of vehicles with a disabled placard remained parked at a meter for seven or more hours.

Figure 0-1 On- and Off-Street Parking Supply and Restrictions, Downtown Oakland

Based on this data analysis and in light of the $1.3 million grant recently awarded to the City by the Metropolitan Transportation Commission to implement performance-based[6] parking pricing and accompanying transportation demand management measures (TDM) in the downtown area, this report focuses on specific approaches for implementing performance-based parking pricing, returning a portion of the revenue to the blocks where it was collected, reforming off-street parking requirements, and strategic management of parking demand.

Of course, parking prices are only one lever —albeit an important one— available to help the City achieve its policy goals. Many other techniques —reallocating types of parking spaces, removing time limits, improving enforcement, providing better wayfinding, and so on— can and should play strong supporting roles. These techniques have also been evaluated for their potential to (a) help alleviate localized parking shortages and make use of nearby surpluses, and (b) help Oakland achieve its broader economic, environmental, social equity, and quality of life goals.

Summary of Recommended Strategies

This study recommends a holistic parking management strategy which integrates all aspects of parking: pricing, regulations, enforcement, and policy for both on-and off-street facilities. This Parking Management Report's recommended strategies can be summarized as follows:

To improve management of on-street parking:

1. Adopt a clear methodology to guide decision-making on how to prioritize the use of scarce curb space. In general, the following uses should be given priority (in order from highest to lowest priority) :
    i. bicyclists, pedestrians, and transit;
    ii. active freight and passenger loading, including taxi stands;
    iii. places to linger, such as parklets and sidewalk dining;
    iv. short- and long-term parking.
2. Implement performance-based parking pricing with rates that vary by time of day, day of week and by block.
3. On each block, charge for parking whenever necessary – including evenings and weekends, if needed – to achieve an approximately 85% maximum occupancy per block.
4. Use prices rather than time limits to achieve curb parking availability.
5. Use the Sensor Independent Rate Adjustment (SIRA) methodology[7] developed for San Francisco's *SFpark* performance-based parking pricing to adjust meter rates, calibrating it for Oakland's commercial districts.
6. Establish one or more parking benefit districts for the commercial and residential areas of downtown, in order to provide an institutional structure for returning a portion of curb parking revenue to the blocks where it was collected to fund neighborhood improvements.

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[6] Performance-based parking pricing is also referred to as demand-based, dynamic, or variable-rate pricing. These terms are essentially interchangeable; for consistency, this report uses the term of "performance-based."

[7] San Francisco used multiple years of occupancy data from parking sensors (supplemented by manual counts for quality assurance) and revenue data from parking meters to develop a model to estimate parking occupancy using meter payment data. This is described in greater detail in Chapter 3 of this report.

7. Return 50% of any net increase in curb parking revenues to the parking benefit district where the revenue is collected, to fund improved public infrastructure and services.
8. Give existing merchant and neighborhood organizations, such as Business Improvement Districts, a significant advisory role in deciding how to spend their local parking benefit district's revenues.
9. Establish a committee, with significant representation from people with disabilities, charged with proposing reforms to (a) improve curb parking availability for people with disabilities, and (b) reduce Disabled Placard fraud and abuse.
10. Improve parking monitoring and enforcement with integrated "smart" meters, off-street Parking Access and Revenue Control Systems, and license plate recognition (LPR) systems.
11. Evaluate emerging parking occupancy sensor technologies (in-ground and/or on-meter) and consider deploying them if and when current reliability, accuracy and cost problems are overcome.
12. Improve parking signage.

To improve management of City-owned off-street parking:

1. Refrain from subsidizing automobile storage and use: require that City-owned lots and garages in downtown be operated as an *enterprise operation*.
2. Require that this Off-Street Parking Enterprise Operation support itself solely through lot and garage user fees, without additional support from other taxpayer dollars or curb parking revenues.
3. Plan and budget for the long-term financial sustainability of this Enterprise Operation, including setting parking rates which are sufficient to provide for long-term facility maintenance, renovation, reconstruction, staffing, and pension liabilities.
4. Implement performance-based parking pricing with rates that vary by time of day, and day of week.
5. Specifically, raise or lower both monthly and hourly rates at each lot and garage as necessary to (a) eliminate wait lists and "lot full" signs, and (b) raise all funds necessary to support the Off-Street Parking Enterprise Operation.
6. Extend or contract parking lot and garage hours of operation as necessary, with the goal of ensuring that public and/or private parking is readily available within a reasonable walk of all significant destinations.
7. Reassess the number and location of reserved off-street parking spaces to ensure they are well used.
8. Improve parking signage.
9. Develop a real-time parking wayfinding system.
10. Place a moratorium on construction of any City-owned new or replacement off-street parking, until the following have been completed: (a) the now-in-progress *Downtown Specific Plan*; (b) the establishment of maximum parking requirements; and (c) a "highest and best use" analysis of city-owned lots and garages.

To manage future growth in ways that minimize traffic congestion and pollution, while improving economic vitality and social equity:

1. Remove minimum parking requirements from the Zoning Code.
2. Establish maximum parking requirements in the Zoning Code.
3. Require new developments to: (a) unbundle the cost of parking from the cost of other goods and services; (b) offer car sharing agencies the right of first refusal for a limited number of parking spaces and require that those spaces be provided to the car sharing agencies free of charge; and (c) provide free transit passes to the project's residents and/or employees.

To improve transportation choices, while minimizing congestion and pollution:

1. Assess the most cost-effective mix of investments in pedestrian, bicycle, transit, ridesharing and parking infrastructure and services for meeting Oakland's economic, environmental and social equity goals.
2. Develop transportation demand management (TDM) programs with clear, quantifiable goals for reducing parking capital and operating costs, vehicle trips and pollution.
3. Plan, fund and staff TDM programs with the same clarity of purpose, level of expertise and seriousness normally accorded to a parking garage construction project.
4. Use a portion of parking revenues to fund TDM programs, focusing particularly on helping commuters leave their cars at home, in order to free up more space in City-owned garages for high-priority, high-revenue hourly customer parking.
5. Establish deep-discount group transit pass programs for both existing and future residents and employees.
6. Encourage and enforce compliance with California's parking cash-out law.
7. Establish a Transportation Management Association for downtown Oakland, to improve traveler information about, marketing of, and employer participation in programs and services regarding walking, bicycling, ridesharing and transit.

Fully implementing Oakland's Parking Principles and making cost-effective investments in improving transportation choices can help Oakland make real progress towards its economic, environmental, and social equity goals. Performance-based parking pricing has been shown to be one of the single most effective ways to improve parking availability for customers, reduce double parking and circling in search of underpriced curb parking, and thereby to reduce unnecessary frustration, vehicle miles traveled, wasted gasoline, and pollution. Better parking management – in particular, ending below-market rate parking pricing, and the judicious use of a portion of parking revenues to fund better transportation choices – can also significantly increase walking, bicycling and transit trips, which translates directly to reductions in vehicle use and the improved vitality and livability of commercial districts and adjacent neighborhoods.

Managing parking with social equity goals in mind can also reduce inequality. On average, low-income families own fewer cars and drive less than the average family. They rely more heavily on walking, bicycling, and transit. Wealthy families own more cars, drive more, and park more often. Parking management policies that remove public subsidies for automobile parking can therefore increase social equity. For example, removing minimum parking requirements increases housing

affordability. Similarly, using a share of curb parking revenues to fund free transit passes can help low income families, who often cannot afford an automobile, meet their daily needs.

Finally, but not least, effective parking management makes convenient parking readily available on every block, resulting in positive economic impacts for local businesses, as employees, residents, and visitors can all better utilize the parking supply to shop, dine, or relax.

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1 INTRODUCTION

PLANNING WITH CITY POLICY GOALS IN MIND

Parking planning efforts in the downtown Oakland area are built on the cornerstones of City policy goals: economic growth, environmental responsibility, and social equity. These goals are represented in the following plans, principles, and initiatives led by the City.

Parking Principles for Commercial Districts

On October 15, 2013, the Oakland City Council unanimously adopted, as official City policy, a set of goals and objectives entitled "Parking Principles for City of Oakland Commercial Districts." These goals and objectives provide the overarching policy framework within which the City manages parking.[8] Oakland's *Parking Principles* are set forth in the section below.

Oakland's Parking Principles for Commercial Districts

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

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

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

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

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

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

- Pricing and policies should encourage use of off-street parking lots where they are available.

Parking should be easy for customers.

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

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

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

Energy and Climate Action Plan

The City of Oakland Energy and Climate Action Plan (ECAP) was developed as an environmental policy to address the issues of climate change and energy consumption. The document identifies and prioritizes actions the City can take to reduce energy consumption and greenhouse gas emissions across multiple sectors, including parking management. Among others, the ECAP identified the following three-year priority actions[9]:

- "TLU-28. Develop regulations that would permit parking requirements to be met through alternative approaches demonstrated to reduce parking demand and GHG emissions. [...]
- TLU-29: Conduct a citywide dynamic parking pricing study to develop a strategy for creating adjustable parking rates at City meters and garages that can: influence drivers to reduce vehicle trips; provide adequate parking supply; encourage economic development; and fund alternative transportation improvements. [...]
- TLU-54: Discontinue the practice of providing parking to City employees based in transit-served locations. [...]"

Other relevant action items include the following:

- "TLU-30: Impose parking maximums on new development and assist developers, lenders, property owners and tenants in preparing strategies to minimize parking demand and encourage shifts to transit and other transportation modes.
- TLU-31: Develop a strategy to facilitate unbundling of the costs of renting parking from renting building space, where appropriate, to more explicitly charge for parking.

[9] City of Oakland Energy and Climate Action Plan. December 4, 2012.

- TLU-32: Review the process of establishing residential permit parking and consider opportunities to expand this program in appropriate locations."

Downtown Oakland Specific Plan

Development of the Downtown Oakland Specific Plan began in September 2015 and will run through the end of the 2016, with the final plan adoption proposed for the end of 2017. The Plan's purpose is to guide future land use planning. The Specific Plan development process draws on significant community input and engagement.

The recommendations in this parking plan were developed in coordination with the creation of the Downtown Oakland Specific Plan, which has the following draft goals[10]:

- Restore practical, prosperous, equitable and delightful places in the heart of the City, for residents, businesses, employees, and visitors.
- Establish policy to implement the vision for the future of downtown Oakland, incorporating land use, transportation, economic development, open space, landscape design, historic preservation, cultural arts, and social equity.
- Coordinate with ongoing efforts at the City, including the Downtown Oakland Parking Study, to establish a cohesive vision for future development.

Department of Race and Equity

In June 2015, the Oakland City Council adopted an ordinance establishing the Department of Race and Equity, which will, among other tasks, "intentionally integrate on a citywide basis the principle of 'fair and just' in all that the city does in order to achieve equitable opportunities for all people and communities." The ordinance also states that this "fair and just" principle, that "the city serves all residents by promoting fairness and opportunity and eliminating inequities through actions to which equity and social justice foundational practices are applied" is a core element of the goals, objectives, and strategies of the City.[11]

Oakland Department of Transportation

In June 2015, the Oakland City Council approved funding to establish the Department of Transportation. To implement the Department, the City Administrator will reorganize existing staff and resources from several departments to create a new full-service, vertically integrated Department of Transportation. The Parking and Mobility Management group of the DOT will manage the city's off-street parking and curb space, including policy, parking infrastructure, meter management and enforcement to serve the public needs for private vehicles, transit, taxis, commercial loading, bicycle parking, parklets and other public benefits. The group is also intended to develop and administer programs and policies that improve and expand transportation choices, such as car sharing, bicycle sharing, and transit pass programs for residents and employees.

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[10] City of Oakland. *Priority Development Area Profile Draft Report.* Downtown Oakland Specific Plan: Existing Conditions. 2015.

[11] Oakland, California. Ordinance no. 13319 C.M.S. June 30, 2015. Amended July 21, 2015.

Oakland Demand-Responsive Parking and Mobility Management Initiative

In December 2015, the Metropolitan Planning Commission (MTC) awarded the City of Oakland a $1.3 million grant to strengthen the existing demand-responsive parking pricing pilot program in Montclair Village and expand the program to downtown Oakland, including Chinatown, Lake Merritt/Uptown, and Civic Center/Old Oakland. In addition to proposing specific steps to implement and evaluate performance-based parking pricing throughout downtown Oakland, the grant reaffirmed downtown Oakland's role as a designated Priority Development Area and the City's commitment to reducing greenhouse gas emissions and vehicle miles traveled through dynamic parking pricing and other transportation demand efforts. On January 5, 2016, the Oakland Council unanimously adopted a resolution accepting the grant funding, committing the City to provide matching funds of up to $437,000, and stating the Council's support for and assurance that the City will complete the project.[12] Many recommendations in this report mirror the actions that the City has committed to implement with this grant.

The findings from the Downtown Oakland Parking Study support many of the observations about parking policy delineated in the Metropolitan Transportation Commission's (MTC) recent Value Pricing Pilot Parking Regional Analysis. This report's recommendations address many of the key findings of the MTC report, including the following:

- There are localized shortages and nearby surpluses of parking, contributing to a growing perception of an inadequate parking supply.
- There is a lack of coordination of prices between on-street and off-street parking, and between publicly- and privately-owned parking, resulting in drivers circling for cheaper on-street parking and adding to congestion and greenhouse gas emissions.
- Minimum parking requirements in the zoning code are not properly aligned with population demand or City goals. "High parking requirements make housing less affordable," according the MTC report.[13]

STUDY APPROACH

The Downtown Oakland Parking Study set out to understand existing parking conditions in downtown Oakland in order to make recommendations and update Oakland's parking technology and management strategies. This report, the *Parking Management Report*, is the fourth and final deliverable of the study. It builds upon the research and analysis conducted in previous phases, and presents a cohesive slate of recommendations for managing parking in ways that contribute to the City of Oakland's economic, environmental, and social goals and objectives.

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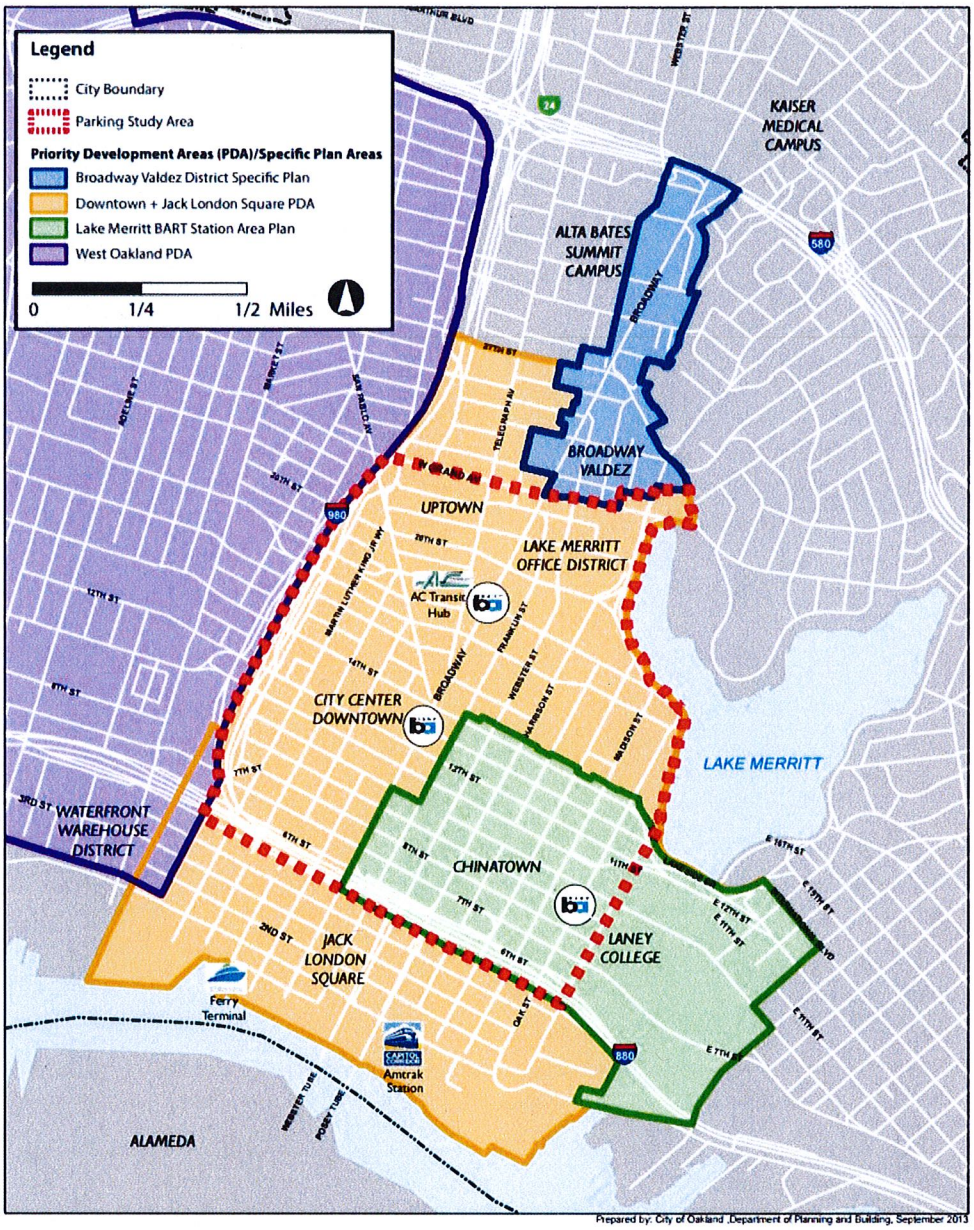
[12] https://oakland.legistar.com/LegislationDetail.aspx?ID=2519261&GUID=5EC03E50-3385-4B2E-B0B2-E331AC51C821

[13] Metropolitan Transportation Commission. "VPP Parking Regional Analysis: Research, findings, and policy recommendations." September 2015. http://regionalparking.mtc.ca.gov/app/images/1.pdf

Figure 1-1 Study Area



The first deliverable, *Technical Memorandum #1 – Context Analysis,* reviewed and documented the City's parking policies; parking prices and regulations for City-owned parking facilities; significant conclusions from previous studies; and other background information communicated during interviews and correspondence with City staff. It also includes a peer review of five cities that have recently implemented performance-based parking, documenting their overall experience and lessons learned.

The second deliverable, *Technical Memorandum #2 – Existing Conditions*, contains a comprehensive assessment of downtown Oakland's parking supply and utilization. This latter task included assembling an inventory of on- and off-street parking facilities, including all privately-

owned facilities to which the project's surveyors were able to gain access. Hourly parking occupancy counts of all on-street spaces and all City-owned off-street parking facilities were conducted; in addition, a follow-up survey of Disabled Person Parking Placards and License Plates at on-street parking meters was conducted to assess utilization and length of stay.

The third deliverable, *Technical Memorandum #3 – Public Outreach Summary,* documents information gathered through the study's stakeholder and community outreach efforts from the study's beginning through November 2015. Several approaches were used to gather input from and exchange ideas with both members of the public and City staff from many departments, including focus group and public meetings, a project website, and merchant and shopper surveys conducted both online and in-person.

2 REPORT FOUNDATIONS

The City of Oakland is the third largest city in the San Francisco Bay Area, and is one of the most ethnically diverse major cities in the country. Oakland is undeniably important to the economic well-being of the San Francisco Bay Area. Plan Bay Area forecasted that San Francisco, San Jose, and Oakland would account for the majority of housing and job growth in the Bay Area, and the effects of this growth can already be felt. Oakland has the second fastest rise in rents in the U.S., soaring by 12.1% in 2014. The downtown area has gained more than 8,000 new residents and dozens of new restaurants and bars in the last 15 years. A number of Bay Area companies have relocated to Oakland. Downtown Oakland is now the East Bay's biggest employment center with more than 17 million square feet of office space and nearly 84,000 jobs. Parking and mobility management are critical to guiding this growth.

In light of the pressing demands on this busy hub, this chapter highlights the key findings of a comprehensive assessment of downtown Oakland's parking supply and utilization. This assessment draws on several major data collection efforts, including the following:

- **A comprehensive inventory** of the study area's on-street and off-street public parking. This includes privately-owned, City-owned, and State, County, or other public agency-owned facilities.
- **Parking occupancy counts** of all on-street spaces and all City-owned off-street parking facilities in the study area, conducted hourly on a Thursday and a Saturday in March 2015 between 8 a.m. and 9 p.m.
- **A turn-over survey assessing the use of Disabled Person Parking Placards and License Plates** at on-street parking meters, conducted hourly on several weekdays in October 2015 between 8 a.m. and 6 p.m.

More than a dozen surveyors, driving video-equipped vehicles, were deployed in the field simultaneously during the parking occupancy counts, in order to complete hourly surveys of the more than 10,000 City-owned parking spaces.[14] For the follow-up Disabled Person Parking Placard and License Plate[15] surveys, which assessed both the share of on-street parking meters occupied by vehicles with disabled placards and their length of stay, surveyors collected data by

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[14] Parking occupancy data for non-City owned parking lots and garages was not available from the owners of these facilities. Due to both budget limitations and the difficulty of obtaining permission to conduct occupancy counts in private facilities, non-City-owned facilities were not included in the occupancy surveys.

[15] For brevity's sake, Disabled Person Parking Placards and License Plates and Disabled Veterans License Plates are collectively referred to as "disabled parking placards" or "disabled placards" throughout the remainder of this report. "Parking spaces designated for disabled persons and disabled veterans" established pursuant to California Vehicle Code Section 22511 and/or California Building Standards Code (see Title 24, Part 2, Section 1129B) are referred to as "accessible parking spaces". This nomenclature (e.g., using the term "Disabled Person" parking placard, rather than the often preferred phrase is "person with a disability", and the term "accessible parking space" rather than "disabled parking space") was chosen to maintain consistency with the terminology currently used (a) by the California Department of Motor Vehicles, (b) in the California Vehicle Code and (c) in the California Building Standards Code.

hand, walking their routes hourly in order to identify vehicles displaying disabled placards and then record the last three digits of these vehicles' license plates.

PUBLIC OUTREACH RESULTS

In addition to the quantitative data collection efforts described above, substantial outreach was conducted to hear from the members of the public and City staff from various departments about parking issues and opportunities in downtown Oakland. These efforts included the following:

- **Focus group meetings** with City staff from multiple departments to help guide the project, share their local knowledge and unique understanding, and to act as a sounding board throughout the study.
- **Public meetings** to gather input from the entire community, including merchants, employees, shoppers, and residents.
- **A project website** to list upcoming project meetings and events, project documents, contact information for relevant City staff, and links to other relevant project materials.
- **Merchant and shopper surveys** in the form of both online surveys and in-person intercept surveys on the streets of downtown Oakland to understand perceptions of parking and transportation in the study area, including delivery patterns, customers' transportation options, employee transportation services, visitor travel mode, and shopper spending.

Technical Memorandum #3 – Public Outreach Summary documents the information gathered through the study's stakeholder and community outreach efforts from the study's beginning through November 2015. An overview of the results of the merchant and shopper surveys is presented in the following section.

Merchant & Shopper Survey Results

The merchant and shopper surveys provided valuable community input on parking and transportation in the area. 78 merchant surveys were completed, with 77 of the 78 surveys conducted in person. 417 shopper surveys were completed, 287 of which were conducted on the street, and 130 were completed online. Overall, merchants, shoppers, and other stakeholders expressed the following concerns:

Loading is a problem. Also reiterated by business owners in attendance at public meetings, more than two thirds (68%) of merchant respondents reported receiving deliveries by vehicles that double park or otherwise parked illegally (e.g., in red zones), while only 28% describe delivery vehicles serving their business as using designated loading zones. Five survey respondents expressed the desire for more loading zones, or some way to address the problems caused by frequent double parking in limited road space.

Merchants are dissatisfied with parking, perceiving high prices, inconsistent enforcement, and overly restrictive time limits. Nearly three-quarters (74%) of respondents believed parking conditions to be poor or fair for customers and for employees. In comments, at least ten respondents expressed frustration over inconsistent enforcement and citations. While a couple of individuals expressed frustration over parking meter fees, the majority of price complaints referred to inconsistent enforcement and parking citations. Both employees and customers who park at the curb have to remember to feed the meter every two hours; otherwise they are often fined. Enforcement is inconsistent, with some officers appearing

to be generous on some days (in refraining from issuing citations), and others not. Businesses whose owners and employees park at the curb often receive at least one parking citation per month.

A few merchants perceive that the difficulty of finding parking negatively affects their business; two respondents noted a loss of business due to customers looking for parking. One business in particular noted customers consistently calling about finding parking by their store.

There is a perception of widespread Disabled Person Parking Placard use and misuse. Merchants perceive that Disabled Person Parking Placards users occupy a large share of the on-street parking, frequently stay all day, and often appear to be used by people without significant disabilities. Without being prompted with a specific question about this topic, nearly ten respondents noted what they perceived as "rampant" and "illegal" use of placards. This perception was confirmed by public meeting participants, who noted their observations of widespread disabled placard use and abuse.

Opportunities to improve bicycle facilities, sidewalks, and street lighting exist. Nearly ten merchant respondents desired improved bicycle amenities and expressed concerns about safety. A quarter of respondents felt that street lighting is at a fair or poor level. Many respondents expressed concerns about the general safety, security, and cleanliness of the downtown area.

Overall, community members surveyed and/or participating in community meetings were open to the idea of parking strategies such as variable parking pricing programs and the reduction or removal of parking minimums in the City zoning code.

Travel Behavior of Survey Respondents

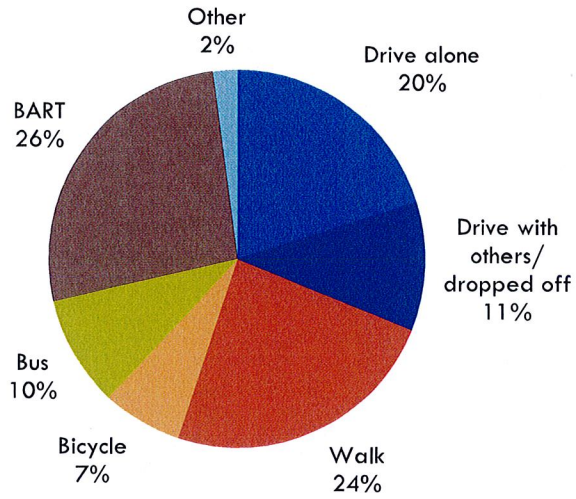
Shoppers use a variety of modes to visit downtown Oakland. Among the respondents to the on-street intercept surveys, approximately a third ride transit, a third walk or bicycle, and a third drive alone or with others when shopping in downtown Oakland (Figure 2-1). Among the respondents to the online surveys, the majority (66%) ride their bike when shopping downtown (Figure 2-2).

Shoppers in the study area are more likely to walk or bike than those farther away. Analyzing responses by zip code showed that only 6% of shoppers who live in the downtown study area drive to reach downtown shops, while that share increases to 10% for residents of zip codes that border the study area, and 24% for residents of all other zip codes.[16]

Most merchants acknowledge the multimodal nature of how customers and employees arrive to their place of business. Although nearly 40% of merchants interviewed believed that the majority of their customers (50% or more) arrived by driving, most merchants believed that the majority of their customers arrive by walking, public transit, or using a wide mix of travel modes, with no one mode of travel predominating. This is in line with how shoppers actually travel to downtown Oakland.

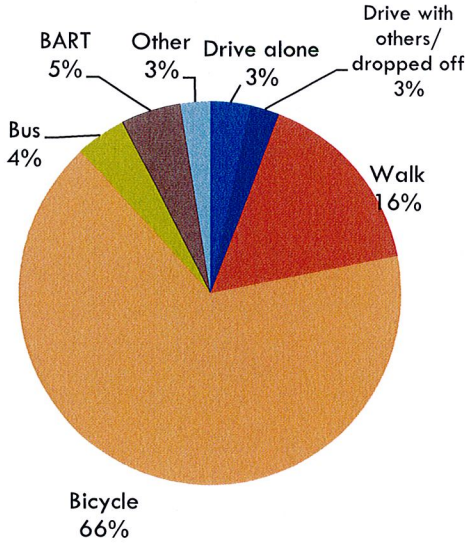
[16] Nelson\Nygaard Consulting Associates. *Technical Memorandum #3: Public Outreach Summary*. November 2015.

Figure 2-1 Typical Mode of Intercepted Shoppers in the Study Area



N = 283

Figure 2-2 Typical Mode of Shoppers Surveyed Online



N = 119

TRAVEL BEHAVIOR & HOUSEHOLD VEHICLE OWNERSHIP

Household Vehicle Ownership in Downtown Oakland

United States census data on vehicle ownership in downtown Oakland shows that approximately 25% of owner-occupied units and 57% of renter-occupied units do not own a motor vehicle.[17] This is far below the percentage of households without motor vehicles found at the national, state or even the overall city level (Figure 2-3). This information is particularly interesting in light of national data on the relationship between income and vehicle ownership.

Figure 2-3 Number of Vehicles per Household, 2009-2013

Number of vehicles per household	Study Area		City of Oakland		California		United States	
	Owner-occupied	Renter-occupied	Owner-occupied	Renter-occupied	Owner-occupied	Renter-occupied	Owner-occupied	Renter-occupied
None	25%	57%	4%	27%	3%	14%	3%	20%
One	56%	35%	32%	48%	23%	43%	27%	47%
Two	18%	7%	42%	20%	42%	31%	44%	26%
Three or more	1%	1%	21%	6%	32%	11%	26%	8%

American Community Survey, 2009-2013.

Income, Vehicle Ownership and Travel Behavior

Oakland-specific data on the relationships between household income, motor vehicle ownership and use, parking patterns, and other travel behavior was not readily available for this study.[18] However, national statistics on the relationships between household income, vehicle ownership, and transportation expenditures are available from the United States Bureau of Labor Statistics.

As shown in Figure 2-4, a larger percentage of households with higher incomes own or lease at least one vehicle. Similarly, a greater percentage of homeowners own or lease at least one vehicle than renters (Figure 2-5).[19] Lower income households also spend a greater share of their household income on transportation expenses (Figure 2-6).[20]

Understanding the relationships between income and vehicle ownership can be helpful for discerning the social equity impacts of specific policy proposals. For example, very low income households (which are least likely to own vehicles) may particularly benefit from policies which

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[17] United States Census Bureau / American FactFinder. "B25044 : Tenure by Vehicles Available." 2009 – 2013 American Community Survey. U.S. Census Bureau's American Community Survey Office. <http://factfinder2.census.gov>.

[18] Many of these relationships could be determined by careful analysis of raw United States census data, but this level of effort was beyond the scope of this study. Other jurisdictions, such as Santa Clara County, have conducted such efforts and found them useful for analyzing social equity impacts of proposed policy reforms.

[19] U.S. Department of Labor, Bureau of Labor Statistics, Consumer Expenditure Survey, 2014.

[20] U.S. Department of Labor, Bureau of Labor Statistics, Consumer Expenditure Survey, 2014. The percentage of household income spent on transportation by those earning less than $5,000/year exceeds income because income calculations do not include savings or loans.

unbundle the cost of parking from the cost of other goods and services. Making parking an optional amenity, rather than a required purchase, may allow low income people who do not own a car to save money, since they will no longer be required to pay for parking spaces which they cannot use.

Figure 2-4 National Vehicle Ownership by Income Level (2014)

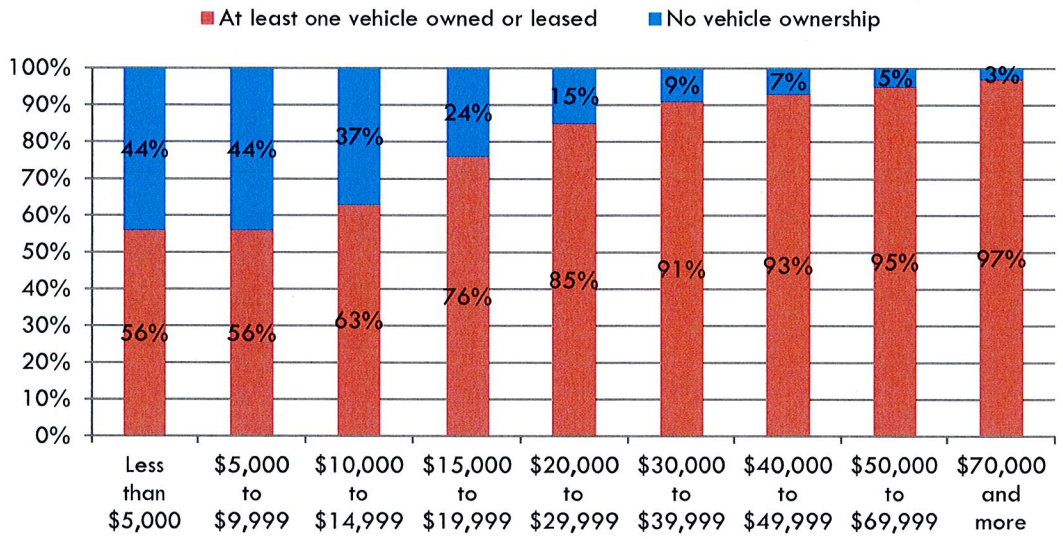


Figure 2-5 National Vehicle Ownership by Housing Tenure (2014)

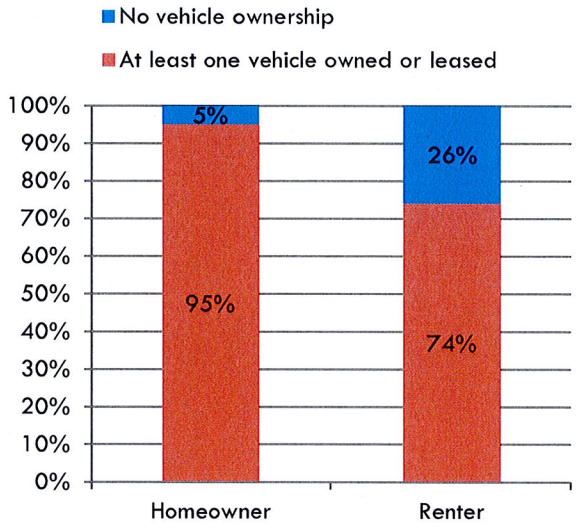
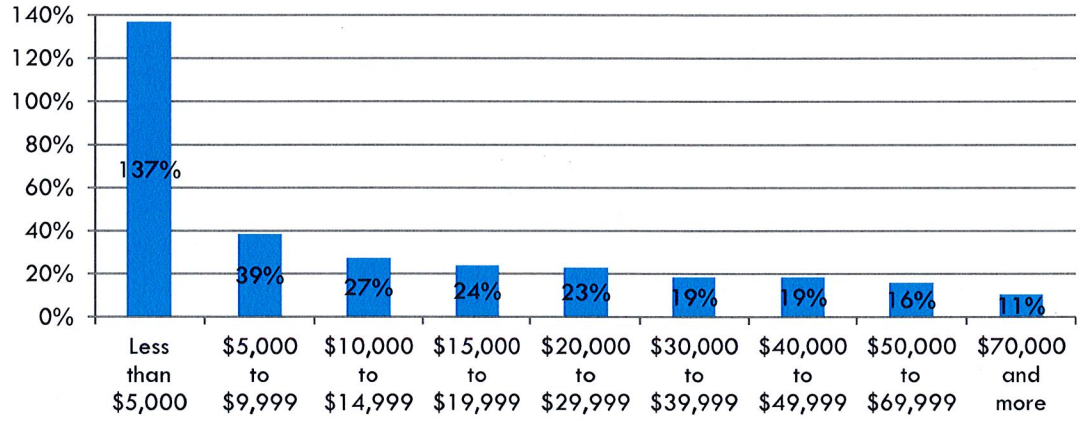


Figure 2-6 National Transportation Expenditures as a Percentage of Mean Income Before Taxes (2014)



PARKING INVENTORY

While community perception is important, it is also essential to examine the every-day, nuts-and-bolts aspects of the Downtown parking system. Every parking system has two key parts:

1. Quantity (i.e., the number of parking spaces)
2. Management (i.e., policies, regulations, prices)

The quantity and management of parking in downtown Oakland can be generally divided according to location (on-street versus off-street) and ownership (City-owned versus private entities or other public agencies). In total, the survey identified 21,235 spaces, including 6,330 on-street spaces, 4,036 City-owned off-street spaces, 1,633 off-street spaces owned by other public agencies (Alameda County, the State of California, or BART), and 9,236 privately-owned off-street spaces. Out of the privately-owned off-street spaces, approximately 6,521 are in structures and 2,715 are in surface lots.[21]

Figure 2-7 Downtown Parking Inventory, By Type of Space

	Number of Spaces	% of Total
On-Street	6,330	30%
Off-Street (City Owned)	4,036	19%
Off-Street (State, County, or BART Owned)	1,633	8%
Off-Street (Private)	9,236	43%
Total	**21,235**	**100%**

Figure 2-8 through Figure 2-11 show the downtown Oakland parking inventory in detail, indicating the curb parking regulations and their location, the location and capacity of major off-

[21] The inventory figure for off-street spaces includes all major parking facilities available for use by the general public. Private parking facilities (i.e., ones that are not available to the general public) for residential and commercial buildings are generally not included in this figure.

street parking facilities, as well as the two residential parking permit areas within the downtown area.

Figure 2-8 On- and Off-Street Parking Supply and Restrictions (Northwest Quadrant)

Figure 2-9 On- and Off-Street Parking Supply and Restrictions (Northeast Quadrant)

Figure 2-10 On- and Off-Street Parking Supply and Restrictions (Southwest Quadrant)

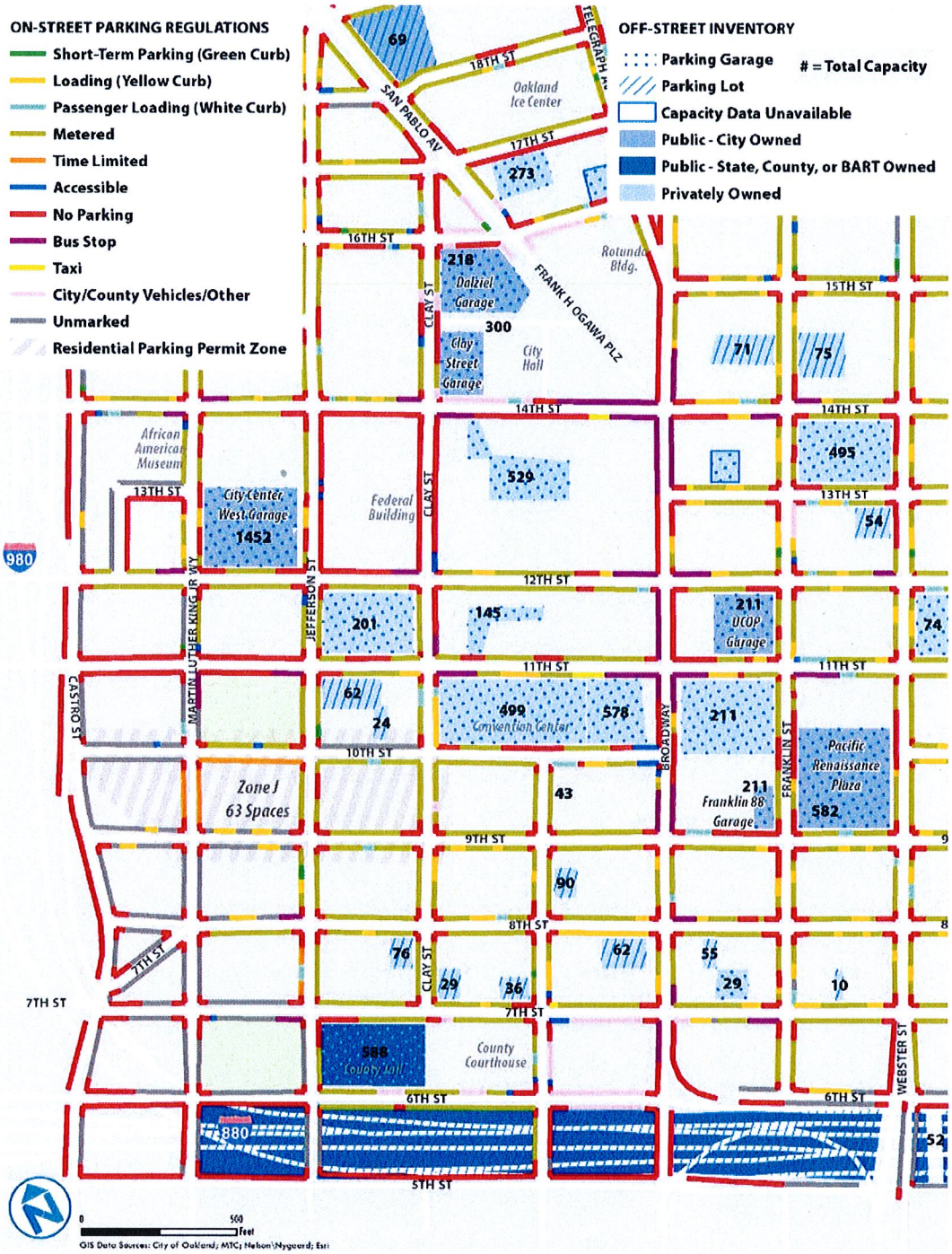
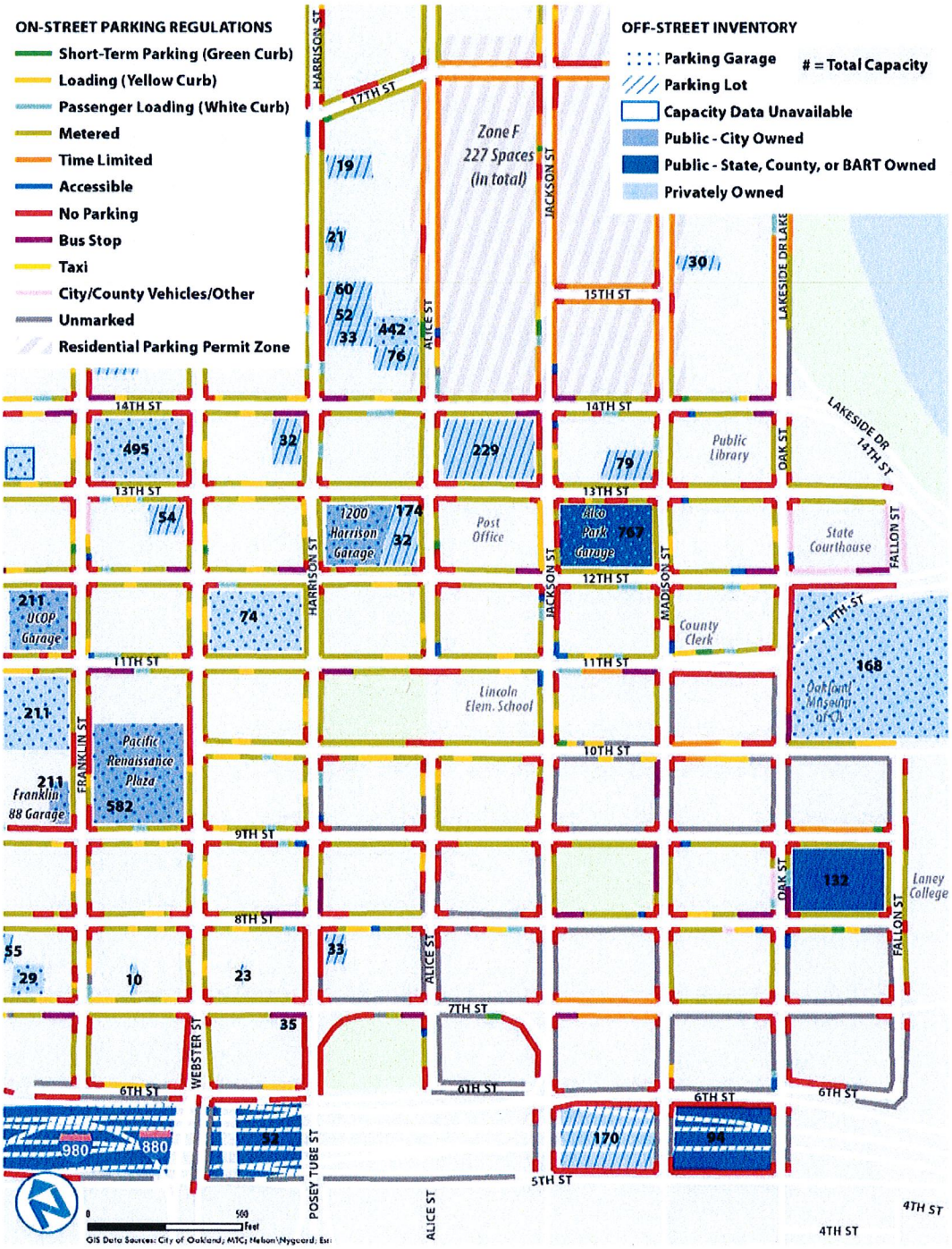


Figure 2-11 On- and Off-Street Parking Supply and Restrictions (Southeast Quadrant)



On-Street Parking Supply

Of the 6,330 total on-street spaces in the study area, the vast majority are regulated with either (a) time limits of up to two hours, or (b) both time limits and pricing, using meters that allow up to two hours of parking. Over half (56%) are metered. All curb parking meters in the study area charge a flat rate of $2.00 per hour and operate from 8 am to 6 pm, Monday through Saturday, with the exception of certain holidays. [22]

All of Oakland's parking meters are capable of accepting payment by either coin or credit card, with slightly more than half of spaces covered by multi-space "pay-and-display" payment kiosks and the other half equipped with "smart" single- or double-headed meters. Pay-by-phone technology provided by Parkmobile is also available at all metered spaces.

Time-limited, but not priced, parking is available on certain blocks, with most of these spaces subject to a time restriction of two hours. Loading zones account for less than 7% of on-street spaces. On-street spaces with meters and/or posted time limits are concentrated in the downtown core, while blocks on the periphery, particularly adjacent to I-980, I-880, and northwest of Uptown, are generally unmarked and therefore allow parking for up to 72 hours.

Figure 2-12 On-Street Parking Inventory, by Type of Regulation

Type	Number of Spaces	Percent
Metered	3,565	56.3%
Unmarked	1,327	21.0%
Time Limited, 30 minutes or longer	582	9.2%
Loading (Yellow Curb)*	426	6.7%
Passenger Loading (White Curb)	154	2.4%
City/County Vehicles/Other**	148	2.3%
Accessible	77	1.2%
12 minute Parking (Green Curb)	32	0.5%
Taxi	19	0.3%
Total	**6,330**	**100%**

* Includes four (4) signed Truck Loading spaces.

** Includes spaces signed and reserved for specialized uses, including: Alameda County Placards Only, BART Vehicle Only, City Car Share, City Council Staff, City Officials, City Vehicles Only, Fire Department Only, Fire Marshal Only, Mayor's Vehicle Only, OCIS Vehicles Only, Official Cars Only, Official Vehicles, Paratransit, Police, Press and City Vehicles Only, Transportation Vehicles Only.

Posted Time Limits

Time limits vary among on-street parking spaces, ranging from 3 minutes (passenger loading at white curbs) to 5 hours (a small number of metered parking spaces near Laney College), to 72 hours (all unmarked spaces). Most metered spaces (85%) are subject to a two-hour time limit.

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[22] All curb parking meters in the City of Oakland, with the exception of those in the Montclair Village Flexible Parking Pricing Pilot Project area, have these same rates and hours of enforcement. Technical Memorandum #1, Context Analysis, provides more detail on these policies and on the Montclair Village Flexible Pricing Pilot Project.

Figure 2-13 provides a breakdown of posted time limits for metered and time-limited but not metered curb parking spaces in downtown Oakland. Loading zones (yellow curbs and white curbs), Accessible and unmarked spaces are not included in this table.

Figure 2-13 On-Street Parking Posted Time Limits (Excluding Loading, Accessible & Unmarked Spaces)

Time Limit	Metered (Number of Spaces)	Percent of Metered Spaces	Posted Time Limit but Unmetered (Number of Spaces)	Percent of Spaces with Posted Time Limit but No Meter
12 minute	0	0.0%	32	5.2%
30 Minute	34	1.0%	0	0.0%
1 Hour	491	13.8%	7	1.1%
2 Hour	3,009	84.4%	575	93.6%
5 Hour	31	0.9%	0	0.0%
Total	**3,565**	**100%**	**614**	**100%**

In addition to these posted regulations, there are a number of special parking regulations for very specific uses, such as parking for City and County staff, taxis, and City Car Share vehicles. These specially regulated spaces comprise less than 3% of the total on-street parking supply.

The study area encompasses two Residential Parking Permit zones, Areas F and J, where residents can purchase permits that entitle a vehicle to be left parked at the curb for extended periods of time. The resident fee for an annual permit in these areas is $82 for a new permit, and $59 to renew an existing permit. A total of 290 on-street parking spaces are signed for Area J, and 227 are signed for Area F.

Off-Street Parking Supply

Off-street parking is provided in at least 96 off-street lots and garages in the study area. Of these, 83 facilities were readily accessible to the data collection team, totaling 14,905 spaces.[23] Thirteen off-street parking facilities were either closed for construction or otherwise unavailable to be counted at the time of the inventory. Although these 83 facilities are open to the public, not all of the spaces contained within them are available for public use; approximately 10% of the off-street parking spaces inventoried are reserved for a particular person or type of user.

Additionally, the study area contains numerous additional privately-owned parking lots and garages, such as gated residential parking garages and other lots used exclusively for private purposes, which were outside the scope of this study (and to which our surveyors generally would have been unable to gain access). These private parking facilities therefore went uncounted and are not included in this inventory.

[23] Additionally, a portion of the City Center Garage is open to residents only. Inventory data collectors were unable to gain access to this area to complete a count of the number of spaces in this section of the garage.

Figure 2-14 presents an overview of the types of parking regulations at off-street facilities in the study area that were accessible to the data collection team.[24] The definitions are as follows:

- **Regular**: Unmarked spaces (i.e., not designated for monthly parkers, residents only, or indicated with any other special markings or signage).
- **Accessible:** Parking spaces designated as reserved for disabled persons and disabled veterans pursuant to California Vehicle Code Section 22511 and/or the California Building Standards Code Title 24, Part 2, Section 1129B.
- **Reserved:** Any parking space that had a sign or plaque identifying it as reserved for a particular person or particular type of user. In other words, any space that was not open and available to the general public. This category includes several types of spaces not typically available for use by the general public, such as Security, Hertz Rent-a-Car, and reserved Accessible spaces.
- **Other:** Any other type of regulation governing publicly available parking. Types of parking covered by this designation include: 2-Minute Limit, 5-Minute Limit, and 30-Minute Limit.

Figure 2-14 Off-Street Parking Regulations by Owner Type

Totals by Type	Regular	Disabled	Reserved	Other	Total
City Owned	3,507	68	459	2	4,036
Other Public Agency (State, County, or BART)	1,556	31	9	37	1,633
Privately Owned	8,053	188	891	104	9,236
Grand Total	**12,349**	**287**	**1,359**	**143**	**14,905**

Off-Street Parking Requirements

Currently, there is no commercial parking required in downtown except for Residential Zones.[25]

Generally, one parking space is required per residential unit, which can be decreased to 0.5 parking spaces per unit with a conditional use permit.[26] The Lake Merritt Station Specific Plan Area requires 0.75 parking spaces per residential unit, which can be reduced through in-lieu fees. Required parking for senior housing can be reduced by 75% with a conditional use permit.

[24] As noted above, off-street parking facilities that are wholly private and not available to the public were not part of this study's scope and are therefore not included in the following data.

[25] City of Oakland Planning Code, 17.116.080.

[26] As specified in Oakland Planning Code 17.132.110, off-street parking requirements may also be waived or reduced by the Director of City Planning, if the waiver or reduction will "not substantially contribute to traffic congestion or impair the efficiency of on-street parking."

PARKING OCCUPANCY

On- and Off-Street Parking Occupancy

As shown in Figure 2-15, the peak hour of parking occupancy in the study area occurred on Thursday between noon and 1 PM, when overall parking occupancy reached 79%.[27] Generally, parking occupancy on Thursday followed a typical workday pattern, peaking at the noon hour and then gradually falling in the afternoon and early evening. On Saturday, overall parking occupancy peaked at 49% at noon.

Figure 2-15 Overall Parking Occupancy, Weekday versus Saturday

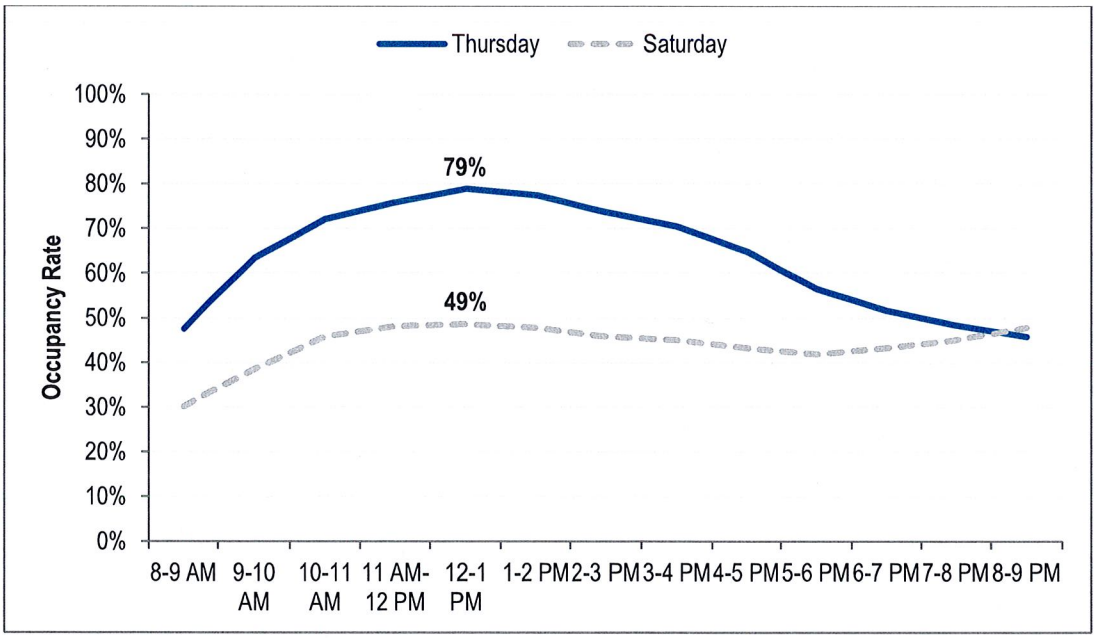


Figure 2-16 and Figure 2-17 compare on-street versus off-street parking occupancy for Thursday and Saturday, respectively.

On Thursday, on-street occupancy peaked at 84% (12-1 p.m.), and decreased gradually thereafter. Occupancy remained at about 70% during the dinner period and into the evening (5-9 p.m.). Off-street occupancy followed a much different pattern, peaking at 71% during the lunch hour (12-1 p.m.), and then steadily declining during the late afternoon and early evening to a low of just 11%.

On Saturday, on-street parking occupancy was more consistent throughout the day, increasing to 68% at noon, then falling slightly in the afternoon before rising to a peak of 70% from 8-9 p.m. Off-street occupancy was much lower. Parking occupancy at off-street facilities gradually increased to a peak of 22% from 3-4 p.m., falling again through the dinner period. Occupancy increased again during the 8-9 p.m. survey period.

[27] On Thursday, a few spaces (23 in total) were closed for construction. On Saturday, these spaces were available for parking. These spaces were counted as occupied on Thursday. These closed spaces have a nominal effect (boosting Thursday on-street occupancy by 0.3%), and therefore did not substantially affect the overall conclusions of this report.

Note that several major off-street garages are closed on Saturday—including the UCOP, 1200 Harrison, and City Center West garages —due to the low level of parking demand and the substantial cost of staffing them. Even with this temporary reduction of 1,837 off-street parking spaces, parking occupancy is still dramatically lower than on-street occupancy, with a peak of 41% from 3 -4 p.m. Regardless, all calculations of off-street parking include these facilities in the overall supply in order to consistently compare Thursday and Saturday parking utilization.

Figure 2-16 On-Street versus Off-Street Parking Occupancy, Thursday

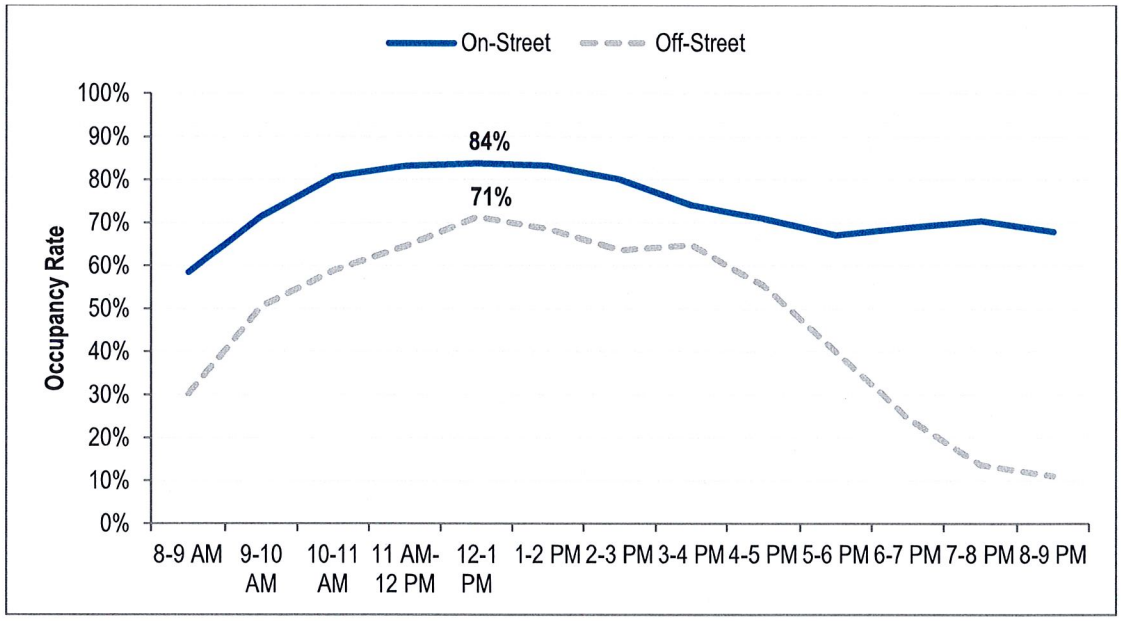


Figure 2-17 On-Street versus Off-Street Parking Occupancy, Saturday

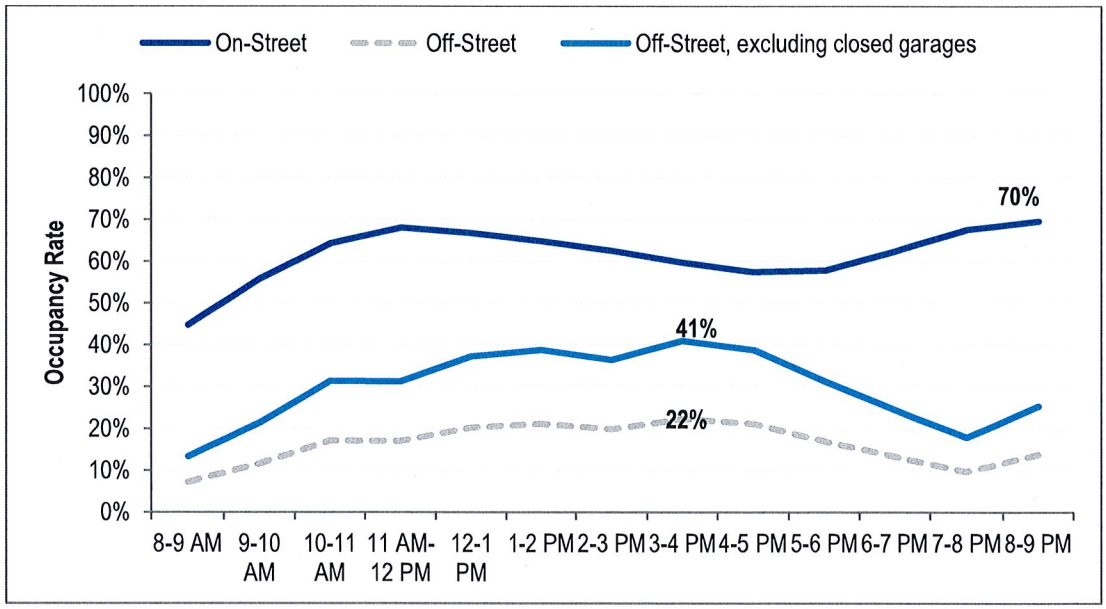


Figure 2-19 through Figure 2-22 map peak-hour occupancy in downtown Oakland. These maps show the occupancy level for each block face of curb parking and each off-street facility during the peak hours of parking demand.

To assist with the future implementation of performance-based parking pricing in the study area, the parking occupancy maps in this report are color-coded in a simple three-color format:

- Block faces of curb parking with an occupancy rate of 85% or greater are shown in red;
- Block faces of curb parking with an occupancy rate of 66-85% are shown in yellow;
- Block faces of curb parking with an occupancy rate of 65% or less are shown in green.

The occupancy maps for the City's off-street garages and lots are also color-coded in this manner. If the City chooses to implement performance-based parking prices (a.k.a. market rate prices) in the downtown parking study area, then:

- Block faces of curb parking shown in red (85%+ occupancy) are over the City's occupancy goal, and are therefore strong candidates for a price increase;
- Block faces of curb parking shown in yellow (66-85% occupancy) are well-used but still have parking readily available, and therefore are good candidates for leaving prices unchanged;
- Block faces of curb parking shown in green (occupancy rate of 65% or less) are underutilized, and are therefore good candidates for a price decrease.

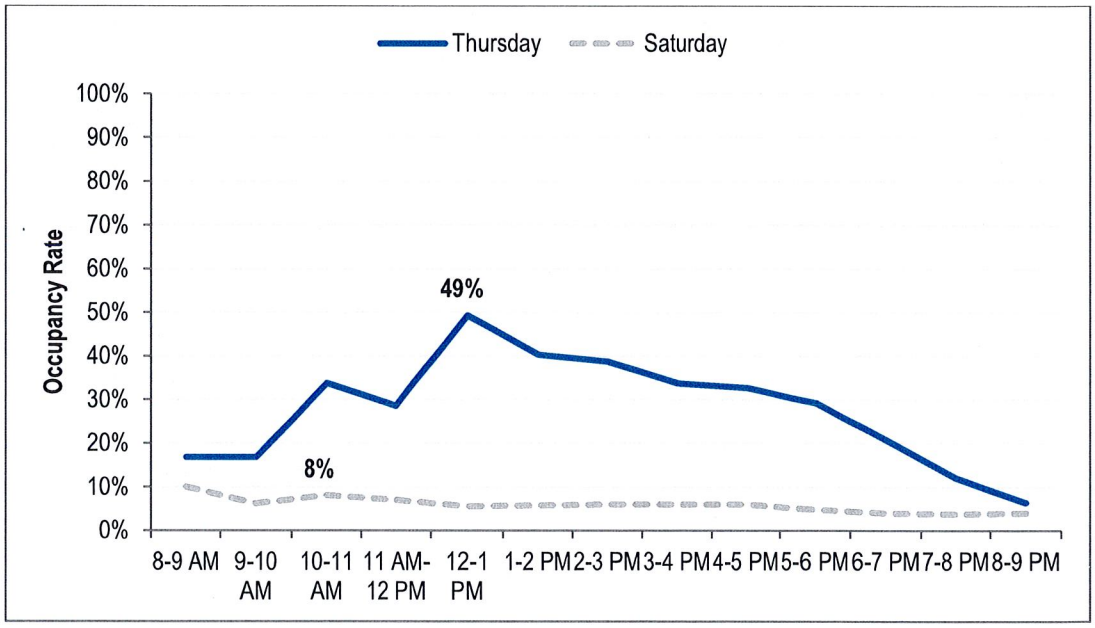
In *Technical Memorandum #2 – Existing Conditions*, separate maps are provided for each hourly parking survey period, to assist in analyzing parking demand patterns throughout the day. As might be expected, many blocks of curb parking which are full or nearly full at the peak hour are underutilized at other times. The hour-by-hour parking occupancy maps provided in that memorandum can be used to help determine how parking prices on individual blocks might be varied throughout the day. For example, the City may wish to implement three or four "time bands" (e.g., morning, lunchtime, afternoon and evening) for parking meter rates, with different parking rates for each of these time bands. This approach, used by San Francisco, helps set appropriate prices for blocks where parking demand varies substantially throughout the course of the day. In San Francisco, rates for the morning time band (when many shops and restaurants have not yet opened) are often low, while lunchtime rates are substantially higher. A similar approach can be used to help determine how to adjust parking prices (including monthly, daily and hourly rates) for the City's off-street lots and garages.

On Thursday, the overall parking supply reached peak occupancy during the 12-1 p.m. survey period. At this hour, overall parking occupancy reached 79%. Figure 2-19 depicts total parking occupancy during this peak hour. At this time, over half of on-street blockfaces exceeded 85% occupancy. Curb parking demand was spread throughout the study area, with on-street spaces in Chinatown and other business areas around City Hall and near Frank Ogawa Plaza consistently exceeding 85% occupancy. At just three of the City's off-street facilities (Telegraph Plaza, the 18th Street Uptown Lot, and the Franklin Plaza Garage), total parking occupancy exceeded 85%.

However, at some City garages, although *total* parking occupancy remained below 85%, the garages' regular spaces (i.e., spaces that are available to the general public, and not reserved for monthly parkers, residents, or other special users) were full or nearly full. Therefore, for the average member of the public, these garages were effectively full.

The reserved spaces in these same garages remained underutilized at the peak hour. As shown in Figure 2-18 Reserved parking space occupancy at all City-owned off-street facilities peaked at just under 50% on Thursday, with 233 reserved spaces unused at this time.

Figure 2-18 Off-Street Reserved Parking Occupancy Rates, Thursday and Saturday



To illustrate this situation in more detail, Figure 2-20 illustrates parking occupancy rates at the Thursday peak hour (12 p.m. to 1 p.m.) for regular parking spaces. At this hour, the parking occupancy rate for this regular spaces exceeded 85% at five parking facilities: Telegraph Plaza, the 18th Street Uptown Lot, the Franklin Plaza Garage, the Dalziel Garage, and the Clay Street Garage. Three parking facilities met the City's 65-85% target rate for regular parking spaces (the City Center West, Franklin 88, and 1200 Harrison Garages), and two facilities (the UCOP and Pacific Renaissance Plaza garages) had occupancy rates below 65%. The close proximity of the underutilized Pacific Renaissance Plaza garage to oversubscribed blockfaces in Chinatown is particularly striking.[28]

On Saturday, the overall parking supply also reached peak occupancy during the 12-1 p.m. survey period. At this hour, overall parking occupancy reached 49%. Figure 2-21 depicts total parking occupancy during this peak hour. At this time, 32% of all on-street blockfaces exceeded an 85% occupancy rate. On-street demand patterns were more easily discernible on Saturday than Thursday, with curb parking in residential areas near Lake Merritt and blocks throughout Chinatown consistently exceeding 85% occupancy.

At the peak hour on Saturday, occupancy rates for regular spaces at City-owned lots and garages (shown in Figure 2-22) exceeded the target occupancy rate at just two facilities: Clay Street, and

[28] The subsequent turn-over survey assessing the use of Disabled Person Parking Placards at on-street metered spaces indicated that during the peak hour from noon to 1 p.m., on the blockfaces immediately adjacent to the Pacific Renaissance Plaza garage, approximately 63% of the metered spaces were occupied by a vehicle displaying a disabled placard. Since drivers with disabled placards may park for free at metered curb parking spaces, but usually must pay to use off-street spaces, it is perhaps unsurprising to find many curb spaces occupied by vehicles with placards. More information on the Disabled Person Parking Placard survey is provided in the next section of this chapter.

the 18th Street Uptown Lot. Note that on Saturdays, four City garages are closed (due to Saturday's low levels of parking demand and the substantial costs of staffing garages) and the Clay Street Garage is free.

Figure 2-19 Overall Parking Occupancy at Peak Hour (Thursday 12 p.m. to 1 p.m.)

Figure 2-20 Parking Occupancy of Regular Spaces at Peak Hour (Thursday 12 p.m. to 1 p.m.)

Figure 2-21 Overall Parking Occupancy at Peak Hour (Saturday 12 p.m. to 1 p.m.)

Figure 2-22 Parking Occupancy of Regular Spaces at Peak Hour (Saturday 12 p.m. to 1 p.m.)

Use of Disabled Person Parking Placards

As previously mentioned in this report, the City of Oakland's Parking Principles state that curb parking should be managed to achieve an approximate 85% maximum occupancy per block, to ensure that there will always be some available on-street parking for shoppers and visitors. For people with disabilities that make travel on foot for any significant distance slow, difficult, painful, or all of the above, it is particularly important to ensure that at least some curb parking spaces are available on each blockface, since curb parking spaces are frequently closest and most convenient to their destinations.

With this in mind, this study's data collection efforts included an investigation of the perception, voiced repeatedly during public meetings for both this study and previous downtown planning efforts, that (a) there is widespread use and abuse of disabled placards, with many drivers using them to park for free at metered curb parking spaces all day long, and (b) as a result, curb parking is frequently entirely full at peak hours, which discourages shoppers and hampers businesses.

Background

California Vehicle Code Section 22511.5 establishes that a "disabled person or disabled veteran displaying special license plates issued under Section 5007 or a distinguishing placard issued under Section 22511.55 or 22511.59 is allowed to park for unlimited periods" in any parking zone "that is restricted as to the length of time parking is permitted as indicated by a sign erected pursuant to a local ordinance." Disabled placard holders are also "allowed to park in any metered parking space without being required to pay parking meter fees".

However, this state law exempting disabled placard users from paying parking meter fees and allowing them to park for unlimited periods applies only to metered *curb* parking spaces, and not to *off-street* parking spaces.

In California, Disabled Person Parking Placards and License Plates are issued by the Department of Motor Vehicles, upon receiving a letter from any of a variety of healthcare practitioners declaring that the person applying for the placard or plate has a disability. Vehicle Code Section 22511.55 specifies that prior to issuing a disabled parking placard, "the department shall require the submission of a certificate" substantiating the disability and signed by a physician, surgeon, nurse practitioner, certified nurse midwife, or physician assistant, "unless the applicant's disability is readily observable and uncontested." The disability of a person "who has lost, or has lost use of, one or more lower extremities or one hand, for a disabled veteran, or both hands, for a disabled person, or who has significant limitation in the use of lower extremities" may also be certified by a licensed chiropractor. The blindness of an applicant shall be certified by "a licensed physician and surgeon who specializes in diseases of the eye or a licensed optometrist."

A review of peer cities facing similar parking management challenges concluded overall that fraudulent use of disabled parking placards is a frequent problem in their cities, and curbing disabled placard abuse has proven challenging. The cities also concluded that widespread use (and abuse) of disabled placards, particularly in their downtowns and highly populated blocks, often results in the metered curb parking spaces on numerous blocks filling up entirely. Surveys often found that placard holders parking for free are a significant contributor to this problem: in Seattle, surveys found that between 30% and 40% of the curb parking in popular districts was typically occupied by vehicles with disabled parking placards; in San Francisco, 45% of metered spaces in a downtown study area were occupied by vehicles with placards; and in downtown Los

Angeles, a survey found that cars with disabled placards occupied most of the curb spaces most of the time.[29]

The City of Oakland has previously examined the issue of disabled placard use in the downtown area. Limited parking surveys conducted in 2012 and 2013 in the western half of downtown Oakland found that approximately 60% of all the vehicles parked at the metered curb parking spaces surveyed displayed a disabled placard.[30]

Disabled Placard Survey Results

The survey work focused on determining both the share of metered curb parking spaces occupied by vehicles displaying disabled placards and on those vehicles' duration of stay. Over 25% of the curb parking meters in the study area were surveyed to observe disabled placard use, indicated in Figure 2-23.

As illustrated in Figure 2-24 (showing peak hour occupancy), the surveys of placard use found that on numerous blocks, vehicles with disabled placards occupied most of the metered curb parking spaces most of the time. Partially due to this high percentage of curb spaces occupied by vehicles with disabled placards, the overall parking occupancy surveys found that on many of the same blocks, curb parking was entirely full during peak hours.[31]

As shown in Figure 2-24, on some block faces, such as on Grand Avenue between Webster and Harrison, and on 21st and 22nd Streets between Webster and Valdez, vehicles with disabled placards occupy more than 80% of metered curb parking spaces at the peak hours of the day.

Figure 2-25 illustrates the duration of stay for vehicles displaying disabled placards at the metered spaces surveyed. The surveyors observed 1,339 unique vehicles displaying disabled placards at the metered curb parking spaces surveyed.[32] The average duration of stay for these vehicles with disabled placards was approximately three and a half hours, with a median stay of two hours.

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[29] Nelson\Nygaard Consulting Associates, *Downtown Oakland Parking Study Technical Memorandum #1: Context Analysis,* April 2015; *Downtown Oakland Parking Study Technical Memorandum #3: Public Outreach Summary,* November 2015.

[30] City Of Oakland DPW Memo on the impact of disabled placard parking policy on parking revenues and parking space availability in downtown Oakland, August 12, 2013.

[31] Nelson\Nygaard Consulting Associates, *Downtown Oakland Parking Study Technical Memorandum #2: Existing Conditions,* January 2016.

[32] By "unique vehicles", we mean vehicles with different license plate numbers.

Figure 2-23 Inventory of Metered Spaces Surveyed for Disabled Placard Use

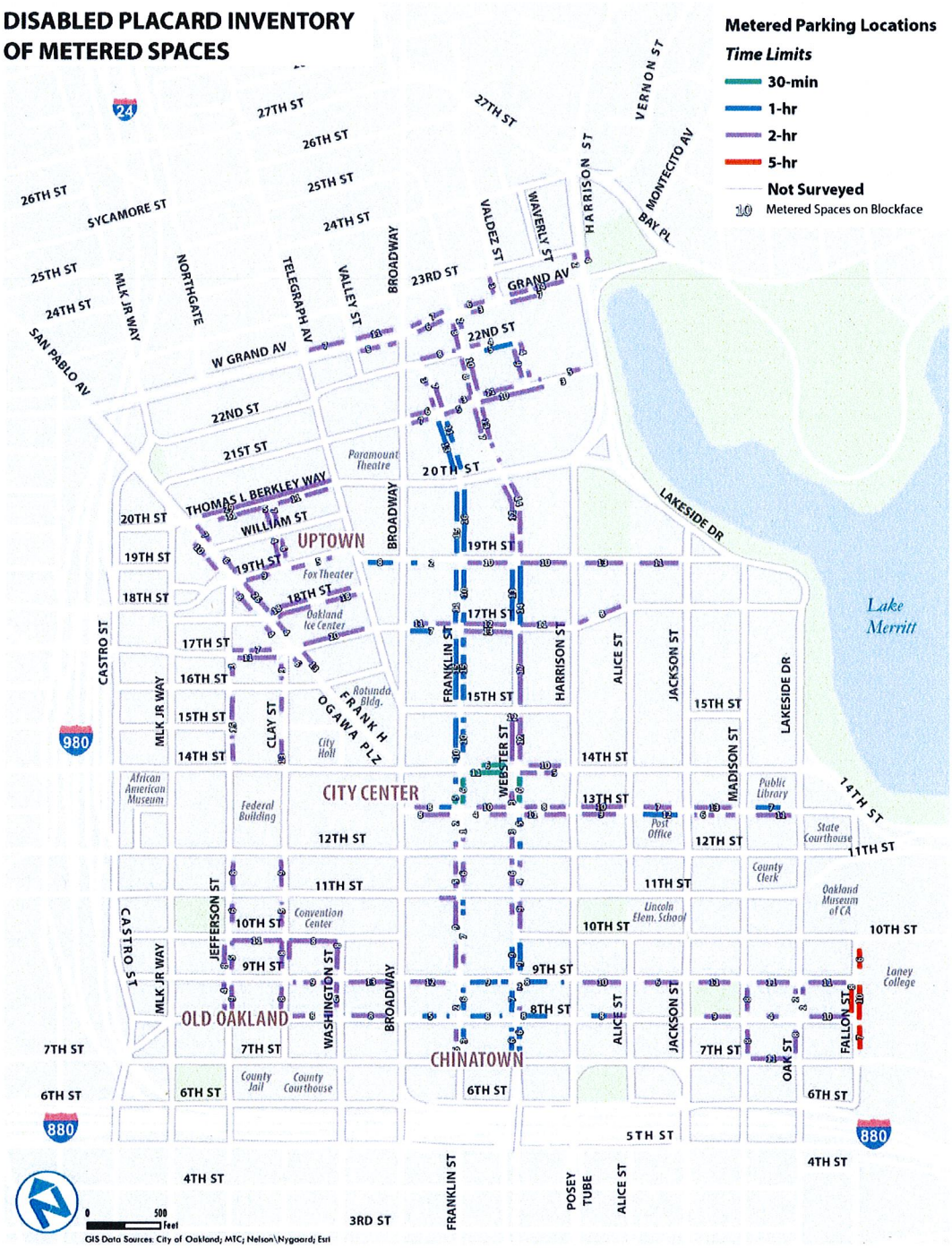
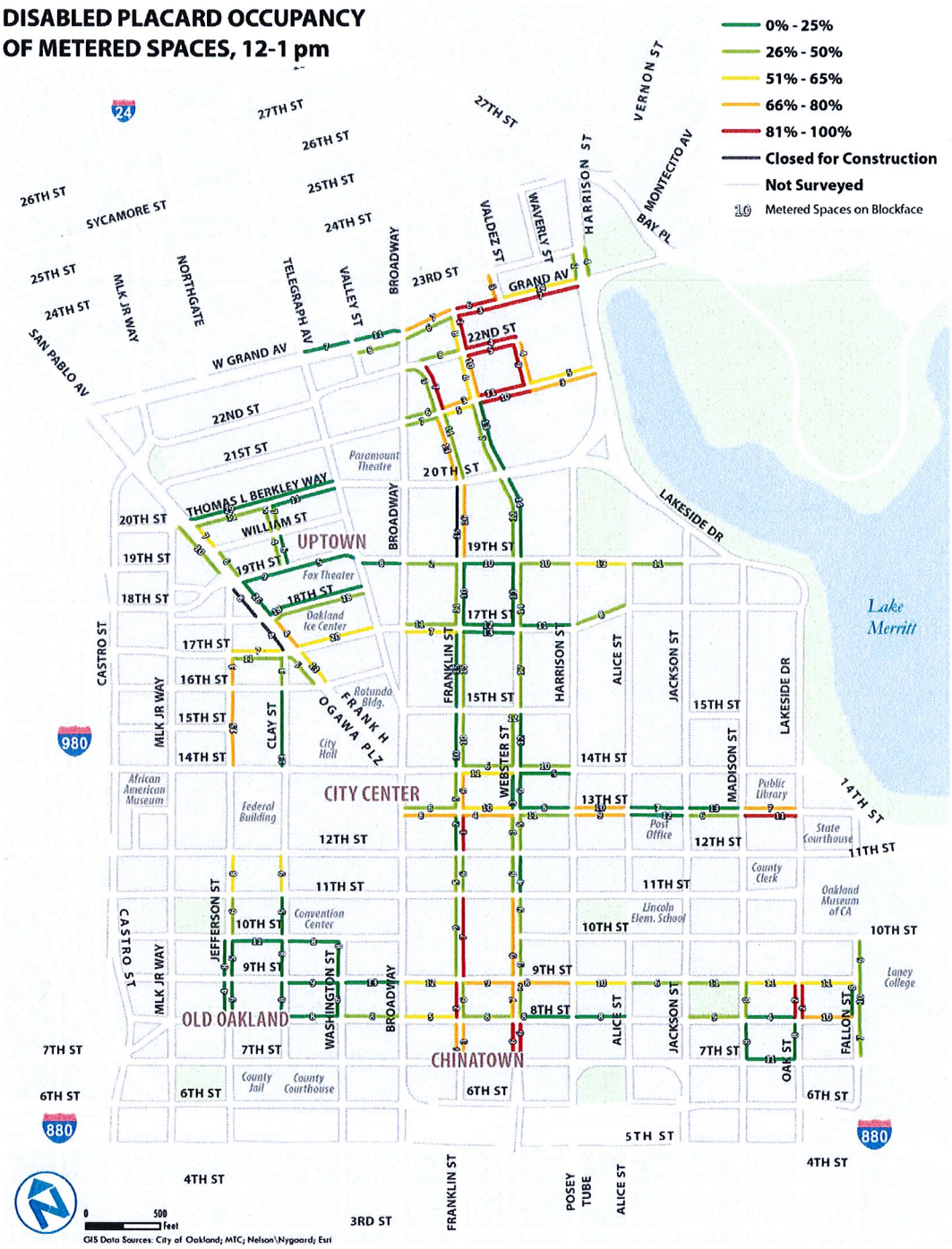
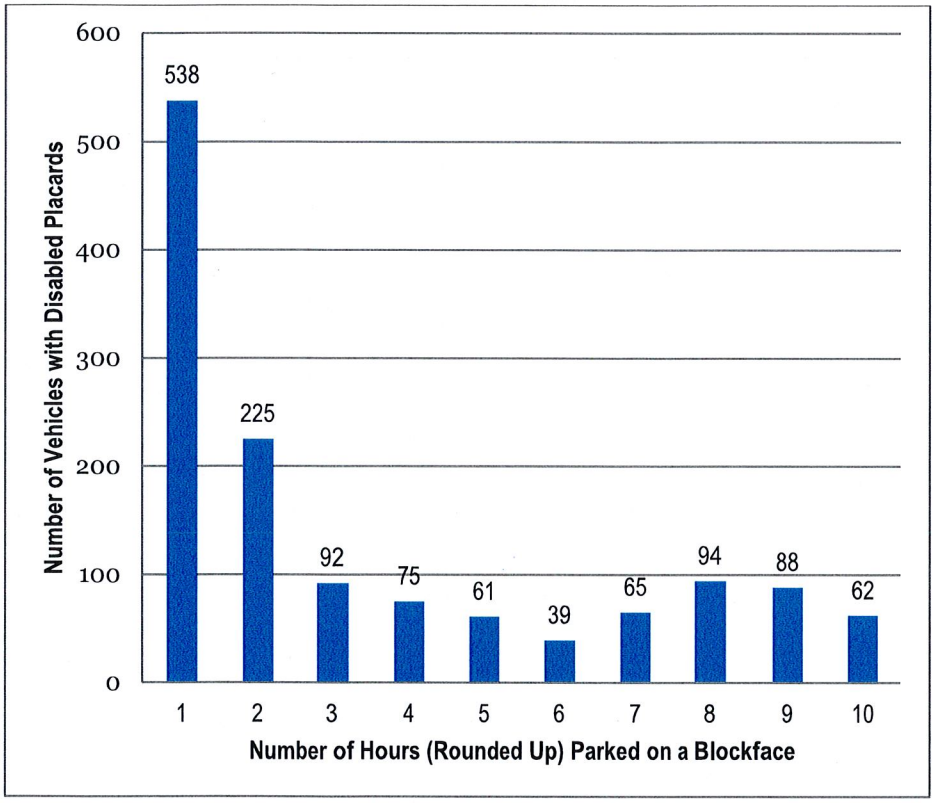


Figure 2-24 Metered Spaces Occupied by Vehicles with Disabled Placards at Peak Hour (12 p.m. to 1 p.m.)



Approximately 40% of these vehicles with disabled placards occupied a metered space for one hour or less, and 17% stayed for two hours or less. While these 763 vehicles (538 staying for one hour or less, 225 staying for two hours or less) accounted for the majority of the vehicles displaying disabled placards, they used a relatively small share of metered curb parking supply. Altogether, most of the spaces stayed for less than two hours each, and these drivers used less than 988 hours of metered curb parking time combined. By contrast, a relatively small number of drivers using disabled placards to park for free at metered curb parking left their vehicles parked at the curb for more than six hours.

Figure 2-25 Duration of Stay at Metered Curb Spaces by Vehicles with Disabled Placards



Overall, the data analysis revealed that most vehicles observed using disabled placards (57% of placard holders) to park for free at metered curb parking spaces stayed for just one or two hours, and together used up 988 hours of metered curb parking time. However, a small share (23% of placard holders) of vehicles were parked at metered curb parking spaces for more than six hours each, and these vehicles collectively used up more than 2,310 hours of metered curb parking time.

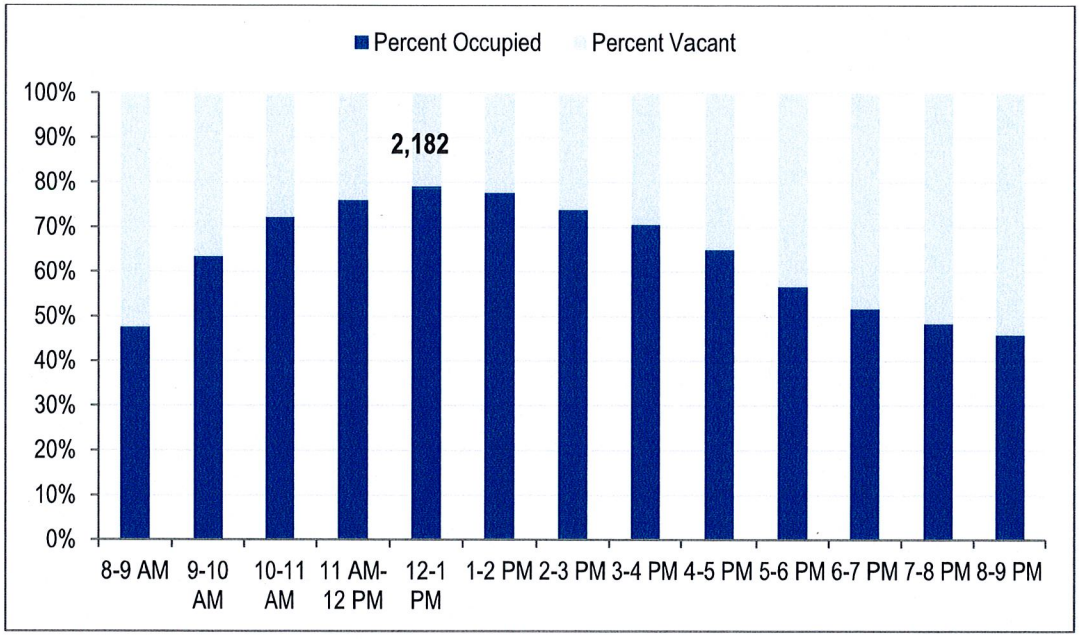
In summary, the surveys of disabled placard use found that on numerous blocks in downtown Oakland, vehicles with disabled placards occupy most of the metered curb parking spaces most of the time. On some blocks, vehicles with disabled placards occupy more than 80% of metered curb parking spaces at the peak hours of the day.

CONCLUSIONS REGARDING EXISTING CONDITIONS

As a rule of thumb, a parking system is considered to be effectively full when curb parking spaces (which are generally intended for short-term parking) reach an occupancy rate of 85%, and off-street parking lots and garages (generally intended for longer-term parking) reach an occupancy rate of 90%. An 85% occupancy rate for each block of curb parking typically leaves one or two spaces available on the block, meaning that parking is well-used but readily available. A slightly higher (90%) occupancy rate is generally considered acceptable for off-street parking, since many users (e.g., office workers parking for the day) are staying for longer periods. These occupancy rates leave a cushion of spaces available to accommodate incidents (such as spaces which are unavailable due to construction), and mean that a driver need not search every aisle in the parking system to find the last available space.

By these measures, when the City's downtown publicly available parking facilities are considered *as a whole*, a parking surplus exists. Figure 2-26 and Figure 2-27 compare the total inventory of City-owned parking with the total number of vehicles parked at these facilities at the peak hour. Overall parking occupancy for City-owned facilities reaches only 79% at the peak hour (Thursday, 12 p.m. to 1 p.m.) with more than 2,000 parking spaces remaining vacant, as shown in Figure 2-19.

Figure 2-26 Total Parking Occupancy, Thursday



Hot Spots: Localized Shortages and Nearby Surpluses

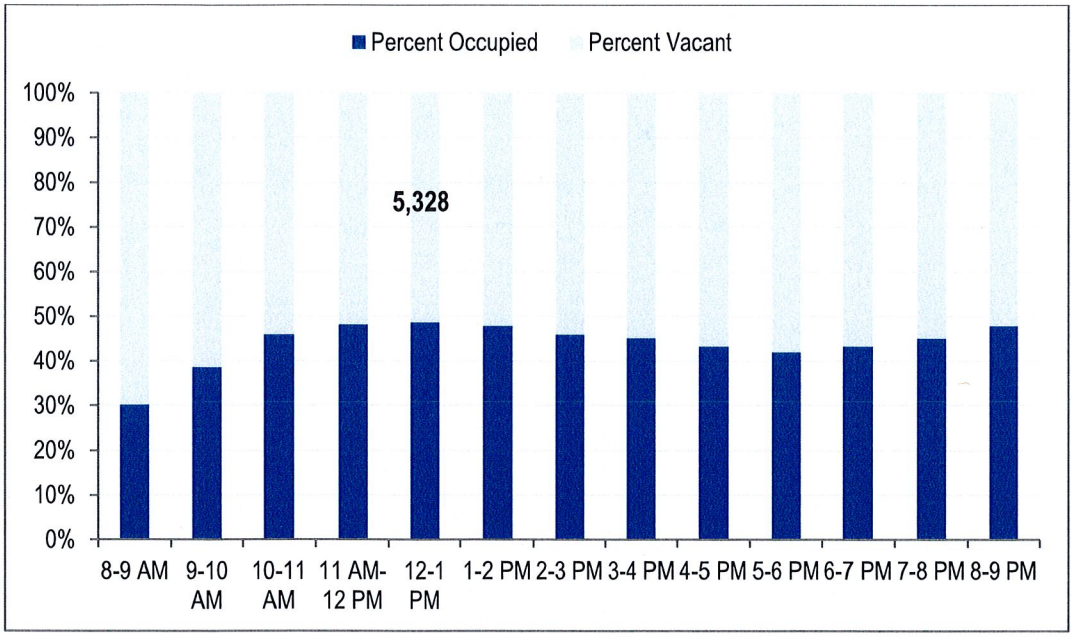
However, hot spots of high parking demand do exist. In core business areas such as Chinatown and City Center, finding available curb parking spots is difficult during much of the day, both on weekdays and Saturdays. The survey results appear to confirm the findings of previous studies such as the 2014 Lake Merritt Station Area Plan, which noted frequent curb parking problems in the core of Chinatown, including merchants using curbside parking spaces for storage throughout

the day; illegal parking in loading zones and no parking zones; and double parking and street loading.

At peak hour on Thursday, three City lots and garages (Telegraph Plaza, the 18th Street Uptown Lot, and the Franklin Plaza Garage) are also either nearly or entirely full. In two other City facilities (the Dalziel Garage and the Clay Street Garage), while the reserved parking spaces may remain mostly vacant, regular parking spaces are full at the peak hour, making these facilities effectively full for the average member of the public.

By contrast, parking occupancy on Saturday is far lower, with overall parking occupancy reaching just 49% at the busiest hour (12 p.m. to 1 p.m.). At this time, more than 5,000 parking spaces remain vacant in the City's downtown parking facilities, as shown in Figure 2-27, and all of the City-owned off-street lots and garages have substantial excess capacity.

Figure 2-27 Total Parking Occupancy, Saturday



Disabled Placard Parking Use and Abuse

Disabled placard use and abuse at on-street parking meters appears to be a significant issue. Surveys of disabled placard use found that on numerous blocks, vehicles with disabled placards occupy most of the metered curb parking spaces most of the time. Almost one in five (18.2%) vehicles displaying a disabled parking placard remained at a parking space for eight hours or longer. On some blocks, vehicles with disabled placards occupy more than 80% of metered curb parking spaces at the peak hours of the day. In part due to the high percentage of curb spaces on many blocks occupied by vehicles with disabled placards, curb parking on these same blocks is often entirely full during peak hours. This leaves no convenient curb parking available when many shoppers and visitors arrive – including those with disabilities.

3 MANAGING ON-STREET PARKING

The recommendations in this chapter are designed to further the implementation of the following City-adopted Parking Principles, which are particularly relevant to managing curb parking.

PARKING PRINCIPLES FOR MANAGING CURB SPACE

Parking is part of a multimodal approach to developing neighborhood transportation infrastructure.

- Curbside parking must be balanced with multiple complementary and competing needs, including but not limited to delivery vehicles, taxis, car share vehicles, bus stops, bicycle parking and sidewalk widening.

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

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

Parking should be easy for customers.

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

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

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

SUMMARY OF RECOMMENDATIONS FOR MANAGING CURB PARKING

To improve management of on-street parking:

1. Adopt a clear methodology to guide decision-making on how to prioritize the use of scarce curb space. In general, the needs of the following uses should be addressed before examining long-term parking needs:
    i. Bicyclists, pedestrians, and transit;
    ii. active freight and passenger loading, including taxi stands;
    iii. places to linger, such as parklets and sidewalk dining;
    iv. short- and long-term parking.
2. Implement performance-based parking pricing with rates that vary by time of day, day of week and by block.
3. On each block, charge for parking whenever necessary – including evenings and weekends, if needed – to achieve an approximately 85% maximum occupancy per block.
4. Use prices rather than time limits to achieve curb parking availability.
5. Use the Sensor Independent Rate Adjustment (SIRA) methodology developed for San Francisco's *SFpark* performance-based parking pricing to adjust meter rates, calibrating it for Oakland's commercial districts.
6. Establish one or more parking benefit districts for the commercial and residential areas of downtown, in order to provide an institutional structure for returning a portion of curb parking revenue to the blocks where it was collected to fund neighborhood improvements.
7. Return 50% of any net increase in curb parking revenues to the parking benefit district where the revenue is collected, to fund improved public infrastructure and services.
8. Give existing merchant and neighborhood organizations, such as Business Improvement Districts, a significant advisory role in deciding how to spend their local parking benefit district's revenues.
9. Establish a committee, with significant representation from people with disabilities, charged with proposing reforms to (a) improve curb parking availability for people with disabilities, and (b) reduce Disabled Placard fraud and abuse.
10. Improve parking monitoring and enforcement with integrated "smart" meters, off-street Parking Access and Revenue Control Systems, and license plate recognition (LPR) systems.
11. Evaluate emerging parking occupancy sensor technologies (in-ground and/or on-meter) and consider deploying them if and when current reliability, accuracy and cost problems are overcome.
12. Improve parking signage.

DISCUSSION

Adopting a Clear Hierarchy for the Use of Scarce Curb Space

Curb space is a scarce and valuable public resource. Particularly in busy areas, space at the curb is desired, by many different parties, for a variety of public safety, access, movement, commerce, place making and vehicle storage needs. It is physically impossible for all of the desires of all parties to be met in this limited space. Therefore, clear priorities must be set.

The framework recommended above aims to prioritize the use of curb space in ways that match the City's overarching goals. The curb space needs for the most space-efficient and environmentally-friendly modes of transportation – bicycling, walking, and riding transit – should be given top priority. Active freight and passenger loading, which benefits greatly from proximity to destinations, and which requires relatively little space to accommodate many short-stay pickup and drop-offs events, is then accommodated. Pedestrian place-making functions (such as sidewalk dining, parklets, and similar spaces), which can add greatly to the charm and commercial vitality of a street, and which can provide for many people in a relatively small space, are given the next priority. Thereafter, short-term and long-term automobile storage space needs should be considered, with priority given to people with significant disabilities which make it difficult for them to walk for any distance.

This methodology implicitly recognizes that due to the substantial space needs of motor vehicles, the vast majority of downtown parking needs must be met in off-street parking lots and garages. In downtown, curb parking and loading spaces account for less than 30% of the total parking supply. Especially popular blocks with tall buildings, curb space can satisfy only a fraction of total parking demand. Therefore, most long-term vehicle storage needs must be met in off-street facilities, and parking prices should be set to encourage long-stay users to park off-street.

Progress on Implementing Oakland's Parking Principles

Implementing Smart Meters to Make Parking Easier

The City has been moving steadily forward on implementing the parking principles listed above. On July 31, 2014, the City completed the $5.8 million Smart Parking Meter Upgrade Conversion Project.[33] The project replaced all 3,800 remaining single-space, coin-only parking meters in commercial districts across Oakland with new "Smart Parking Meters". The new meters are solar-powered and wirelessly networked, have backlit displays to communicate parking prices and rules, and accept payment by credit cards, debit cards, coins and pay-by-phone. By providing better information and multiple payment options (including the option of extending time remotely by phone), the new meters have made it easier for customers to pay, and easier to avoid citations.

The new meters also set the stage for implementing performance-based parking pricing (i.e., varying parking prices to achieve an occupancy goal for each block) throughout the City. The meters wirelessly communicate, in real time, information about which meters been paid, providing most of the information needed to easily (a) estimate hour-by-hour occupancy on each block and (b) adjust parking prices by block, day of week, and time of day to meet occupancy

[33] http://www2.oaklandnet.com/Parking/SmartMeters/index.htm

goals. Each meter's electronic display allows easy communication of the day's parking prices and rules for that block.

Piloting Performance-Based Pricing and a Parking Benefit District

On August 18, 2014, the City implemented the Montclair Village Flexible Parking Pricing Pilot Project. The pilot project was developed with extensive help from the Montclair Village Business Improvement District. The project varies parking prices on each block to achieve the City's goal of an approximate 85% maximum occupancy on each block. The project effectively created the city's first parking benefit district: 50% of any net increase in parking revenues resulting from the flexible parking pricing will be reinvested into improving public infrastructure within the district. The Montclair Village Association (a Business Improvement District) plays an advisory role in helping determine how to spend any new revenues.

While other locations including Temescal and the Jack London District were studied in 2011 as possible locations for similar parking improvements, Montclair Village was ultimately chosen due to the presence of meter technology allowing neighborhood-wide flexible parking rates. In addition to determining curb parking rates through observed occupancy, the pilot project considers the Village's public garage as part of the whole public parking supply and prices it accordingly, with the aim of meeting the project's parking occupancy goals for the district.

Overall, the project has been well-received, and the Montclair Village Association has expressed its support for the City's continuing efforts to implement "smart" parking and related strategies that build on the Montclair flexible parking pricing pilot program. This existing pilot in Oakland is a strong example of how performance-based pricing can work together with a parking benefit district to benefit residents, visitors, and businesses alike.

The Case for Performance-based Parking Pricing

Currently, prime curb parking spaces in downtown are priced at $2 per hour (Monday through Saturday from 8 AM to 6 PM), and are free of charge at other hours. These prime curb parking spaces are often more visible, more convenient to destinations, and perceived as safer than nearby off-street garages. Yet, they are priced at just one half to one quarter the going rate ($4 to $8 per hour) charged at the competing nearby private lots and garages.

As demonstrated in Chapter 2, the result of this pricing structure is an imbalance between on- and off-street parking utilization, with frequent "hot spots" of on-street demand while there is a surfeit of off-street parking supply nearby. Similarly, there is a perception among merchants and shoppers in the downtown area that parking is difficult, double parking frequent, loading spaces adequate, and time limit regulations too limiting. Better pricing of scarce curb parking can help address these problems.

Available, convenient, on-street customer parking is important for ground-level retail to succeed. To create vacancies and ensure availability of the best, most convenient, front door parking spaces, it is crucial to have price incentives to persuade some drivers to park in the less convenient spaces (on upper garage floors or a block or two away). In other words, higher prices for the best spots and lower prices for the less convenient, currently underutilized spots.

Drivers can be thought of as falling into two primary categories: bargain hunters and convenience seekers. Convenience seekers are more willing to pay for an available front door spot. Many shoppers and diners are convenience seekers. They are typically less sensitive to parking charges

because they stay for relatively short periods of time, meaning that they will accumulate less of a fee than an employee or other all-day visitor. By contrast, many longer-stay parkers will find it worthwhile to walk a block to save on parking fees. With proper pricing, the bargain hunters will choose currently underutilized lots and more distant meters, leaving the prime spots free for those convenience seekers who are willing to spend more. For merchants, it is important to make prime spots available for these people: those who are willing to pay a fee to park are also those who are willing to spend money in stores and restaurants.

For some people, of course, the price of transportation is of primary importance. Lower-cost alternatives are available for those who are particularly sensitive to price, such as parking in off-street garages, and lower-cost modes such as transit, ridesharing and bicycling. Recommendations elsewhere in this report, such as the recommendation to provide all downtown workers and residents with free transit passes, are designed to ensure that one outcome of the report will be to improve equity for lower-income residents and workers.

The Case for Removing Time Limits

The primary alternative to performance-based pricing that cities can use to create vacancies in prime parking spaces is to set time limits, and give tickets to violators. The "time limits and tickets" approach, however, brings several disadvantages: enforcement of time limits is labor-intensive and difficult, and employees, who quickly become familiar with enforcement patterns, often become adept at the "two hour shuffle", moving their cars regularly or swapping spaces with a coworker several times during the workday. Even with strictly enforced time limits, if there is no price incentive to persuade employees to seek out less convenient, bargain-priced spots, employees will probably still park in prime spaces.

For customers, strict enforcement can bring "ticket anxiety", the fear of getting a ticket if one lingers a minute too long. As Dan Zack, the former Downtown Development Manager for Redwood City, CA, put it, "Even if a visitor is quick enough to avoid a ticket, they don't want to spend the evening watching the clock and moving their car around. If a customer is having a good time in a restaurant, and they are happy to pay the market price for their parking spot, do we want them to wrap up their evening early because their time limit wasn't long enough? Do we want them to skip dessert or that last cappuccino in order to avoid a ticket?"

A Redwood City staff report summarized the results found in downtown Burlingame, California:

> *In a recent "intercept" survey, shoppers in downtown Burlingame were asked which factor made their parking experience less pleasant recently... The number one response was "difficulty in finding a space" followed by "chance of getting a ticket." "Need to carry change" was third, and the factor that least concerned the respondents was "cost of parking." It is interesting to note that Burlingame has the most expensive on-street parking on the [San Francisco] Peninsula ($.75 per hour) and yet cost was the least troubling factor for most people.*

This is not an isolated result. Repeatedly, surveys of shoppers have shown that the *availability* of parking, rather than price, is of prime importance.

By using the right prices, with prices that vary by time of day and by location, and by carefully considering which locations can best accommodate this strategy, the City of Oakland can respond to changing demand patterns in a way that is more flexible and customer-oriented than setting time limits.

What is the right price for curb parking?

If prices are used to ensure availability of prime parking spots, then what is the right price? An ideal occupancy rate is approximately 85% at even the busiest hour, a rate which leaves about one out of every seven spaces available, or one to two empty spaces on each block face. For each block, the right price is the price that will achieve this goal.

Professor Emeritus Donald Shoup of UCLA describes this as setting prices for parking according to the "Goldilocks Principle":

> *The price is too high if many spaces are vacant, and too low if no spaces are vacant. Children learn that porridge shouldn't be too hot or too cold, and that beds shouldn't be too soft or too firm. Likewise, the price of curb parking shouldn't be too high or too low. When about 15 percent of curb spaces are vacant, the price is just right. What alternative price could be better?*

If this principle is followed, pricing parking should not drive customers away. After all, when the front-door parking spots at the curb are entirely full, underpricing parking cannot create more curb parking spaces for customers, because it cannot create more spaces. And, if the initial parking meter rate on a block is accidentally set too high, so that there are too many vacancies, then a policy goal of achieving an 80-85% occupancy rate will result in lowering the parking rate until the parking is once again well used.

How many vehicles need to go somewhere else to create a vacant space on every block?

To create one available parking space on every block face in downtown Oakland, approximately 787 vehicles would need to move from the curb into nearby garages (approximately 787 blockfaces in our study area) if all the curb parking were full. Fortunately, Downtown garages currently have far more than 787 vacant spaces, even at peak hour. Additionally, some drivers may respond by leaving their cars at home or in a park-and-ride lot.

No time limits needed

Once a policy of performance-based pricing is adopted, then time limits can actually be eliminated. With their elimination, much of the worry and "ticket anxiety" for customers disappears. In Redwood City, where this policy was adopted in 2006, Dan Zack describes the thinking behind the City's decision in this way:

> *Market-rate prices are the only known way to consistently create available parking spaces in popular areas. If we institute market-rate prices, and adequate spaces are made available, then what purpose do time limits serve? None, other than to inconvenience customers. If there is a space or two available on all blocks, then who cares how long each individual car is there? The reality is that it doesn't matter.*

While customers can stay as long as they like, Redwood City's performance-based pricing has succeeded nonetheless in ensuring vacancies, as employees and bargain hunters have moved to lower-price off-street parking nearby. Similarly, the cities of Ventura and Riverside, CA, have eliminated time limits for many downtown curb parking spaces, relying instead solely on prices to achieve their occupancy goals.

Focus on Ensuring Parking Availability, Not Turnover

The experience from cities that have adjusted parking rates with the aim of ensuring that parking is well-used, but still readily available, shows that to achieve this goal, it is better to use rates that vary by time of day, rather than what is known as "progressive pricing". Progressive pricing

charges drivers higher parking rates for longer stays (e.g., $1 for the first hour and $2 for the second hour) with the goal of increasing turnover at curb parking spaces. *Turnover*, however, is not the key metric that customers care about. Customers care about *availability*. Customers want to find a space available near their destination when they arrive. As long as a space is available, the customer doesn't care how long other people on the block may have parked.

To achieve the desired level of *availability*, particularly at busy hours such as lunchtime and dinnertime, rates that vary by time of day and by location have proven to be more effective than progressive prices. San Francisco's *SFpark* performance-based parking pricing program, for example, often sets higher midday (e.g., noon-3 p.m.) meter prices on blocks with popular lunch spots, with lower rates before noon and in late afternoon. This rate structure responds well to observed curb parking demand, helping ensure vacancies when the lunch crowd arrives. By contrast, progressive pricing—with a low rate for the first hour or two—does little to create vacancies during the lunch hour rush.

Time of day pricing is a superior approach for managing demand in downtown Oakland. As described in chapter 2, parking surveys show that during the week, curb parking occupancy rates are highest between 11 a.m. and 2 p.m., and that by early evening, curb demand levels off under 70% occupancy. With this overall pattern, progressive pricing would likely do a poor job of ensuring availability for the high number of lunchtime customers looking for parking for only an hour or two, and would overprice parking on many blocks in the evening. Instead, on many blocks, appropriate pricing is likely to be a higher rate during the midday period, with lower rates in the morning and evening.

Using *SFpark*'s Sensor Independent Rate Adjustment (SIRA) Methodology & *goBerkeley's* Monitoring & Enforcement Technologies

San Francisco and Berkeley's successful experiences with performance-based parking pricing demonstrate two different ways that the City can approach the task of adjusting curb parking rates and operations. In the following section, both San Francisco and Berkeley's approaches are described, to illustrate two viable alternatives.

This report's recommendations aim to draw from the best aspects of both Berkeley and San Francisco's programs. We recommend implementing time-of-day pricing and block-by-block pricing adjustments, as is done in San Francisco's SF*park* program. We also recommend using the Sensor Independent Rate Adjustment (SIRA) methodology, which was originally developed for the *SFpark* program, to adjust meter rates. This approach provides the advantage of being readily adaptable to a wide variety of districts throughout a large city like Oakland. The methodology for adjusting parking meter rates is also transparent, quantifiable, and data-driven. These characteristics may assist in creating confidence and trust that performance-based parking pricing will be aimed primarily at managing parking for availability, rather than maximizing revenue. A quantifiable, data-driven approach can also survive future staff turnover, and minimizes the need for judgment calls by individual City staff.

To monitor parking occupancy and improve enforcement, we recommend adopting the monitoring and enforcement technologies used by Berkeley's *goBerkeley* program. As described later in this section, and in the next section (on Payment, Monitoring and Enforcement Technologies), Berkeley monitors parking occupancy rates using a combination of data from their smart parking meters and data from the license plate recognition (LPR) systems mounted on City vehicles. Their software systems help City parking managers integrate the data, generate parking occupancy maps, and decide how to adjust parking meter rates.

San Francisco, CA – *SFpark* and the SIRA methodology

In San Francisco, the *SFpark* project established different rate periods for weekdays and weekends based on observed parking demand. Rates were then adjusted gradually and periodically based on demand, and rates changed no more often than once per month. Rates are set with the goal of maintaining no more than 80% occupancy on any single block.[34] For each block, prices can vary by weekday and weekend, and by time of day (divided into three to four "time bands" for simplicity; e.g., "9 a.m. to noon"). The example below shows all time bands and recent rates for the 100 block of Berry Street, where the meters operate from 9 AM to 10 PM. On this block, demand is highest on weekdays, somewhat lower on weekends, and substantially lower in the evening. Rates vary accordingly.

Table 3-1 Time of Day Parking Rates in San Francisco – An Example

Day Type	From Time	To Time	Current Rate
Weekday	9 AM	12 PM	$4.25
	12 PM	3 PM	$4.25
	3 PM	6 PM	$4.25
	6 PM	10 PM	$0.75
Weekend	9 AM	12 PM	$3.50
	12 PM	3 PM	$3.75
	3 PM	6 PM	$3.75
	6 PM	10 PM	$0.75

Occupancy rates *initially* were determined using data from wireless in-ground parking occupancy sensors and were calculated by dividing the total number of seconds the block was occupied by the sum of total occupied seconds and total seconds the block was vacant. Occupancy rates were only calculated on whole hour increments, so that the total number of occupied seconds was always divided by 3,600, the number of seconds in an hour. Following is a description of *SFpark*'s original approach to rate adjustments based on observed occupancy:

- When occupancy is 80-100%, the hourly rate is increased by $0.25
- When occupancy is 60-80%, the hourly rate is not changed.
- When occupancy is 30-60%, the hourly rate is lowered by $0.25.
- When occupancy is less than 30%, the hourly rate is lowered by $0.50.[35]

Between August 2011, when performance-based pricing went into effect, and the end of 2013, San Francisco implemented 13 rate adjustments using occupancy calculated from parking sensor data. At the end of 2013, the pilot project's federally-funded parking sensors reached the end of their

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[34] San Francisco Municipal Transportation Agency, *SFpark: Putting Theory Into Practice* (San Francisco: SFMTA, August 2011), p. 25. Recently, the City found that after numerous rounds of performance-based price adjustments, rates very rarely needed to be lowered by $0.50, and for the sake of simplicity, eliminated this rate adjustment band.

[35] Ibid. p. 26.

useful lives and were deactivated and not replaced. *SFpark* staff decided not to purchase and operate new sensors due to a variety of problems they had experienced with this emerging technology, including problems with reliability, accuracy, cost, and replacing sensors removed without warning due to construction projects.

Instead, using the previous two and half years of occupancy data from the parking sensors (supplemented by manual counts for quality assurance) and revenue data from parking meters, San Francisco developed a model to estimate parking occupancy using meter payment data.[36] The goals of the Sensor Independent Rate Adjustment (SIRA) model were to support the existing on-street rate adjustment policy, address inherent uncertainty in using models to estimate outcomes, and provide for flexibility in expanding demand-responsive pricing citywide.

The SIRA model developed by the City was found to support these goals, and since June 2014, the City has used the model to continue making regular demand-responsive rate adjustments. The model allows the City to continue performance-based pricing, without needing sensors. Instead, meter revenue data, supplemented by manual and/or license plate recognition-based occupancy counts, can be used to verify that occupancy goals are still being met.

The model uses meter payment rates to estimate occupancy rates on each block. At any snapshot in time, the meter payment rate is the share of total spaces available that are also paid. The parking occupancy rate is the share of total spaces available that are also occupied. The occupancy rate is usually higher than the payment rate because not everyone who parks pays (sometimes because a driver is not required to pay, and sometimes because the motorist parked illegally). Using a statistical regression analysis model, San Francisco developed the following simple linear model equation:

$$Occupancy\ Rate = 29.283 + 0.808 * (Payment\ Rate)$$

As one example, using this model, a payment rate of 50% yields an occupancy rate of about 70%.

SFpark's Sensor Independent Rate Adjustments (SIRA) Methodology & Implementation Plan[37] provides extensive detail on the development of the model and important additional information on how to use it. The document also describes two slightly more accurate model equations, which customize the model for different San Francisco districts.

This report recommends adapting the SIRA model for use in Oakland. As a starting point, the simple linear model equation shown above can be used for initial parking price adjustments. To provide occupancy data, purchasing and using license plate recognition systems mounted on parking enforcement vehicles is recommended. (As described below, Berkeley has adopted the practice of using license plate recognition to collect occupancy data, with good results.)

Once Oakland has gathered a strong database of parking occupancy data for each block in the performance-based parking pricing areas, stretching over a year or more, the SIRA model equations can be calibrated for the specific conditions that exist in each of Oakland's commercial districts. This calibration step is recommended to improve the accuracy of the simple linear SIRA model equation shown above. This local calibration step is likely to result in a modest, but worthwhile, improvement in model accuracy.

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[36] San Francisco Municipal Transportation Agency. "Sensor Independent Rate Adjustments (SIRA) Methodology & Implementation Plan," May 14, 2014. http://sfpark.org/wp-content/uploads/2014/05/SIRA-methodology-and-implementation-plan_2014_05-14.pdf. Accessed February 28, 2016.

[37] Ibid.

As was done in San Francisco, for all of the areas with demand-based parking pricing, we recommend that pricing adjustments be made no more frequently than monthly.

Revenue Implications of Demand-Based Curb Parking Pricing

All of the cities that have implemented demand-based curb parking pricing have done so with the primary goals of increasing parking availability, reducing cruising for parking and ultimately reducing traffic congestion and greenhouse gas emissions; not with the intention of increasing parking-related revenue. However, many cities have found that their programs have either proved to be essentially revenue-neutral, or sometimes net positive. The cities that found their programs increased revenue generally either: (a) switched from using time limits with no parking pricing to pricing curb parking (e.g., Ventura, CA); or else (b) extended the hours of meter enforcement.

In many cases, upgrading meter payment technology to allow paying by credit card has a substantial impact on meter revenue. If this change is implemented at the same time as demand-based parking pricing, it can be difficult to know whether the change was due to allowing payment by credit card, or due to the demand-based pricing.

Like Oakland, Los Angeles upgraded its meter technology with credit-card accepting smart meters in advance of collecting the baseline data for the City's "Express Park" demand-based parking pricing. Meter revenue increased slightly overall due to the switch to the new credit-card accepting meters, which was offset by the increased cost in operating the new parking system. Los Angeles subsequently found that overall, the Express Park performance-based parking pricing program was essentially revenue neutral.[38]

San Francisco's SF*park* performance-based pricing program appears to have increased parking revenues, although not dramatically. The *SFpark* program appears to have increased net parking revenues by approximately $1.9 million per year. During the same period, annual citation

The goBerkeley approach to Performance-based Parking Pricing

In Berkeley, the *goBerkeley* project established different rates and regulations based on geography, with "value" spaces priced at $1.50 per hour with eight-hour time limits, while "premium" spaces were priced at $2.75 per hour and given two-hour time limits. Occupancy rates were determined using an integrated algorithm from smart meter data and license plate recognition (LPR) as part of police-managed enforcement. The software estimates parking occupancy rates on each block face based upon the number of transactions and amount of revenue collected at each parking meter on the block face. Based on observed occupancy, rate adjustments are based on the following:

- When occupancy is 85-100%, the hourly rate is increased to increase turnover and/or shift demand.
- When occupancy is 65-85%, the hourly rate and regulations are not changed.
- When occupancy is under 65%, the hourly rate is lowered and time limits extended to incentivize use of parking.

The rate changes differ depending on whether the block is in a "premium" or "value" zone. Moreover, depending on parking occupancy, blocks with consistently high occupancies may be categorized as "premium;" conversely, blocks that are consistently underutilized may be categorized as "value" and priced and regulated accordingly.

Although Berkeley has continued to use time limits and a zone-based approach to their performance-based parking pricing, this report does not recommend incorporating these aspects into downtown Oakland's parking management. Time limits are hard to enforce and can even prompt more circling as drivers move their cars to avoid a ticket.

As Chapter 2 demonstrated, the parking "hot spots" of on-street shortages and nearby availability are too fine-grained to be treated as a larger zone. As other cities, including San Francisco, have found, appropriate pricing on a block-by-block basis, with regular adjustments to reflect changing land uses (e.g., the opening of a popular new business), is the most flexible and most effective way to manage curb parking to ensure adequate availability.

[38] Peer Ghent, Los Angeles Department of Transportation. "Optimizing Performance Objectives for Congestion Pricing Parking Projects." TRB 15-1895. November 2014. http://docs.trb.org/prp/15-1895.pdf

revenues appeared to have decreased by approximately $0.5 million, and garage revenues grew at a slower pace.[39] However, since *SFpark* installed credit-card-accepting parking meters as part of this pilot program, the extent to which these changes were due to performance-based parking pricing (versus due to accepting credit cards) is unclear.

Additionally, it is important to note that in most of the eight *SFpark* pilot project areas, San Francisco only implemented performance-based parking pricing within the confines imposed by the City's previously existing hours of meter enforcement. Today, most San Francisco meters, including those in the pilot project areas, are still operated and enforced from only 9 a.m. to 6 p.m., Monday through Saturday.[40] There are limited exceptions to this general rule, such as implementing event pricing and evening metering on parking meters within walking distance of AT&T Park. Meters are also operated on Sundays in the Fisherman's Wharf area, on the Embarcadero, in five municipal off-street parking lots and in the Special Event Area around AT&T Park during special events. Generally, however, curb parking pricing has not been extended into evening hours or to Sundays in most of the pilot project areas, even if curb parking occupancy during those hours exceeds the City's goals. This has limited the potential for performance-based pricing to increase the City's parking revenues.

Using Curb Parking Revenues to Improve Social Equity

The City of Oakland has made a strong commitment to equity and affordability, as discussed in Chapter 1. Donald Shoup explains how curb parking pricing can be deployed in an equitable manner:

> *Free curb parking limits the revenue available to pay for public services, and poor people cannot replace public services with private purchases as easily as richer people can. The poorest cannot afford cars, but they do benefit from public services—such as public transport—that parking revenues can finance. Using curb parking revenue to pay for local public services is much fairer than keeping curb parking free, losing the revenue needed to pay for public services, creating chaotic parking problems on busy streets, and increasing traffic congestion caused by drivers who are searching for free parking.*[41]

The on-street parking pricing strategy in this report is paired with a recommendation for the establishment of new parking benefit districts, discussed in the following section.

Parking Benefit Districts for Commercial Districts

Parking benefits districts (PBDs) are defined geographic areas, typically in downtowns or along commercial corridors, in which revenue generated from on-street and/or off-street parking facilities within the district is returned to the district to finance neighborhood improvements.

In downtown Oakland, one or more parking benefit districts should be established. Phase 1 of the Demand-Responsive Parking and Mobility Management Initiative funded by the $1.3 million MTC grant will deploy demand-responsive parking pricing paired with PBDs in Chinatown, Lake

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[39] San Francisco Municipal Transportation Agency, *SFpark Pilot Project Evaluation.* June 2014.

[40] San Francisco Municipal Transportation Agency. "Parking Meters: What You Need to Know about Parking Meters in San Francisco." Accessed May 25, 2016. https://www.sfmta.com/getting-around/parking/meters.

[41] Gregory Pierce & Donald Shoup (2013) Getting the Prices Right, Journal of the American Planning Association, 79:1, 78, DOI: 10.1080/01944363.2013.787307

Merritt/Uptown, and Civic Center/Uptown, as well as reinforce the existing demand-based pricing program and benefit district already established in Montclair Village.

In Oakland, Montclair Village is the first pilot of demand-based parking pricing and of establishing a PBD. Currently, the exact budgeting process for how net revenues resulting from this pilot effort will be allocated has yet to be determined. An important next step in implementing this report's PBD recommendations will be to develop clear protocols for allocating meter funds.

Two options for downtown Oakland can be considered. A first alternative would be to create a single PBD for the entire downtown. This offers ease of administration and easier aggregation of funds for a larger improvement project. A second alternative would be to create three downtown PBDs (Chinatown, Lake Merritt/Uptown, and Civic Center/Uptown). This alternative would help ensure geographic equity and reassure local merchants that their specific district would receive a share of any new revenues collected on their blocks.

The Case for Parking Benefit Districts

To make performance-based pricing popular and maintain enduring majority support, it is extremely helpful to return a significant share of any new curb parking revenue to fund public improvements in the blocks where the revenue is actually generated. If revenue from the district appears to be "disappearing" into the general fund, there will be little support for installing new parking meters or implementing pricing from local stakeholders.

To ensure the long-term success of a PBD, it is also critical that the city gauge the opinion of local residents and business owners to help determine how the revenues generated from the district should be spent. Potential expenditures that can be financed include a range of improvements:

- Purchase and installation costs of additional parking meters
- Additional parking enforcement
- Transit, pedestrian, and bicycle infrastructure and amenities
- Streetscape improvements, landscaping, and lighting
- Street cleaning, power-washing of sidewalks, and graffiti removal
- "Mobility Ambassadors" to provide visitor assistance and additional security
- Additional police patrols to provide additional security
- Leasing of private spaces for public use
- Marketing and promotion of the district and local businesses
- Implementation and administration of Transportation Demand Management programs to reduce commuter car use and parking demand (discussed in Chapter 6)
- Oversight and management of downtown infrastructure and amenities
- Additional programs and projects as recommended by local stakeholders and approved by City Council

By "net new revenues" we mean any new parking revenues from increases in fees less any increased parking costs, such as bond payments, operations and maintenance, enforcement, administration, and other costs required to establish and maintain the new parking system.

As prior efforts to change curb parking prices in Oakland have shown, engagement with local residents and business owners is key to communicating the benefits of implementation.

Implementing these parking recommendations can capitalize on the outreach done through this study and communication channels established as part of the Downtown Specific Plan process. During the Downtown Specific Plan's Parking Summit, for example, participants were strongly in favor of deploying more tools to manage demand for existing parking, including adjusting parking prices.[42]

Parking Benefit Districts for Residential Streets

In order to reduce spillover parking problems in residential neighborhoods, many cities, including Oakland, have implemented residential permit parking areas by issuing parking permits to residents. Cities may assess permit fees to cover costs associated with administering and enforcing the program. As discussed in Chapter 2, the City has two residential parking permit zones (Areas F and J) within the study area; the resident fee for an annual permit in these areas is $82 for a new permit, and $59 to renew an existing permit. These permits allow vehicles to park on the street for extended periods of time. One merchant permit per business license may be purchased in Area F.[43]

Conventional residential permit parking areas have several limitations. Most notably, cities often issue an unlimited number of permits to residents without regard to the actual number of curb parking spaces available in the area. In high parking-demand areas, this can lead to a situation in which on-street parking is seriously congested, and the permit functions solely as a "hunting license", simply giving residents the right to hunt for a parking space with no guarantee that they will actually find one. (An extreme example of this is Boston's Beacon Hill neighborhood, where the City's Department of Transportation has issued residents 3,933 permits for the 983 available curb spaces in Beacon Hill's residential parking permit district, a 4-to-1 ratio.)[44]

This report recommends working with residents to consider converting Areas F and J into Residential Parking Benefit Districts, and to also consider implementing them in other residential areas near downtown that experience spillover parking problems and/or curb parking shortages.

Residential Parking Benefit Districts are similar to conventional residential permit parking areas, but as recommended here, they differ in several significant ways. Residential Parking Benefit Districts are designed to:

- Manage curb parking to achieve an acceptable vacancy rate for that neighborhood (such as a goal of no more than an 80-85% occupancy rate on each block, even at the busiest hour on a typical day.)
- Allow a limited number of nonresidents to pay to use any surplus on-street parking spaces in these areas that may be available (e.g., during weekday working hours, when many residents may be away) and return the resulting revenues to the neighborhood to fund public improvements.

Paid parking with exemptions for residents has been implemented in various forms in the following jurisdictions:

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[42] Nelson\Nygaard Consulting Associates, *Downtown Oakland Parking Study Technical Memorandum #3: Public Outreach Summary,* November 2015.

[43] Nelson\Nygaard Consulting Associates, *Downtown Oakland Parking Study Technical Memorandum #1: Context Analysis,* April 2015.

[44] Shoup, Donald. The High Cost of Free Parking. APA Planners Press, 2005, p. 516. This phenomenon may or may not be occurring in Oakland since complete data on permits issued vs. spaces available was not readily available.

- San Clemente, California (regular parking fees $1.50 per hour, resident permits: $50 per year)
- Laguna Beach, California (regular parking fees $1.25 – $2.25 per hour, resident permits: $40 per year)
- Newport Beach, California
- Oceanside, California (regular parking fees: $1 per hour, resident permits: $100 per year)
- Aspen, Colorado (non-resident permits: $5 per day)
- Boulder, Colorado (resident permits $12 per year; non-resident permits $312 per year)
- Santa Cruz, California (resident permits $20 per year; non-resident permits $240 per year)
- Tucson, Arizona (resident permits $2.50 per year; non-resident permits $200 –$400 per year, declining with increased distance from University of Arizona campus)
- West Hollywood, California (resident permits $9 per year; non-resident permits $360per year)

To ensure that the Residential Parking Benefit Districts can charge performance-based parking fees which are high enough to achieve the occupancy goal for each block in the district, each parking benefit district should be established as a parking meter zone, as allowed under California Vehicle Code Section 22508. California case law authorizes local jurisdictions to charge fair market rates in parking meter zones "that may... justify a fee system intended and calculated to hasten the departure of parked vehicles in congested areas, as well as to defray the cost of installation and supervision." California case law has also recognized that parking meter fees are for the purpose of regulating and mitigating traffic and parking congestion in public streets, and not a tax for revenue purposes.

If established as parking meter zones under CVC Section 22508, existing residents in the zone may be issued annual permits (for free, or a nominal price, or higher if desired) to park at the meters, while all others are charged regular performance-based prices. The California examples listed above, as well as Oakland's own practice in some meter zones, offer precedents for this approach.

Residential Parking Benefit Districts should *not* be established as simple preferential parking permit zones, as California law for this type of zone may limit the fees that may be charged to an amount too low to achieve the City's goals.

This report recommends that as in Oakland's existing residential permit parking ordinance, Residential Parking Benefit Districts only be implemented if a majority of households in a proposed area supports formation of the District.[45] Residential Parking Benefit Districts can provide a mutually beneficial solution for both residents and non-residents. This approach can solve many of the problems experienced with conventional residential permit parking areas, where curb parking may be oversubscribed due to an unlimited number of permits being issued to residents without regard to the actual number of curb parking spaces available, or due to nonresidents gaining free parking by moving their cars frequently to evade time limits, or both.

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[45] *Designation of a residential permit parking area.* City of Oakland Municipal Code, Section 10.44.050.

Access for Persons with Disabilities

As discussed in Chapter 2, drivers using disabled placards to park for free at the curb occupy a significant share of curb parking. Similarly, numerous merchants reported that they feel this extensive use of disabled placards indicates misuse and abuse. Although demand-based parking pricing has been shown to be effective at increasing parking availability, it is a less effective tool when drivers such as placard holders are unaffected by the price of parking. On many blocks, curb parking is entirely full at peak hours, meaning that many people with genuine disabilities that make walking difficult cannot find convenient parking near their destination. Therefore, complementary strategies may be desirable to address this issue.

In San Francisco, the Municipal Transportation Agency (SFMTA) and the Mayor's Office on Disability convened an Accessible Parking Policy Advisory Committee that brought together disability rights advocates and other stakeholders. The Committee worked together over six months to develop policy recommendations to increase access to street parking in addition to reducing disabled parking placard abuse. These recommendations included the following:

- Designate more accessible parking spaces (a.k.a. blue zones) at the curb
- Review the City's requirements for blue zone placement
- Improve enforcement of placard misuse by dedicating Parking Control Officers to enforcing placard use
- Direct a share of meter revenue to accessibility improvements

Cities such as San Francisco, Berkeley, and Los Angeles have formed a coalition to help lobby for changes at the state level, such as allowing qualified jurisdictions to require meter payment and four-hour time limits for disabled placard holders.

Given the level of disabled placard use observed in the downtown Oakland area, we recommend that the City of Oakland pursue a similar stakeholder engagement process with local disability rights advocates and community members with disabilities to develop specific policy recommendations that better meet the needs of people with disabilities.

This study's parking inventory indicated that accessible parking spaces make up approximately 1.2% of on-street parking in the study area. The City should consider reevaluating the quantity and location of existing blue zones to be more proactive about establishing on-street parking for people with disabilities on non-residential streets.

PAYMENT, MONITORING, AND ENFORCEMENT TECHNOLOGIES

A robust integrated payment, monitoring, and enforcement strategy is essential to the success of demand-based pricing, particularly as it requires regular adjustments and data collection so that the pricing rates and structure is effectively managing the parking system.

On-Street Parking Payment Technologies

As described earlier in this chapter, Oakland uses a mix of single-space and multi-space meters, equipped with a pay-by-phone option, to manage curb parking. These technologies are briefly reviewed below.

Single-space and Multi-space Parking Payment Options

Smart Meters

The $5.8 million Smart Parking Meter Upgrade Conversion Project[46] replaced all 3,800 remaining single-space, coin-only parking meters in commercial districts across Oakland with new IPS "Smart Parking Meters". This works out to a cost of approximately $1500 per meter upgraded. The new meters are solar-powered and wirelessly networked, have backlit displays to communicate parking prices and rules, and accept payment by credit cards, debit cards, coins and pay-by-phone. By providing better information and multiple payment options (including the option of extending time remotely by phone), the new meters have made it easier for customers to pay, and easier to avoid citations.

Pay-and-display

The rest of Oakland's metered spaces are governed by Cale multi-space "pay-and-display" parking payment kiosks. These meters also are wirelessly networked and accept payment via coin, credit card, debit card or phone. Pay-and-display meters serve roughly eight to 30 parking spaces each, depending on location and level of service desired. People must park, walk to the meter where they receive a receipt, and return to their vehicle to display the receipt on their dashboard. Pay-and-display meters cost approximately $10,000 to $12,000. These meters have clearly minimal maintenance costs; operating costs vary depending on the type of power system used. Pay-and-display meters can use solar power, keeping operational costs very low and requiring no utility work for installation (battery powered meters are also available). Enforcement costs are generally equivalent to those for single-space metering, as parking control officers must look at each vehicle to determine which cars are in violation.

Pay-by-space

Multi-space meters can also be configured as pay-by-space meters. This requires that on-street parking stalls be numbered. They can be more convenient for motorists because they do not need require drivers to get a ticket and return to their cars. Most models support pay-by-phone technology. Such meters can have lower enforcement costs, as enforcement staff do not have to inspect each vehicle's dashboard, and can instead review payment information from handheld devices or the central parking payment machine. Although such meters require each space to be numbered, this can be done in an inexpensive and inconspicuous manner, typically with stencils on the curb. Pay-and-display meters also cost approximately $10,000 to $12,000 per unit.

Pay-by-phone/Pay-by-plate

Pay-by-phone technology provided by Parkmobile is available at all metered spaces in Oakland, including both single and multi-space parking options. Pay-by-phone technology allows a driver to pay a parking fee via mobile phone or mobile phone application. Motorists can receive a reminder text when their time is almost up, and can add time without returning to their vehicle or parking meter. Receipts are available via email or text. Typically, these programs require pre-registration, as payment is linked to the license plate number of the parked vehicle. This parking payment method is usually available in addition to physical payment options, so that drivers without access to a mobile phone or smartphone can still pay for parking.

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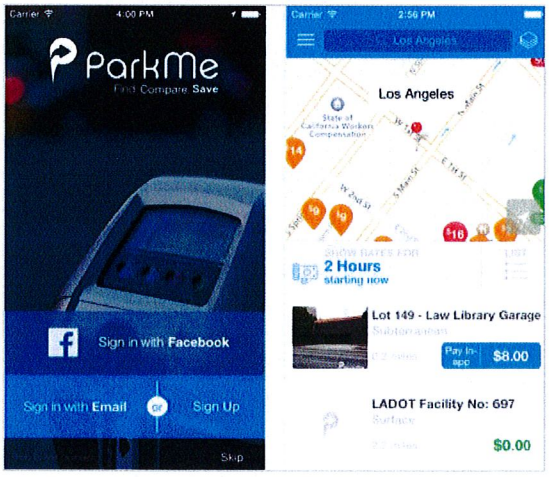
[46] http://www2.oaklandnet.com/Parking/SmartMeters/index.htm

Pay-by-phone technology can reduce maintenance and operational costs associated with meters, such as coin collection. Pay-by-phone systems can be implemented through smart meters with wireless communications or through simply affixing NFC (near field communication)-enabled decals to existing meters. NFC decals contain passive electronic chips that store information such as a parking space number that can be read wirelessly by any NFC-enabled mobile phone to complete payment transactions through a third-party vendor. In Oakland, Parkmobile provides the NFC decals, installation, and training for free in exchange for collection of a transaction fee. Drivers are charged a $0.35 fee per transaction. However, the minimal transaction fee provides value when compared to the hassle of returning to one's vehicle to feed the meter or risking the cost of a citation.

Enforcement costs may be reduced by this technology, as parking control officers can rely on handheld devices or license plate recognition (LPR) software to determine which vehicles are in violation.

Figure 3-1 Parking Meter and Payment Technology

Flickr user Jill Siegrist



Parking Enforcement & Monitoring Technologies

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

Handheld Ticketing Units

For several years, Oakland's parking enforcement officers have used computerized handheld ticketing units in issuing accurate and legible citations. The handheld units improve record keeping and reduce errors by allowing officers to take digital photos of vehicles parked in violation of the law, to accompany each citation; and by directly communicating with central records and printing digitized parking tickets. Typically, these units are also capable of automatically accounting for more complex regulatory structures, such as graduated fines issued at escalating rates for repeat offenders.

Parking Occupancy Sensors

Parking sensors are wireless, magnetometer-based devices which are typically embedded in the ground to detect when vehicles enter and exit a parking space. The sensors rely on electromagnetic field changes to detect the presence of a large metallic object such as a vehicle in the immediate vicinity. The sensors transmit data wirelessly to communicate when a vehicle enters or exits a space. This data is sent wirelessly via a network of pole-mounted repeaters and gateways to the sensor management system. Parking sensors are useful in gathering real-time data about parking occupancy, turnover/session counts, and length of stay.

The *SFpark* pilot program utilized this data collection system to varying levels of success, revealing a number of issues in the process which ultimately affected sensor accuracy. Problems encountered with this emerging technology included the following:

- High levels of electromagnetic interference from overhead power lines serving the City's electric trolley buses and other utility-related facilities reduced sensor accuracy
- Parking sensor batteries began to fail earlier than anticipated
- Lack of coordination with street construction efforts resulted in sensors occasionally being paved over or destroyed without notification
- Sensor data transmissions required additional independent monitoring and verification for quality control

The challenges associated with parking sensor operations and analysis should be taken into consideration when weighing the possibility of using parking sensors. This report recommends that the City evaluating emerging parking occupancy sensor technologies in a future pilot project, and consider more widely deploying them if and when current reliability, accuracy, and cost problems are overcome.

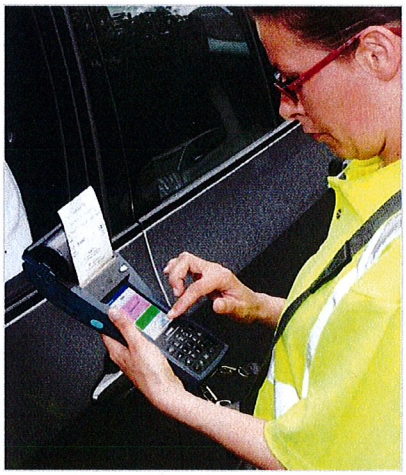
License Plate Recognition

License Plate Recognition (LPR) systems, or "digital chalk," allow a fast moving enforcement vehicle to scan the license plates of parked vehicles to conduct occupancy counts and perform a variety of enforcement functions, such as identifying vehicles reported stolen, vehicles with multiple outstanding citations, and/or enforcing time limits. Through a combination of license plate recognition, image capture, and GPS technology, the software records vehicle location,

time/date, and license plate number. When an enforcement officer returns to a specific block for a second time, the software scans plates again, notifying the officer when it detects a vehicle that has been parked longer than the posted time limits. The officer can then make a visual confirmation that the plate matches the pictures captured by the LPR system, and issue a citation.

The capital cost of a LPR system ranges from $50,000-$80,000 per unit, not including training and additional labor costs. The technology is more efficient than manual chalking of tires for enforcing time limits (two to four times faster). Ultimately, adoption of LPR for parking enforcement should provide positive fiscal impact to the City due to increased efficiency, reduced labor costs, and reduced costs associated with repetitive stress injuries sometimes suffered by enforcement officers who manually chalk tires.

Figure 3-2 Parking Enforcement Technology



LPR-procured data can be used to assess parking occupancy, turnover, and length of stay for vehicles. Although smart meter data can provide a baseline for this type of information, as described earlier, smart meter data does not reflect occupancy by non-paying vehicles, such as those displaying disabled-person placards. Furthermore, meter payment does not accurately reflect circumstances of overpayment of time, such as when a vehicle leaves a parking stall before the paid time period expires. LPR system can therefore serve dual purposes for enforcement as well as analysis.

The City of Oakland Police Department currently uses LPR as part of its regular law enforcement system, but not for parking enforcement. As discussed in the City of Oakland's MTC Climate Initiatives grant, procurement of an LPR system for parking enforcement will be highly beneficial to the implementation and management of a demand-based parking pricing system. The City of Berkeley's *goBerkeley* pilot project leveraged MTC and other federal funds to develop an automated parking data collection tool that integrates data collected from smart meters as well as LPR data. The software developed to integrate these two data streams is available for adoption for other cities, such as the City of Oakland. It is possible that additional software customization may be required to make it fully operational. The City of Oakland's existing parking services agreement with Xerox could potentially be augmented to have Xerox take on the role of integrating the smart parking meter data and the LPR data.

Additionally, parking staff should work closely with the police department and city attorneys to develop use regulations to ensure compliance with all applicable privacy laws[47] and clarify the purpose of this system (how the LPR units will be used and how the data will be shared) well before its implementation.

Signage and Wayfinding

Wayfinding signage helps orient visitors, shoppers, and residents alike, pointing them to area parking facilities, retail establishments, pedestrian and bicycle access routes, and other important destinations. Wayfinding strategies seek to efficiently coordinate movement within a neighborhood, pointing users of all modes of travel to the best access routes for their destination. It represents an important part of a comprehensive circulation and parking management strategy, improving the customer-friendliness of a neighborhood or district.

Parking signs can help direct motorists to underutilized off-street facilities, freeing up the most convenient "front-door" curbside spaces, and maximizing the efficiency of a parking system. Improved wayfinding in the form of new signs helps maximize the use of off-street parking facilities, representing another way to help eliminate traffic caused by cars "cruising" for on-street parking. Wayfinding can also help dispel perceived (but not actual) shortages in parking.

The City of Oakland initiated the Uptown Wayfinding Signage Pilot program in spring 2014. A joint effort of City staff and key stakeholders such as the Lake Merritt/Uptown, Downtown, and Jack London Business Improvement Districts (BIDs), this project's goal is to develop a consistent vehicular and pedestrian wayfinding system for destinations in the Uptown area. Project staff surveyed existing signage and researched best practices in other cities, ultimately developing a draft "signage family" of proposed designs to be shared with the Planning Commission's Design Subcommittee.[48] These new designs build on existing infrastructure, are scaled according to need, and can be easily adapted for directing drivers and other users to parking facilities and other transportation connections.

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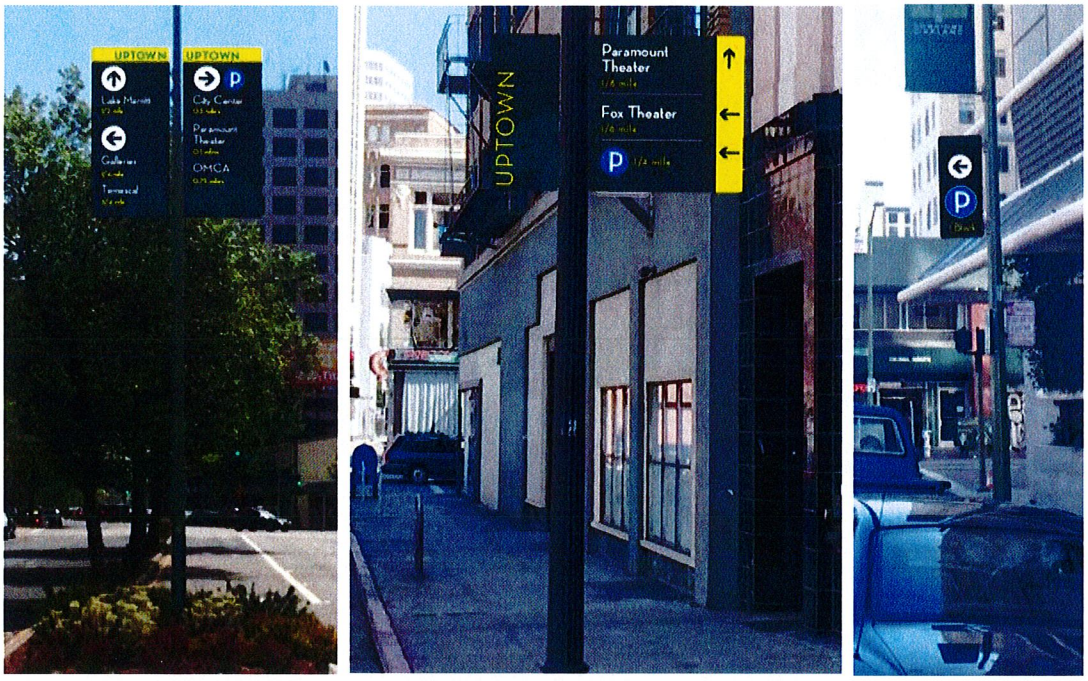
[47] California Senate Bill 34, Automated license plate recognition systems: use of data. https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=201520160SB34

[48] City of Oakland Uptown Wayfinding Signage Pilot Project. http://www2.oaklandnet.com/government/o/CityAdministration/d/NeighborhoodInvestment/s/Projects/UptownSignage/OAK050691

Figure 3-3 Draft Signage Family, Oakland Uptown Wayfinding Pilot Project



The City should also evaluate the implementation of real-time parking signage within new or proposed parking facilities. Real-time availability displays direct vehicles to those off-street lots with the most availability. Pricing information can also easily be displayed on parking wayfinding signage. The capital cost of real-time availability displays ranges from $25,000-$50,000 per unit. Annual operating and maintenance costs are typically $500 per unit.

Figure 3-4 Parking Wayfinding Signage

The City's data streams on parking inventory, locations, availability, and pricing should be mapped and made easily accessible through phone and web applications. This recommendation

follows from the City's existing Open Data Policy, adopted in October 2013, which declares that the City will make every reasonable effort to publish its data in machine-readable formats, in order to make it available to the greatest number of users and for the greatest number of applications.[49]

[49] City of Oakland Resolution No. 84659 C.M.S. October 2013.

4 MANAGING AND REGULATING OFF-STREET PARKING

The recommendations in this chapter are designed to further the implementation of the following City-adopted Parking Principles, which are particularly relevant to managing off-street parking.

PARKING PRINCIPLES FOR MANAGING OFF-STREET PARKING

Parking is part of a multimodal approach to developing neighborhood transportation infrastructure.

- Users of commercial districts (shoppers, employees, visitors) have varied needs for access, via private auto, transit, bicycle and foot.

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

- Parking should be priced to achieve usage goals ("market pricing"); market prices may vary by area; by time of day and may be adjusted occasionally to reflect current use.
- Pricing and policies should encourage use of off-street parking lots where they are available.

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

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

SUMMARY OF RECOMMENDATIONS FOR MANAGING OFF-STREET PARKING

To improve management of City-owned off-street parking:

1. Refrain from subsidizing automobile storage and use: require that City-owned lots and garages in downtown be operated as an *enterprise operation,* which pays for itself through user fees.
2. Require that this Off-Street Parking Enterprise Operation support itself solely through lot and garage user fees, without additional support from other taxpayer dollars or curb parking revenues.

3. Plan and budget for the long-term financial sustainability of this Enterprise Operation, including setting parking rates which are sufficient to provide for long-term facility maintenance, renovation, reconstruction, staffing, and pension liabilities.
4. Implement performance-based parking pricing with rates that vary by time of day, and day of week.
5. Specifically, raise or lower both monthly and hourly rates at each lot and garage as necessary to (a) eliminate wait lists and "lot full" signs, and (b) raise all funds necessary to support the Off-Street Parking Enterprise Operation.
6. Extend or contract parking lot and garage hours of operation as necessary, with the goal of ensuring that public and/or private parking is readily available within a reasonable walk of all significant destinations.
7. Reassess the number and location of reserved off-street parking spaces to ensure they are well used.
8. Improve parking signage.
9. Develop a real-time parking wayfinding system.
10. Place a moratorium on construction of any City-owned new or replacement off-street parking, until the following have been completed: (a) the now-in-progress *Downtown Specific Plan*; (b) the establishment of maximum parking requirements; and (c) a "highest and best use" analysis of city-owned lots and garages.
11. Assess the highest and best use for City-owned lots and garages.

To manage future growth in ways that minimize traffic congestion and pollution, while improving economic vitality and social equity:

1. Remove minimum parking requirements from the Zoning Code.
2. Establish maximum parking requirements in the Zoning Code.
3. Require new developments to: (a) unbundle the cost of parking from the cost of other goods and services; (b) offer car sharing agencies the right of first refusal for a limited number of parking spaces and require that those spaces be provided to the car sharing agencies free of charge; and (c) provide free transit passes to the project's residents and/or employees.

DISCUSSION

As discussed in Chapter 3, an effective parking management system governs on- and off-street parking in tandem. Managing and regulating on-street parking is relatively straighforward, as it is all under the purview of the City of Oakland. Conversely, downtown Oakland's off-street parking supply is predominantly privately owned. 68% of off-street parking spaces surveyed in this report's inventory were privately owned and numerous additional private garages (primarily residential ones), which were outside the scope of this study, exist in downtown.[50] The City can

[50] Nelson\Nygaard Consulting Associates, *Downtown Oakland Parking Study Technical Memorandum #2: Existing Conditions*, January 2016. Approximately 3% of the off-street parking supply is owned by other public agencies, such as the state, the county, or BART. As these facilities constitute a fraction of the parking supply, this report does not contain any recommendations specific to dealing with these agencies.

make the necessary changes to the pricing and regulations of its own facilities. The primary mechanism for influencing private facilities is through the avenues of policy, incentives, and zoning. This chapter recommends several ways in which the City can manage and regulate the off-street parking supply in the downtown area in a way that complements the on-street parking management strategy and supports the City's long-term vision of economic growth, social equity, and environmental responsibility.

MANAGING CITY-OWNED LOTS & GARAGES

As Figure 4-1 and Figure 4-2 illustrate, City-owned off-street facilities are often priced lower overall than privately-owned off-street parking, implying that the City-owned prices are below market rate. Hourly rates for City garages range from $2 to $4 per hour, or one half the going rates ($4 to $8 per hour) at the competing nearby private lots and garages. Monthly parking rates at City-owned lots and garages are also frequently significantly lower than private garage rates.

Additionally, prime curb parking spaces in downtown are priced at $2 per hour (Monday through Saturday from 8 AM to 6 PM), and are free of charge at other hours. These curb parking spaces are often more visible, more convenient to destinations, and perceived as safer than nearby off-street garages. Yet, they are priced at just one half to one quarter the going rate for nearby private garages.

As demonstrated in Chapter 2 and reiterated in Chapter 3, the result of this pricing structure is an imbalance between on- and off-street parking utilization, with frequent "hot spots" of on-street demand while there is a surfeit of off-street parking supply nearby. Better pricing of scarce curb parking, as described in the Chapter 3, can help resolve the curb parking problems.

This pricing structure can also lead to overcrowding of the best-placed City-owned lots and garages. Occupancy rates for City-owned lots and garages do indicate an *overall* surplus, with overall occupancy reaching 71% during peak hour on a weekday, and then steadily declining during the late afternoon and early evening to a low of just 11%. However, during peak hour on a Thursday, three City-owned off-street facilities were at or exceeded 85% occupancy. These facilities are likely overcrowded because the City's below-market rate pricing makes City facilities the "best deal in town". With this pricing, all else being equal, City facilities can be counted on to fill up first, before motorists turn to more expensive alternatives. (Of course, multiple factors influence market choices, but prices are a powerful influence on demand.)

City garage rates also appear to be substantially below the rates needed to cover the cost of building and operating a new (or replacement) parking garage. Figure 4-3 shows the estimated capital and operations costs for two recently proposed above-ground parking structure projects in downtown Berkeley. These estimates place the approximate cost of new or replacement above-ground parking structures in a similar East Bay context at a capital cost of approximately $40,000 per space. This leads to an estimated total cost of approximately $270-$280 per month per parking space, every year for the expected 35 year useful life of a parking structure. That is, to break even, a new or replacement garage must earn $270-$280 per month. Given monthly permit rates for most City garages that range from just $125-$200 per month, this is unlikely at current rates.

Figure 4-1 Select Rates at City-Owned Parking Facilities in Downtown[51]

Facility Name	Hourly Rate	Monthly Rate	Notes
Telegraph Plaza	$3	$125	$1/20 minutes; no reserved monthly parking
18th St Uptown Lot	$3	$125	a.k.a. "1800 San Pablo"
Franklin Plaza Garage	$3	$200	$1/20 minutes; reserved monthly parking price
Dalziel Garage	$4	$180	$1/15 minutes; reserved monthly parking price
Clay Street Garage	$4	$180	$1/15 minutes; reserved monthly parking price
City Center West Garage	$4	$250	$2/30 minutes; reserved monthly parking price
UCOP Garage	$3	$145	$1/20 minutes; no reserved monthly parking
1200 Harrison Garage	$3	$140	$1/20 minutes; reserved monthly parking price
Franklin 88 Garage	$3	$175	$1.50/30 minutes; no reserved parking
Pacific Renaissance Plaza	$2	$170	$1/30 minutes; reserved monthly parking price
Curb parking	*$0 to $2*	*NA*	*$2/hour if metered (8 AM-6 PM only, M-Sat only); no fee at some spots*
Range of Rates	**$2 - $4**	**$125 - $250**	

Figure 4-2 Select Rates at a Sample of Privately-Owned Parking Facilities in Downtown[52]

Facility Name	Hourly Rate	Monthly Rate	Notes
1111 Broadway	n/a	$255	reserved monthly parking price
Rotunda Garage (1630 San Pablo Ave)	$6	n/a	$3/30 minutes
Trans-Pacific Centre (1000 Broadway)	$4	$180	$1/15 minutes; tenant monthly parking price
17B Lot (17th St and Broadway)	$8	n/a	$4/30 minutes
555 12 St. Garage	$6	$210	$2/20 minutes; tenant monthly parking price
1427 Franklin St	n/a	$195	reserved monthly parking price
Range of Rates	**$4 - $8**	**$180 - $255**	Range observed at these select facilities only

[51] City of Oakland, Master Fee Schedule: Parking Management. Effective July 1, 2015.

[52] Data collected from Parkopedia, February 2016. http://en.parkopedia.com/parking/oakland/

Figure 4-3 Parking Garage Development Costs & Operating Expenses[53]

Assumptions		
Variables		**Input value**
Expected useful life of structure (years):		35
Interest rate on Revenue Bonds:		**6%**
Capital Costs		
	Center Street Replacement Garage	**University Hall West Garage**
Spaces Built	462	1071
Spaces Displaced	421	48
Net Spaces Gained (c=a-b)	41	1023
Total Capital Costs	$ 18,619,000	$ 38,945,398
Capital Cost per Space	$ 40,301	$ 38,070
Annual Debt Service		
Annual Debt Service	$ 1,284,224	$ 2,686,214
Annual Debt Service, per Space	$ 2,780	$ 2,626
Total Annual Costs Per Space		
Annual Debt Service, per Space	$ 2,780	$ 2,626
Annual Operations & Maintenance, per Space	615	615
Total Annual Cost per Space	$ 3,395	$ 3,241
Total Cost per Space per Month	$ 283	$ 270

Rider Levett Bucknall's *USA Report – Quarterly Construction Report, Fourth Quarter 2015* provides a second and more current estimate of parking construction costs. The report puts above-ground parking garage construction costs at $115 per square foot. Assuming a typical 330 ft.^{2} per parking space, this works out to $38,000 per space in capital costs. This figure is similar to that arrived at by the Berkeley parking structure cost estimates.

The Cost of Underground Parking

New or replacement public parking spaces can also be built underground. However, the high cost of underground parking frequently makes this option unattractive. A parking industry rule of thumb is that the capital cost of a parking space on the first level of an underground parking structure can be expected to be 50% higher than the cost for an above-ground structure (or approximately $60,000 per space in Downtown Oakland) due to the high cost of excavating and

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[53] Sources: (1) International Parking Design, Inc., "Center Street Parking Structure Concept Level Construction Cost Estimate", memorandum dated July 7, 2009. (2) Walker Parking Consultants. *University Hall West Parking Garage Parking Study, June 2, 2009*, 30-31.

Note that for the Center Street Replacement Garage, we estimated an annual operations & maintenance cost of $615 per space, based upon the estimated operations & maintenance cost for the University Hall West Parking Garage. We used this estimate because a similar detailed estimate for the Center Street Replacement Garage was not available. Source: Walker Parking Consultants. University Hall West Parking Garage Parking Study, June 2, 2009, 30.

constructing underground facilities.[54] The cost of parking spaces on subsequent underground levels will be still higher, and can be expected to be approximately equal to the cost of the level above plus a constant equal to the difference between the cost of an above-ground structured space and the first-level of the underground facility (or approximately $20,000 per space).[55] Thus, a parking space on the second level of underground parking would cost about $80,000 and on the third level underground a parking space would cost $100,000. As these numbers show, while underground parking keeps land free for building projects, it requires a significant premium for each successive level below grade. Operating expenses are also frequently substantially higher, due to the expense of lighting and ventilating subterranean spaces, and the fact that many underground garages require constant dewatering.

The Case for Ending Below Market Rate Pricing of City Garages

This information about the current management of downtown Oakland's off-street parking and the growing financial costs of its construction, maintenance, and operation paints a dire picture of municipal management of off-street parking. However, the implementation of the recommendations listed at the beginning of this chapter, such as treating off-street parking as a utility, enabling users to face the true cost of these facilities, and assessing the highest-and-best use of these properties, the City can both alleviate the peak hour parking shortages being experienced at the most popular City lots and garages, and raise sufficient funding to provide for long-term facility maintenance, renovation, reconstruction, staffing, and pension liabilities.

Requiring that City-owned lots and garages in downtown be operated as an enterprise operation, which pays for itself solely through lot and garage user fees, can be expected to, over time, result in prices which are at or close to market rate. This will occur if the rates set truly provide for all long-term needs and liabilities of the enterprise operation, rather than "storing up trouble" by failing to set aside funds for long-term needs.

Within this framework, raising (or potentially even lowering some) monthly and hourly rates at each lot and garage as necessary to (a) meet occupancy goals, and (b) raise necessary funds necessary to support enterprise operation, can quickly eliminate wait lists and "lot full" signs.

This approach has many advantages beyond simply being a tried and tested approach to municipal parking finance. The advantages include:

1. Economic Efficiency: Paying for parking facilities using direct parking fees helps balance parking supply and demand. When the true cost of parking is made visible through direct fees, employers and residents are able to save on parking by using less of it. Employers, for example, can provide transportation demand management programs to help employees leave their cars at home, and reap the savings by leasing fewer employee parking spaces. Similarly, residents, as discussed later in this chapter, are able to save substantial amounts of money by owning fewer vehicles and leasing or purchasing fewer parking spaces. The result is that fewer parking spaces need to be built, and less motor vehicle traffic is generated in Downtown. As a result, parking construction costs are substantially lower than if parking is funded in indirect ways, such as through taxes and other fees on Downtown (or citywide) property owners, businesses and residents.

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[54] Walker Parking Consultants, "Solutions When More Parking is Needed", July 11, 2005.

[55] The Dimensions of Parking 5th Edition, Urban Land Institute, 2010.

2. Environmental Responsibility: Because paying for parking through direct user fees reduces both motor vehicle trips and parking construction, it substantially reduces air and water pollution and greenhouse gas emissions, compared to funding methods that hide the cost of parking in the cost of other goods and services. The principle is similar to the principle of charging for electricity through direct fees: when the cost is revealed, users have an incentive to conserve.
3. Social Equity: Paying for parking facilities using fees from those who park in the facilities follows a principle that is widely accepted as fair: that the beneficiaries of the project should pay for the project. Moreover, since higher income households, on average, own more vehicles, drive more often, and park more often, than households of lesser means, the "user pays" approach means that higher income households shoulder a greater share of the burden for parking facilities than if the cost of parking is hidden in the cost of other goods and services.

The City could also consider adopting "triple bottom line" accounting practices for the proposed Off-Street Parking Enterprise Operation, which would take into account not only the City's internal costs to build, maintain and operate the enterprise, but also the external environmental costs (the "environmental externalities", in economists' parlance), such as air pollution, water pollution and greenhouse gas emissions, generated by the garages and the motor vehicle trips attracted to the garages.

Reassessing the Number of Reserved Spaces

As shown in Chapter 2, at some popular City garages, although *total* parking occupancy remained below 85%, the garages' regular spaces (i.e., spaces that are available to the general public, and not reserved for monthly parkers, residents, or other special users) were full or nearly full. Therefore, for the average member of the public, these garages were effectively full. At the same time, these reserved spaces in these same garages remained underutilized at the peak hour; reserved occupancy at all City-owned off-street facilities peaked at just under 50% on Thursday, with 233 reserved spaces unused at this time.

This report therefore recommends that the City reexamine the number of reserved spaces, particularly in the Clay Street Garage, the Dalziel Garage, and City Center West Garage, to determine if they are still necessary for each particular subset of reserved space user. Each garage should be considered individually, as their reserved space needs and types differ, and parking demand may change as the on-street performance-based parking pricing takes effect. If the City can reduce the number of reserved off-street parking spaces, it effectively creates additional public parking without constructing a single space.

In order to more efficiently manage the parking reserved for City vehicles, the City should consider fleet management improvements. For instance, New York City transitioned its fleet management system to a software called FleetFocus, which aids citywide fleet staff and vehicle operators in managing the fleet efficiently. The system integrates with multiple agencies and citywide information systems. Implementing more dynamic fleet management software may reduce the need for additional vehicles by allowing for more efficient management of existing fleet. The City of Oakland should also consider partnering with a car share company to reduce the need for employees to bring their own vehicles for work-related travel.

Improving Signage and Other Wayfinding Strategies

As described in the previous chapter, good wayfinding strategies helps orient visitors, shoppers, and residents alike, pointing them to area parking facilities, retail establishments, pedestrian and bicycle access routes, and other important destinations. As described in that chapter, an integrated system of on-street and off-street signage can help direct motorists to underused off-street lots and garages. Once within the garage, good signage can direct motorists to available spots, and help them comprehend prices and regulations.

Improving wayfinding for Oakland's parking system should include improving both static signs and changeable electronic real-time availability signs, which can also be used to convey information about special events, street lot closures, and other information. As mentioned in Chapter 3, all of the information on parking pricing and locations should be mapped and made easily accessible through phone and web applications. When real-time parking availability data becomes available, these applications can be adapted to reflect off-street parking availability, and thus reduce the search time for parking by directing drivers to available parking spaces even before they have started their car. In line with the City's existing Open Data policy, the City should make any data tied to parking pricing, locations, inventory and availability free and available to the public to encourage the development of driver-facing applications.

The recommendations in this chapter are intended to work as an integrated package. Increasing rates for City-owned parking facilities to market rates can both raise the funds necessary to upgrade downtown's current wayfinding signs. Simultaneously, pricing City garages at market rates can help alleviate overcrowding in these same facilities, by redirecting some commuters and shoppers to private facilities nearby.

It's worth noting that while good wayfinding strategies can play a strong supporting role in alleviating overcrowding and helping motorists find what they're looking for, wayfinding signs work best if they are backed up by complementary parking pricing and regulation. In other words, good advertising works, but it works best if the product being advertised is a good deal.

For example, if City-owned off-street parking is priced at market rate and performance-based parking pricing is used to set curb parking prices, then prices and signage will be in good alignment. But if curb parking and City garages are underpriced, then real-time signs directing drivers to substantially more expensive private lots and garages will have limited impact. Better signage alone is unlikely to stop bargain hunters from circling in search of an underpriced spot.

Placing a Moratorium on Construction of City-Owned Parking

At present, the city is preparing a new vision for the future of downtown. The *Downtown Oakland Specific Plan*, now being prepared, will establish the specific policies, regulations and initiatives to give that vision clear shape and form. Downtown parking planning should support, rather than contradict, that effort. Additionally, numerous other recent city planning efforts have placed a new focus on pedestrian place making, environmental responsibility, and social equity, in addition to traditional economic development goals. The City's parking operations are also, as in many cities, facing a financially challenging future characterized by rising costs to replace or renovate aging facilities, meet pension obligations, and provide for rising staffing costs.

For all of these reasons, this report recommends placing a moratorium on construction of any City-owned new or replacement off-street parking, until the following have been completed:

- the *Downtown Specific Plan*;

- the establishment of maximum parking requirements for new private developments; and,
- a "highest and best use" analysis of City-owned lots and garages.

As described earlier in this chapter, new and replacement parking facilities are expensive. Each one is a multi-million-dollar investment. Before spending scarce city funds on any such investment, it would be wise to complete several tasks.

First, implementing the performance-based parking pricing, market-rate pricing, and other initiatives described elsewhere in this report is likely to reduce or entirely eliminate the current hot spots (i.e., localized parking shortages) on downtown streets and in a few popular garages. Implementing these improved management techniques, and then reviewing conditions to see if any new garages are still warranted, is likely to be cheaper, faster and more effective than attempting to solve the same shortages via the brute force approach of placing rebar and pouring concrete.

Second, waiting until the *Downtown Specific Plan*, including any new maximum parking requirements recommended by the plan, has been adopted, will ensure that any new or replacement City parking facilities that may eventually be needed are put in the right place, and fit with broader place making, land use and circulation plans.

Once these tasks are complete – i.e., once all the lower cost management improvements and transportation demand management strategies have been enacted, and once a clear plan for downtown is complete – new or replacement public parking facilities may be warranted. Until that time, this plan recommends conserving scarce public funds.

Assessing the Highest and Best Use of Off-Street Facilities

Given the new land use vision being crafted in the *Downtown Specific Plan*, the current below market rate pricing of some City-owned parking, the consistent underutilization of some off-street parking facilities, and the cost of maintaining and operating these aging facilities, we recommend that the City evaluate each City-owned lot and garage site from an economic and land use planning perspective. For some downtown lots and garages, this process is already underway or has been completed, but we recommend it be done on a systematic basis for all City-owned downtown parking.

In order to determine the maximum potential of these properties, the City should reconsider whether parking is the highest and best use for each site. Both the existing parking use and alternative land uses for each site should be evaluated, taking into account the following[56]:

- Is this land use desirable, given City goals?
- Is this land use physically possible?
- Is this land use financially feasible?
- Does this land use result in the highest value to the public possible?

These last two points are crucial to determining whether or not retaining these off-street parking facilities are in the best interest of the City. Many cities have revived their downtowns and help them prosper by replacing outmoded parking facilities with better land uses. Portland, Oregon's Pioneer Square is now the centerpiece, the living room, and the retail heart of its downtown.

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[56] Geltner D.M., Miller N.G., Clayton and J., Eichholtz P. (2007). Commercial Real Estate – Analysis & Investments. Thomson South Western.

Previously, the site was an aging parking garage. Similarly, Los Angeles recently tore down a badly cited garage and turned into a new downtown park. In San Francisco, several garages have either been converted into, or will be replaced with, new transit-oriented housing.

Parking is essential in the modern world, but it is possible to have too much of a good thing. A solid analysis of highest and best use for each City-owned site can help determine whether that has occurred in downtown.

Any financial feasibility analysis will also have to take into account the costs associated with demolishing the existing parking facility in order to prepare the site for any new use, be it a new property or leaving the site vacant for future development.

REGULATING PARKING IN PRIVATE DEVELOPMENTS

The City should take an active approach in establishing policies to regulate private developments, to ensure that new development supports City goals. This report recommends that those policies include removing minimum parking requirements, establishing maximum parking requirements, and requiring that new developments:

- unbundle the cost of parking from the cost of other goods and services;
- offer car sharing agencies the right of first refusal for a limited number of parking spaces and require that those spaces be provided to the car sharing agencies free of charge; and
- provide free transit passes to the project's residents and/or employees.

As referenced in Chapter 2, the Planning and Building Department is in the process of reevaluating off-street parking requirements in the Zoning Code. The recommendations in this chapter are intended to support and help inform that process, rather than compete with it.

The Case for Removing Minimum Parking Requirements

Minimum parking requirements work at cross purposes to virtually all of the City's other adopted goals. As UCLA professor Don Shoup describes it, "Parking requirements cause great harm: they subsidize cars, distort transportation choices, warp urban form, increase housing costs, burden low income households, debase urban design, damage the economy, and degrade the environment... [O]ff-street parking requirements also cost a lot of money, although this cost is hidden in higher prices for everything except parking itself." Removing minimum parking requirements will provide numerous rewards, supporting economic growth and a better quality of life in downtown, and helping meet the City's overall goals of environmental responsibility, social equity, and economic growth.

Removing minimum parking requirements will encourage the use of shared public parking infrastructure, rather than unshared private lots; can make the City more attractive to truly transit-oriented tenants with low parking demand rates; provide maximum flexibility for efficient sharing of parking; and create a healthy market for parking, where parking spaces are bought, sold, rented and leased like any normal commodity.

It is worth noting that removing downtown requirements is a relatively modest reform. Many places (see sidebar below) have removed minimum parking requirements, and some, such as Great Britain, have removed minimum parking requirements entirely throughout their cities, and now rely instead on active management of curb parking to prevent curb parking shortages, while using fees from drivers to finance the parking that those drivers use.

Minimum parking requirements, even relatively low ones, frequently deter investment and reinvestment in mature transit-oriented districts, particularly by developers who serve the niche markets of tenants (both residential and commercial) who rely heavily on transit, bicycling and walking, and have little or no need for on-site parking. In the long-term, therefore, as downtown develops, redevelops and intensifies in use, current code requirements are likely to work against the City's overall goals. By their very nature, minimum parking requirements are designed to ensure that districts have more parking than would exist if the matter was left up to the market, and over the long-term, they therefore distort transportation choices toward automobile travel, while increasing housing costs and the cost of other goods and services.

The one useful purpose that minimum parking requirements do serve is to prevent spillover parking issues – provided that they are strict enough, and provided that no fees are charged at off-street lots. (Note that if parking fees are charged at off-street parking lots and garages, then even if strict minimum parking requirements are in place and have resulted in an ample off-street parking supply, many drivers will still circle in search of free or underpriced curb parking, in order to save money.) However, if the other strategies suggested in this report are adopted, pricing of curb parking will ensure that ample vacancies exist on the street. Where good curb parking management has been implemented, minimum parking requirements become superfluous, and only their unfortunate side effects remain.

Finally, removing minimum parking requirements in a newly developing area is often a good way to demonstrate that neighborhoods can flourish, and maintain ample curb parking availability, without relying on these regulations. For example, San Francisco's Mission Bay Plan, a plan to redevelop the City's rail yards and surrounding areas as a transit-oriented district, removed all minimum parking requirements from the area in 1998, and its success has helped spur city leaders' decisions to remove minimum parking requirements from numerous other established San Francisco neighborhoods.

Communities that have eliminated parking requirements

Examples of communities that have partially (in particular neighborhoods and districts) or entirely eliminated minimum parking requirements include:

- Coral Gables, FL
- Eugene, OR
- Fort Myers, FL
- Fort Pierce, FL
- Great Britain (entire nation)
- Hayward, CA
- Los Angeles, CA
- Milwaukee, WI
- Nashville, TN
- Olympia, WA
- Portland, OR
- Sacramento, CA
- San Francisco, CA
- Santa Clarita, CA
- Stuart, FL
- Seattle, WA
- Spokane, WA

Establishing Maximum Parking Requirements

Maximum parking requirements set an upper limit on how much parking may be provided at any given building or site. Especially when implemented on a district-wide scale, parking maximums are a powerful tool for limiting the amount of motor vehicle traffic generated by new

development, and thereby limiting traffic congestion, pollution and greenhouse gas emissions. Maximum parking requirements can also result in better urban design, fewer surface parking lots, less impermeable surface, and therefore less storm water runoff and water pollution.

However, maximum parking requirements should be used with caution, and their levels set with care. If levels are set too tightly, building developers and employers may relocate some desired developments to areas that do allow more auto-oriented types of development. When set properly, minimum parking compartments are set at a level which requires building owners to charge for parking in order to balance supply and demand. When done well, the resulting parking prices are often high enough to cover all costs of building and operating parking (so automobile use is not subsidized), but not so high that all new investment in an area is deterred.

Establishing specific maximum parking requirements is beyond the scope of this report. To follow up on this report, maximum parking requirements should be set by a follow-up study. Ideally, individuals with both economic and transportation planning experience should take part. Fortunately, many thriving American cities – including Pasadena (CA), Portland (OR), and San Francisco – have acquired decades of experience in setting maximum parking requirements. Reviewing their experience and results achieved will be a useful step in setting requirements for Oakland.

Unbundling Parking Costs from the Cost of Other Goods and Services

Parking costs are generally subsumed into the sale or rental price of offices and housing for the sake of simplicity, and because that is the more traditional practice in real estate. Although the cost of parking is often hidden in this way, parking is never free. Each space in a parking structure can cost $25,000 or more, while in areas with high land values, surface spaces can be similarly costly, going as high as $60,000 or $70,000 a space.

Using parking as a tool to achieve revitalization goals requires some changes to status quo practices, since including parking spaces in office and residential space leases as a mandatory feature, rather than as an optional amenity, increases automobile use and means that more parking spaces have to be provided to achieve the same rate of availability.

Many residential and commercial leases in buildings that include off-street parking often assume that the lessee will want parking spaces, and will therefore include the cost of those spaces in the total cost of the lease. Unbundling this means the cost of the facility and parking are separate, allowing lessees to make an educated decision on how much parking is required. This report recommends that the City amend the zoning code to require that new residential and commercial developments with common parking areas "unbundle" the full cost of parking from the cost of the property itself, by creating a separate parking charge. This concept has already been implemented, in part, in the Lake Merritt Station Plan.

This strategy works best when nearby curb parking is actively managed to ensure residents and employees do not opt to utilize nearby on-street parking for long term storage of their vehicles.

Unbundling parking costs from commercial leases

If this strategy is adopted, new office developments should be required to unbundle parking costs by identifying parking costs as a separate line item in the lease, and should be required to allow employers to lease as few parking spaces as they wish.

An example of requiring the unbundling of parking costs in office leases

Bellevue, Washington: Bellevue requires downtown office buildings of more than 50,000 square feet to identify the cost of parking as a separate line item in all leases, with the minimum monthly rate per space not less than twice the price of a bus pass. For example, since the price of a monthly bus pass was $72 in 2003, the minimum price of a leased parking space was $144 a month. This requirement for "unbundling" parking costs does not increase the overall cost of occupying office space in a building because the payment for the office space itself declines as a result. In other words, unbundling separates the rent for offices and parking, but does not increase their sum. This innovative policy has several advantages. It makes it easy for employers to "cash-out" parking for employees (that is, to offer employees the value of their parking space as a cash subsidy if they do not drive to work), since employers can save money by leasing fewer spaces when fewer employees drive. It also makes it easier for shared parking arrangements to occur, since building owners can more easily lease surplus parking spaces to other users.

Unbundling parking costs from housing costs

If the strategy of unbundling is adopted, then for both rental and for-sale housing, the full cost of parking should be unbundled from the cost of the housing itself, by creating a separate parking charge. The exception to this policy should be residences with individual garages (such as detached single-family homes and townhouses) rather than common, shared parking areas. This approach provides a financial reward to households who decide to dispense with one of their cars, and helps attract that niche market of households who wish to live in a transit-oriented neighborhood where it is possible to live well with only one car, or even no car, per household. Unbundling parking costs changes parking from a required purchase to an optional amenity, so that households can freely choose how many spaces they wish to lease. Among households with below average vehicle ownership rates (e.g., low income people, singles and single parents, seniors on fixed incomes, and college students), allowing this choice can provide a substantial financial benefit. Unbundling parking costs means that these households no longer have to pay for parking spaces that they may not be able to use or afford.

It is important to note that construction costs and space needs required to meet parking regulations can substantially increase the cost of housing. For example, a study of Oakland's 1961 decision to require one parking space per apartment (where none had been required before) found that construction cost increased 18 percent per unit, units per acre decreased by 30 percent and land values fell 33 percent.[57]

Just as pricing curb parking is an effective lever to create availability, charging separately for parking is one of the most effective strategies for encouraging households to own fewer cars, and rely more on walking, cycling, car sharing and transit. According to one study, unbundling residential parking can significantly reduce household vehicle ownership and parking demand[58]. These effects are presented in Figure 4-4.

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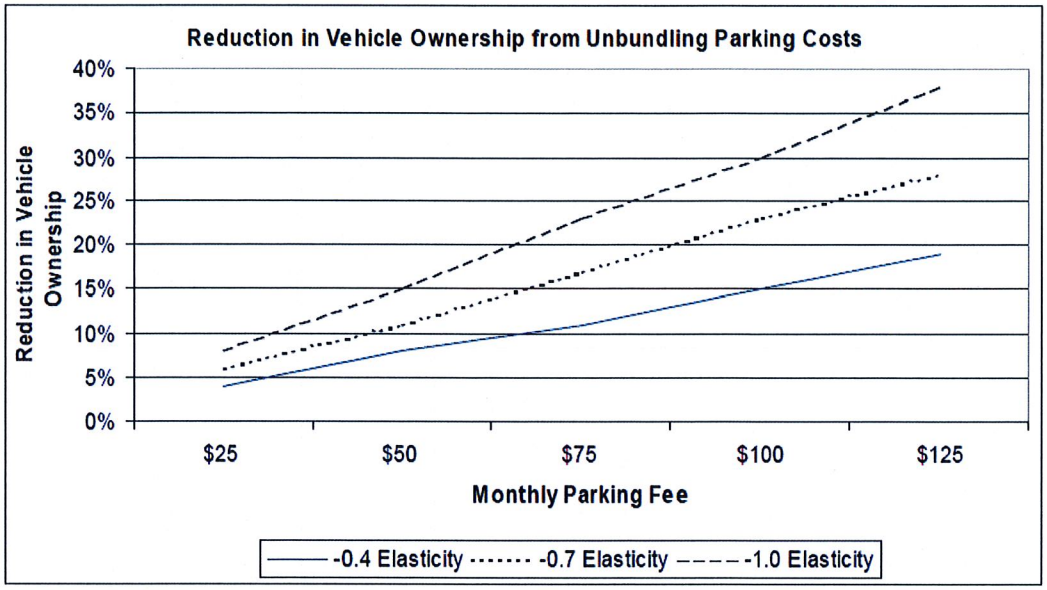
[57] Bertha, Brian. "Appendix A" in *The Low-Rise Speculative Apartment* by Wallace Smith, UC Berkeley Center for Real Estate and Urban Economics, Institute of Urban and Regional Development, 1964.

[58] Litman, Todd. "Parking Requirement Impacts on Housing Affordability." Victoria Transport Policy Institute, 2004.

Figure 4-4 Reduced Vehicle Ownership with Unbundled Residential Parking



Source: Litman, Todd. "Parking Requirement Impacts on Housing Affordability." Victoria Transport Policy Institute, 2004.

It is important to make residents and tenants aware that rents, sale prices, and lease fees are reduced because parking is charged for separately. Rather than paying "extra" for parking, the cost is simply separated out – allowing residents and businesses to choose how much they wish to purchase.

Example: San Francisco's ordinance requiring the unbundling of parking costs from housing costs

By ordinance, San Francisco requires new residential buildings (as well as conversions of non-residential buildings to residential use) containing 10 dwelling units or more to unbundle parking costs from housing costs. An exception to this requirement is granted for projects which include financing for affordable housing which requires that the cost for parking and housing be bundled together (a requirement which exists for some federal affordable housing tax credits).

Other destinations where parking costs can be unbundled

Requiring the unbundling of parking costs can also be implemented for cultural destinations and other land uses. Malibu's Getty Museum, for example, charges for parking in its garage, but offers free admission to the museum's art treasures, a policy that encourages enjoyment of the arts, while discouraging excess traffic and parking demand.

The Bay Area organization Transform has developed its GreenTRIP certification process, which recognizes new development projects that apply strategies to reduce traffic and greenhouse gas emissions. The process helps developers identify effective strategies, including "unbundling" the cost of parking from rent, to show how a project can reduce the amount of parking needed and pass on financial savings to residents.

Requiring Parking for Car Sharing Vehicles

National and Bay Area car sharing operators such as City CarShare and ZipCar, using telephone and Internet-based reservation systems, allow their members an easy way to rent cars by the hour, with members receiving a single bill at the end of the month for all their usage. The shared cars are located at convenient neighborhood pods. Academic research demonstrates that car sharing has proven successful in reducing both household vehicle ownership and the percentage of employees who drive alone because of the need to have a car for errands during the workday. As a result, car sharing can be an important tool to reduce parking demand. Recent surveys have shown that more than half of car share users have sold at least one vehicle since joining the program in the San Francisco Bay Area.[59] Figure 4-5 shows that the average member drove 47% less after joining City CarShare. In contrast, the average member of a control group of non-members drove 73% more.[60]

San Francisco's Citywide Car Sharing Ordinance

San Francisco's citywide car sharing ordinance provides a model for Oakland. As with San Francisco's ordinance requiring the unbundling of parking costs, this language has the advantage of having been reviewed by the City Attorney of a major California jurisdiction, and tested by numerous development projects. The ordinance has been in effect citywide since 2006, and has generally worked well to help car sharing services overcome one of the barriers (finding parking) most frequently cited as a significant obstacle by car sharing organizations.

The Rincon Hill plan adopted in 2005 was the first San Francisco neighborhood plan to require the provision of car sharing spaces. In 2006, the City and County of San Francisco refined the language of the requirements for car sharing spaces at residential buildings and extended those requirements citywide.[61] San Francisco's ordinance requires that newly constructed buildings containing residential uses and existing buildings being converted to residential units provide spaces for car sharing vehicles at no cost to the car share organization. The ordinance applies only to buildings which include parking spaces. No car sharing spaces are required for buildings with fewer than 50 units, one space is required for buildings with 50 to 200 units, and buildings with 201 or more units are required to provide one space, plus one for every 200 dwelling units over 200. In 2010, San Francisco enacted similar car share requirements which apply to all new nonresidential buildings and stand-alone parking facilities.[62]

The City of Oakland passed its Car Sharing Policy in February 2015 in recognition of car sharing as a viable alternative to personal automobile ownership and a strategy to reduce greenhouse gas emissions and encourage use of other modes of transportation. Although this policy establishes City policy for including car sharing spaces in on-street parking and City-owned parking facilities, it is silent on the inclusion of car sharing spaces in private developments. The City should consider incorporating a provision similar to San Francisco's into its Car Sharing Policy that

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[59] April 2002 survey by Nelson\Nygaard Consulting Associates for City CarShare.

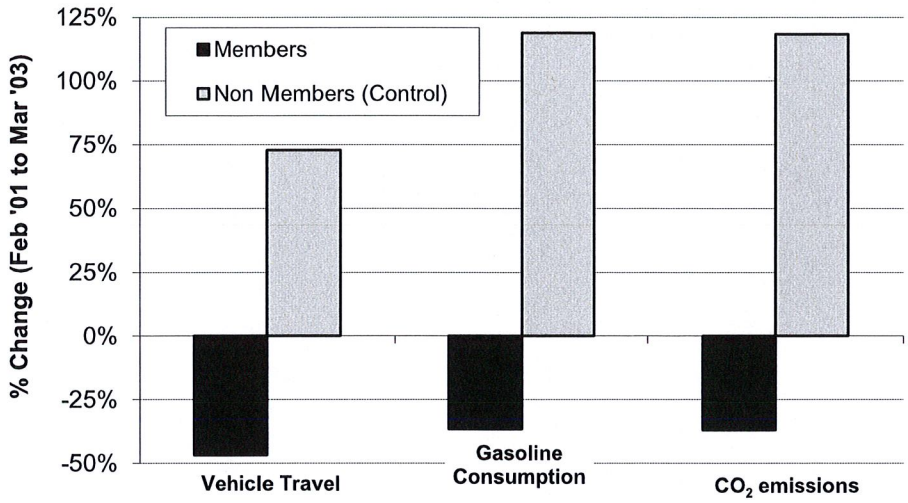
[60] The control group allows changes in vehicle travel due to other factors, such as weather, to be controlled for.

[61] Ordinance 129-06, adopted June 23, 2006. http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances06/o0129-06.pdf (accessed October 31, 2010). See also: http://www.livablecity.org/campaigns/c3.html (accessed October 31, 2010).

[62] Ordinance 286-10, adopted November 9, 2010. http://www.sfbos.org/ftp/uploadedfiles/bdsupvrs/ordinances10/o0286-10.pdf (accessed April 18, 2011).

requires private development of a certain size to provide spaces for car sharing vehicles at no cost to the car share organization.

Figure 4-5 Effects of Car sharing Membership on Vehicle Travel



Source: April 2002 survey by Nelson\Nygaard Consulting Associates for City CarShare.

Requiring the Provision of Free Transit Passes

Several Bay Area cities have helped meet their economic, environmental, social equity and congestion relief goals by requiring new developments to subsidize transit passes for employees and residents of new projects. Downtown Berkeley, for example, requires new downtown developments to provide transit subsidies to building employees and residents.

As described in more detail in the next chapter, enrolling the entire population of a new development in a deep-discount group transit pass program, such as AC Transit's EasyPass program, can be a cost-effective way for new building owners to provide tenants with an attractive amenity, reduce their project's parking demand and costs, and do their fair share to limit motor vehicle traffic and pollution.

This report recommends that Oakland enact a requirement similar to downtown Berkeley's policy, which has proven to be a workable and reasonably low-cost regulation, and provides substantial environmental and social equity benefits.

5 TRANSPORTATION DEMAND MANAGEMENT

The recommendations in this chapter are designed to further the implementation of the following City-adopted Parking Principles, which are particularly relevant to managing curb parking, as well as City goals set forth in other documents, such as the Energy and Climate Action Plan, and the MTC-funded Demand-Responsive Parking and Mobility Management Initiative.

PARKING PRINCIPLES

Parking is part of a multimodal approach to developing neighborhood transportation infrastructure.

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

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

- Whenever possible, a portion of parking revenue should be reinvested directly back to neighborhood commercial district improvements, potentially through a mechanism such as a parking benefit district."

SUMMARY OF TDM RECOMMENDATIONS

To improve transportation choices, while minimizing congestion and pollution:

1. Assess the most cost-effective mix of investments in pedestrian, bicycle, transit, ridesharing and parking infrastructure and services for meeting Oakland's economic, environmental and social equity goals.
2. Develop transportation demand management (TDM) programs with clear, quantifiable goals for reducing parking capital and operating costs, vehicle trips and pollution.
3. Plan, fund and staff TDM programs with the same clarity of purpose, level of expertise and seriousness normally accorded to a parking garage construction project.
4. Use a portion of parking revenues to fund TDM programs, focusing particularly on helping commuters leave their cars at home, in order to free up more space in City-owned garages for high-priority, high-revenue hourly customer parking.

5. Establish a Transportation Management Association for downtown Oakland, to improve traveler information about, marketing of, and employer participation in programs and services regarding walking, bicycling, ridesharing and transit.
6. Establish deep-discount group transit pass programs for both existing and future residents and employees.
7. Encourage and enforce compliance with California's parking cash-out law.

DISCUSSION

Why invest in transportation demand management?

As discussed in previous chapters, the costs, financial and otherwise, of constructing, maintaining, and operating parking can be remarkably high. The cost to construct new parking garages in Downtown can be expected to be in the range of $40,000 per space. This equates to a total cost to build, operate and maintain new spaces of approximately $280 per month per space, every month for the expected 35-year lifetime of the typical garage. These economics for parking garages lead to a simple principle: it can often be cheaper to reduce parking demand than to construct new parking. Any transportation demand management program that reduces parking demand at a net cost of less than $280 per month per space is a better deal than investing in new capacity.[63]

Regarding TDM's effects on City parking finances, commuters and downtown residents who purchase monthly permits for City garages tend to be high cost, low revenue customers. Funding transportation demand management programs aimed at commuters can be a cost-effective way of reducing the number of these monthly permit holders in the parking system, which can free up space in garages for high-revenue hourly customers and reduce the need for costly new capacity.

The active promotion of and incentives for walking, cycling, ridesharing and transit also reduces vehicle trips, alleviating parking demand and enhancing overall quality of life. Therefore, as an overall principle, the City of Oakland should invest in the most cost-effective mix of transportation modes for access to the downtown area, including both parking and transportation demand management strategies.

Numerous cities and major employers can serve as excellent precedents for accomplishing this. Downtowns like Portland (which placed a cap on its downtown parking supply in the 1970s) and San Francisco (which has instituted strict maximum parking requirements in downtown) have many lessons to offer. Additionally, major Bay Area employers with strong records of reducing parking demand and car trips, such as Genentech in South San Francisco, LinkedIn in Sunnyvale, and Stanford University in Palo Alto, demonstrate that cost-effectively reducing parking demand is feasible.

One important lesson from these programs is that TDM programs need expert staff, proper funding, and clear, quantifiable goals. Consider the approach that municipalities take when designing, funding, building and operating a new parking garage. To finance and build, say, a $20

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[63] Perhaps counter-intuitively, investing in cost-effective TDM programs is a good deal for drivers as well as those who use alternative transportation, *even if these programs are paid for by parking fees.* For those who still need to drive and park downtown, a parking space freed up by helping someone else leave their car at home is just as good as a parking space gained by new construction. If TDM programs free up spaces for less than the cost of building new ones, it translates into lower parking fees needed to make the system work.

million, 500 space garage, a smart city will employ skilled engineers and architects to design and value engineer the project; hire people with economic training to project costs and revenues; and then hire an experienced parking manager and staff to keep it running. Similarly, a TDM plan aimed at helping 500 commuters leave their cars at home, to free up garage space downtown, needs funding and expertise. TDM programs should therefore be planned, funded and staffed with the same clarity of purpose, level of expertise and seriousness normally accorded to a parking garage construction project.

Using a portion of parking revenues to fund TDM programs, focusing particularly on reducing commuter parking demand, can help make this happen. Portland's Lloyd District, for example, uses a share of curb parking meters to pay for its deep discount group transit pass program, which provides free transit to every one of the district's employees, who belong to many different companies within the district. As a result of this and other programs managed by the Lloyd District Transportation Management Association, the drive-alone rate among all Lloyd District employees declined by 30% between 1997 and 2008.

Oakland's Recent Commitments to TDM

As part of the MTC Climate Initiatives grant, the City of Oakland committed to supporting the implementation and evaluation of TDM programs among City of Oakland departments and employees, laying the groundwork for other employers and residents to do the same. The TDM programs mentioned in the grant included providing a package of commute options and incentives to targeted employees within downtown Oakland, including travel coaching, supplying subsidized AC Transit passes, and education about bikeshare and car share options in Oakland.

Establishing a Transportation Management Association for Downtown

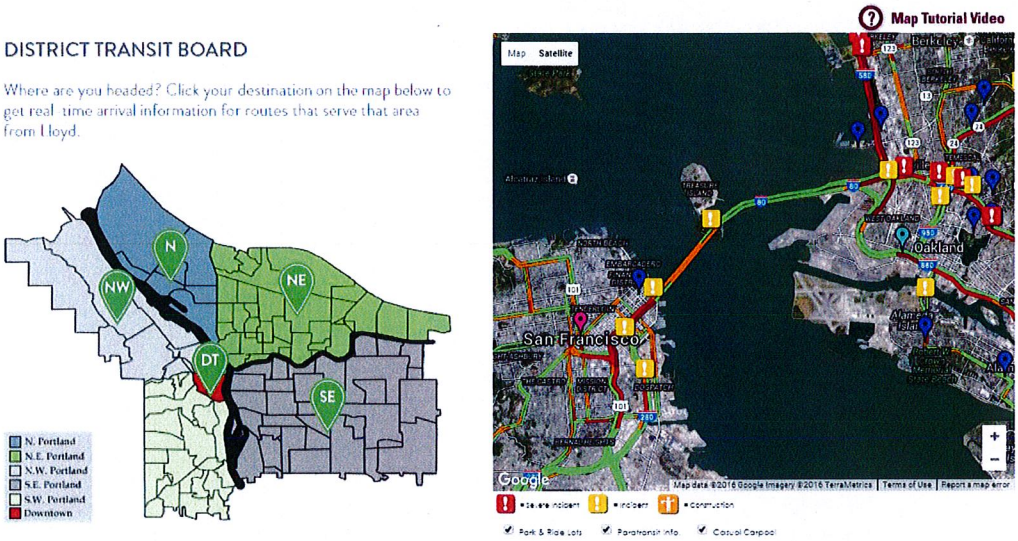
A transportation management association (TMA) is typically a nonprofit, member-based organization that provides transportation services in a particular area, formed to address the transportation needs and challenges of a particular destination with a distinct geographic boundary, such as a central business district. TMAs address parking and circulation through employee commute programs, trip planning, information about various travel options, and other tools. A TMA for downtown Oakland would be an efficient mechanism to deliver the various TDM measures that the City and other community organizations may provide. The TMA would also function as a point of coordination for employers and organizations that deploy their own transportation demand management programs, and also provide information to residents and visitors looking to learn more about their transportation options.

Successful TMAs include the Transportation Management Association of San Francisco (TMASF Connects); the Lloyd District TMA in Portland, OR; and the Emeryville TMA, which provides the Emery-Go-Round transit service in the East Bay. For example, TMASF Connects focuses on providing information on options to driving alone and other commute assistance services. The drive-alone rate among commuters of the TMASF Connects' members has steadily declined to below 10%.[64] The Lloyd District TMA, called Go Lloyd, provides a wealth of information on transportation options, including ridesharing, carpooling, transit options, and bicycling. Go Lloyd provides free custom-designed commute plans for employees working or residing in the Lloyd

[64] TMASF Connect website. http://www.tmasfconnects.org/

District, and also produces a Transportation Coordinators handbook to assist employers managing their own transportation demand.[65]

Figure 5-1 TMA Trip Planning Resources



Source: Go Lloyd website (left), TMASF Connects website (right)

A downtown Oakland TMA could capitalize on local organizations and businesses that already have a strong interest in the well-being of the downtown area. Organizations such as the Jack London Improvement District and the Downtown Oakland Association came together to provide the Broadway Shuttle, or B-Bus, transit service between downtown Oakland and other key destinations. This shuttle has already proven so popular that service hours have been expanded, and additional routes are being considered. Other potential partners for a downtown Oakland TMA include the Lake Merritt Uptown District Association, the Oakland Chinatown Chamber of Commerce, the Koreatown/Northgate Community Benefit District, and the Downtown Oakland Community Benefit District. All of these organizations stand to benefit from the parking and transportation recommendations enumerated in this report, particularly through potential revenue from parking benefit districts and the increase in economic growth due to a more vibrant and welcoming downtown. Requiring active participation or contribution to a downtown Oakland TMA could be considered a requirement for receiving any revenues stemming from parking pricing and regulation changes.

Potential responsibilities for a downtown Oakland TMA could include but not be limited to:

- Assisting employers in providing transit passes to a targeted groups of employees to increase the convenience of use and lower the price of transit;
- Promoting transportation via bicycling, walking, and carpooling/vanpooling;
- Assisting with the marketing/incentivizing bikeshare and car share program; and
- Providing information to employers regarding the California state law-mandated Parking Cash-Out programs for employees.

[65] Go Lloyd website. http://www.golloyd.org/

Establishing Deep Discount Group Transit Pass Programs

This report recommends using a portion of parking revenues to fund transportation demand management programs. Using such revenues to fund deep-discount group transit pass programs is one promising opportunity for meeting the downtown economic, equity and environmental goals. For example, enrolling all downtown employees and residents in AC Transit's deep-discount group transit pass program, known as the "EasyPass" program, could make a significant difference reducing downtown parking demand and vehicle trips. The City should also consider pursuing multi-operator passes or multiple passes for all of different transit operators that provide transit service in Oakland, including BART.

In recent years, growing numbers of transit agencies have teamed with universities, employers or residential neighborhoods to provide deep discount group transit passes. These passes typically provide unlimited rides on local or regional transit providers for low monthly fees, often absorbed entirely by the employer, school, or developers.

An example: Downtown Boulder, Colorado

One example of a multi-employer deep-discount group pass program funded by parking meter revenues is the Eco Pass program in downtown Boulder, which provides free transit on Denver's Regional Transportation District light rail and buses to more than 8,300 employees employed by 1,200 different businesses in downtown Boulder. To fund this program, Boulder's downtown established a Parking Benefit District, which pays a flat fee for each employee enrolled in the program, regardless of whether the employee actually rides transit. Because every full-time employee in the downtown is enrolled in the program, the Regional Transportation District provides the transit passes at a deep bulk discount.

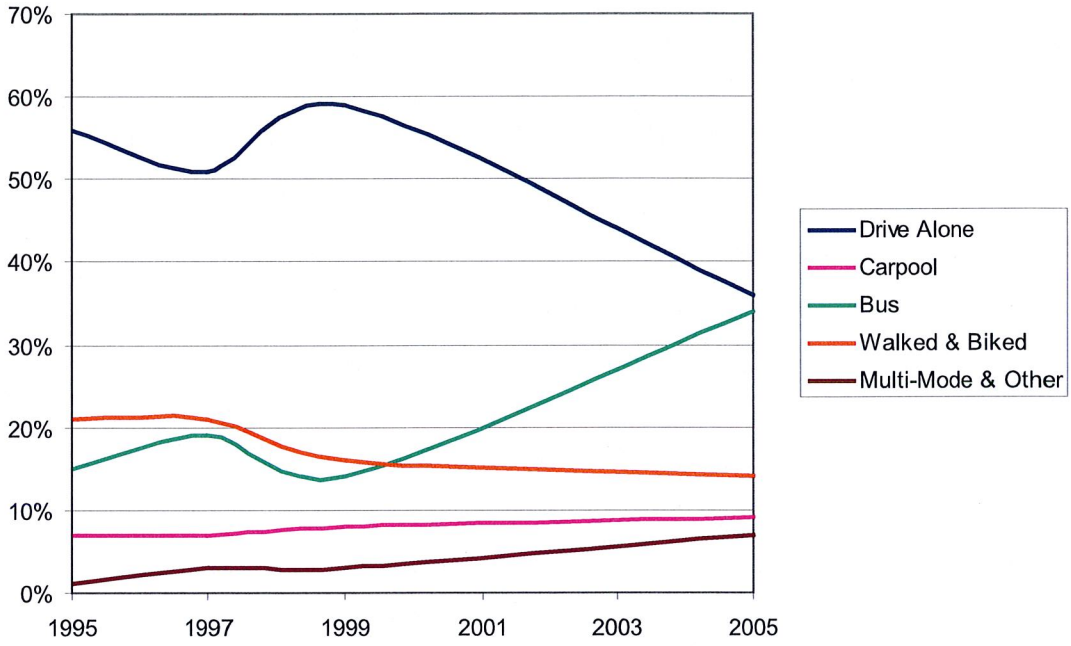
This program is an important model for downtown Oakland because it is a *multi-employer program*: it groups together hundreds of small (and a few large) employers in a way that allows them to benefit their employees, while reducing their downtown's demand for costly employee parking. The same principle is useful for downtown Oakland. On their own, many – perhaps most – downtown employers are too small to qualify for AC Transit's deep-discount pass program. The same holds true for many downtown residential buildings.

Since the baseline figures for downtown Boulder's program were established, the drive-alone rate has fallen 20 percentage points, from 56% in 1995 to 36% in 2005, while the transit rate has more than doubled from 15% to 34% (see Figure 5-2). The resulting ridership is estimated at a parking equivalent of 4,390 spaces. Overall, Boulder has found that it has been cheaper to provide free transit and strong ridesharing programs to all employees than to construct additional parking for them.

Results from other Deep-Discount Group Pass Programs

A review of existing deep discount group transit pass programs found that the annual per employee fees are between 1% and 17% of the retail price for an equivalent annual transit pass. The principle of group employee and residential transit passes is similar to that of group insurance plans – transit agencies can offer deep bulk discounts when selling passes to a large group, with universal enrollment, on the basis that not all those offered the pass will actually use them regularly.

Figure 5-2 Downtown Boulder Mode Split



A cost-effective transportation investment

Many cities and institutions have found that trying to provide additional parking spaces costs much more than reducing parking demand by simply providing everyone with a free transit pass. For example, a study of UCLA's deep discount group transit pass program found building that new parking cost more than three times as much per space as reducing parking demand by providing transit passes ($223/month versus $71/month).[66]

As the figure below illustrates, free transit passes are usually an extremely effective means to reduce the number of car trips in an area; reductions in car mode share of 4% to 22% have been documented, with an average reduction of 11%. By removing any cost barrier to using transit, people become much more likely to take transit to work or for non-work trips.

[66] Jeffrey Brown, et. al. "Fare-Free Public Transit at Universities: An Evaluation." Journal of Planning and Education Research, 2003: Vol 28, No. 1, pp 69-82.

Figure 5-3 Mode shifts achieved with free transit passes

Location	Drive to work		Transit to work	
	Before	After	Before	After
Santa Clara (VTA) [67]	76%	60%	11%	27%
Bellevue, Washington[68]	81%	57%	13%	18%
Ann Arbor, Michigan[69]	N/A	(4%)	20%	25%
UCLA[70] (faculty and staff)	46%	42%	8%	13%
Univ. of Washington, Seattle[71]	33%	24%	21%	36%
Univ. of British Colombia[72]	68%	57%	26%	38%
Univ. of Wisconsin, Milwaukee[73]	54%	41%	12%	26%
Colorado Univ. Boulder (students)[74]	43%	33%	4%	7%

Encouraging Compliance with Parking Cash out Laws

One other noteworthy transportation demand management measure that this report recommends implementing is developing, funding and staffing a pilot program specifically aimed at encouraging and enforcing compliance with California's parking cash-out law. California's parking cash-out law requires many employers which (a) offer subsidized parking to employees and (b) lease parking as a separate expense to offer the cash value of the subsidized parking space to any employee who does not drive to work. Several local jurisdictions have developed mechanisms to help enforce this cash-out law. For example, Santa Monica requires proof of compliance with the State's parking cash-out law before issuing occupancy permits for new commercial development.

Another potential avenue for encouraging voluntary parking cash-out, and/or enforcing compliance with parking cash-out, would be to work with any employers who currently pay for

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[67] Santa Clara Valley Transportation Authority, 1997.

[68] 1990 to 2000; http://www.commuterchallenge.org/cc/newsmar01_flexpass.html.

[69] White et. al. "Impacts of an Employer-Based Transit Pass Program: The Go Pass in Ann Arbor, Michigan."

[70] Jeffrey Brown, et. al. "Fare-Free Public Transit at Universities." *Journal of Planning Education and Research* 23: 69-82, 2003.

[71] 1989 to 2002, weighted average of students, faculty, and staff; From Will Toor, et. al. *Transportation and Sustainable Campus Communities*, 2004.

[72] 2002 to 2003, the effect one year after U-Pass implementation; From Wu et. al, "Transportation Demand Management: UBC's U-P ass – a Case Study", April 2004.

[73] Mode shift one year after implementation in 1994; Jpmes Meyer et. al., "An Analysis of the Usage, Impacts and Benefits of an Innovative Transit Pass Program", January 14, 1998.

[74] Six years after program implementation; Francois Poinsatte et. al. "Finding a New Way: Campus Transportation for the 21st Century", April, 1999.

their employees' monthly parking permits for City garages. Since these employers are already renting parking separately, and engaging with the City to do so, this provides an opportunity to engage with these employers. For example, employers paying for monthly permits in City garages could be required to certify that they are complying with cash-out law.

Currently, City employees receive discounted parking permits for City garages as part of an employee settlement. The City should consider gradually converting this employee parking discount into an overall transportation discount program, or a parking cash-out program. The City should also investigate the possibility of employing a transportation management platform such as Luum, which integrates with human resources and payroll systems to facilitate any financial benefits for employees who choose more environmentally responsible forms of transportation.

An example of parking cash-out benefits: Genentech, South San Francisco

Genentech, a major biotechnology employer in South San Francisco, California, offers a $4 per day cash payment to any employee who does not drive to work. This parking cash-out program is part of an ambitious and comprehensive transportation demand management program. The cash payments for not driving to work and other Genentech programs supporting transportation alternatives have had a measurable impact on Genentech's contribution to global climate change. In just one year, from 2006 to 2007, commute-related CO2 emissions per employee declined by 8.6%[75].

Factors of success in Genentech's innovative transportation demand management programs include:

The City: Trip reduction requirements imposed by the City of South San Francisco are specific and targeted, but provide ample flexibility for meeting goals.

Cost savings: Genentech was seeking to expand, so stood to realize cost savings ($100 million by their count) by reducing drive-alone commuting enough to avoid constructing additional parking. They realized it was cheaper to pay their employees not to drive than to build more parking.

Corporate culture: The TDM/Parking reform strategy was uniquely attractive to Genentech because it fits (a) the needs of their employees, many of whom are young, socially-minded professionals, who value commute alternatives, and (b) the corporate social responsibility strategy. Genentech wishes to be known as a good corporate citizen, doing its part for the environment by reducing drive-alone commuting.

[75] Genentech 2007 Corporate Sustainability Report, p. 13.

6 IMPLEMENTATION PLAN

This report has enumerated a wide variety of parking and transportation management strategies for the City of Oakland to deploy in their downtown area and actively support the City's goals of economic vitality, environmental responsibility, and social equity. Figure 6-1 provides a summary of all proposed parking and TDM strategies.

Figure 6-1 Summary of Recommendations

Category	Area of Deployment	Strategy	Goal
Parking Management	On-Street Parking Pricing and Regulations	Price Public On-Street Parking	▪ Price parking according to demand to ensure availability
		Extend Meter Hours of Operation	▪ Reduce congestion and circling in evening hours
		Eliminate On-Street Parking Time Limits	▪ Reduce congestion and circling
		Establish Parking Benefit Districts for Commercial and Residential Areas	▪ Use parking revenue for improvements that benefit everyone
		Examine Parking Allocation for Persons with Disabilities	▪ Ensure persons with disabilities have adequate parking facilities
		Improve Parking Monitoring and Enforcement	▪ Provide essential data collection for parking pricing
	Communications and Wayfinding	Develop Real-Time Parking Wayfinding Program	▪ Direct drivers to available parking easily and quickly
		Improve Parking Signage	▪ Direct drivers to available parking easily and quickly
	Off-Street Parking Pricing and Regulations	Moratorium on New Off-Street City-Owned Parking	▪ Evaluate financial feasibility of parking facility operations and maintenance
		Assess Highest and Best Use of City-Owned Lots and Garages	▪ Evaluate financial feasibility of parking facility operations and maintenance
		Assess Quantity of "Reserved" Off-Street Parking	▪ Maximize utility of existing off-street parking facilities
Zoning and Policy Administration	Regulating Parking in Private Developments	Eliminate Parking Minimums and Establish Parking Maximums	▪ Discourage construction of potentially unnecessary off-street parking

Category	Area of Deployment	Strategy	Goal
		Require Unbundling of Parking Costs	▪ Financially reward households who choose not to have a vehicle
Transportation Demand Management	Encouraging Use of Non-Auto Modes	Establish Transportation Management Association	▪ Provide centralized source of information about non-auto transportation alternatives
		Establish Deep-Discount Transit Pass Programs	▪ Financially incentivize transit use instead of driving

Figure 6-2 provides a high-level implementation framework for parking reform in downtown Oakland. Three timeframes are included and recommendations are organized according to priority of implementation. First and foremost, the City should evaluate the recommendations developed as part of this study, identify key priorities, and determine where additional study is needed. The immediate strategies, as shown below, could include implementing demand-based parking pricing at least in the areas funded by the MTC Climate Initiatives grant. In the short-term, the City would move forward on the other parking management and zoning code revisions. Over a longer period, the City should explore the feasibility of real-time parking wayfinding and identify other funding mechanisms for parking management and development.

Figure 6-2 Implementation Timeframe for Recommendations

Category	Strategy	Implementer(s)	Timeframe		
			Immediate	Short	Long
Parking Management	Price Public On-Street Parking	DPW	X		
	Extend Meter Hours of Operation	DPW		X	
	Eliminate On-Street Parking Time Limits	DPW	X		
	Establish Parking Benefit Districts for Commercial and Residential Areas	DPW and Planning		X	
	Examine Parking Allocation for Persons with Disabilities	DPW		X	
	Improve Parking Monitoring and Enforcement	DPW and Police	X		
	Develop Real-Time Parking Wayfinding Program	DPW and Planning			X
	Improve Parking Signage	DPW and Planning			X
	Moratorium on New Off-Street City-Owned Parking	DPW and Planning Dept.		X	
	Assess Highest and Best Use of City-Owned Lots and Garages	DPW and Planning			X

Category	Strategy	Implementer(s)	Timeframe		
			Immediate	Short	Long
	Reassess Number of "Reserved" Off-Street Parking	DPW		X	
Zoning and Policy Administration	Eliminate Parking Minimums and Establish Parking Maximums	Planning		X	
	Require Unbundling of Parking Costs	Planning		X	
Transportation Demand Management	Establish Transportation Management Association	DPW and Planning	X		
	Establish Deep-Discount Transit Pass Programs	DPW and Planning	X		

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Appendix A Technical Memoranda #1, #2, and #3

Attached are copies of prior deliverables.

ATTACHMENT B

PARKING AND MOBILITY INITIATIVES

Item	Initiative	Action(s)	Benefits	Fiscal Impact
1	Downtown Oakland Parking Management Report	Receive an informational report	Recommendations for improving management of on-street parking, off-street parking and transportation demand	Informational; no direct impact
2	Parking and Mobility Management Initiative	Accept and appropriate grant funds; designate all parking meter zones as flexible parking zones	Resources and authority to implement demand-responsive parking and transportation demand management strategies in four commercial districts	Revenue from grant funds of $1.3 million
3	Electric Vehicle Charging Stations Grant	Finalize and execute an agreement with BAAQMD; accept and appropriate grant funds	Upgrade electrical infrastructure and install 28 EV charging stations at seven municipal parking facilities, increasing value of facilities and promoting adoption of EV	Revenue from grant funds of $244,000
4	Dedicated Space Car Share Program	Amend Resolution; amend Ordinance	Support continued development and adoption of car sharing throughout Oakland, especially in West Oakland and East Oakland	None (but see Item 10)
5	Support for BART Station Access Policy	Resolution of support	Continued support of access to Oakland's eight BART stations	None
6	Streetline, Inc. Smart Parking System	Authorize execution of non-exclusive agreement	Streetline to invest over $1 million, providing consumer facing parking availability and wayfinding applications and parking management data and reports	No direct costs or cash outlay
7	Clay St Garage Closure	Receive an informational report	Public health and safety; development site opportunity	Estimated loss in annual revenue of $500,000
8	Increase Contract Capacity for Parking Facility Operation and Management	Amend capacity and waive competitive RFP	Capacity to pay for increased levels of service at sixteen parking facilities, including support for broader parking management efforts and improving customers service	Expenditures of $850,000
9	Extension of Maintenance Agreement with Scheidt & Bachmann	Authorize maintenance agreement renewal and waive competitive RFP	Continuity of maintenance, repair and replacement parts for garage revenue and access management system; enable continued credit card functionality and compliance	Expenditures of $313,313 over three year term of contract
10	Amend Master Fee Schedule	Change fees for on-street and off-street parking and car share permits and services	Support for demand-responsive parking initiatives, bring pricing of off-street parking in line with recommendations of Parking Management Report, support for car share programs and dedicated space car share in particular	Estimated increase in annual revenue of $1 million

1. APPLICANT INFORMATION

Project Title:	**City of Oakland Demand-Responsive Parking and Mobility Management Initiative**
Name of Applicant:	City of Oakland
Project Manager:	Michael P. Ford, Ph.D., C.P.P.
	Oakland Public Works Department
	250 Frank Ogawa Plaza, Suite 4344, Oakland, CA 94612
	(510) 238-7670
	mford@oaklandnet.com
Project Partners:	Business Improvement Districts, business and neighborhood associations

2. PROJECT DESCRIPTION

OVERVIEW/PURPOSE

In many ways, Oakland is booming. Plan Bay Area forecasted that San Francisco, San Jose and Oakland would account for the majority of housing and job growth in the Bay Area, and the effects of this growth can already be felt. Oakland has the second fastest rise in rents in the U.S., soaring by 12.1% in 2014. The Downtown area has gained more than 8,000 new residents and dozens of new restaurants and bars in the last 15 years. A number of Bay Area companies have relocated to Oakland. Downtown Oakland is now the East Bay's biggest employment center with more than 17 million square feet of office space and nearly 84,000 jobs. Oakland recognizes that parking and mobility management are critical to managing such growth. Parking conditions in many of Oakland's commercial districts are already overcrowded, causing motorists to circle the block in search of free or underpriced curb parking, which leads to frustration, congestion and increased greenhouse gas (GHG) emissions. The City has been studying parking conditions, most recently with the on-going Downtown Oakland Parking Study (DOPS), and piloting demand-responsive parking management in the Montclair Village commercial district.

With a grant from MTC, the City of Oakland would build directly on these efforts to implement a combination of parking and transportation demand management (PTDM) strategies in Oakland's Priority Development Areas and other commercial districts using a phased-approach. Inspired and informed by the experiences of other California cities including Berkeley, San Francisco, Pasadena and Los Angeles, Oakland seeks to expand our efforts to return revenue back to the local economy and reinforce transportation management to reduce GHG emissions and support a vibrant and sustainable city. Our proposal details how the City will apply demand-responsive parking principles to ensure 1 to 2 spaces are available per block in Oakland's most congested parking areas, while improving the visitor parking experience and reducing the traffic congestion and pollution from searching for a parking space. Moreover, the project will leverage the City's unique experience with the established Parking Benefit District (PBD) in Montclair Village, as well as lessons learned and advances in the field, to implement the next generation of parking demand management strategies. For maximum effect, these parking strategies will be coupled with TDM strategies – including support for planned or existing bus pass, bikeshare, and carshare programs – to achieve meaningful reductions in single occupancy vehicle (SOV) use, driving and GHG emissions.

PROJECT NEEDS

The City seeks funding from MTC for the staffing, equipment, and resources necessary to add missing pieces to the program in Montclair and expand it to other important commercial districts. At present, the City lacks the staffing needed to work with businesses, employees and residents to customize programs to local conditions; to ensure public input and awareness; to implement, monitor and adjust parking prices; and to rigorously evaluate program results. Oakland has invested substantial resources in purchasing smart meters, automating citation enforcement, and other equipment modernization. However, we lack the resources to acquire specialized equipment – such as License Plate Recognition systems – to routinely monitor parking occupancy, assess the resulting data, and adjust prices in multiple districts. With funding from the Climate Initiatives Grant Program, the City will be able to expand our demand-responsive parking pricing to high-impact areas identified by the DOPS and other parking studies.

Parking management is just one component of reducing emissions and vehicle-miles traveled. As such, this project will actively promote the use of other modes of transportation besides driving. Oakland will encourage mode-shift by providing a package of commute options and incentives to targeted employees within the PTDM project areas, including travel coaching, supplying subsidized AC Transit passes, and education about the bikeshare and carshare options in Oakland. This grant will support the implementation and evaluation of these TDM programs among City of Oakland departments and employees, as well as lay the groundwork for other employers and residents in Oakland to do the same.

PROJECT OBJECTIVES

With the support of MTC, the City will undertake several key actions to achieve specific and measurable objectives, including:

Parking

- Implement demand-based pricing programs in multiple districts to achieve approximately 85% occupancy per block;
- Work to identify all available parking supply, including residential and privately operated, to develop potential partnerships to share parking resources;
- Install new signage and wayfinding to communicate parking policies, time limits, and price;
- Establish Parking Benefit Districts to reinvest a portion of net parking revenues in communities;
- Create a system for monitoring, enforcement, and evaluation of new and revised parking policies to ensure they remain effective and accurate; and
- Test and refine data collection and analysis system developed by Berkeley for "plug and play" capability for Oakland and other cities.

TDM

- Provide transit passes to targeted groups of employees in each PTDM district to increase the convenience of use and reduce the price of transit;
- Promote transportation alternatives such as transit, bicycling, walking, and carpooling/vanpooling;
- Provide information to employers regarding the California state law-mandated Parking Cash-Out programs for employees; and
- Monitor and report changes in usage by district across parking cash-out, bus pass, bikeshare and carshare programs.

PROJECT ACTIONS: A PHASED APPROACH

Ultimately, the City of Oakland is committed to reducing transportation-related emissions by addressing parking issues in all of its commercial districts, whether those districts are under-priced, over-priced or need better signage or management. However, for the purposes of this grant, the City is proposing a phased approach to ensure successful implementation and monitoring of pricing strategies within the grant budget and schedule. Specific proposed strategies are provided in Section 4.

Phase 1: Montclair Village, Chinatown, Lake Merritt/Uptown, Civic Center/Old Oakland

Grant funding will allow for a more complete implementation of a demand-responsive pricing program in Montclair Village. Improving the pilot program is expected to improve parking occupancy results. It will also provide important research results comparing the impact of implementing parking pricing alone (in 2014/15) versus parking pricing with complementary TDM measures, public education, driver information and signage, and more frequent monitoring and adjustment (as proposed herein.)

In Chinatown, Lake Merritt/Uptown and Civic Center/Old Oakland, the project will use the recent parking and travel demand data in Downtown Oakland to develop baseline metrics, against which we can measure the impact of our parking and TDM strategies. The downtown project area (as shown in the maps found in Section 6) includes 7,923 curb parking spaces and more than 4,000 spaces in City-owned lots and garages, and includes the three proposed parking districts. Because these districts have unique parking pressures, neighborhood groups, demand profiles, etc., the pricing strategies developed for each will be different. In addition, breaking up the larger downtown Oakland area into these districts allows for more inclusive public outreach and a smaller evaluation area to analyze initial results and test/refine MTC's data collection system (developed through the goBerkeley pilot) on new areas. Smaller project areas also make the implementation of PBDs more attractive to businesses and community organizations.

MTC should note that Oakland may need to postpone the Civic Center/Old Oakland area until Phase 2, recognizing that there may be additional data collection needed (windshield surveys, more outreach to businesses, etc.) to address community concerns. Implementation in Chinatown and Lake Merritt/Uptown will also make clear the scale of signage and parking meter decal installation, and changes to parking enforcement officer workflow. We would make this decision in consultation with MTC, based on a detailed review of data needs, budget, and contingency funding. Our main goal is that each PBD roll-out be successful, and therefore request some flexibility and partnership to assess and refine a realistic budget and geographic scope.

Phase 2: Temescal, Jack London Square, Grand/Lake

While data has been collected and initial public outreach has been performed in the Montclair Village and the Downtown districts within the area in Figure 1 of Section 6 , data is unavailable or outdated for Temescal, Jack London Square and Grand/Lake District, and limited public outreach has been conducted regarding parking management issues to date. However, they are each fairly small areas, have active business and residential organizations, and have easily observed parking issues. The City considers them "next in line" for a complete PTDM program beginning with baseline data collection and public outreach, through implementation and monitoring.

As part of this grant, the City of Oakland would collect baseline data and conduct public outreach to business and neighborhood groups in Phase 2 areas. If financially feasible, the City could move one of the Phase 2 areas into Phase 1. As with the Civic Center/Old Oakland discussion above, we would seek to make this determination in partnership with MTC, based on the initial data analysis and outreach results.

Phase 3: Rockridge, Fruitvale, Piedmont Ave

If Phase 1 and 2 are completed successfully and funding remains available, Oakland plans to address parking concerns in the Rockridge, Fruitvale, and Piedmont Avenue commercial districts. Because there has been no parking data collected for more than 10 years, and no public outreach on the topic in these areas, the City does not envision implementing a PTDM program in these areas within this grant budget and timeline. However, we recognize that parking issues exist and intend to work with these communities, BART and others to develop parking management and TDM programs. We hope that successes in the Phase 1 and Phase 2 areas will provide the City with strong tools and experience, and will catalyze community interest in such programs.

ANTICIPATED RESULTS

The overarching anticipated results from this initiative will be a reduction in greenhouse gas emissions through the reduction of vehicle-miles traveled and an increase in the use of more environmentally friendly transportation modes. Specific anticipated results include, but are not limited to:

- Increased parking availability
- Improved customer/visitor satisfaction
- Reduced double parking and search time
- Reduction in traffic accidents, VMT from circling, and congestion
- Improved mode-split and reduction of single-occupant car trips
- First test of "plug and play" capabilities of MTC-funded goBerkeley Automated Data Collection system
- Established model for local investments through Parking Benefits Districts, including mechanisms for transfer of funds, oversight and ensuring geographic and economic equity

In the case of SFpark, involving approximately 6,000 on-street parking meters and 12,250 off-street parking spaces, the city saw an overall reduction of 30% in both vehicle miles traveled and associated GHG emissions; on a per meter basis, daily VMT decreased from 3.7 to 2.6 miles per meter in the pilot areas. Similarly, the goBerkeley TDM program's provision of AC Transit EasyPasses saw a 30% increase in regular transit use. We fully expect that our proposed initiative will achieve similar results in Oakland.

3. RESPONSE TO QUESTIONS

Q1: Could the project be scaled (i.e. modifications to scope of work, reduced project area, alternative technology, etc.)? If so, please describe how the project could be modified and indicate the revised budget.

A1: We intend to implement demand-responsive parking pricing with complementary TDM in the Phase 1 areas of Montclair Village, Chinatown, Lake Merritt/Uptown and Civic Center/Old Oakland. The budget supplied for Phase 1 includes the direct project costs needed for the successful implementation of the overall demand-responsive parking program, including the relatively fixed costs of project development and management, data collection technology, public outreach tools, signage design, TDM components, etc. All of this would be necessary to carry out even a single robust program. These four areas allow us to leverage existing data collection and public outreach in order to spend more resources on refining these other project components. The budget for Phase 2 clearly illustrates the scalability of the project. Variable costs that contribute to Phase 2 budget include the scaling up the data collection systems to a larger area and completing more public outreach and education. If the grant amount is further modified, additional districts in need of parking management could easily be brought on-line.

Q2: Please identify project location(s).

A2: The project locations for Phase 1 are Montclair Village, Chinatown, Lake Merritt/Uptown ad Civic Center/Old Oakland. Project Locations for Phase 2 will be Temescal, Jack London Square and Grand/Lake District. A map of the Phase 1 project areas located in the Downtown PDA is provided in Section 6, Figure 1.

Q3: Please provide funding details, i.e. project components and cost.

A3: Section 5, Project Cost and Funding, provides a budget that shows total project and cost breakdown for each major task, including the breakout of costs for Phase 1 and 2.

Q4: Please provide a minimum of 15 percent local match.

A4: The City of Oakland is requesting $2 million in grant funding from MTC and will provide a local cash match of $437,000, which includes an in-kind match of $75,000 in the form of AC Transit EasyPasses for over eight hundred City employees. This is a project match of nearly 18%.

Oakland has already committed non-participating matching funds by investing millions of dollars in smart meter installations citywide.

Q5: Would you consider including the implementation of parking pricing strategies to better manage demand? If so, please describe and provide details.

A5: Yes, this is our primary proposal. We will continue to make adjustments to the demand-responsive parking pricing strategies in Montclair and plan to introduce parking pricing strategies to improve observed conditions in Chinatown, Lake Merritt/Uptown and Civic Center/Old Oakland (and to the additional areas in Phase 2, if possible). The proposed strategies for each area are shown in the Scope of Work.

4. SCOPE OF WORK AND SCHEDULE

SCOPE OF WORK

TASK 1 – PROJECT MANAGEMENT AND PARTNER COORDINATION

1.1 Overall Project Management and Staffing

The City of Oakland will provide overall project management, including coordination with project partners, procurement and contract management, management of project budgets and schedules, staffing for Working Group meetings, and coordinating completion of all project deliverables.

The City will hire two limited duration employees or consultants to oversee the parking management program (Task 2) and TDM program (Task 3). These individuals will work closely with the City's current parking management and transportation staff, as well as any other staff acquired for the implementation of the specific parking and TDM programs.

1.2 Public Information and Outreach / Coordination with Project Partners

Collaboration with the business improvement districts, business associations and neighborhood organizations will be essential to successful implementation, especially in Task 2. In light of this, the City of Oakland will create a formal Working Group with partnering groups in order to coordinate and manage the joint elements of the program.

Working Group meetings will facilitate communication among the project partners and allow for feedback and fine-tuning by those who are more closely associated with the parking program's impacts. The Working Group is expected to meet quarterly for the duration of the project, and more often at critical moments if necessary.

To assist with public outreach, the City will contract via competitive bidding with a highly qualified organization, likely a nonprofit, which has expertise in community outreach in Oakland or similar community. Other outreach strategies will be utilized, such as website creation, social media, flyers, mailings, email blasts, text alerts, and City Council newsletters. The City will provide extensive multi-lingual outreach during all phases of the program.

In addition to these outreach efforts, the City will also attend BID and neighborhood meetings to enable real-time feedback on the various elements of program implementation. In general, transparency and reporting of results will be essential to gaining public trust and support. Therefore this task will include determining the most effective and appropriate channels to provide information about these projects, their results, and the next steps. Additional letters of support from project partners are forthcoming.

1.3 Establishment of the Parking Benefits District Model

While ordinances and mechanisms are in place for the operational PBD in Montclair Village, the City envisions questions to arise with implementation in larger districts. Expected issues include geographic equity, economic equity, fund transfer mechanisms, fiscal oversight, City vs. private policy decision-making, financial accounting, and liability questions. This task will analyze best practices from other cities such as Portland, Houston, Chicago, and Old Pasadena, as well as work with internal City departments, Business Improvement Districts and other possible PBD agencies to develop a model that can be applied City-wide.

1.4 Testing and Refinement of Data Collection and Analysis Tool

Data will be collected using a combination of conventional observation methods and the combined smart parking meter/License Plate Recognition (LPR) system tested and in use by the City of Berkeley.

As part of the goBerkeley pilot, MTC leveraged Climate Initiative and other federal funds to develop an automated parking data collection tool for the region. The goal was to develop a cost-effective tool that would use equipment that cities already own or could acquire easily, and produce reports that City staff can use to view parking conditions and make pricing decisions. The goBerkeley system chose to use a combination of smart parking meter data and LPR data, along with a $500k reporting system.

Oakland already owns and has access to its own smart parking meter records. LPR equipment may be obtained through an RFP, an on-call contract or through a Memorandum of Understanding with the City of Berkeley.

As the City of Berkeley's system was funded by MTC and other federal grants, it is available for adoption by the City of Oakland and other cities at no cost. However, the system was developed in and for Berkeley, so Oakland's deployment would be the first real test of whether MTC's investment in Berkeley's system has truly provided a "plug and play" parking data collection tool, or whether customization must be performed for each city. We have included a modest software development and systems integration budget to test this system.

Task 1 Deliverables:

- Job descriptions for lead staff and contracts for outreach consultants.
- Public outreach strategy for each area, including translation, door-to-door outreach, public meetings, etc.

- Copies of reports to the Oakland City Council.
- Copies of any materials provided for web use or mass media.
- Model for Parking Benefits District, including white papers on finance and legal issues, by-laws, etc.
- Operational Data Collection and Analysis Tool for Oakland, including documentation on software customization required.
- Data Collection and Analysis Tool Feasibility Report on the customization needs, cost-effectiveness, and other feasibility considerations for other cities in the San Francisco Bay Area and elsewhere.

TASK 2 – PARKING PRICING AND MANAGEMENT

2.1 Demand-Based Parking Pricing Implementation and Enforcement

The City of Oakland will implement demand-responsive parking pricing in the Phase 1 areas. Initial data collection and outreach suggest that the following strategies are appropriate. Pricing and time limit strategies will be finalized through additional focused data collection and community participation.

Phase 1 Areas	Proposed Strategy (all include PBDs)	Parking Data	Public Outreach
Montclair Village	**Observed issue:** Original pilot addressed congested parking blocks and nearby blocks with available parking. Multi-tiered pricing, with lack of signage, may have been too complex for many drivers to grasp. **Strategy to test:** Simplify tiered pricing (possibly into 2 zones), design and install improved static signage with parking rates and time limits, design and install wayfinding signage to parking zones, assess occupancy more frequently using automated data collection system; make annual or semi-annual adjustments to achieve 65-85% occupancy goals.	Yes	Yes
Chinatown	**Observed Issue**: Lack of curbside space on high activity blocks leads to double parking, congestion and frustration. Lack of parking in Chinatown core, available parking at periphery and in private off-street facilities. **Strategy to test:** Designate new pick-up/drop-off zones (white or yellow), and/or time-limited hybrid commercial loading/metered spaces, in high-activity locations. Reduce time limits in the core and extend time limits in the periphery. Encourage longer term parking to use available off-street parking supply through signage, marketing and coordination with public and private off-street regarding hours of operation, price, and access.	Yes	Yes
Lake Merritt/ Uptown	**Observed issue**: Unequal distribution of demand (high towards the core, lower to the north). **Strategy to test:** Institute zone-based "Premium/Value" zones with associated prices, time limits and signage.	Yes	Yes
Civic Center / Old Oakland	**Observed issue**: Low parking availability and high use of placard parking. **Strategy to test**: Propose elimination of parking time limits with steep progressive rates (e.g. $2.00 1st hour, $4.00 2nd hour, etc.). Maintain and promote low rates in off-street facilities.	Yes	Yes

Monitoring will occur throughout the implementation period to inform price adjustments; adjustments will take place no more frequently than once per quarter during the grant period. Partnering with the City of Oakland Police Department and the new Oakland Department of Transportation, LPRs will also be

used to enhance enforcement of the demand-responsive parking areas. Monitoring and enhanced enforcement will include project-adjacent residential parking permit zones to assess and address any spillover parking problems that may arise.

As discussed above, Phase 2 will be implemented if Phase 1 improves parking availability, the community is on-board, and that the City's data collection/analysis system and Parking Benefits Districts prove to be operational and fiscally sustainable. Potential strategies for Phase 2 are shown below; final strategies will be determined through data collection and community engagement.

Phase 2 Areas	Proposed Strategy (all include PBDs)	Data Available?	Public Outreach?
Jack London Square	**Observed issue:** Lack of curbside parking and driver confusion arriving at Jack London Square. **Strategy to test:** Develop partnerships with private off-street parking providers to activate all available parking supply. Test shared valet services and shared valet pick-up/drop off at southern end of Broadway.	Yes (incomplete)	Yes (incomplete)
Temescal	**Observed issue**: Lack of parking availability on Telegraph Avenue in core Temescal. Available parking underused north and south, as well as private off-street. **Strategy to test**: Institute "Premium/Value" zones on Telegraph Avenue and work with public and private off-street parking to activate all available parking supply.	Yes (incomplete)	Yes (incomplete)
Grand/Lake District	**Observed issue**: Lack of parking availability on Grand Ave, Lakeshore Ave and side streets, availability off-street. **Strategy to test:** Establish "Premium"-priced on-street zones with shorter time limits and "Value"-priced off-street zones for longer-term parking.	Yes (incomplete)	Yes (incomplete)

While the City of Oakland recommends this phasing of commercial areas, we welcome MTC's input on substituting Phase 1 and Phase 2 areas within the budget available.

2.2 Parking Occupancy Monitoring and Methodology Evaluation

Measuring parking occupancy and utilization before, during, and after project implementation is crucial to assessing project outcomes and determining necessary adjustments to parking rates and time limits. Moreover, systematic and transparent processes facilitate future expansion in Oakland and replication in other cities.

Oakland will build on the data collected as part of the Montclair Village Pilot and the DOPS by conducting targeted checks and updates to existing data. The City will conduct a minimum of four on-street parking occupancy surveys throughout the pilot program period.

On-street occupancy will be collected using a combination of conventional observation methods and the refined data collection and analysis system described in Section 1.4. Occupancy in off-street parking facilities will be collected via automated Parking Access Revenue Control Systems (PARCS) or via manual sample counts throughout the project.

Customer satisfaction, business and residential feedback and driver/parker behavior will be collected before, during and after implementation via in-person intercept surveys, on-line feedback surveys and through social media tools.

In addition, the City will supplement occupancy data with information gathered from other available sources such as the current parking meter and citation data under the City's existing citation management

system. If necessary, the City will work with Xerox to assist with vendor coordination, data collection verification, and output analysis.

2.3 Overall Parking Program Evaluation and Recommendations

This task will evaluate the parking pricing programs based on the data collected throughout the pilot period as part of Tasks 2.1 and 2.2. This evaluation will draw from information that would include, but is not limited to: manual and LPR occupancy surveys, systematic search time tests to estimate level of circling, parking revenue, parking enforcement costs, parking citations, feedback from staff and the Working Group, and feedback on vehicle trips and travel behavior drawn from business, employee and/or customer surveys. The evaluation will also take into consideration how these parking programs are impacting adjacent areas and neighborhoods, particularly residential areas.

The analysis of this information will be compiled and presented to the Oakland City Council in the form of a report evaluating the parking component of the project, including the various Parking Benefit District pilots, and making recommendations for the City of Oakland regarding next steps for more widespread implementation.

Task 2 Deliverables:

- Parking occupancy counts (minimum of four) and analysis.
- Installation of signage reflecting new pricing and time limits.
- Wayfinding to available parking supply.
- Public information campaign of new parking pricing.
- Final report of evaluating the parking component with recommendations for next steps.

TASK 3 – TDM STRATEGIES TO REDUCE VEHICLE TRIPS AND PARKING DEMAND

3.1 Vehicle Trip Reduction and Transportation Alternatives for City Employees

This task will include implementation of the City's transit pass one-year pilot program to distribute AC Transit passes to 835 City employees, to encourage transit use. In addition, site-specific travel information and coaching will be provided to the employees involved in the program.

3.2 TDM Monitoring and Outreach for Employers and Residents

Under this task, City staff will work with private employers and AC Transit to implement their own transit pass programs. Grant funding would be used to help subsidize either the cost of AC Transit EasyPasses or administrative costs of the business program.

Other TDM strategies to be included will be the promotion of other transportation modes, such as bicycling, walking, carpooling, and vanpooling. This may include working with other City offices and agencies to set aside preferential parking areas for bicycles and carpool vehicles.

City staff will also furnish information to employers in Oakland who provide employee parking and ensure that they are also offering a cash allowance in lieu of a parking space. These cash-out programs have demonstrated effectiveness in encouraging employees to find alternate means of commuting to work.

3.3 Overall TDM Program Evaluation and Recommendations

This task will evaluate the TDM programs based on the data collected as part of Tasks 3.1 and 3.2. This evaluation will draw from information that would include but not be limited to: data from Clipper Card/AC Transit, data on carshare and bikeshare memberships and reservations, feedback from staff and

the Working Group, feedback on vehicle trips and travel behavior drawn from City employee and/or customer surveys and participant interviews.

The analysis of this information will be compiled and presented to the Oakland City Council in the form of a report evaluating the TDM component of the project, including the success of parking cash-out programs and parallel bikeshare, carshare and discount transit pass programs, and making recommendations regarding next steps for more widespread implementation.

Task 3 Deliverables:

- Distribute 835 AC Transit EasyPasses to City employees.
- Provide tailored information to employers to support the parking cash-out programs.
- Provide tailored information to employers and residents about transportation and commuting options, including bicycling, walking, carpooling/vanpooling, carshare, and bikeshare.
- Subsidize and or promote AC Transit EasyPass, bikeshare or carshare memberships to targeted area employers.
- Final report evaluating the TDM component with recommendations for next steps.

SCHEDULE

The project will cover a three-year period. Below is a table reflecting the major tasks and approximate completion dates.

Task	Description	Products	Completion Dates	Key Partners
1	**Project Management and Partner Coordination**			
1.1	Overall Project Management and Staffing	Progress reports, Council and public reports, budget updates, Point of Contact	Ongoing	MTC, Internal City Departments, AC Transit, Business Improvement Districts and PBDs
1.2	Public Information and Outreach (website, brochures, graphic design, public outreach strategy)	Project website, fact sheets, brand style guide, press release info, graphic design of signs and wayfinding	Ongoing	MTC, Public Outreach/Marketing Consultant
1.3	Parking Benefit District Model (legal and economic mechanisms)	Ordinances, white papers, legal summaries and economic analysis for PBD	Sept. 2017	Finance, City Attorney, Business Improvement Districts, PBDs
1.4	Data Collection Systems (testing of Berkeley system, plus potential procurement of LPR and associated customization)	Operational automated data collection tool, report on software customization and effort to make goBerkeley tool operational	March 2017	MTC, FHWA, City of Berkeley, possibly Xerox (Berkeley's System Integrator), software vendor
2	**Parking Pricing and Management**			
2.1	*Phase 1*			
2.1.1	Parking Occupancy Monitoring and Methodology Evaluation	Before and after occupancy/duration/search traffic results, questionnaire surveys of merchants, employees, parkers	Sept. 2017	Data collection consultant, Business Improvement Districts and/ or PBDs

Task	Description	Products	Completion Dates	Key Partners
2.1.2	Demand-Responsive Parking Pricing Implementation and Enforcement (covers implementation and enforcement of four Phase 1 districts, with signage)	Operational parking pricing strategy with associated signage, parking meter changes and supporting enforcement	Sept. 2017	Signage and parking meter vendors, Oakland PD
2.1.3	Parking Program Evaluation and Recommendations	Report on effectiveness of parking strategies and adjustments	Dec. 2017	City of Oakland
2.2	*Phase 2*			
2.2.1	Parking Occupancy Monitoring and Methodology Evaluation	Before and after occupancy/duration/search traffic results, questionnaire surveys of merchants, employees, parkers	Sept. 2018	Data collection consultant, Business Improvement Districts and/ or PBDs
2.2.2	Demand-Responsive Parking Pricing Implementation and Enforcement (covers implementation and enforcement of Phase 2 districts, with signage)	Operational parking pricing strategy with associated signage, parking meter changes and supporting enforcement	Sept. 2018	Signage and parking meter vendors, Oakland PD
2.2.3	Parking Program Evaluation and Recommendations	Report on effectiveness of parking strategies and adjustments, incl. VMT and GHG emissions	Dec. 2018	City of Oakland
3	**TDM Strategies**			
3.1	Vehicle Trip Reduction and Parking Alternatives for City Employees (includes $75,000 City participation procuring 835 transit passes)	Distribution and administration of transit passes	Ongoing	AC Transit
3.2	TDM Monitoring and Outreach for Employers and Residents	Distribution and administration of subsidized transit passes and travel coaching and promotion of alt. modes including bikeshare/carshare	Ongoing	AC Transit, Bay Area Bike Share, Car2Go, Business Improvement Districts and/or PBDs
3.3	TDM Program Evaluation and Recommendations	Report on effectiveness of TDM strategies incl. VMT and GHG emissions	Dec. 2018	City of Oakland

5. PROJECT COST AND FUNDING

Task	Description	Grant Request	Local Match	Total Funding
1	**Project Management and Partner Coordination**			
1.1	Overall Project Management and Staffing	$ 765,000	$ 135,000	$ 900,000
1.2	Public Information and Outreach (website, brochures, graphic design, public outreach strategy)	$ 50,000	$ 8,500	$ 58,500
1.3	Parking Benefit District Model (legal and economic mechanisms)	$ 20,000	$ 3,500	$ 23,500
1.4	Data Collection Systems (testing of Berkeley system, plus potential procurement of LPR and associated customization)	$ 300,000	$ 50,000	$ 350,000
	Task 1 Total	$ 1,135,000	$ 197,000	$ 1,332,000
2	**Parking Pricing and Management**			
2.1	*Phase 1*			
2.1.1	Parking Occupancy Monitoring and Methodology Evaluation	$ 350,000	$ 61,000	$ 411,000
2.1.2	Demand-Responsive Parking Pricing Implementation and Enforcement (covers implementation and enforcement of three Phase 2 districts, with signage)	$ 25,000	$ 4,000	$ 29,000
2.1.3	Parking Program Evaluation and Recommendations	$ 25,000	$ 4,000	$ 29,000
	Phase 1 Total	$ 400,000	$ 69,000	$ 469,000
2.2	*Phase 2*			
2.2.1	Parking Occupancy Monitoring and Methodology Evaluation	$ 225,000	$ 69,000	$ 294,000
2.2.2	Demand-Responsive Parking Pricing Implementation and Enforcement (covers implementation and enforcement of three Phase 2 districts, with signage)	$ 25,000	$ 4,000	$ 29,000
2.2.3	Parking Program Evaluation and Recommendations	$ 25,000	$ 4,000	$ 29,000
	Phase 2 Total	$ 275,000	$ 77,000	$ 352,000
	Task 2 Total	$ 675,000	$ 146,000	$ 821,000
3	**TDM Strategies**			
3.1	Vehicle Trip Reduction and Parking Alternatives for City Employees (includes $75,000 City participation procuring 835 transit passes)	$ 80,000	$ 75,000	$ 155,000
3.2	TDM Monitoring and Outreach for Employers and Residents	$ 80,000	$ 14,000	$ 94,000
3.3	TDM Program Evaluation and Recommendations	$ 30,000	$ 5,000	$ 35,000
	Task Total	$ 190,000	$ 94,000	$ 284,000
	TOTAL AMOUNT	**$ 2,000,000**	**$ 437,000**	**$ 2,437,000**
	Total Amount (Task 2 Phase 1 only)	$ 1,725,000	$ 360,000	$ 2,085,000

6. MAPS

Figure 1 - Map of districts located in Downtown PDA included in Phase 1

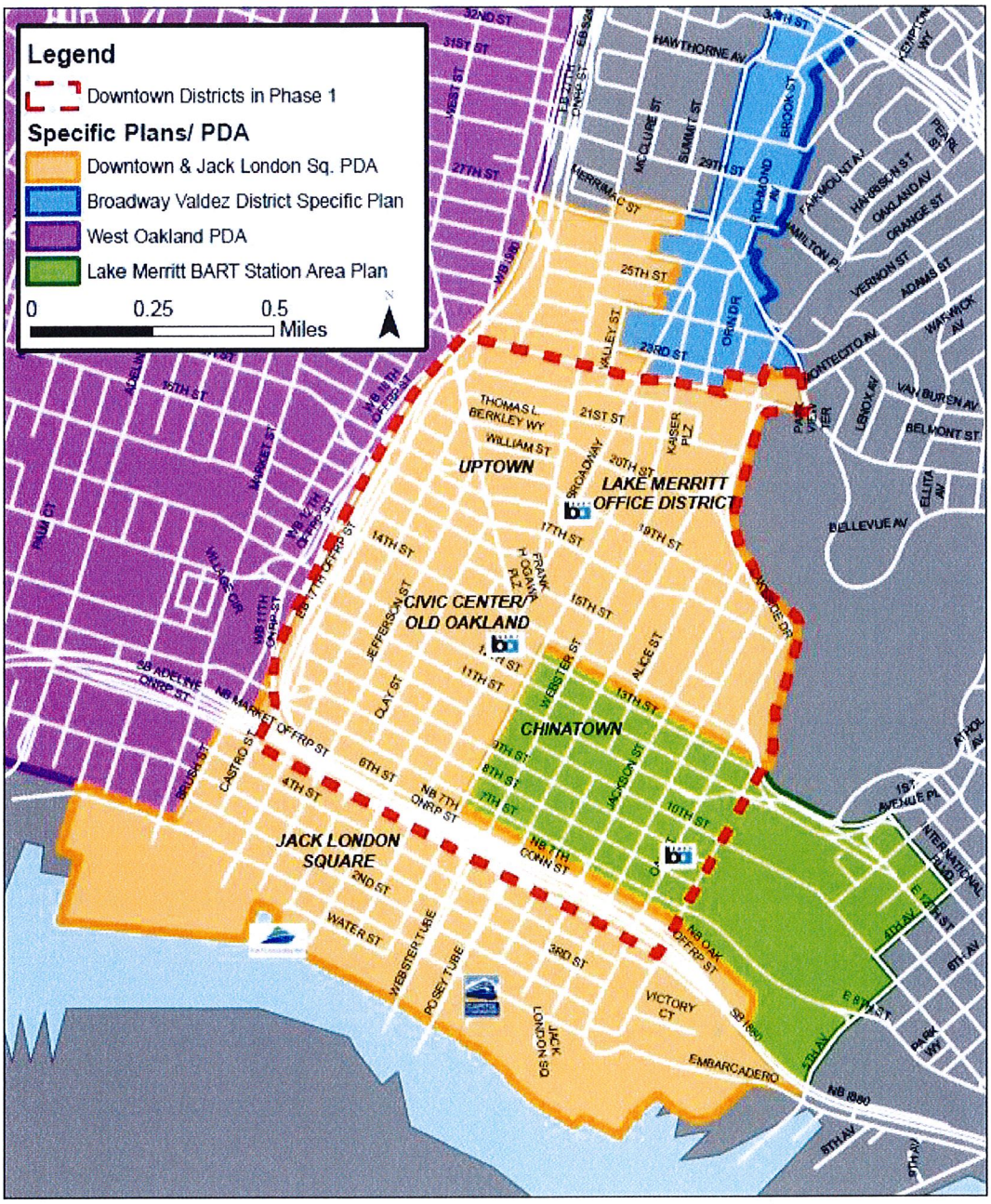

Figure 1 shows how Phase 1 of the Oakland Demand-Responsive Parking & Mobility Management Initiative will build directly on the MTC-sponsored DOPS, tailoring PTDM strategies to the unique needs of Downtown Oakland's commercial districts.

Figure 2 - Map of Downtown Oakland Parking Occupancy, June 2015

Source: Downtown Oakland Parking Study, Technical Memorandum #2 – Existing Conditions Analysis (Draft)

Figure 2 demonstrates the type of data that will form the basis for the parking pricing structure established in Task 2.1. The substantial data collection from the DOPS supports the City's readiness to implement demand-based parking pricing.

Electric Vehicle Charging Station Improvements at Oakland Municipal Parking Facilities

Support for increasing electric vehicles comes from a variety of sources. Governor Jerry Brown set a goal of placing 1.5 million zero-emission vehicles on California roads by 2025. Having published a PEV Readiness Plan in 2013, the Bay Area Air Quality Management District (BAAQMD) provides a suite of rebates for installing plug-in electric vehicle (PEV) charging stations and procuring electric fleet vehicles. In 1991, the California State Legislature authorized BAAQMD to impose a $4 surcharge on motor vehicles registered within the nine-county Bay Area to reduce vehicle emissions. BAAQMD allocated these funds to its Transportation Fund for Clean Air (TFCA) program to fund alternative fuel vehicle-based projects that reduce tailpipe criteria emissions from on-road mobile sources, such as passenger vehicles. The current grant is intended to expand the Bay Area's network of PEV charging stations in order to accelerate the adoption of PEVs in the region.

Increasing PEV ownership and use is a City of Oakland priority for reducing transportation emissions. Oakland City Council adopted the Energy and Climate Action Plan (ECAP) in December 2012 to identify and prioritize actions to reduce energy consumption and greenhouse gas (GHG) emissions. The ECAP outlines a 10-year plan to achieve a 36% reduction in GHG emissions, and save 24 million gallons of oil annually through driving habits, vehicle technology choices, and public infrastructure, including "Engaging in Electric Vehicle Infrastructure Planning" (TLU-33). Switching from gasoline-powered to electric vehicles significantly reduces local air pollution and is usually cheaper over the life of the vehicle. When combined with local renewable energy and energy storage, as is increasingly common, PEVs are powerful strategies for "zero-net energy" and enhancing electric grid reliability. While the City cannot dictate the types of vehicles purchased or driven by those living and working in Oakland, it has a golden opportunity to make zero-emission vehicles a more attractive option by installing plentiful and accessible public charging infrastructure in key locations.

According to BAAQMD's PEV Readiness Plan and the Center for Sustainability Clean Vehicle Rebate Project, demand for PEV charging stations in the Bay Area is growing. Oakland has far fewer than the estimated 38,000 PEV charging stations that will be needed by 2025. This project is a "win-win:" The City can recoup the cost of electricity used by the equipment by "charging to charge," and charging stations will make it easier for those who are unable to charge at home or who are traveling long distances to own electric vehicles.

City staff have conducted site analysis, technical review, and strategic planning to encourage PEV ownership and use. The seven facilities selected for this project are high value due to their proximity to key shopping areas, employment centers, and transportation corridors. Six of the seven facilities are in Priority Development Areas. Three are located in the greater downtown area – the largest and most densely concentrated employment center in the East Bay, and a region that experienced a 23% population growth from 2000 to 2013. All facilities are owned by

the City and operated by Third Party contractors that have been consistently successful in maintaining their facilities and working with the City to implement advanced energy technologies. This project complements existing City projects deploying fleet and employee workplace PEV charging in high-demand locations. PEV service equipment (EVSE) installations are being linked to facility energy efficiency retrofits where possible. Moving forward, the City aims to link EVSE installations to our growing solar portfolio as well.

Oakland Public Works staff successfully applied for the BAAQMD TFCA grant in a collaborative effort among Environmental Services, Offstreet Parking, and Fleet. Staff in the Oakland Public Works Transportation Division will administer the grant.

The seven parking facilities and the planned EVSE for each are listed in Table 1. The Third Party contractors (City of Oakland Parking Partners [COPP], Montclair Village Association, and Wellington Properties) who operate and manage the facilities have been partners in a suite of facility improvements over the years, including extensive energy efficiency upgrades that the City has undertaken as part of our overall municipal energy reduction strategy. For example, using a grant from the Oakland Shines program that was funded by the California Energy Commission and the American Recovery and Reinvestment Act (ARRA), the City worked with a predecessor to COPP to add state-of-the-art controls to 375 lighting fixtures at the City Center West Garage at 1250 Martin Luther King Jr. Way, freeing up electrical capacity that was used to install three electric vehicle charging stations. The City used the same strategy at its 250 Frank Ogawa Plaza garage, where it converted 182 lighting fixtures to LEDS controlled by state-of-the-art wireless technology, and used part of the newly available electrical capacity to power four new PEV charging ports.

Table 1

PARKING FACILITY	NUMBER & TYPE OF CHARGERS
Franklin Plaza Garage – 1719 Franklin Street / 415 19th Street (Uptown) – 482 parking spaces	7 dual-port Level 2, 1 dual-connector DC Fast
Pacific Renaissance Plaza Garage – 388 9th Street (Chinatown) – 578 spaces	5 dual-port Level 2, 1 dual-connector DC Fast
Harrison Street Garage – 1200 Harrison Street (Downtown) – 300 spaces	4 dual-port Level 2, 1 dual-connector DC Fast
Montclair Garage – 6235 La Salle Avenue (Montclair) – 305 spaces	3 dual-port Level 2, 1 dual-connector DC Fast
Grand Avenue Lot – 3270 Grand Avenue (Lakeshore/Grand) – 81 spaces	2 dual-port Level 2
Piedmont Lot – 4016 Howe Street (Piedmont Ave.) – 119 Spaces	2 dual-port Level 2
Dimond Lot – 3400 Dimond Avenue (Fruitvale/ Dimond) – 48 spaces	1 dual-port Level 2

The City of Oakland has an ongoing contract with REJ Electric, a dedicated electrical contractor and installer of ChargePoint EVSE. The City will work with REJ Electric and the parking facilities' operators to conduct any needed electric service upgrades and site preparation. The

City will work with our existing graphics contractors and the facility operators to create signage and address specific access needs. At a minimum, signage will be posted at facility entrances and at charging locations, listing EVSE location, type, operating hours or restrictions, and (at EVSE station locations) operating instructions and charging protocol. Where possible, EVSE will be installed near facility staff headquarters so that the equipment can be monitored for adherence to charging protocol. To enhance utilization of charging ports, after usage patterns in the parking facilities have been determined, each location will be evaluated for possible after hours/overnight charging of City fleet and other plug-in vehicles with daytime operational cycles. The City's parking facility contractors will be responsible for developing and implementing EV parking customer programs that increase awareness of and coordinated use of PEV chargers.

For the projects included in this application, ChargePoint will provide the City with a 15% discount on station costs, and will waive the activation ($350 per station) and site validation services ($599 per site) fees. The dual-port Level 2 chargers included in this application have two independent 40A branch circuits that simultaneously charge at 7.2 kW, and thus qualify each as two chargers.

ATTACHMENT E

Dedicated Space Car Share Pilot

City of Oakland
October 2016

City of Oakland

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Introduction

Car share is a membership-based service available to all qualified drivers in a community, which allows members to make vehicle trips by operating a rented vehicle without a separate written agreement for each trip. Car share services continue to evolve as an alternative to individual automobile ownership. Such services originally began operating on an informal basis in Oakland in 2001. The City adopted its first formal car share policy on February 24, 2015, which provided a regulatory framework for car share the public right-of-way and municipal lots. This policy was critical for establishing an overarching car share policy, granting a temporary "deemed approved" status for existing dedicated car share spaces, and creating a permit for point-to-point car share. However, it did not create a permit process for dedicated spaces.

Without a formalized permit process, authorizing new dedicated parking spaces for car share has been ad hoc. As a result, expansion has been slow or non-existent and car share organizations have been largely limited to off-street private lots. In addition, the City has not been reimbursed for the market value of the existing dedicated on-street spaces for car share. The pilot program described in this document establishes a dedicated space car share permit process for dedicated spaces in the public right-of-way and municipal lots and garages. The program is a continuation of City Council action in February 2015 and fulfills the requirements of Congestion Mitigation and Air Quality Improvement (CMAQ) grant funds received in December 2014. This program will further expand access to car share services throughout Oakland and ensure that the City is reimbursed for the value of existing car share spaces.

Background and History

History of Car Share in Oakland

The City submitted an application to the Metropolitan Transportation Commission (MTC) in October 2014 to support car share implementation in Oakland. MTC then approved the programming of $320,526 Cycle 2 CMAQ Program funds to Oakland in December 2014. Using this grant funding, the City adopted its first formal car share policy (85459 C.M.S) on February 24, 2015, which provided a regulatory framework for car share the public right-of-way and municipal lots. This policy:

1. Established the basis for the City's approach to the provision of car share in the public right-of-way;
2. Established new parking permits to grant car share organizations the privileges necessary to operate point-to-point car share services;
3. Established changes to the Master Fee Schedule to set the fees for the point-to-point car share permits;
4. Established a temporary "deemed approved" status for dedicated space car share vehicles already parking in the public right-of-way and in municipal lots until a permitting program is developed;
5. Accepted and appropriated $320,526 from the Cycle 2 CMAQ program funds awarded to the City of Oakland by the Metropolitan Transportation Commission for car share policy implementation; and
6. Extended authority to the City Administrator or designee to negotiate and implement agreements with car share organizations.

This policy was critical for establishing an overarching car share framework and creating a permit for point-to-point car share. However, although this policy granted a temporary "deemed approved" status for existing dedicated car share spaces, it did not create a formalized permit process for new dedicated spaces, which was also a requirement of the CMAQ grant funds. In April 2001, City Council approved a resolution (76606 C.M.S) to allow City CarShare to provide car share services in the City of Oakland. While this brought dedicated space car share to Oakland, there were no associated permits allowing for this use. This program

and its associated changes to the Oakland Municipal Code and Master Fee Schedule create a dedicated space car share permit process for dedicated spaces in the public right-of-way and municipal lots and garages.

Current Demand for Car Share

There is significant demand from Oakland residents for more car share options. National trends demonstrate the tremendous growth of both car share members and vehicles. Car share membership has grown by 531,471 (66 percent) from 2012-2014 while car share vehicles have grown by 6,481 (51 percent).[1] Peer-to-peer car share models, which don't require permits from the City, have also seen significant growth in the Bay Area. In addition, the City has received requests for dedicated space car share expansion from six car share operators. In the past year, Car2go, Carma City CarShare, Enterprise, Evercar, Getaround, and Zipcar have expressed interest in pursuing dedicated car share spaces within Oakland. These companies see the potential for growth if they could operate within more Oakland neighborhoods.

Models of Car Share

There are three primary models for car share:

- "Dedicated Space" or "traditional" car share is the basic model of car share. This model consists of members making round trips from a dedicated location. Vehicles are available 24/7, and are owned by a car share organization (City CarShare and Zipcar are two examples). Both City CarShare and Zipcar operate dedicated space models of car share in Oakland. These spaces are currently "deemed approved" until a formal permit process is established. The majority of their dedicated parking spaces are on private properties, which do not require special permits.
- "Point-to-Point" or "one-way" car share allows a member to rent an available car share vehicle, and complete the trip anywhere in a designated zone. The member may drive the vehicle out of the zone, but can only end a trip within the zone. The viability of this model relies on the car share organization's ability to park its vehicles on-street in both metered and residential areas free from parking duration limits. Vehicles are available 24/7 and are owned by a private car share organization. The leading provider of point-to-point car share in North America, car2go, does not currently operate in Oakland, but the company approached the City in 2014 to get the approvals and permits necessary to start a zone of operations in the East Bay. As of February 2015, the City has established a permit process and is currently in a holding pattern as it waits for neighboring cities to create similar permit processes before car2go moves forward with purchasing permits. The City anticipates point-to-point car share will be permitted in Oakland by 2017.
- "Peer-to-Peer" car share is similar to dedicated space car share in that it requires members to make round trips. In the peer-to-peer model, members both own and rent vehicles, and the car share organization exists primarily to provide the reservation software and hardware, insurance, marketing, dispute resolution. At owners' discretion, vehicles are often not available 24/7 to all members, and are parked in proximity to owners' residences instead of strictly in dedicated spaces. Examples of such companies include Getaround and Turo. Both companies operate in Oakland, and their business model does not require a special permit.

[1] Adam Cohen and Susan Shaheen. "Carshare Outlook Fall 2014." Volume 3, Issue 2.

Benefits of Car Share

Research demonstrates that car share creates a variety of benefits, including lower private vehicle ownership rates, increased rates of walking and biking, and decreased greenhouse gas emissions. Recent studies show that use of car share results in:

- *Lower vehicle ownership*: Martin and Shaheen (2011) found that for every 1 car share vehicle in a neighborhood 9-13 private vehicles were either shed or avoided.[2]
- *Increased walking and bicycling*: Martin and Shaheen also found that household car share usage resulted in a small, but statistically significant, 3-6% net increase in hours walked or biked.[3]
- *Decreased greenhouse gas emissions*: Car share reduces annual net greenhouse gas emissions of car share households, and encourages a "shared-vehicle, low-mileage lifestyle."[4]

Given the research results, increased use of car share would further Oakland's transportation and environmental policy goals. In particular, the environmental benefits associated with car share advance the City's "Alternative Modes" policy (Resolution No. 73036 C.M.S.), which aims to reduce dependency on single occupant vehicle trips. Furthermore, the Oakland Energy and Climate Action Plan calls for a 36% reduction of Oakland's greenhouse gas emissions (Resolution No. 84126 C.M.S.). Finally, car share increases the access to automobiles for people who may not be able to afford a car. Research shows that car share reduces the financial costs of driving for individuals and businesses.[5]

Changes Requiring City Council Action

The creation of the dedicated space car share pilot program requires various changes to the Oakland Municipal Code (O.M.C.) and Master Fee Schedule. All necessary changes are included in the Parking and Mobility Initiatives packet, which brought together a wide array of important and increasingly coordinated parking and mobility initiatives. The changes specific to the dedicated space car share pilot program are summarized below. If the items below are adopted, no further Council action will be required and the Department of Transportation will move forward to implement the program.

- Adopt a Resolution Amending Number 85459 C.M.S. (Car Sharing Principles) To Provide More Detail Regarding the Dedicated Space Car Share Program
- Amend Ordinance Number 13184 C.M.S. (The Fiscal Year 2015-2016 Master Fee Schedule) To Establish Fees for a Dedicated Space Car Sharing Program.
- Adopt an Ordinance Amending Titles of the Oakland Municipal Code (1) 10.36.141 to Facilitate the Efficient Management of Parking Meter Zones; And (2) 10.72 to Establish New Dedicated Space Parking "Permits" to Eligible Car Sharing Organizations

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[2] Elliot Martin and Susan Shaheen. "The Impact of Carshare on Household Vehicle Ownership." *Access*, 38 Spring 2011: 22-27.
[3] Elliot Martin and Susan Shaheen. "The Impact of Carshare on Public Transit and Non-Motorized Travel: An Exploration of North American Carshare Survey Data" *Energies*, Basel, Switzerland, Nov 2011.
[4] Elliot Martin and Susan A. Shaheen. "Greenhouse Gas Emission Impacts of Carshare in North America." IEEE Transactions on Intelligent Transportation Systems, Vol. 12, No. 4, December 2011.
[5] National Research Council. *TCRP Report 108: Car-Share: Where and How It Succeeds*. Washington, DC: The National Academies Press, 2005: http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_108.pdf

Siting

There are many reasons why dedicated car sharing spaces on-street and in public facilities makes sense. When considering where to permit dedicated spaces for car share, the City will strive to:

- **Increase visibility**. Visibility can lead to greater awareness of car share and encourage more people to use the service.
- **Improve ease-of-use**. On-street locations are more flexible than lots or garages. Strategically locating dedicated spaces close to trip origins and destinations will reduce the time and effort required to access car share vehicles.
- **Ensure service accessibility**. Many communities and neighborhoods do not have surplus private parking lots and garages. Dedicated spaces in the right of way or in a library parking lot are the only reasonable parking facilities to use for car sharing vehicles.
- **Ensure opportunity:** The City can create incentives for use on public property that will ensure that as many Oaklanders as possible have the opportunity to take advantage of car share services.

To the extent possible, dedicated spaces will be placed in uncolored curb areas and avoid existing red, blue, yellow, and white painted curbs. Exceptions can be made along red curbs if the City can demonstrate it will not have a detrimental impact to safety or municipal operations. The City will not permit more than four dedicated car share spaces per block. Should more than four spaces be requested along the same block face, the spaces will be assigned to the interested operators based on the operator/vehicle with the highest social benefit (i.e., the more efficient or more accessible vehicle). If operators cannot be distinguished by social benefit, the City will select at random.

Types and Pricing of Permits

Types of Permits

In developing the dedicated space car share pilot, staff explored how many parking assets could be made available to car share organizations, the locations of available parking spaces, and the approximate price ranges associated with those parking spaces. Based on extensive research on existing parking revenues, occupancy data, and available parking facilities, staff developed the following four categories of parking spaces available to car share organizations:

Premium On-Street Spaces: Premium on-street spaces include all on-street spaces within the "premium zones" shown in Figure 1. These zones include any paid on-street parking and some spaces in close proximity to paid parking. Figure 1 also provides approximations of annual permit prices for premium spaces. Figure 2 shows occupancy data from the Downtown Oakland Parking Study, which provides a more granular depiction of parking demand in the downtown area. Higher occupancy block faces will have higher final permit prices.

Standard On-Street Spaces: While the "premium zones" shown in Figure 1 show the locations of premium priced spaces, virtually all on-street spaces that already allow parking will be available for car share. "Standard" spaces are on-street spaces that are outside of the premium zones shown in Figure 1. These spaces may still need to pay for a Residential Parking Permit (RPP) if they are within an already established RPP zone, but do not include the "market value" category (explained in the pricing section below).

Premium Municipal Lot/Garage Spaces: Dedicated spaces in municipal lots or garages will be made available to car share organizations, if desired. The prices at premium municipal lots/garages will closely resemble premium on-street spaces. The colored "P" icons in Figure 3 shows an approximation of permit prices at premium garages and lots throughout the City.

Standard Municipal Lot/Garage Spaces: There are a variety of other lots and garages that are not operated by the City, but could be available for car share. These are shown in Figure 3 as grey "P" icons. The City would like to open these lots/garages up for car share, but arrangements will need to be negotiated with third-party operators before the City officially makes them available. The permit price for these lots/garages will be determined on a case by case basis.

Pricing

The cost of the permit will be comprised of four categories: market value (if applicable), administration costs, installation costs, and residential parking permit (if applicable). These categories are described in more detail below and summarized in Table 1.

1. *Premium Space Market Value.* The price of each permit within premium areas will attempt to reflect the market value of the space. This value will be approximated using a combination of revenue from nearby paid parking facilities and peak average occupancy (when this data is available). Paid parking spaces include meters, multi-space kiosks, and municipal lots/garages. If a space is within one of the premium zones shown in Figure 1, the permit cost will still include an approximation of average revenue from surrounding facilities. The market value portion of the permit cost will vary greatly depending on location, reflecting the wide range in parking demand throughout the City. Market value at these spaces will range from $650 to $3,150 annually for on-street and off-street spaces. This calculation is based on averages and outlier spaces could potentially be higher or lower than the boundaries of this range. The exact price of each permit will be determined when operators submit permit applications based on the block face the parking space is on.
2. *Administration Costs.* All spaces will include an annual administrative fee of $600 that will go towards staff costs for reviewing permit applications and administering the program.
3. *Installation Costs.* All spaces will include a flat, one-time installation cost of $400 to cover the costs of painting the curb, removing the meter (if necessary), and installing the sign.
4. *Residential Parking Permit.* If the space is located within an existing residential parking permit area, the permit fee will include the cost of the residential parking permit. Regular residential parking permit fees are $82 per year for all zones except M, which has a fee of $160 per year.

Table 1: Dedicated Space Permit Annual Pricing Summary

Category	Premium Space Market Value (If located within a Premium Zone)	Administration	Installation (Single, One-time Fee)	Residential Parking Permit (If located within an RPP zone)	Annual Total (Does not include installation fee)
Premium On-Street Spaces	$650 to $3,150	$600	$400	$82-$160	$1,250 - $3,910
Standard On-Street Spaces	$0	$600	$400	$82-$160	$600 - $760
Premium Municipal Lot/Garage Spaces	$650 to $3,150	$600	$400	$0	$1,250 - $3,750
Standard Municipal Lot/Garage Spaces	Will vary depending on facility	$600	$400	$0	Will vary depending on facility

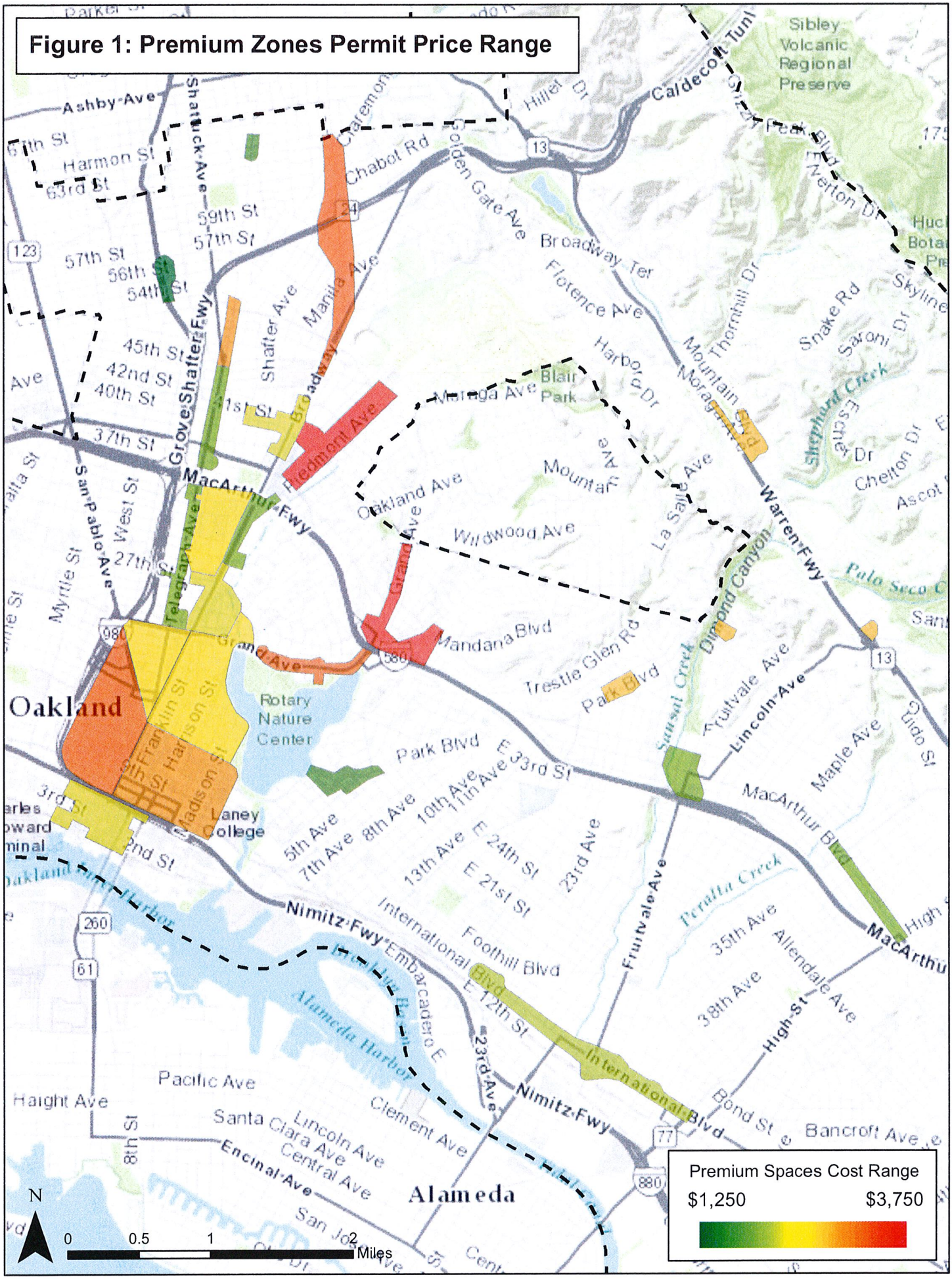
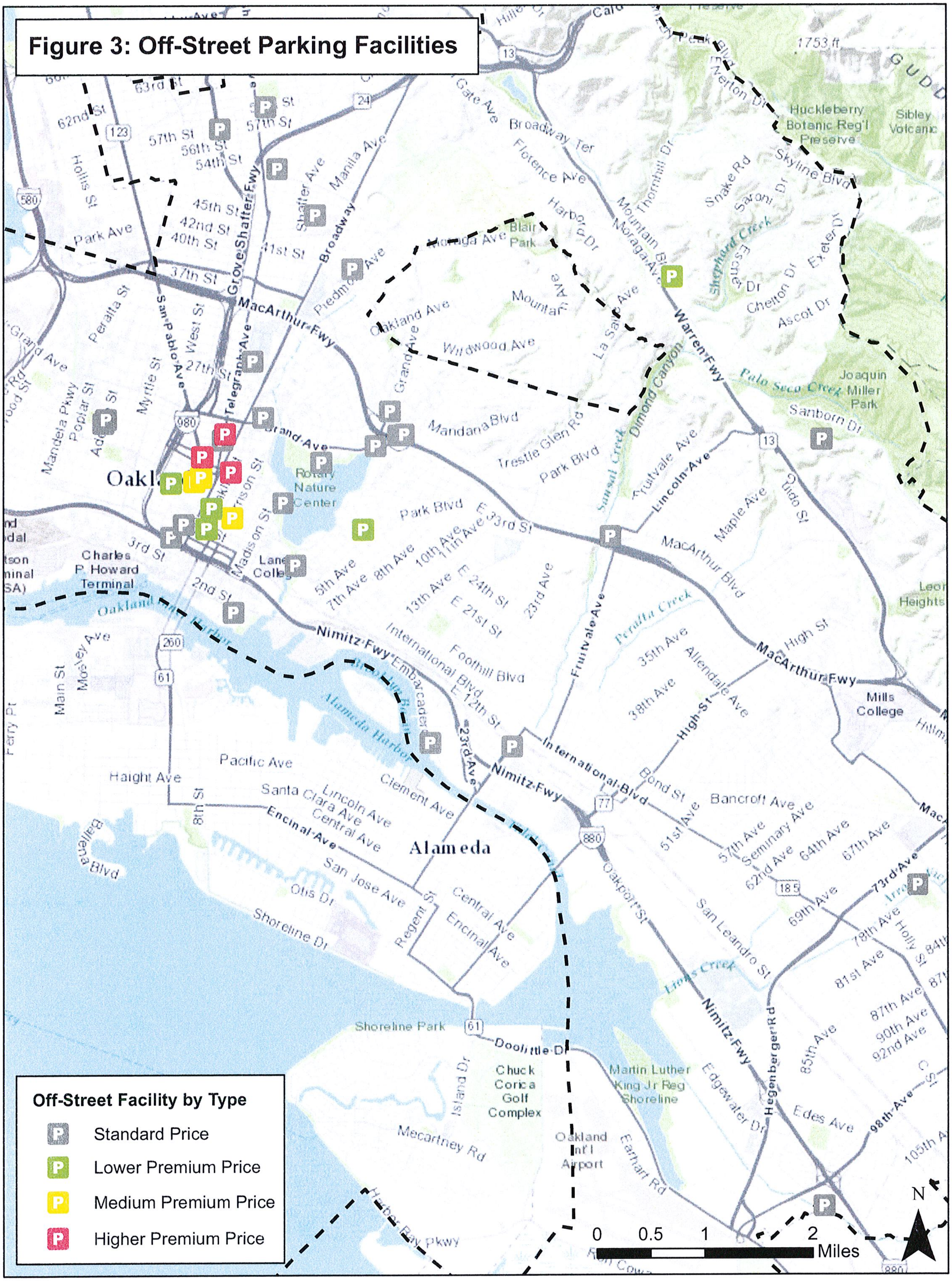


Figure 1: Premium Zones Permit Price Range
Oakland
Alameda
Laney College
Rotary Nature Center
Sibley Volcanic Regional Preserve
Ashby Ave
Harmon St
Claremont
Chabot Rd
Hillegass Ave
Caldecott Tunnel
Golden Gate Ave
Broadway Ter
Florence Ave
Thornhill Dr
Mountain Blvd
Snake Rd
Skyline
Shafter Ave
Manila Ave
Broadway
Piedmont Ave
Grove Shafter Fwy
MacArthur Fwy
San Pablo Ave
West St
Telegraph Ave
Myrtle St
Harbor Dr
Moraga Ave
Blair Park
Oakland Ave
Mountain View Ave
La Salle Ave
Wildwood Ave
Grand Ave
Mandana Blvd
Trestle Glen Rd
Park Blvd
Warren Fwy
Diamond Canyon
Sunset Creek
Fruitvale Ave
Lincoln Ave
Maple Ave
Guido St
MacArthur Blvd
Park Blvd
E 33rd St
10th Ave
11th Ave
5th Ave
7th Ave
8th Ave
13th Ave
E 24th St
E 21st St
23rd Ave
Peralta Creek
35th Ave
38th Ave
Allendale Ave
High St
Nimitz Fwy
Embarcadero E
Foothill Blvd
International Blvd
E 12th St
23rd Ave
Alameda Harbor
Pacific Ave
Haight Ave
Santa Clara Ave
Lincoln Ave
Central Ave
Clement Ave
Encinal Ave
8th St
Bond St
Bancroft Ave
Premium Spaces Cost Range
$1,250
$3,750
N
0
0.5
1
2
Miles

Figure 2: Downtown Parking Occupancy

Source: Downtown Oakland Parking Study Technical Memorandum #2

Figure 3: Off-Street Parking Facilities



Number of Permits

Given car share's many benefits, the City of Oakland generally supports as many dedicated space car share spaces as the market can support, provided the City is fairly compensated and impacts are minimized. However, the City recognizes that there are limitations to the number of permits that it can reasonably expect to process within the time horizon of the pilot. As such, the City does not anticipate approving more than approximately 100 permits in the first year of the pilot.

The grant from MTC that funded the development of the car share program encourages the City to work with car share organizations (CSOs) to locate vehicles in "Underserved minority or low-income communities." The City has taken many steps to ensure that equity is baked into the development of the dedicated space car share pilot. In addition to creating financial incentives for operators to locate spaces in underserved communities, the City created an equity-based framework for determining how many permits each operator could apply for called the "opportunity area bonus."

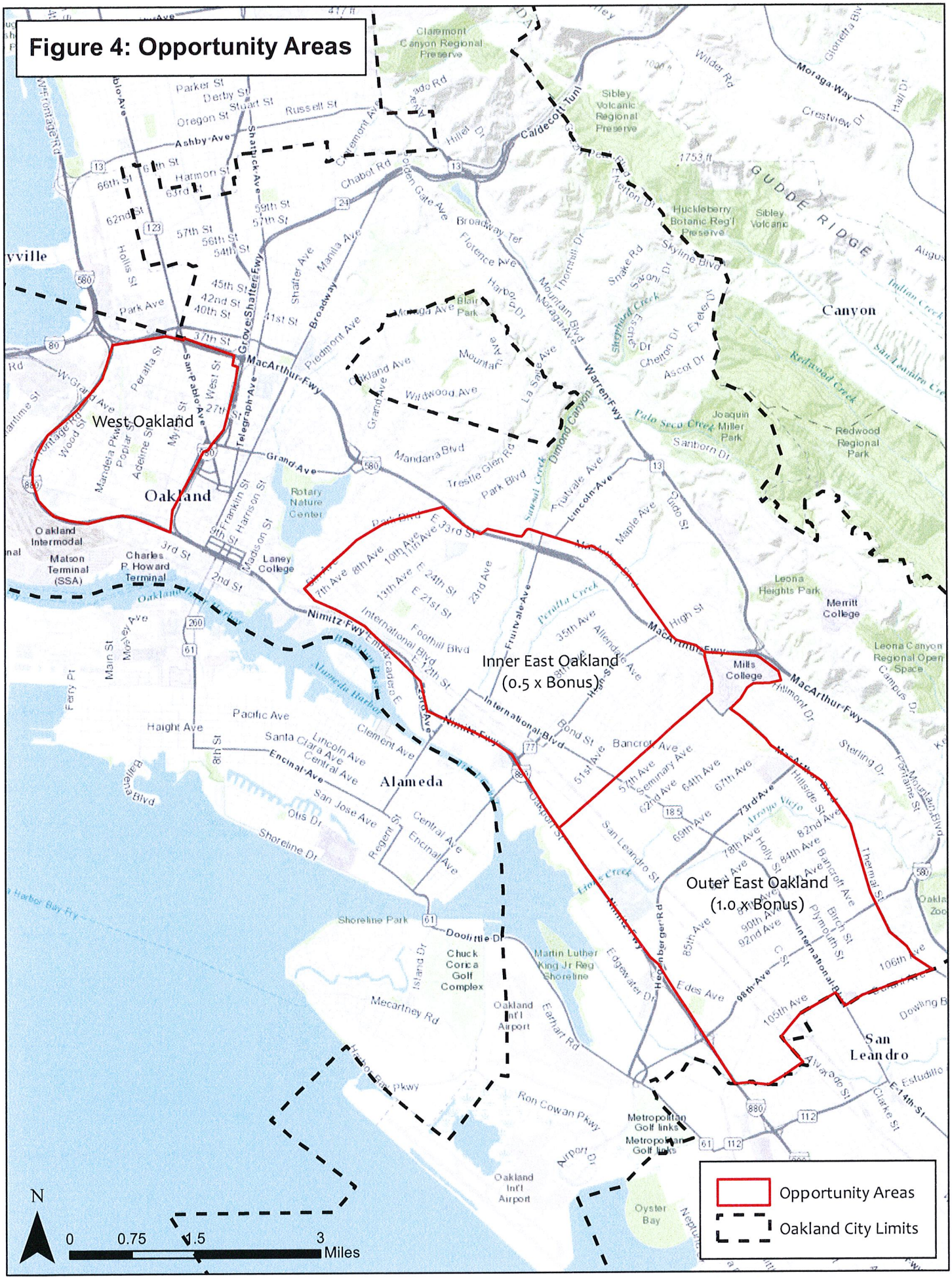
Under the opportunity area bonus framework, the number of spaces the City will permit to each operator will depend, in part, on how many spaces the operator is willing to site in three opportunity areas: West Oakland, Inner East Oakland, and Outer East Oakland. The boundaries of these bonus areas are shown in Figure 4. Specifically, spaces will be allocated using the following criteria:

- Each operator will be given 10 "baseline spaces" that can be placed anywhere in the City.
- Dedicated spaces located within any of the three Opportunity Areas will not count towards the 10 baseline spaces.
- Moreover, in an effort to provide an extra incentive for spaces within East Oakland, operators will be granted "bonus spaces" based on the formulas below.[6] These bonus spaces can be placed anywhere in the City and do not count towards the 10 baseline spaces.
    - *Bonus Spaces = 0.5 x Number of Inner East Oakland Spaces.*
      In the example table below, an operator would receive 4 bonus spaces from the 8 spaces placed in Inner East Oakland.
    - *Bonus Spaces = 1.0 x Number of Outer East Oakland Spaces.*
      In the example table below, an operator would receive 2 bonus spaces from the 2 spaces placed in Outer East Oakland.

Table 2: Example Space Allocation Using Opportunity Area Bonus	
Baseline Spaces (can be placed anywhere)	10
Opportunity Area Spaces	
West Oakland	10
Inner East Oakland	8
Outer East Oakland	2
Bonus Spaces (can be placed anywhere)	6
Total Spaces	*36*

[6] The City placed an emphasis on East Oakland because existing operator interest in West Oakland is higher than that of Inner and Outer East Oakland.

Figure 4: Opportunity Areas



Permit Approval Process

Requirements to participate

In order to participate in the dedicated space car share program, operators must be certified as a "qualified car share organization." This is the same certification process that is required to participate in the point-to-point car share program. The certification is intended to restrict the eligible applicant pool to entities that have or will demonstrate the ability to provide a car share service that embodies the Car Share Principles (85459 C.M.S) for the benefit of the City of Oakland and its residents.

Application and Approval Process

Prior to the permit being created, City staff worked with car share organizations to establish baseline conditions, develop the pricing scheme described above, and develop the opportunity areas formula for determining how many spaces to permit each interested operator. When the permit is adopted by City Council, the pilot will require the following implementation steps:

1. Qualified car share organizations will conduct abutter outreach for the dedicated spaces that they intend to pursue. The number and locations of spaces must adhere to the opportunity area bonus framework described above. Abutter outreach will entail reaching out to affected business/property owners for a written statement or recommendation. While property owner "recommendation" will not be required for final permit application, it will be a good opportunity for operators to introduce car sharing to the area and will act as a form of public notification.

2. Qualified car share organizations will then formally apply for dedicated space permits. Documentation of abutter outreach will be required as a part of the formal application.

3. City Staff will then use the pricing scheme described above to provide qualified car share organizations with exact prices for each dedicated space car share permit.

4. Using funding from MTC, In early 2017, the City will work with a consultant to conduct a round of engagement meetings that are location-specific in nature. While the structure of these meetings is still being developed, the consultant and car share organizations will likely present maps of where they are applying for dedicated space permits and solicit feedback on those locations from the general public. The consultant will be encouraged to spend extra time working in East and West Oakland neighborhoods.

5. Based on feedback from the public and statements from property/business owners, staff will work with car share organizations to make minor adjustments to space locations before receiving final approval from the Director of Transportation.

6. Once approved, staff will initiate work orders in manageable batches.

Permits and Enforcement

Once approved, the City of Oakland will issue dedicated space car share permits to car share operators. Each permit will be associated with the space and not a particular vehicle. So long as the permitted operator's car share vehicle is parked in a dedicated space associated with that operator, it will be exempt from street sweeping, residential parking permit, and any other time restrictions. By providing a permit that is linked to the space, as opposed to the vehicle, operators will be able to replace vehicles as needed without the issuance of new permits. This also allows for operators to experiment with innovative operations models that allow car share vehicles to float between dedicated spaces.

Unauthorized vehicles parked in a designated dedicated car share space will be subject to OMC 10.16.110 – Obedience to barriers and signs, the fine for which is currently $70.00. The City of Oakland will be responsible for painting the curb a distinctive color and provide appropriate signage in order to clearly identify dedicated spaces as exclusive car share parking spaces. The signs will also include a patch at the bottom denoting the car share organization associated with the space.

On-street parking spaces are sometimes temporarily closed for construction or special events. The dedicated space car share permit does not exempt the vehicle from space closures. In the event of a street closure, car share organizations will be responsible for moving the vehicle from the space and finding an alternate location if necessary. The City of Oakland will attempt to notify CSOs of these closures with as much advance notice as possible. The CSOs will be responsible for paying any parking citations received or any tow fees and fines associated if vehicles are towed, regardless of notification.

Outreach

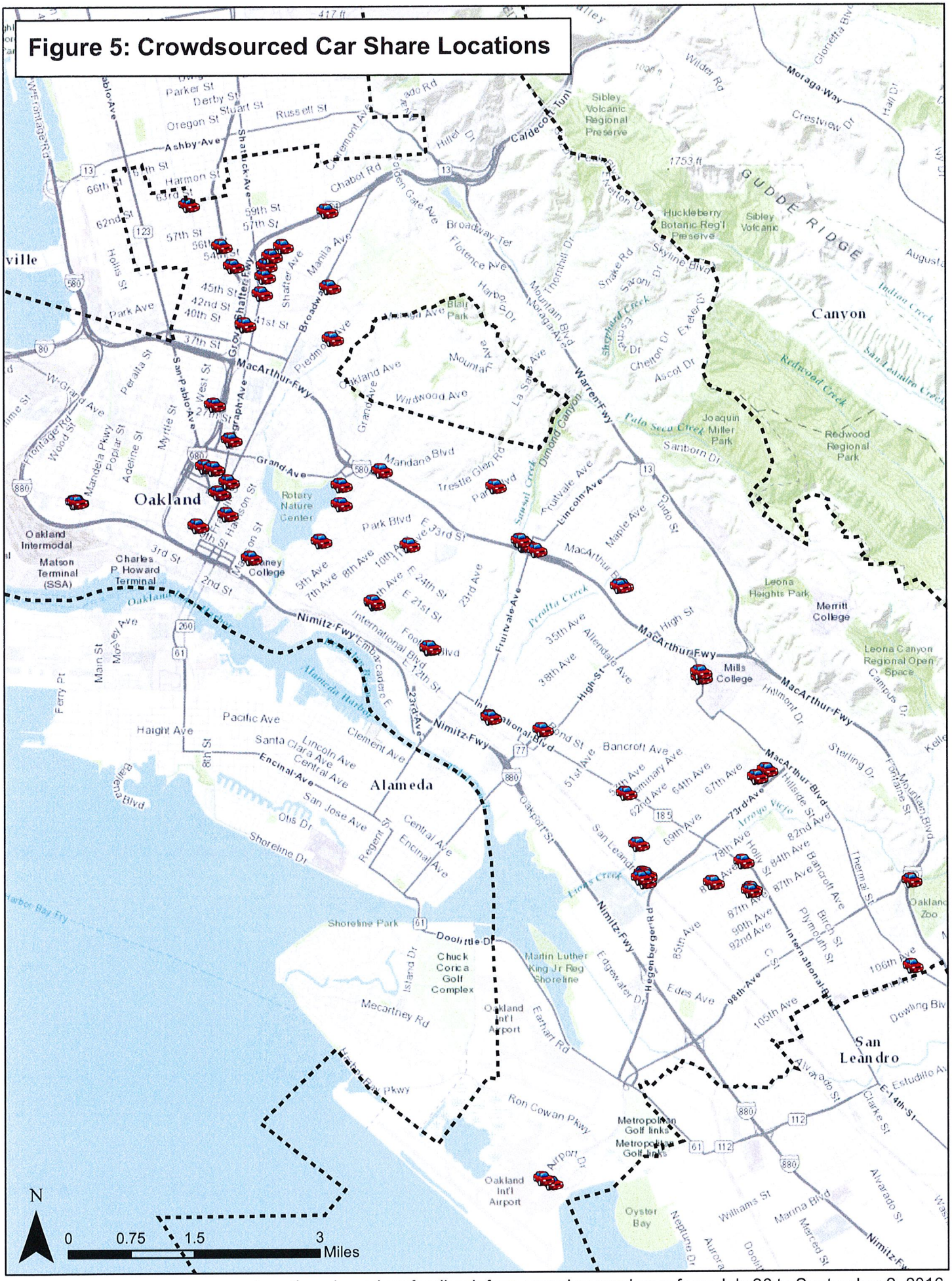
Crowdsourced Map

On July 26th 2016, the City released a crowdsourcing map, which allowed anyone to place a location-specific pin where they would like a car share space. The City reached out to over 40 neighborhood and business groups in East and West Oakland explaining this process and asked them to circulate the map among their constituents. Residents placed over 65 pins across the City of Oakland, demonstrating the demand for car share services in all areas of the City (see Figure 5). This input was provided to car share operators and helped to inform their consideration of new spaces in opportunity areas.

Shared Mobility Engagement Campaign

TransForm, in partnership with the City, is leading a shared mobility outreach and community engagement campaign. This important effort seeks to introduce a variety of shared mobility technologies, like car share and the expanding bike share system, to historically disadvantaged Oakland neighborhoods. The effort will also inform Oakland residents about how the city is proactively working with shared mobility service providers to address different transportation needs. Feedback from residents will help determine how shared mobility programs should expand, specifically in low-income communities of East and West Oakland.

Figure 5: Crowdsourced Car Share Locations



Locations based on feedback from crowdsourced map from July 26 to September 2, 2016

Abutter Outreach

Once the dedicated space permit is created, operators will be asked to reach out to affected business/property owners for a written statement or recommendation. While property owner "recommendation" will not be required for final permit application, it will be a good opportunity for operators to introduce car sharing to the area and will act as a form of public notification.

Site-Specific Neighborhood Outreach

After abutter outreach, City staff will develop a formal process to work with neighborhoods and CSOs to site spaces on specific block faces throughout Oakland. Using funding from MTC, the City will work with a consultant to conduct a second round of engagement meetings that are more location-specific in nature. While the structure of these meetings is still being developed, the consultant and operators will likely present maps of where they are applying for dedicated space permits and solicit feedback on those locations from the general public. The consultant will be encouraged to spend extra time working in East and West Oakland neighborhoods.

BART STATION ACCESS POLICY

Adopted June 9, 2016

VISION

For more than 40 years, the San Francisco Bay Area Rapid Transit District (BART) has been a steward of major public investment to connect people and places. The BART Station Access Policy is designed to support the broader livability goals of the Bay Area, reinforce sustainable communities, and enable riders to get to and from stations safely, comfortably, affordably, and cost-effectively.

GOALS

A. Safer, Healthier, Greener. Advance the region's safety, public health, and greenhouse gas (GHG) and pollution-reduction goals.

1. Ensure safe access for all users of the BART system, including users with disabilities.
2. Promote and invest in active transportation access modes to improve public health.
3. Prioritize the most sustainable access modes, with a focus on the lowest greenhouse gas and pollutant emissions per trip.
4. Reduce the access mode share of the automobile by enhancing multi-modal access to and from BART stations in partnership with communities and access providers.
5. Develop station-level designs that are consistent with the Station Design Access Hierarchy (Figure 1).

B. More Riders. Invest in station access to connect more riders cost-effectively, especially where and when BART has available capacity.

1. As ridership grows, invest in and manage access resources so as not to exacerbate peak period – peak direction crowding, including by ensuring users can find parking spaces at all times of day.
2. Develop access solutions that promote reverse-peak and off-peak ridership to optimize use of the BART system.

C. More Productive and Efficient. Manage access investments, programs, and current assets to achieve goals at the least cost.

1. Consider life-cycle costs, including capital and operating budget implications, using best asset management practices.
2. Factor land value in decision-making, prioritizing access that generates the most riders with the least space.
3. Consider the Station Access Investment Framework (Figure 2) in identifying contextual access investments at each station, and seek to move stations from their existing to their aspirational types.

D. Better Experience. Be a better neighbor, and strive for an excellent customer experience, including on the first and last mile of the trip to and from BART stations.

1. Expand station access choices for all riders.

2. Promote Transit-Oriented Development (TOD) on and off of BART property as a powerful access tool, putting more riders within walking distance of stations, connecting communities.
3. Collaborate with local jurisdictions to improve station access and create more sustainable communities, including by promoting access improvements off BART property.
4. Ensure high quality design for access improvements, with careful consideration of the local context and the quality of the environment accessing BART.

E. Equitable Services. Invest in access choices for all riders, particularly those with the fewest choices.

1. Ensure that disadvantaged communities share in the benefits of BART accessibility.
2. Strive to be a partner to reduce the cost of living (i.e., transportation and housing) in the Bay Area for low-income communities by increasing access and housing options (i.e. TOD), providing greater access to opportunity.
3. Use Universal Design principles to improve safety and ensure access is available for everyone at all times.

F. Innovation and Partnerships. Be an innovation leader, and establish durable partnerships with municipalities, access providers, and technology companies.

1. Involve BART riders in station access decision-making.
2. Develop partnerships with municipalities, transit operators, developers, technology providers, corporate shuttle providers, Transportation Network Companies, bike share operators, advocacy groups and other entities to best meet access goals.
3. Continue to research and pilot emerging technologies and new forms of access services to keep up with the rapidly-changing transportation ecosystem.
4. Remain technology- and operator-agnostic; make long-term investments in the access technologies and services that best meet the needs of BART riders.
5. Prioritize projects that leverage other fund sources and local matches both to further build partnerships and to capture more value from BART investments.

STRATEGIES

Plan, Innovate and Partner

1. Plan for systemwide access mode shift to reduce drive alone rates.
2. Partner with interested stakeholders to improve access to the BART system.
3. Plan all BART facilities to be accessible to all users, including users with disabilities.

Invest and Implement

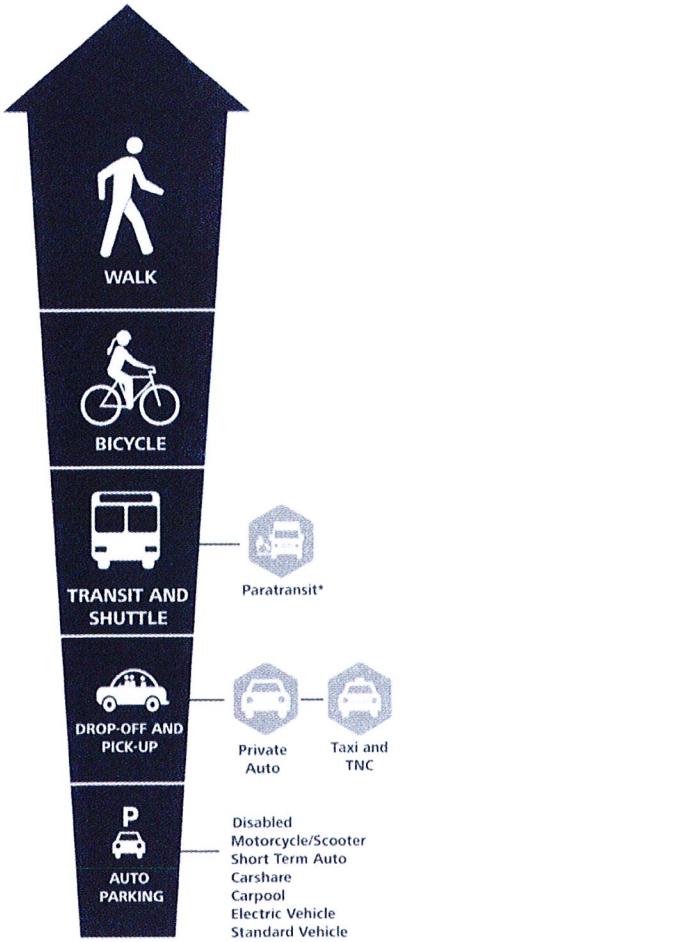
1. Invest in the pedestrian and bicycle assets with a focus on BART property, and partner to advance projects off BART property, including partnering on local initiatives, such as Vision Zero, Safe Routes to School, and Safe Routes to Transit.

2. Invest in transit connections, including investments that improve passenger experience in transit transfers (shelters, real-time information); seek to reduce barriers to transit connections; and partner with local transit service providers on last mile improvements.
3. Prioritize station access investments that support ridership growth where and when the system has capacity.
4. Improve management of existing parking resources, and invest in or partner on strategic parking resources; including shared parking, on-street parking, programs to maximize existing parking assets, and locating new parking resources only where other approaches are not sufficient, consistent with the station typology investment matrix.

Manage and Assess

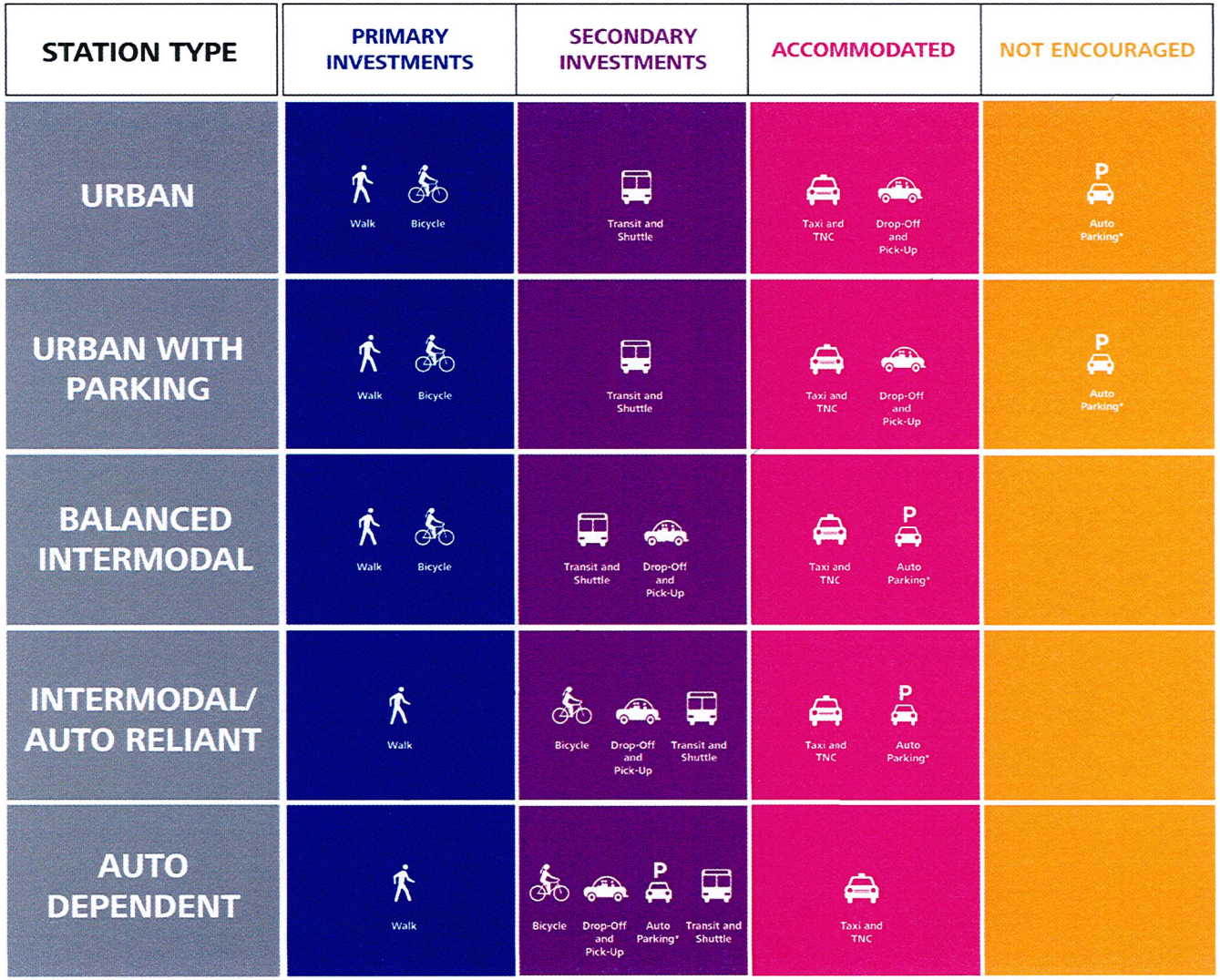
1. Manage resources we have.
2. Regularly collect and analyze station access data, and consider emerging data sources.
3. Develop a 4-year work plan to identify projects BART staff will advance in the near-term.
4. Revisit the Station Access Policy every ten years.

FIGURE 1: STATION ACCESS DESIGN HIERARCHY



*All Stations must be paratransit accessible
Note: All stations must always remain readily accessible to and usable by persons with disabilities

FIGURE 2: STATION ACCESS INVESTMENT FRAMEWORK



Primary Investment:
BART will prioritize investments of funds and staff time on and off of BART property, consistent with access goals; priority projects best achieve policy goals, focus on safety and sustainability.

Secondary Investment:
BART will invest funds and staff time on and off of BART property, consistent with policy goals; secondary investments balance policy goals.

Accommodated:
BART will maintain and manage existing assets, and partner with other access providers as needed.

Not Encouraged:
BART will not invest in construction of parking expansion.

Note: TNC is for Transportation Network Company (shared use mobility)

**Parking Management is a secondary investment at all stations with parking.*
**Parking replacement for transit-oriented development to be determined by BART's Transit-Oriented Development Policy.*

From: Oakland BID Alliance

To: Oakland City Council

Re: Oakland BID Alliance Support for Smart Parking

Dear Members of Oakland City Council,

Parking in Oakland's vital commercial districts is an increasingly important resource to manage. Wiser management of Oakland's parking supply through smart parking will improve convenience, benefit the environment, and our urban landscape.

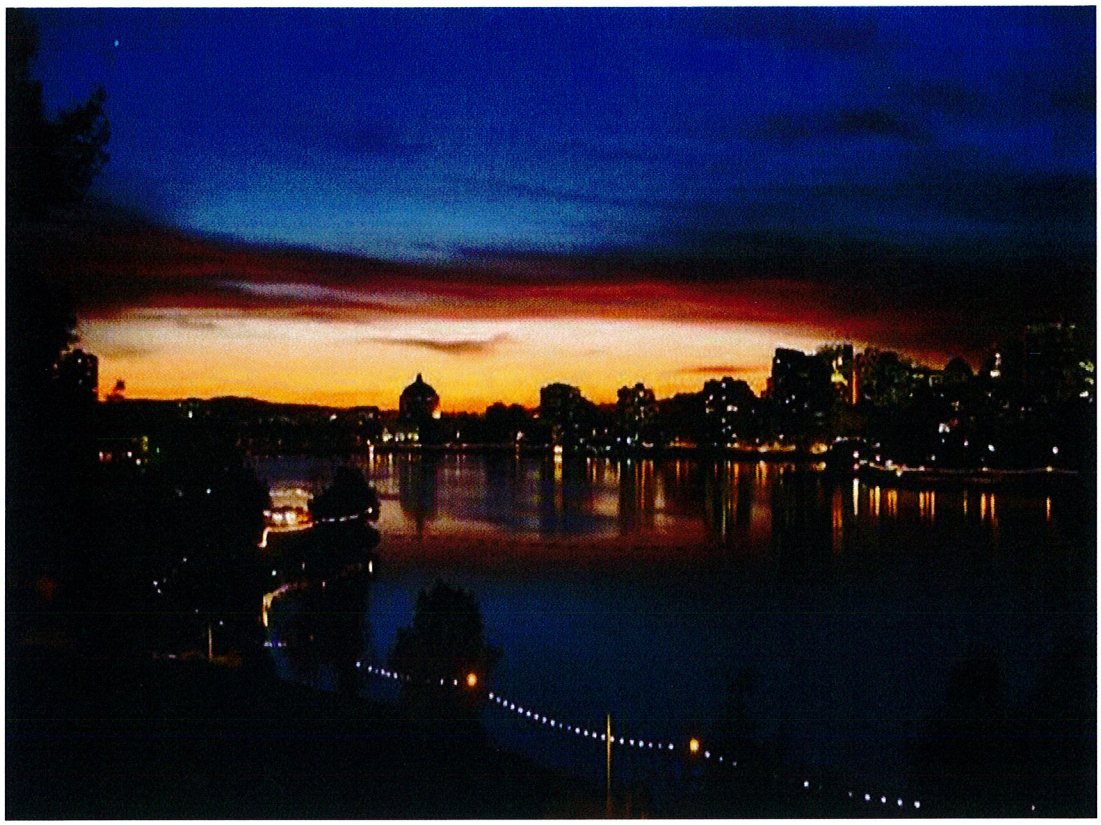
New meters, sensors, and demand-responsive pricing will make it easier to find parking throughout the City. Increased parking availability benefits drivers, transit riders, bicyclists, pedestrians, visitors, residents, and merchants. The Oakland BID Alliance supports Smart Parking because it:

- Makes our neighborhoods safer, healthier and less congested as traffic searching is dramatically reduced
- Makes our city more navigable and visitor-friendly
- Creates opportunities to generate new revenue streams for the City of Oakland through better parking management
- Makes our Districts more amenable to people rather than cars.

We look forward to Smart Parking Implementation in Oakland.

Sincereley,

Members of the Oakland BID Alliance
Savlan Hauser, Jack London BID, & Chair, Oakland BID Alliance
Natalie Alvanez, Visit Oakland
Daniel Swafford, Laurel & Montclair CBDs
Chris Jackson, Rockridge BID
Andrew Jones, Steve Snider, and Tori Decker, Uptown/Downtown CBDs
Shifra de Benedictis-Kessner, Temescal BID
Maria Sanchez, Fruitvale BID
Pamela Drake, Lakeshore BID
Shari Godinez, Koreatown/Northgate BID



Streetline

STREETLINE SMART PARKING PROPOSAL

1200 Park Place, Suite 150, San Mateo, CA 94403
(650) 242-3400 www.streetline.com

Oakland, CA August 2016

Introduction

Oakland, CA 2016
Oakland is a major West Coast port city in the U.S. state of California. Oakland is the third largest city in the San Francisco Bay Area, the eighth-largest city in California, with a population of 413,775 as of 2014. It serves as a trade center for the San Francisco Bay Area; its Port of Oakland is the busiest port for San Francisco Bay, all of Northern California, and fifth busiest in the United States. Incorporated in 1852, Oakland is the county seat of Alameda County. It is also the principal city of the Bay Area Region known as the East Bay. The city is situated directly across the bay, six miles east of San Francisco. The East Bay Economy continues to move forward and build on the economic expansion that has taken place in the post-recession era these last few years. With virtually every major economic indicator trending in the right direction, the region is poised for steady growth in 2015 as the local economic engine continues firing on all cylinders. From the job market to spending and real estate, the East Bay remains one of the bright spots in the state of California.

Streetline, 2016
Streetline has become the world's leader in capturing highly accurate parking data and developing applications that put this data to good use in the hands of Motorists, Merchants, and Oakland. Streetline has now dramatically reduced the cost of the Smart Parking solution by utilizing Streetline analytics, mobile devices, cameras, and Oakland data such as parking payment and LPR. Streetline is proud to announce the Hybrid Smart Parking Platform that reduces the cost of Smart Parking occupancy data by 80%. Streetline is also proud to announce programs that fund the remaining 20% via commercial markets. The result? Free Smart parking, across all of Oakland, at no cost to Oakland.

We are excited to partner with Oakland to solve the urban challenge of parking in Oakland.

.

Overview

Occupancy data as the foundation of Smart Parking

10 years ago, it was necessary for Streetline to install sensors in every parking space to capture accurate parking data because there were no other data sources. Today however, Cities are actively generating a variety of parking and mobility data such as meter and mobile payments, license plate recognition readings, GPS probe, connected car events, security camera data and more. Each of these datasets provides some (but imperfect) insights into the City's curbside utilization. Each data source used stand-alone, offers an incomplete or inaccurate representation of actual occupancy and parking demand.

In 10 years of studying parking occupancy, Streetline's engineering team discovered the value and the ideal process of combining multiple datasets to create highly accurate parking occupancy data at a vastly reduced cost. Streetline analytics and historic data can now accurately determine parking occupancy of each block face with only one sensor in each block face. The Streetline Hybrid Platform can generate 90% accuracy in 60 days using only one sensor per block face and powerful analytics. This solution is made even more effective and less expensive by leveraging all Streetline sensing devices and multiple other data sources:

- Only Streetline has a portfolio of three sensing devices that generate primary data.
    - **Sensors** are now in their 5th generation, with batteries that last 8+ years, and generate 96% accurate occupancy data in real world installations.
    - **Streetline's cloud based camera service** can convert camera images from parking lots into parking occupancy with 97% accuracy. Existing cameras meeting our specifications add this functionality with no additional capital expenditure.
    - **Streetline's Software** Development Kit (SDK) can be added into any smart phone application and will capture parking arrivals and departures and thus make every smart phone a parking sensor. This captures accurate data at almost zero cost.

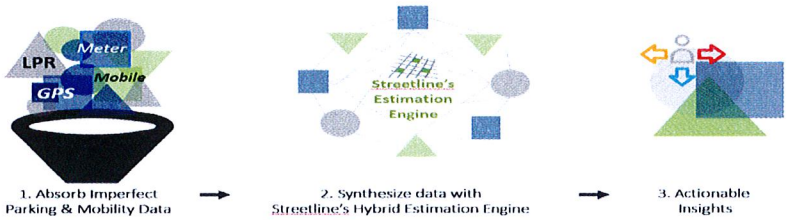
- Streetline also leverages other existing data as part of a total smart parking data system.
    - **Parking payment**[1] is as little as 11% accurate in correlation to parking occupancy. However, using Streetline's "sensor-per-space" installations, Streetline has confirmed the industry's most accurate correlations between parking payment and parking occupancy.
    - **LPR data** offers limited coverage & quality. While it is a non-essential, it can be valued as an additional data source. The value of this is highly dependent on the revisit rate, driving technique, and quality of the LPR camera.
    - **Off-street parking operations**. Streetline APIs absorb data out of existing access control equipment. Streetline's ParkEdge platform publishes location, hours, prices, inventory and real time occupancy. ParkEdge adds off-street parking to the motorist's parking search.

The result of this robust sensing portfolio is the foundation of Streetline's Hybrid Platform. This approach delivers Smart Parking occupancy data at a fraction of the investment of our legacy sensor per space system.

[1] In http://docs.trb.org/prp/16-2490.pdf the authors refer to poor correlation of payment and occupancy in Oakland, Streetline's Estimation Engine (data fusion) solution leverages limited correlations that may exist on given block. To confirm the effects on consumer experience when using only payment information, Streetline measured consumer apps that claim real time parking guidance based on payment data in the city and found, over the course of 100 observations that only 11% of the blocks labeled as 'parking available' actually had space available.

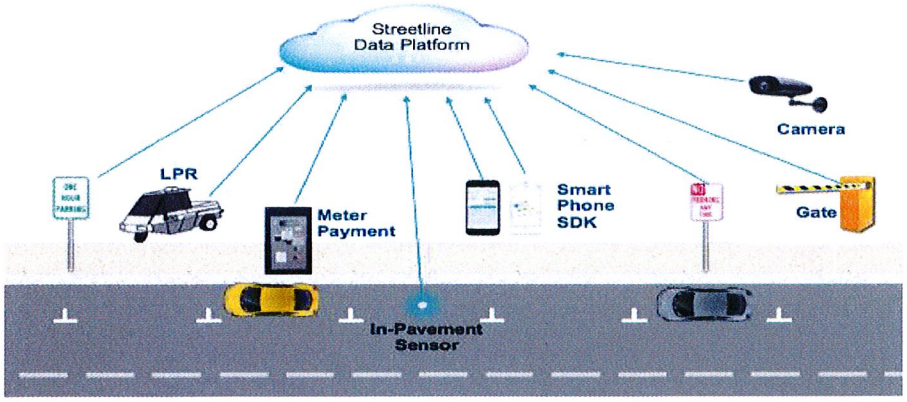
The Hybrid Platform

The above sensing strategy is the foundation of a new approach to Smart Parking called The Hybrid Platform. The Hybrid Platform is comprised of the following three components: (1) Streetline Hybrid Smart Parking occupancy data capture (2) Streetline Estimation Engine (3) Mobile and web applications for the City, its Merchants, Residents and Visitors to access never-before available city-wide parking data and parking guidance on each integrated block.



1) The Hybrid Smart Parking Occupancy Data Capture

To create the most accurate and most comprehensive parking occupancy data, Streetline first captures data with three Streetline sensing devices: in-pavement sensors, cameras overhead, and smart phone with Streetline software. Streetline then expands the quality and quantity of total data by leveraging outside data sources including; non-streetline sensors, parking payment, LPR, gates and other data that is relevant to parking occupancy. Streetline also gathers all parking prices and policies as part of the solution installation.



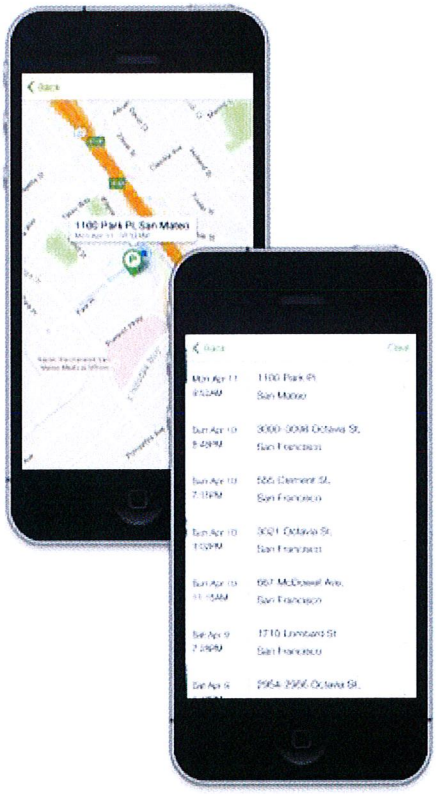
Streetline's Hybrid data capture strategy is the industry's most comprehensive and most flexible. Compared to a sensor-per-space installation, the Hybrid maintains virtually all data quality, expands the geographic coverage of parking occupancy data to the majority of the city, and dramatically decreases the cost. Cities can receive benefit from existing investments that can now contribute data to smart parking. Example, city surveillance cameras can be utilized to also contribute to parking occupancy with no additional capital expense.

The Newest Addition to Occupancy Sensing! Software Development Kit (SDK)

Parking Inference Software Development Kit (SDK) is a code library that is part of Parker that can easily and quickly be embedded into any 3rd party iOS and/or Android mobile application. The Parking Inference SDK converts smartphones into mobile parking sensors using the motion sensors in the phone, providing the ability for apps to recognize that the user has parked or departed from a parking space. As part of this offer, Streetline is making the SDK freely available for use in city applications or other 3rd party apps.

What does it do?

- Every time a driver parks in a spot, the SDK detects the arrival and departure, with time and location
- These events create a notification event on the phone, available for use in 3rd party apps. Potential uses include:
  - Integration with your parking payment apps - 'would you like to start payment for your space?'
  - Integration with electronic city permitting apps – 'you have parked in an E permit zone and you do/do not have permission to have parked here'
  - Coupons/Special offers from downtown businesses – 'Looks like you parked near XYZ, show them this notification and get 10% off your purchase'
- Lastly, the anonymous arrival and departure information is then incorporated into parking guidance.



Why is the SDK Important?

The anonymous arrival and departure information is a critical component of parking guidance and analytics. As the proportion of this data relative to the overall parking activity increases, we are able to provide improved granularity in analytics and parking guidance. The SDK has two additional advantages. It provides parking occupancy data 24 hours a day and throughout the city, wherever motorists park.

Battery Consumption?

- Battery consumption is only ~1%
- *How do we keep battery consumption so low?* The Parking Inference SDK operates in the background to listen to motion events using the device's motion sensor. When the SDK infers an arrival or departure, only then will it activate the GPS to take a snapshot of the location.

Privacy?

The parking Inference SDK DOES NOT collect any personally identifiable information as the Parker app and SDK do not require user registration.

How much does this cost?

- It is already installed in the Parker app
- Free to the City & 3rd party app developers and only requires time and resources to complete the integration

How does this help the City, its Residents and Visitors?

- Automatically remembers and displays to the driver where they parked
- Remind residents and visitors to pay their meter or that they've overstayed the time limit
- Alert residents and visitors that street sweeping hours are about to start

And that's just the start!

2) Streetline Estimation Engine

The Streetline Estimation Engine is a machine-learning analytics engine hosted on Streetline's secure server infrastructure that ingests and combines the above data sources to provide real time consumer guidance in addition to occupancy analytics. Streetline's use of the single sensor per block face provides the estimation engine with the ability to *continuously* adapt to the quality and prevalence of additional data sources, all the while providing best in class consumer guidance and analytics.

The Streetline Estimation Engine routinely achieves 90% accuracy. Occupancy analytics reports generated by the Hybrid Platform are within 5-10% average occupancies, over the same period, when compared with data captured by a full sensor-per-space deployment. This accuracy level is achieved with just the installation of one sensor per blockface. The integration of additional data sources, such as the City's meter/mobile payment data, will strengthen the accuracy over the first year.

The real-time parking guidance via our mobile guidance application and Guidance API also target a 90% accuracy level. This means that 9 out of 10 times that a user is informed that parking is available on a block, they will find parking. *Just think – no more circling for parking in your city.*

3) Mobile and Web applications

Utilizing the occupancy demand data generated by the Hybrid Platform, the city can access a range of mobile, web and API tools for the city to obtain a city-wide view of occupancy demand, optimize curbside utilization, make informed policy decisions and provide real-time guidance to available parking spaces. Our Basic Platform suite consists of quarterly analytics reports delivered to your inbox. We are offering access to advanced analytics on-demand via the Premium version of the product.

Products	
Parker™ – Mobile guidance	Parker is a free mobile application available for iPhone® and select Android™ devices that provides residents and visitors with a complete parking assistant in the palm of their hand. Parker provides motorists with detailed maps on capacity, availability, policies, and pricing.
ParkerMap™ – Online Parking Guidance	ParkerMap allows anyone to create a real-time parking map for free and embed it on their website. Whether you're a merchant trying to bring customers to your establishment, a university managing visitors for the big game, or a city looking to reduce congestion downtown, letting motorists know where to park is key.
ParkEdge™ – Off-street Publishing to Parker	Using ParkEdge, city and privately-owned garages can publish locations on Parker, along with occupancy, policy and pricing information. ParkEdge offers a complete motorist experience by making garage information available in Parker.

Analytics Reports – Premium On-Demand 24/7/365 Offering

ParkSight ™

The premium advanced analytics offering includes the Occupancy, Demand, Duration and Turnover analytics in the basic tier with additional data extensions and access capabilities via ParkSight ™, our web portal.

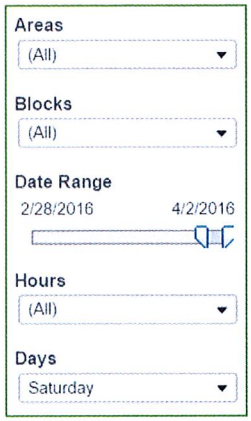
ParkSight Analytics™ is offered on a Software-as-a-Service (SaaS) basis that can be accessed with a secure login credential via the web. It provides an easy-to use and intuitive data dashboard featuring a suite of zoomable maps, color-coded charts, graphs and tables.

Data Extensions:

- Hourly data from 12am through 11pm
- Day of Week extension to display data by each day of the week to include Weekends (Mondays, Tuesdays, etc)
- Custom Date Range - monthly, quarterly, or annually*
- Areas – Downtown, Midtown, etc.
- Demand report extension to display all blocks Above/Below the City's target occupancy range
- Duration report extension to display overstay violation trends

Access Extensions:

- 24/7 access to view, analyze and export data
- Export features include: PDFs, CSVs, Images



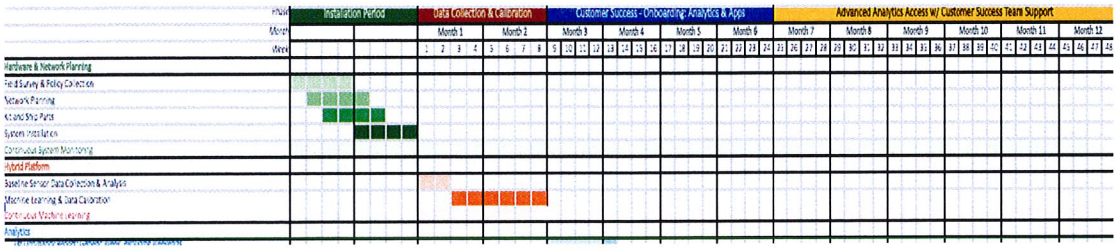
		12am	1am	2am	3am	4am	5am	6am	7am	8am	9am	10am	11am	12pm	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	9pm	10pm	11pm	Total
1400 Cole Pl	East	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%	27%
	West	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%	18%
1400 Ivar Ave	West	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%	93%
1400 N Cahuenga Blvd	East	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	West	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
1400 N Cherokee Ave	East	32%	30%	30%	29%	32%	34%	36%	41%	69%	57%	56%	52%	47%	49%	40%	32%	31%	34%	29%	36%	52%	60%	48%	46%	42%
	West	56%	51%	46%	43%	40%	29%	24%	18%	24%	41%	47%	36%	42%	47%	45%	42%	31%	14%	26%	40%	47%	62%	72%	64%	42%
1400 N Highland Ave	East	11%	8%	6%	6%	4%	5%	4%	4%	5%	7%	8%	17%	19%	21%	14%	16%	17%	19%	17%	4%	5%	8%	18%	16%	11%
	West	11%	7%	3%	1%	0%	0%	1%	3%	3%	18%	36%	66%	69%	62%	44%	18%	15%	12%	9%	16%	19%	15%	17%	15%	18%
1400 N La Brea Ave	East	81%	52%	10%	4%	3%	2%	3%	5%	8%	12%	17%	15%	15%	14%	11%	7%	4%	5%	7%	8%	23%	42%	51%	60%	19%
	West	94%	87%	39%	10%	2%	2%	7%	3%	1%	7%	8%	21%	26%	23%	13%	7%	3%	4%	16%	68%	90%	94%	93%	93%	35%
1400 N Mansfield Ave	East	42%	42%	41%	36%	33%	32%	29%	32%	42%	34%	37%	40%	48%	39%	35%	43%	37%	31%	35%	39%	81%	69%	61%	52%	42%
	West	47%	42%	37%	34%	33%	31%	29%	25%	17%	17%	23%	32%	33%	27%	31%	32%	30%	28%	30%	31%	60%	62%	62%	53%	35%

Sample Occupancy Report for Saturdays in March 2016 between 12am – 11pm

Project Management and Timeline

We have learned that project implementations are at their best when there is a collaborative effort with clear communication between the City and Streetline. The City must appoint a Person in Charge (POC) to partner with Streetline as we implement the system, onboard and train staff, and work together to build a smarter smart city.

We envision building, learning and growing over the next three years together.



+ 1st year: Collaborate. Educate. Empower
+ 2nd year: Assess. Implement. Track
+ 3rd year: Assess. Implement. Track. Renew.

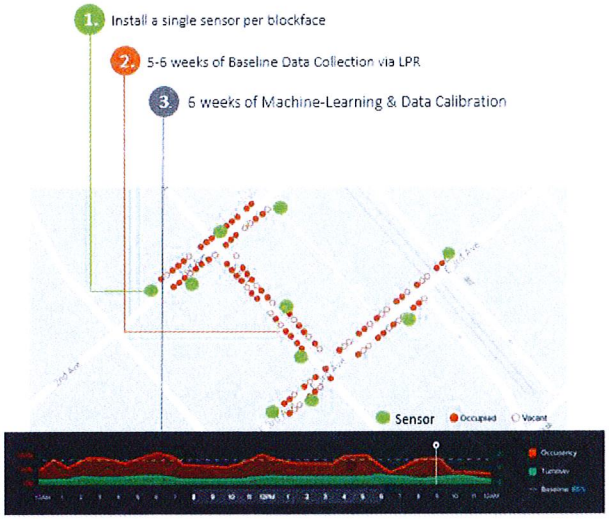
Streetline

The installation begins with a single sensor per blockface. The sensor serves as our eyes on the ground to validate and calibrate the disparate parking and mobility data sources that exist in your city today. We have refined our installation process to be able to install 80-100 blockfaces per day (refer to the FAQ for the detailed installation process). As these are put in place, we will simultaneously deploy our Field team to collect policy data for us to calibrate against the sensor. All this data will feed into the Hybrid Platform, running securely on our servers to learn and refine occupancy insights.

The Hybrid Installation Environment – What Works Well

- Demarcated Spaces
- Undemarcated Spaces (POC in progress; release expected soon)
- Metered Spaces
- Time Limited Spaces
- Pay-by-Space/Pay-by-Plate

The Hybrid Installation – Physical Architecture



5-6 weeks of Baseline Policy Collection

Integrations

Parking Inference Software Development Kit (SDK)

The Parking Inference SDK is a library within Parker that runs in the background as a service and detects every Arrival and Departure. It can also be easily integrated into any 3rd party iOS or Android application. The Arrival and Departure events are automatically published to the cloud and incorporated into the Streetline Hybrid Platform to further improve the quality of parking guidance and analytics. Those same Arrival and Departure events automatically remember where the motorist parked.

Meter & Mobile Payments

Meter and Mobile Payment data can be posted to the Streetline Meter Payment API. Streetline has previously integrated with several major meter and mobile payment vendors (refer to FAQ for list of current integrations). Streetline can add additional 3rd party meter vendors at any time.

LPR Readings

If the city or 3rd parties can provide LPR observations then Streetline can incorporate this into the initial data collection, calibration and learning period. LPR data provided to Streetline on an on-going basis can be incorporated into the Hybrid Platform for improved performance and accuracy.

Video/Camera Snapshots

In addition to vehicle sensors, Streetline has also developed a camera based parking detection system that detects Arrival and Departure events. These events can be used by the Hybrid Platform as another data source to improve parking guidance and analytics. Existing 3rd party cameras may also potentially be utilized to feed images into the Streetline Hybrid Platform.

Other Sensor Data

Data from Streetline sensors or non-Streetline sensor data can be incorporated into the Hybrid Platform by posting their Arrival and Departure events to the Streetline Parking Status API. Streetline Parking Status API is documented and Streetline will work with the city or 3rd party vendors to complete the integration.

Summary

We are offering Oakland a unique opportunity to utilize this Smart Parking system fully funded by external sources. The system includes occupancy demand data to understand curbside utilization and parking guidance on each block in your city. Cities that qualify for this funding are limited and the amount of time we can keep this offer open is limited. This offer is available to Oakland through 2016.

Terms & Services:

Coverage: up to 1,500 metered and unmetered block-faces

Services Included:

- **ParkSight – On-Demand Access to Analytics**
- **Parker - Consumer Parking Guidance**
- **ParkerMap – Merchant Web tool**
- **ParkEdge – Off-Street Parking Management**

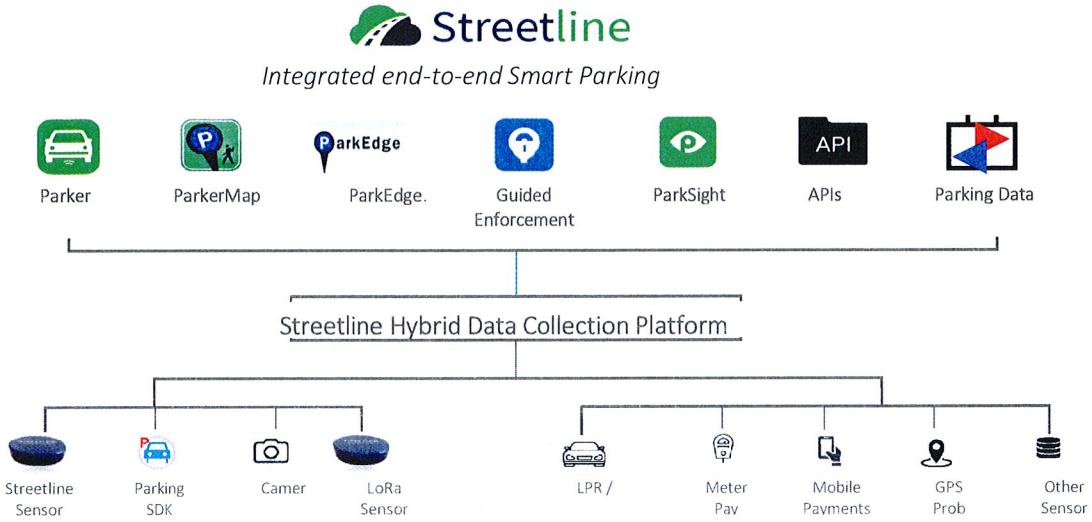
Guided Enforcement - Additional Fee Applies
Program Duration: 3 years
Renewal: Streetline intention is to renew at the end of the term, under the same terms.
Cost: $0 including equipment, installation, operations, and maintenance
Value: $915,000
Data ownership: Streetline
City data rights: License for unlimited rights to use data in Streetline applications
City data restrictions: City may not license (sell/give) data to anyone, without Streetline approval.

Zero cost to the city. Because of the light infrastructure and new business model, Streetline can offer the Smart Parking Hybrid Platform to Oakland for 3 years at no cost to the city.

Non Exclusive. Oakland may work with any/all other vendor(s) during our contract.

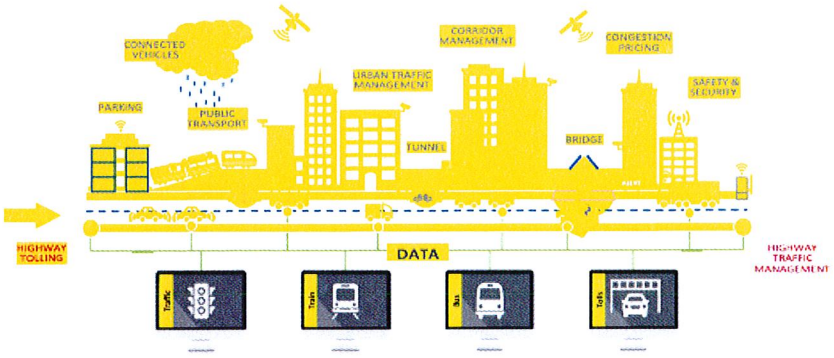
About Streetline

Streetline is a leader in the Smart Parking industry that has amassed almost 10 years of expertise and experience in providing fully integrated end-to-end Smart Parking Platform. Our solutions include parking occupancy detection, 24/7 curbside utilization monitoring and parking policy and demand analytics for cities to effectively facilitate sophisticated analyses, planning and implementation of parking management programs. Combining our patented sensing technology and half a billion collected parking events into our in-house machine-learning engine, we have developed a new Hybrid Smart Parking Platform that provides comprehensive, accurate and actionable occupancy data to empower you with a city-wide view of demand on each integrated block.



Parking is the "last mile" challenge in automobile and multi-modal transportation. Streetline was acquired by Kapsch in 2015 with the goal of combining Kapsch and Streetline transportation products. Kapsch is a leader in traffic and incident response, road tolling, and many other solutions. Kapsch and Streetline products are synergistic and compatible for use by cities and DOTs. Kapsch will sell the combined solutions in over 40 countries.

Kapsch solutions overview:



Let this 2016 journey begin...

Streetline

1200 Park Place #150
San Mateo, CA 94403

Order Form

This Order Form is placed by undersigned customer ("**Customer**") in accordance with Streetline, Inc. ("**Streetline**") Scope of Services (hereto attached as Exhibit A), the Terms of Use (attached hereto as Exhibit B) and the API License Terms (attached hereto as Exhibit C). This Order Form, along with exhibits attached hereto, are referred to collectively as the "**Agreement**." By signing this Order Form, Customer agrees to the terms and conditions of the Agreement, effective as of the date of execution by the last party to sign below ("**Effective Date**"). Use of the Service by Customer is subject to Customer's agreement to the Terms of Use prior to first use of the Service and Customer's ongoing compliance with the Terms of Use.

The Service will include Streetline's web-based and/or mobile-based application suite and modules as further described in the Scope of Services, including any updates and upgrades made available to Customer by Streetline, but excluding Third Party Applications ("**Service**"). As part of the Service, if indicated in the Scope of Services, Streetline shall provide Customer with technical support and assistance in its use of the Service as described in the Scope of Services.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by duly authorized representatives of the parties as of the Effective Date.

CITY OF (CUSTOMER)

By: _____
Signature

Name: _____
Print or Type

Title: _____

Date: _____

Address:
(Address here)

STREETLINE, INC.

By: _____
Signature

Name: _____
Print or Type

Title: _____

Date: _____

Address:
1200 Park Place, Suite 150
San Mateo, California 94403

Order Form Summary

Product or Service	Qty.	Price	Total
Scope of Services			
Streetline Hybrid Smart Parking Service	1	$0	$0
On-Street Block Coverage	750 Blocks (1,500 block faces)	$0	$0
Total On-Street Block Coverage	**750 Blocks (1,500 block faces)**	**$0**	**$0**
Services			
Consumer Parking Guidance			
Parker - On/Off-Street Mobile Guidance		$0	$0
ParkEdge - Off-Street Static Data Directory	3 years, unlimited use	$0	$0
ParkEdge RT- Real-Time Off Street Availability	1 year , unlimited use	$0	$0
ParkerMap - On/Off-Street Guidance Web Widget	3 years, unlimited use	$0	$0
Parking Policy Optimization Analytics			
Occupancy	ParkSight Analytics	$0	$0
Demand Based Pricing	ParkSight Analytics	$0	$0
Duration of Stay	ParkSight Analytics	$0	$0
Turnover	ParkSight Analytics	$0	$0
Subtotal for Services			
Fees			
Activation Fee To Go Live	(750) Blocks	$0	$0
Monthly Fee	(750) Blocks	$0	$0
Total for Services			$0

See Exhibit A and Exhibit B below for more details.

Exhibit A

SCOPE OF SERVICES

General

Purpose	Smart Parking program implementing Streetline parking service applications for the agreed number of blocks of demarcated, contiguous parking spaces in one or more designated areas within the city of (Customer), with specific locations to be mutually agreed to by Streetline and Customer. Smart Parking program to be developed and managed by joint working group consisting of Customer and Streetline.

Applications and services provided by Streetline

Streetline provides both a "Commercial Reporting Services" and a "Consumer Services" as set forth below, collectively referred to herein as "Service".

Commercial Reporting Services

ParkSight is a web-based analytics platform that provides access to a standard set of Occupancy, Demand-Based Pricing, Turnover and Duration of Stay of reports. It is built with an easy-to use and intuitive data dashboard featuring a suite of zoomable heat maps, charts, graphs and tables of Occupancy, Demand, Duration and Turnover data. Export features include: PDFs, CSVs, Images

Customer will have 24/7 access to ParkSight for the duration of the contract. This includes:

Geographical Coverage	Hybrid Deployment Area
Day Granularity	Day of the Week (Mondays, Tuesdays, etc)
Date Range	Monthly (ex. Mondays in January)
Hour Range	24 hours a day
Report Metrics	1. *Occupancy: Represents the average block occupancy during each hour within the period.* 2. *Demand Reports: Map and List view of the highest and lowest utilized blocks with their associated average occupancy* 3. *Duration of Stay: Represents the average duration for each parking session with an arrival during each hour within the period.* 4. *Turnover: Represents the average number of cars arriving/space/hour for all parking sessions during each hour within the period*

Consumer Service Offerings

1) Parker™

Parker is a free consumer mobile app available on select iOS and Android smartphones. Parker provides motorists with guidance to available on-street parking and off-street lots and garages. It shows pricing and time limits where applicable, and can access mobile payment options such as ParkMobile and Pay-by-Phone, where available, for meters enabled to accept such payment methods. The newest version of Parker anonymously tracks drivers' parking arrivals and departures,

always remembering where they parked their car. Additionally, this provides additional occupancy data to the system and improves accuracy.

2) ParkEdge™

ParkEdge is a free web-based parking management tool that enables operators of off-street parking facilities to publish prices, phone numbers, hours, payment methods, policy and restrictions about their facilities to motorists/drivers.

ParkEdge RT adds the ability for parking facilities to publish availability information via a data feed from payment or access control systems or via manual estimates.

ParkEdge information is displayed in Parker, ParkerMap, and other distribution platforms through which Streetline may publish parking information.

3) Parker Map™

ParkerMap is a free embeddable web widget that displays parking availability information on a map centered on a user-defined location. A ParkerMap instance is created by visiting www.theparkerapp.com/parkermap and following the instructions set forth in the creation wizard. ParkerMap displays available parking information similar to that of Parker but optimized for viewing on websites.

Equipment provided, installed and maintained by Streetline

- Sensors as required and determined by Streetline
- Cameras as required and determined by Streetline
- Repeaters as required and determined by Streetline
- Gateways as required and determined by Streetline
- Cable ties for installing repeaters
- ¼" stainless steel extreme duty banding for installing gateways

The above-listed equipment is referred to collectively as "Equipment". ***Streetline will own all Equipment***. The number of repeaters and gateways ("Network Equipment") may be adjusted as required to ensure high quality networking at no charge to Customer. At the end of the Term, Streetline will remove all Equipment, with the exception of the parking sensors, which shall remain in place.

The Streetline Equipment package consists of an integrated set of components.

Sensors, which detect potential parking activity in the deployment area, are installed and communicate information to the Streetline private cloud. Sensors are self-powered and sealed within the sensor package.

Network Equipment is comprised of repeaters and gateways. Collectively, sensors and Network Equipment provide a low power wireless mesh network, which enables transmission of data from the sensors to gateways. Gateways (i) manage the sensor network, (ii) maintain the data network connection to the Internet, and (iii) manage data transmission from the sensors to Streetline's private cloud.

Repeaters are typically mounted on streetlamps or other common fixtures and do not require line power. They are self-powered with replaceable lithium primary batteries. Gateways are mounted on streetlamps and require a continuous line power source (120 or 240v, 50 or 60 Hz) that must be provided by the Customer.

Documentation

- High-level project plan for installation, evaluation and completion
- Application instructions and training materials

Streetline Responsibilities - Network & Sensor Installation, Training & Support, Project Reporting

- Develop mutually agreed upon sensor and Network Equipment deployment plan ("Network Plan") with Customer
- Install all Equipment in accordance with Network Plan

- Provide initial training in use of applications
- At end of Term, provide Executive Summary report highlighting program results and showing potential improvements achievable by deploying smart parking system on broader scale
- Remove gateway and repeater Equipment at end of Term, with the exception of parking sensors which can remain in place

Customer Responsibilities

- Secure all required permissions and permits granting installation permission to Streetline at no cost to Streetline
- Arrange for street closures and applicable sign postings
- Arrange for continuous power for gateway(s) through an acceptable source (120 or 240v, 50 or 60 Hz) at a location (or locations) in accordance with Network Plan
- Cooperate with Streetline in establishing metrics and providing necessary benchmark data for Streetline's Executive Summary report
- Use best efforts to notify Streetline 10 business days prior to scheduled road paving or slurrying activity of areas with sensors
- Promptly notify Streetline of any power interruption to gateways or removal of repeaters or gateways by Customer's maintenance crews
- Establish a plan for active marketing, advertising and promotion of the Smart Parking system and the Parker App with the goal of achieving 10,000 local downloads of the Parker App
- To the extent available, provide anonymized LPR /ALPR data to Streetline
- To the extent available, provide machine readable policy information to Streetline
- To the extent available, provide real-time and historical payment information for parking

Term

36 months, commencing upon initial deployment of the Service

Fee and Payment terms

No charge to Customer

Repair or Replacement

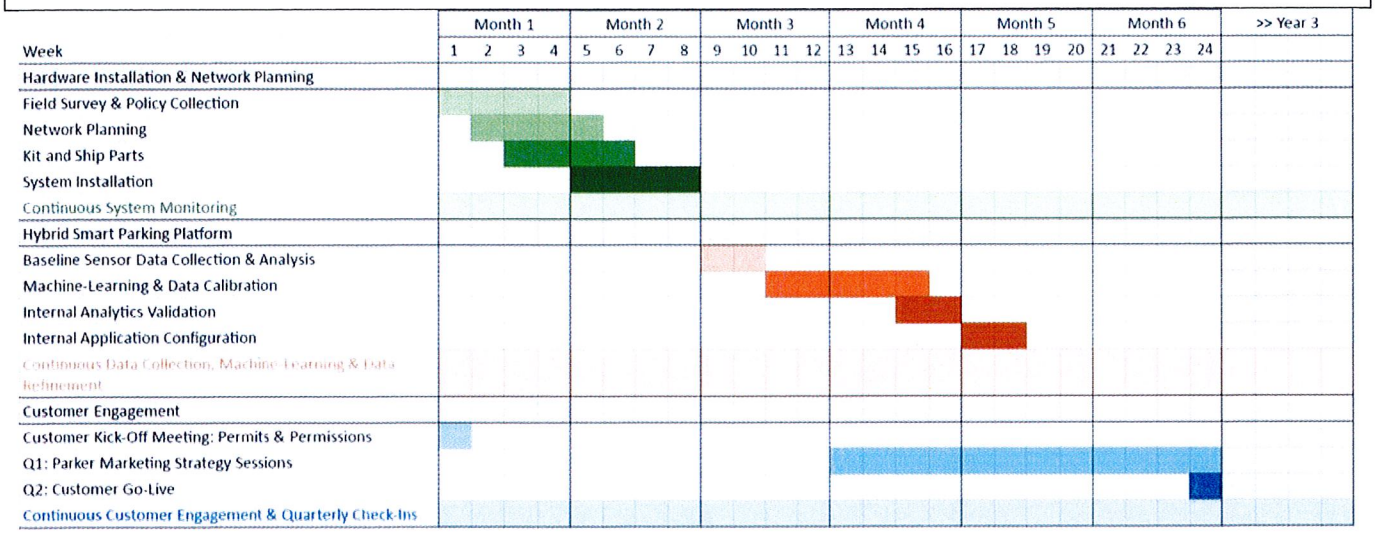
Streetline will repair or replace, at its option and free of charge to Customer, any item of Equipment (gateways, repeaters, parking sensors) that is no longer operational during the Term of the Agreement.

Notwithstanding the foregoing, if an item of Network Equipment (repeaters, gateways) or a camera is no longer operational because (a) the Network Equipment or camera has been used with products or services that are not compatible with Streetline's Service or (b) the Network Equipment or camera is damaged as a result of actions taken by Customer or its agents, then Customer shall pay Streetline:

(i) $200 per sensor for the costs incurred to replace such sensor, (ii) $200 per repeater for the costs incurred to replace or repair such repeater, (iii) $1,400 per camera for the costs incurred to replace or repair such camera, or (iv) $4,000 per gateway for the costs incurred to replace or repair such gateway, as needed. The above replacement costs do not include any import duties or VAT that might be imposed. All payments must be paid within thirty (30) days of invoice.

Project Schedule

Notification of Equipment delivery schedule will be provided within 4 weeks following execution of Order Form and notice to proceed from Customer. Configuration and delivery of applications with Customer-specific information will commence within 4 weeks following successful deployment and testing of completed network. Network Plan deployment schedule will be contingent upon availability and time required to secure necessary local permits for Network Plan installation work.



Streetline reporting expands over the first 6 months of the contract, depending on specific data available. Please contact Streetline for specific schedule and capabilities in your project.

Exhibit B

Streetline Terms of Use

1. **Subscription Service.** Subject to the terms and conditions of the Agreement, Streetline shall make the Commercial Service available to Customer on a hosted basis during the Term, solely for use by Customer and its Users. Streetline may update the functionality and user interface of the Service from time to time in its sole discretion as part of its ongoing mission to improve the Service. As used herein, "Users" are individual users to whom Streetline has provided subscriptions to the Commercial Service, as indicated in the Scope of Services, and who have been issued user identifications and passwords for the Commercial Service by Streetline.

2. **Restrictions.** Customer is responsible for all use of the Commercial Service by its Users and all activities conducted under its Users' accounts, and for ensuring that its Users comply with this Agreement. Customer shall not, and shall not permit its Users to: (a) make the Service available in any manner to any third party; (b) copy, modify, or reverse engineer all or any part of the Service; or (c) upload or transmit to or through the Service any Customer Data or any other material that contains viruses or other materials intended to damage or interfere with the Service.

3. **Term.** The term of this Agreement shall commence on the Effective Date and, unless earlier terminated pursuant to Section 7, shall continue until the end of the term of the project as set forth in the Scope of Services ("Term").

4. **Fees.** Customer shall pay Streetline the repair and replacement costs set forth in the Scope of Services (the "Fees") pursuant to the payment terms set forth therein, if and when applicable. Customer shall pay to Streetline interest of one and one half percent (1.5%) per month or the highest rate allowable by law, whichever is lower, on all past due amounts. Customer will be responsible for all taxes related to the Fees or its use of the Commercial Service, excluding taxes based on Streetline's net income.

5. **Proprietary Rights**

5.1 **Customer Data.** Customer owns and shall retain all right, title and interest (including all intellectual property rights) in and to any data and information submitted by Customer to the Service ("Customer Data").

5.2 **Streetline Rights.** Except for the limited right to access and use the Service during the Term as expressly granted to Customer in this Agreement, Streetline owns and shall retain all right, title and interest (including all intellectual property rights) in and to the Service and any data and information collected through the Service ("Collected Data"). Without limitation of the foregoing and except to the extent the Collected Data constitutes a public record subject to the state Public Records Act, the Collected Data is Streetline's Confidential Information. Any rights not expressly granted herein are reserved by Streetline. In addition, if Customer or any User makes any suggestions, enhancement requests, or recommendations, or provides any other feedback relating to the Service, then Streetline shall have the right to use and otherwise exploit such feedback freely in connection with the Service and Streetline's other products and services. In addition, for purpose of any public disclosure provision under any federal, state or local law, it is agreed that the Collected Data is a trade secret and proprietary commercial information and not subject to disclosure if not provided to Customer. Notwithstanding the foregoing, however, Customer may use stored, historical (i.e., non-live, non-real-time) Collected Data as provided by Streetline through the Service for internal analysis and policy decision support, which will constitute a public record.

6. **Terms of Service**

6.1 **Network Access.** Customer shall be solely responsible for any and all costs and fees in connection with accessing and using the Services.

6.2 **Third-Party Applications.** Streetline may offer certain third party applications or other products and services as indicated in the Scope of Services ("Third Party Applications"). In addition, Streetline or its partners may offer links to other third party websites, products, services and other resources through the Service. Streetline makes no (and expressly disclaims any) representation or no warranty regarding such Third Party Applications.

7. **Suspension, Termination, Dispute Resolution**

7.1 **Suspension for Non-Payment.** Without limitation of Streetline's other remedies, Streetline may suspend Customer's and its Users' access to and/or use of the Service if Customer fails to pay any Fees when due and does not cure such failure within thirty (30) days of Streetline's notice thereof.

7.2 **Termination for Cause.** Either party may terminate this Agreement upon written notice to the other party if the other party materially breaches this Agreement and fails to correct such breach within thirty (30) days following written notice specifying such breach.

7.3 **Effect of Termination.** Upon the expiration or earlier termination of this Agreement, all rights and licenses granted to Customer hereunder shall terminate, Customer shall cease all use of and access to the Service except as expressly permitted in this Section 7.3, and all outstanding Fees shall immediately become due and payable. Either party's termination of this Agreement shall be without prejudice to any other remedies that it may have at law or in equity, and shall not relieve either party of liability arising prior to the effective date of termination. Sections 4, 5, 7.3, 8, 9.2, 10, 11 and 12 shall survive any expiration or earlier termination of this Agreement.

8. **Confidentiality**. "Confidential Information" means confidential, proprietary and trade secret information and materials that either party ("Disclosing Party") discloses to or otherwise makes available to the other party ("Receiving Party") under this Agreement, in whatever form, tangible or intangible, but does not include information that is a public record as defined in the state Public Records Act. Receiving Party shall: (a) protect the Confidential Information of Disclosing Party from unauthorized dissemination and use; (b) use such Confidential Information only for the exercise of Receiving Party's rights and performance of Receiving Party's obligations under this Agreement; and (c) not disclose any such Confidential Information to any third party, except to its employees, contractors and affiliates who have a need to know such information and are bound by written confidentiality agreements no less restrictive than the requirements set forth in this Section 8. The foregoing restrictions pertaining to the Confidential Information shall not apply with respect to any Confidential Information that: (a) is or becomes publicly known through no fault of Receiving Party; (b) was known by Receiving Party before receipt from Disclosing Party, as evidenced by Receiving Party's written records; (c) becomes known to Receiving Party without confidential or proprietary restriction from a source other than Disclosing Party that does not owe a duty of confidentiality to Disclosing Party with respect to such Confidential Information; or (d) is independently developed by Receiving Party without the use of the Confidential Information of Disclosing Party. In addition, Receiving Party may use or disclose Confidential Information of Disclosing Party to the extent Receiving Party is legally compelled to disclose such Confidential Information, provided, however, prior to any such compelled disclosure Receiving Party shall cooperate fully with Disclosing Party in protecting against any such disclosure and/or obtaining a protective order narrowing the scope of such disclosure and/or use of the Confidential Information. Notwithstanding anything herein to the contrary, Receiving Party agrees that Disclosing Party shall have, in addition to any other available remedies, the right to an immediate injunction and other equitable relief enjoining any breach or threatened breach of this Section 8, without the necessity of posting any bond or other security. Within ten (10) days after any termination or expiration of this Agreement, Receiving Party shall return to Disclosing Party (or destroy, at Disclosing Party's sole election) all Confidential Information of Disclosing Party (and all copies and extracts thereof) then in the possession or control of Receiving Party or its affiliates, employees or contractors.

9. **Warranties**

9.1 **Service Warranty.** Streetline warrants that, upon successful equipment installation and network activation, the Service shall be functional and available for access and use by Customer as described in the Scope of Services. Customer's sole and exclusive remedy for Streetline's breach of this warranty shall be to have Streetline use commercially reasonable efforts to repair the Service to achieve the functionality described in the Scope of Services. Streetline shall have no obligation with respect to a warranty claim unless notified of such claim within thirty (30) days of the first instance of the applicable problem. The warranties set forth in this Agreement are made to and for the benefit of Customer only. Such warranties shall not apply if Customer has used the

Service other than in accordance with Streetline's instructions, this Agreement and applicable law.

9.2 Disclaimer of Warranties. THE WARRANTIES STATED IN SECTION 9.1 ABOVE, ARE THE SOLE AND EXCLUSIVE WARRANTIES OFFERED BY STREETLINE. STREETLINE MAKES NO, AND EXPRESSLY DISCLAIMS ALL, OTHER WARRANTIES, EXPRESS OR IMPLIED, INCLUDING ALL WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE OR NON-INFRINGEMENT OF THIRD PARTY RIGHTS.

10. Limitation of Liability. TO THE EXTENT ALLOWED BY APPLICABLE LAW, IN NO EVENT WILL STREETLINE'S ENTIRE LIABILITY ARISING FROM A BREACH OF THIS AGREEMENT RELATING TO STREETLINE'S FAILURE TO DELIVER THE SERVICES IN ACCORDANCE WITH THIS AGREEMENT EXCEED THE GREATER OF (X) $1,000 AND (Y) THE TOTAL FEES PAID BY CUSTOMER UNDER THIS AGREEMENT, IN EACH CASE, NOTWITHSTANDING ANY FAILURE OF ESSENTIAL PURPOSE OF ANY LIMITED REMEDY OR LIMITATION OF LIABILITY. This limitation of liability does not apply to any claims arising out of personal injury as a result of the delivery of services or installation of the equipment. In addition, Streetline shall not be liable for any indirect, special, incidental, consequential, or punitive damages of any kind, however caused, even if Streetline has been advised of the possibility of such damages.

11. General Provisions. Any notice required or permitted hereunder shall be in writing and shall be deemed to be properly given upon receipt. Such notices shall be sent to the applicable party at the address set forth in this Agreement (or to such other address as may be designated by a party by giving written notice to the other party pursuant to this Section). This Agreement may not be assigned, in whole or part, whether voluntarily, by operation of law or otherwise, by Customer without the prior written consent of Streetline. Any attempted assignment other than in accordance with this Section shall be null and void. Subject to the foregoing, the rights and liabilities of the parties hereto shall bind, and inure to the benefit of, the parties and their respective successors and permitted assigns. This Agreement shall be governed by and construed in accordance with the laws of the State of California, without reference to its conflicts of law provisions. Nothing contained in this Agreement shall be deemed or construed as creating a joint venture, partnership, agency, employment or fiduciary relationship between the parties. Neither party nor its agents have any authority of any kind to bind the other party in any respect whatsoever, and the relationship of the parties is, and at all times shall continue to be, that of independent contractors. Except for payment of monies due hereunder, neither party will be liable to the other for failure or delay in performing its obligations hereunder if such failure or delay is due to circumstances beyond its reasonable control. This Agreement, including the documents and agreements referenced herein, constitutes the entire agreement between the parties concerning the subject matter hereof and supersedes all prior or contemporaneous agreements and communications, whether oral or written, between the parties relating to the subject matter of this Agreement. No amendment or modification of any provision of this Agreement shall be effective unless in writing and signed by duly authorized signatories of each party.

Exhibit C

API License Terms

1. **Definitions**. For purposes of these API License Terms, the following terms have the following meanings:

(a) "**API**" means any application programming interface(s), web API, website, database, server, protocol, routine, service, or other means made available by or on behalf of Licensor from time to time in its discretion that is intended to permit access to Data in accordance with the terms and conditions hereof.

(b) "**Application**" means a software application owned or licensed by Licensee and distributed to End Users which is intended to be used to access and/or process Data in order to display such Data to End Users.

(c) "**Data**" means Collected Data and any other data (including accompanying metadata) transmitted, made available, or otherwise made accessible by or on behalf of Licensor through an API.

(d) "**Data Exchange Format**" means a machine readable data format intended or suitable for redistribution or sharing of data between software applications as determined by Licensor, including but not limited to any application programming interface, any database access (e.g., ODBC), any network transmission format (e.g., EDI, SOAP, RSS, XML) and any data file format (e.g., XLS, CSV).

(e) "**End Users**" means end users of Licensee's Application who use such Application for their own personal use.

(f) "**End User Format**" means a human-readable data format that is (i) not a Data Exchange Format, and (ii) not otherwise intended or suitable for redistribution or sharing of data between software applications.

(g) "**Key**" means a unique identifier identifying Licensee as a user of an API, as assigned by Licensor to Licensee in Licensor's discretion, to enable Licensee to access and/or use such API and to monitor usage. Keys may be subject to activation, suspension, and/or deactivation by Licensor to ensure usage consistent with these API License Terms and all applicable requirements, and for any other reason in Licensor's discretion.

(h) "**Licensee**" means Customer.

(i) "**Licensor**" means Streetline, Inc.

(j) "**Licensor Materials**" means any and all of the API, Data, Key, and the Specifications (including any portions, copies, extracts, derivatives, modifications, and reformatted versions thereof) and any related data, information, and materials made available by or on behalf of Licensor to Licensee pursuant to these API License Terms or otherwise in connection with the Data.

(k) "**Site**" means the Licensor website or portal which provides access to the API and other related information, currently accessible through www.streetline.com (and relevant subdomains), as designated by Licensor from time to time in its discretion.

(l) "**Specifications**" means any specifications and documentation related to the API that Licensor may make available from time to time in its discretion, and includes any software code (other than the Key) that Licensor may make available specifically for the purpose of enabling Licensee to access Data through the API or to permit an Application to interface with the API (for example, code to be embedded in an Application to facilitate communication through the API).

2. **Registration and Credentials**. Licensee may be required to register with Licensor in accordance with procedures adopted by Licensor from time to time in order to access Data through the API. Such registration may involve obtaining a user account and choosing a user name and password (together with any Key assigned by Licensor, the "**User Credentials**") that Licensee, upon confirmation of eligibility and approval by Licensor, will be required to use to access the Data through the API in accordance with the terms and conditions of these API License Terms and any documentation or other information made available by Licensor. Licensee shall (i) protect its User Credentials from disclosure to or discovery by third parties and any unauthorized use by third parties, (ii) not provide or disclose its User Credentials to any third party or permit or enable any third party to use its User Credentials, and (iii) remain fully responsible and liable for any use, including any misuse, abuse, or unauthorized use, of its User Credentials, and Licensee hereby authorizes any and all transactions, submissions, instructions, authorizations, and other acts initiated through the use of its User Credentials. Licensee represents and warrants that all information provided by Licensee in connection with the registration or otherwise in connection with this Agreement shall be complete, current, and accurate, and Licensee shall promptly update any such information as needed to keep it complete, current, and accurate throughout the term of this Agreement. In the event of any actual or suspected misuse, abuse, compromise, or unauthorized use, or any suspected disclosure to or discovery by third parties, of Licensee's User Credentials, or of any actual or suspected attempt to engage in any of the foregoing, Licensee shall promptly notify Licensor. Licensor reserves the right to suspend or revoke Licensee's User Credentials and access to the Data in the event of any actual or reasonably suspected misuse, abuse, compromise, or unauthorized use of User Credentials or any actual or reasonably suspected failure to comply with the terms and conditions of these API License Terms.

3. **Limited Right to Access and Use Data**.

(a) **Use of API and Keys**. Subject to Licensee's acceptance of and compliance with these API License Terms, and solely in accordance with the Specifications, Licensor grants to Licensee a limited, revocable, nonexclusive, non-sublicensable, non-transferable, non-assignable right, solely during the term of the Agreement (i) to access the API solely for purposes of accessing and retrieving Data for use of such Data as expressly permitted herein, and (ii) to use the Key that may be generated, activated and provided to Licensee by Licensor, in Licensor's discretion, solely to access the API for such purpose. Licensee may also be permitted to use the API to transmit Licensee data to Licensor in accordance with the Specifications.

(b) **Use of Data**. Subject to Licensee's acceptance of and compliance with these API License Terms, and solely in accordance with the Specifications, Licensor grants to Licensee a limited, revocable, nonexclusive, non-sublicensable, non-transferable, non-assignable right, solely during the term of the Agreement (i) to access and retrieve Data, solely through the API, that Licensor makes available, in its discretion, for such purpose through the API, (ii) to store and reproduce such Data solely as necessary to display such Data to End User through Licensee's Application as expressly permitted herein, and (iii) to display such Data, solely in an End User Format, to End User through Licensee's Application solely for End User's own use. Licensee must ensure that End User is bound by restrictions regarding its use of Data that conform to the limited rights and restrictions set forth herein.

(c) **Available Data**. Notwithstanding anything to the contrary herein, (i) Licensor may add, modify, remove, update, terminate access to, or otherwise change any Data made available hereunder at any time without notice in Licensor's discretion, and (ii) Licensee's rights with respect to any Data owned by third parties are further limited (in addition to the restrictions and limited permissions set forth herein) to the rights Licensor is permitted to grant to such Data under applicable agreements with such third parties and Licensee may be required to agree to additional terms and conditions applicable to such third party Data.

4. **Restrictions and Other Licensee Responsibilities**.

(a) **General**. Licensee may use only those Licensor Materials that are provided by Licensor to Licensee. Licensee may not use any key or means of access to the Data other than the API and Key provided by Licensor to Licensee. Licensee may not permit or enable any

third party to use or access any Data or other Licensor Materials except for the limited rights of End User as expressly set forth above. Except as otherwise expressly permitted in these API License Terms, Licensee will not, and Licensee will not permit or enable an Application or any third party to: (i) use any Data or other Licensor Materials for any purpose or in any manner other than expressly permitted in Section 3 above (including, without limitation, for guidance applications or purposes); (ii) rent, sell, lease, lend, sublicense, convey, redistribute or otherwise provide to any third party or any software application other than Licensee's Application with access to any Data or other Licensor Materials; (iii) modify, decompile, reverse engineer, alter, tamper with or create derivative works of any Data or other Licensor Materials; (iv) alter the Key or otherwise obscure or alter the sources of queries coming from Licensee or an Application; (v) access legacy or internal application programming interfaces or data feeds that are used by Licensor but that are not available or intended by Licensor to be available through the API; (vi) remove or tamper with any copyright notices or other proprietary or restrictive notices or indications of source or origin pertaining to the Data or other Licensor Materials; (vii) circumvent or attempt to circumvent any technological protective measure contained in or supported by, the Licensor Materials; or (viii) provide access to Data to End User in any form and manner other than as required by the state Public Records Act or as expressly permitted in Section 3(b) above (and in no event provide any such access through any application other than Licensee's Application or in any format other than an End User Format). Licensee shall not copy or store any Data or other Licensor Materials except where such copy or storage is created as an essential step in, and is necessitated by, the ordinary use of such Data through the Application or the ordinary use of such other Licensor Materials as expressly permitted hereunder (and such copy may only be used as necessary in the course of such ordinary use as expressly permitted hereunder). Licensee will cause all Data calls made by Licensee or an Application to include Licensee's Key.

(b) Site Data. Licensee will not, and Licensee will not permit or enable an Application or any third party to: (i) use any automated means (*e.g.,* scraping, crawling, spidering or robots) to access, query or obtain any Data or information from the Site; or (ii) except as expressly permitted by these API License Terms or the Specifications, archive, store, modify or replace any Data or other information from the Site. To the extent permitted by the City's records retention schedule, Licensee will delete any and all Data and other information from the Site upon request by Licensor.

(c) Conformance and Noninterference. Licensee will cause each Application and Licensee's use of the API and the Data to conform with and not interfere with, circumvent, or render ineffective: (i) the Specifications and any other policies, terms and conditions that govern access to and/or use of the API and the Data; and (ii) any restrictions implemented in connection with the API or the Data, including any geographically-based restrictions (*e.g.,* geo-blocking or reverse-IP lookup). Licensee will not, and Licensee will not permit or enable an Application or any third party to, interfere with the proper workings of any Licensor Materials or the Site. Licensor may, in its sole discretion, set and change quotas and other limits on API and Data usage, which may include the number of Data calls Licensee or an Application may make, use of the API during a particular period, the minimum required time between Data calls, and/or the maximum file size that may be transmitted through the API. Licensee will not, and Licensee will not permit or enable an Application or any third party to, exceed or circumvent any such quotas or limits, including by aggregating accounts or obtaining multiple Keys. Without limiting the foregoing, Licensee will not use the API in a manner that exceeds reasonable request volume or constitutes excessive or abusive use.

(d) Responsibility and Compliance. Licensee is responsible for all activities and consequences that relate to the use of the Key or other User Credentials, any Application, and the Data, regardless of whether those activities are undertaken by Licensee or any other person or entity (other than Licensor). Licensee will not, and Licensee will not permit or enable an Application or any third party to access, transmit, receive or use any Data or other Licensor Materials in a manner or for a purpose: (i) that violates any applicable law, rule or regulation (including export laws) or privacy policy; (ii) that violates any third party's intellectual property or other rights; (iii) that could reasonably be considered to be deceptive, unethical, false or misleading; or (iv) that is inconsistent with these API License Terms, the Specifications or any other agreement between the parties. Licensee shall not make any representation or warranty or other statement with respect to the Data, other Licensor Materials, or Licensor that are not expressly approved in advance by Licensor. In no event shall Licensee make any representations, warranties, or other statements in the name or on behalf of, or otherwise purporting to be binding upon, Licensor.

(e) Security and Harmful Code. Licensee will ensure that each Application contains protections that are adequate to keep secure and prevent the interception of any Data transmitted to and from such Application or otherwise through the API. Licensee will ensure that each Application precludes unauthorized redistribution, sharing, and other unauthorized use of the Data. Licensee will not attempt to circumvent any security measures or technical limitations of the API or other Licensor Materials. Licensee will immediately notify Licensor of any security deficiencies (including without limitation any actual or suspected theft, loss or misuse of Data or actual or suspected vulnerabilities that may result in a theft, loss or misuse of Data) that Licensee discovers or suspects. Licensee will not include (or permit to be included) in or in connection with an Application any spyware, malware, virus, worm, Trojan horse or other malicious or harmful code.

(f) Connectivity and Infrastructure. Licensee agrees and acknowledges that it is Licensee's, and not Licensor's, responsibility to obtain and maintain at Licensee's sole cost and expense all connectivity, network, and other services, coverage, infrastructure, hardware, and software necessary for Licensee to use and access the API, Data, and other Licensor Materials (including, without limitation, Internet connectivity, wireless or telecommunications network connectivity, GPS services, and the like) ("**Infrastructure**"). Licensee acknowledges that (i) network coverage is not available everywhere and availability, coverage, and quality of network services may vary and change without notice depending on a variety of factors including network problems and capacity, network usage, terrain, structures, location, weather, and so forth, (ii) GPS services also depend on the respective hardware's ability to acquire satellite signals, which are not available everywhere or in all conditions (and are, for example, typically not available in covered structures), and (iii) Licensor shall not be responsible or liable for problems of any kind (including inability to access or use the API, Data, or other Licensor Materials) relating to coverage, availability, deficiency, or quality of network services or other Infrastructure.

(g) Attribution. To the extent Licensee provides Data to consumers or other third parties through Licensee's Application as expressly permitted herein, then Licensee must attribute Licensor as the source of the Data in accordance with the attribution guidelines provided by Licensor to Licensee (which guidelines may be updated from time to time by Licensor).

5. Privacy. Licensee acknowledges and agrees that Licensor and its affiliates, and its and their respective employees, agents, contractors, consultants, and service providers ("**Processing Parties**"), may have access to Personal Information in connection with their activities relating to the subject matter of these API License Terms. Licensee hereby consents to the processing (which includes, without limitation, collection, recording, organization, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, blocking, erasure and destruction) and other use of Personal Information by the Processing Parties in connection with their activities relating to the subject matter of these API License Terms, including the transfer of Personal Information from and to any country whether or not the laws of any such country provide an adequate level of protection of personal information or data. "**Personal Information**" means data and information relating to identified or identifiable individuals, including information relating to Licensee personnel (e.g., employees, temporary workers, and independent contractors), customers, suppliers, and other third parties.

6. **Monitoring**. Licensee will provide Licensor with any information or materials that Licensor requests to verify Licensee's compliance with these API License Terms and the Specifications, including a copy of each Application and one or more test accounts that will enable Licensor to access each Application in its entirety free of charge. Licensee acknowledges and agrees that Licensor may (but is not obligated to) monitor the Data, the API, and other Licensor Materials and Licensee's access thereto and use thereof for any purpose, including to ensure quality and to verify compliance with these API License Terms and any other agreement between the parties. Licensee will provide Licensor with continuous means to carry out such monitoring at no charge. Licensee will not interfere with such monitoring or otherwise obscure from Licensor any activity in connection with any Licensor Materials, and Licensor may use any technical means to overcome such interference.

7. **Responsibility for Service; Support**. As between Licensee and Licensor, Licensee is solely responsible for all aspects of its use of the Data, the API, any other Licensor Materials, and each Application, and Licensee acknowledges and agrees that Licensor will not provide or be required to provide any technical or other support services in connection with any of the foregoing, including with respect to use of any Data in an Application. Licensee's use of the Data, the API, and any other Licensor Materials is at Licensee's own risk, and Licensee is solely responsible for any damage, loss, and liability that results from the use thereof. Licensor and its affiliates and its and their licensors, suppliers, service providers and business partners do not warrant that access to or use of any Data, API or other Licensor Materials will be uninterrupted, error-free or secure, or that defects will be corrected. Licensee's sole remedy for dissatisfaction with any Data obtained through the API or other Licensor Materials is to stop using the Data and other Licensor Materials, as applicable.

8. **Compliance with Laws**. Licensee will comply with all applicable laws, regulations and policies related to the use of the Data and other Licensor Materials and the development, marketing, sale, distribution and use of each Application.

9. **Ownership**. All right, title and interest (including all intellectual property rights) in and to the Data and other Licensor Materials that do not constitute public records subject to the state Public Records Act are the sole property of and reserved to Licensor and/or its licensors or suppliers, as applicable, and no right, title or interest in any Data and other Licensor Materials are transferred to Licensee as a result of these API License Terms or Licensee's access to or use thereof.

10. **Changes**. Licensor reserves the right to change any Data and other Licensor Materials at any time, and for any or no reason, and Licensor bears no responsibility or liability for such actions. Licensor reserves the right to release subsequent versions of the API and to require Licensee to use the most recent version thereof, and Licensee agrees that it is Licensee's responsibility to ensure, at Licensee's own cost, that Licensee's access to and use of the API and other Licensor Materials is compatible with Licensor's then-current requirements.

11. **Suspension/Termination**. Licensor reserves the right in its discretion to immediately to suspend (temporarily or permanently), terminate or revoke Licensee's or an Application's access to or use of any or all Data, the API, other Licensor Materials, or the Site (including by revoking or suspending any Key), in whole or in part, at any time for reasonable cause (including if Licensor knows of or suspects that Licensee or an Application has a security deficiency, or has inappropriately accessed, used or disclosed Data or other Licensor Materials or may otherwise threaten or damage the reputation(s) of Licensor or any of its affiliates) (collectively, "**Cause**"), upon notice to Licensee, and Licensor bears no responsibility or liability for any such suspension, termination or revocation. Upon termination of the Agreement by either party or upon suspension, termination or revocation of Licensee's and/or an Application's access to the Data or other Licensor Materials by Licensor, any and all licenses Licensee may have with respect to the Data and other Licensor Materials will immediately terminate, and Licensee will immediately cease any use thereof.

ANNEX A

SECTION 12 - INSURANCE

Contractor shall procure and maintain for the duration of the contract the insurance specified below:

Coverage shall be at least as broad as:

1. **Commercial General Liability (CGL)**: Insurance Services Office (ISO) Form CG 00 01 12 07 covering CGL on an "occurrence" basis, including products-completed operations, personal & advertising injury, with limits no less than **$2,000,000** per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.
2. **Automobile Liability:** ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than **$1,000,000** per accident for bodily injury and property damage.
3. **Workers' Compensation:** as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limit of no less than **$1,000,000** per accident for bodily injury or disease.

If the contractor maintains higher limits than the minimums shown above, the City requires and shall be entitled to coverage for the higher limits maintained by the contractor.

Other Insurance Provisions
The insurance policies are to contain, or be endorsed to contain, the following provisions:

Additional Insured Status
The City, its elected and appointed officials, employees, and agents are to be covered as insureds on the auto policy for liability arising out of automobiles owned, leased, hired or borrowed by or on behalf of the Contractor; and on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10, 11 85 or both CG 20 10 and CG 20 37 forms if later revisions used).

Primary Coverage
For any claims related to this contract, the **Contractor's insurance coverage shall be primary** insurance as respects the City, its elected and appointed officials, employees, and agents. Any insurance or self-insurance maintained by the City, its elected and appointed officials, employees, or agents shall be excess of the Contractor's insurance and shall not contribute with it.

Notice of Cancellation
Each insurance policy required above shall provide that **coverage shall not be canceled, except after thirty (30) days' prior written notice** (10 days for non-payment) has been given to the City.

Waiver of Subrogation
Contractor hereby grants to City a waiver of any right to subrogation which any insurer of said Contractor may acquire against the City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to effect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

Deductibles and Self-Insured Retentions
Any deductibles or self-insured retentions must be declared to and approved by the City. The City may require the Contractor to purchase coverage with a lower deductible or retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention.

Acceptability of Insurers
Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII, unless otherwise acceptable to the City.

Verification of Coverage
Contractor shall furnish the City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Contractor's obligation to provide them. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

SECTION 15 - WAIVERS

The waiver by either party of any breach or violation of any term, covenant, or condition of this Agreement or of any provisions of any ordinance or law shall not be deemed to be a waiver of such term, covenant, condition, ordinance or law or of any subsequent breach or violation of the same or of any other term, covenant, condition, ordinance or law or of any subsequent breach or violation of the same or of any other term, condition, ordinance, or law. The subsequent acceptance by either party of any fee or other money which may become due hereunder shall not be deemed to be a waiver of any preceding breach or violation by the other party of any term, covenant, or condition of this Agreement or of any applicable law or ordinance.

SECTION 16 - NON-DISCRIMINATION

CONTRACTOR warrants that it is an Equal Opportunity Employer and shall comply with applicable regulations governing equal employment opportunity. Neither CONTRACTOR nor any of its subcontractors shall discriminate in the employment of any person because of race, color, national origin, ancestry, physical handicap, medical condition, marital status, sex, or age, unless based upon a bona fide occupational qualification pursuant to the California Fair Employment and Housing Act.

SECTION 17 - NOTICES

All notices hereunder shall be given in writing and mailed, postage prepaid, addressed as follows:

To CITY:
To CONTRACTOR: Streetline, Inc.
Attn: CEO
1200 Park Place #150
San Mateo, CA 94403

SECTION 18 - AGREEMENT CONTAINS ALL UNDERSTANDINGS; AMENDMENT

This document represents the entire and integrated agreement between CITY and CONTRACTOR and supersedes all prior negotiations, representations, and agreements, either written or oral.

This document may be amended only by written instrument, signed by both CITY and CONTRACTOR.

SECTION 19 - GOVERNING LAW AND VENUE

This Agreement shall be governed by the laws of the State of California and, in the event of litigation, venue will be in the County of San Mateo.

ATTACHMENT J

MAINTENANCE SERVICES AGREEMENT

By and Between
Scheidt & Bachmann USA, Inc, Contractor
and
City of Oakland

This Agreement ("Agreement") is entered into this_1st day of October, 2016 by and between Scheidt & Bachmann USA, Inc., a Delaware Corporation, whose principal address is 31 North Avenue; Burlington, MA 01803 and Owner whose principal address is 250 Frank H. Ogawa Plaza Oakland, CA 94612.

TERMS:

1. **TERM:** The term of this Agreement shall be effective for three years from the date of contract execution.

2. **SCOPE OF SERVICES:**

24/7 Phone Support

24/7 On Site Support

Parts utilized during the course of services provided

4 Preventative Maintenance Cycles

Operating System, Application and Database Security Patches

Exclusions:

Replacement of full server hardware

Consumables

Replacement of full devices due to vandalism, vehicular strikes or misuse.

3. SCOPE OF WORK:

A. Maintenance services shall be available twenty-four (24) hours a day, seven days a week (24/7), and three hundred sixty-five (365) days per year. The response times stated below shall be maintained at all times. The Contractor shall provide all preventative, routine, and emergency maintenance services. Contractor will return phone calls regarding service issues during this time frame within 1 hour. During the phone call, the time frame for site visit and completion of the work will be determined.

B. Contractor will return all service phone calls within 1 hour time from customer call. If onsite support is required, the following protocol will be followed:

a. Calls Monday through Friday between 8am and 4pm, onsite support will be provided next business day.

b. Calls Monday through Friday after 4pm, onsite support will be provided next business day unless Emergency Service is required.

c. Calls on Federal Holiday, onsite support will be provided the next business day unless Emergency Service is required.

d. Emergency service is defined as service to correct facility wide failure of the system's ability to allow ingress/egress and/or collect revenue. Four hour onsite support for emergency service.

C. Preventative Maintenance Services Contractor will provide 4 preventative maintenance cycles, 1 per quarter. Each preventative maintenance cycle will be documented with work performed and submitted to the Owner. An example of preventative maintenance report is attached as Exhibit A.

E. The scope of work for this agreement does NOT cover any repairs necessitated by vandalism, customer or owner misuse, Acts of God, or any other cause that does not specifically relate to normal wear and tear. Owner will be responsible for issuing purchase order for replacement of spare parts that are not manufactured by Scheidt & Bachmann. These include, but are not limited to:

Servers

Full device replacement

Consumables

4. COMPENSATION:

A. The base Contract Amount shall be term of three years for the following sum(s):

Year	1	99,000.00
Year	2	104,040.00
Year	3	110,273.00

which have been agreed to between the Contractor and the Owner as the price for the type services presented in the Scope of Work. This amount does not include State, County or City sales and use tax, nor does it include any permit fees which may be required under State, County or City Law.

B. Absent an amendment to this Agreement, additional services and expenses are not included in this compensation and shall only be provided upon a written amendment entered into by the Contractor and Owner.

C. Invoices shall be issued to the Owner on a quarterly basis. Payment shall be made within **thirty (30)** days after receipt of Contractor's invoice for Work performed.

D. Contractor agrees and understands that (i) any and all subcontractors providing Work related to this Agreement shall be paid through Contractor and not paid directly by the Owner, and (ii) any and all liabilities regarding payment to or use of subcontractors for any of the Work related to this Agreement shall be borne solely by Contractor.

5. INDEMNIFICATION: Within the performance of this Agreement or any other services within the framework of the business between Contractor and Owner, Contractor, its employees, agents and subcontractors shall indemnify the Owner for gross negligence or willful default.

Liability of the parties shall be limited-irrespective of the legal reason-to foreseeable, contractual or typical damages. Any indirect, special, incidental, consequential damages including but not limited to loss of profits or revenue, business interruption, loss of business information and any other similar pecuniary loss or damage shall be excluded. Owner does not have any further claims as per this section especially no additional claims for damages arising out of delays and/or non-contractual claims.

In any case liability shall-irrespective of the legal reason- not exceed the amount of $3,000.00 for each individual event and shall be limited for all events to the total amount of $10,000.00. This limitation of liability does not apply to cases of willful misconduct, product liability law, and any mandatory law.

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6. OWNER'S AND CONTRACTOR'S TERMINATION RIGHTS: Owner shall have the right to terminate this Agreement, upon the occurrence of an event of default hereunder in the event that Contractor fails to provide a cure plan for default within sixty (60) days of receiving notice of

the default. In such event, Owner shall not be obligated to pay any amounts to Contractor for any period during which Contractor was in default.

An event of default is defined as follows:

a. Contractor files for bankruptcy protection.

b. Contractor closes operations in the US Market.

Contractor shall have the right to terminate this agreement if any payment is not received in 90 days. Owner shall be obligated to provide all payments due up to and including the period of default issued by Contractor to the Owner.

7. **INSURANCE**: Contractor shall provide the following insurance during the term of the contract:

General Liability: $1,000,000.00

Automobile Liability: $1,000,000.00

Worker's Compensation

And Employer's Liability: Per State Requirements

8. **NOTICES**: All notices or other communications required under this Agreement shall be in writing and shall be given by hand-delivery or by registered or certified U.S. Mail, return receipt requested, addressed to the other party at the address indicated herein or to such other address as a party may designate by notice given as herein provided. Notice shall be deemed given on the day on which personally delivered; or, if by mail, on the fifth day after being posted or the date of actual receipt, whichever is earlier.

TO CONTRACTOR:

John MacDonald
President
Scheidt & Bachmann
31 North Avenue
Burlington, MA 08103

TO OWNER:

Michael Ford

City of Oakland
250 Frank H. Ogawa Plaza
Oakland, CA 94612

9. **RENEWAL OPTION**: This Agreement shall renew automatically each year at a rate of 5% over the subsequent year unless terminated in writing by either party 30 days prior to the conclusion of each term.

10. **SUCCESSORS AND ASSIGNS**: This Agreement shall be binding on the parties hereto, their heirs, executors, legal representatives, successors, or assigns.

11. **INDEPENDENT CONTRACTOR**: Contractor has been procured and is being engaged to provide work to Owner as an independent contractor, and not as an agent or employee of Owner. Accordingly, neither Contractor, nor any of its employees, subcontractors, or representatives shall attain any rights generally afforded classified, unclassified, exempt or non-exempt employees.

12. **ENTIRE AGREEMENT**: This instrument and its attachments constitute the sole and only agreement of the parties relating to the subject matter hereof and correctly set forth the rights, duties, and obligations of each to the other as of its date. Any prior agreements, promises, negotiations, or representations not expressly set forth in this Agreement are of no force or effect.

13. **FORCE MAJEURE.** A "Force Majeure Event" shall mean an act of God, act of governmental body or military authority, fire, explosion, power failure, flood, storm, hurricane, sink hole, other natural disasters, epidemic, riot or civil disturbance, war or terrorism, sabotage, insurrection, blockade, or embargo. In the event that either party is delayed in the performance of any act or obligation pursuant to or required by the Agreement by reason of a Force Majeure Event, the time for required completion of such act or obligation shall be extended by the number of days equal to the total number of days, if any, that such party is actually delayed by such Force Majeure Event. The party seeking delay in performance shall give notice to the other party specifying the anticipated duration of the delay, and if such delay shall extend beyond the duration specified in such notice, additional notice shall be repeated no less than monthly so long as such delay due to a Force Majeure Event continues. Any party seeking delay in performance

due to a Force Majeure Event shall use its best efforts to rectify any condition causing such delay and shall cooperate with the other party to overcome any delay that has resulted.

14. NO THIRD-PARTY BENEFICIARY: No persons other than the Contractor and the Owner (and their successors and assigns) shall have any rights whatsoever under this Agreement.

15. SURVIVAL: All obligations (including but not limited to indemnity and obligations to defend and hold harmless) and rights of any party arising during or attributable to the period prior to expiration or earlier termination of this Agreement shall survive such expiration or earlier termination.

IN WITNESS WHEREOF, the parties hereto have caused this instrument to be executed by their respective officials thereunto duly authorized, this the day and year above written.

"Owner"

By: _____

Date: _____

"Contractor"

By: _____
John MacDonald, President
Date: _____

Exhibit A Preventative Maintenance

SCHEIDT&BACHMANN

31 North Avenue
Burlington, MA 01803
Ph: (781) 272-1664
Fax: (781) 272-1654

Type of Maintenance Performed

☐ Entry Lane w/LPR	☐ Encoding Station	☐ Pay-on-Foot Station
☐ Exit Lane w/LPR	☐ S&B Management Computer	☐ S&B Credit Card Server
☐ TagMaster/HID Lane	☐ ICP Computer	☐ S&B Database Server
☐ Pass-Through Lane	☐ Entry/Exit w/o LPR	☐ Transcore/Tagmaster

Location	Device	Date	Technician	Cycle

Work Performed:

QNX ENTRY/ EXIT DEVICE
- ☐ Check SL20 Initialization Routine
- ☐ Check SL20 Test Encoding and Values
- ☐ Clean / Adjust SL20 Coin Terminal
- ☐ Clean EMV Terminal
- ☐ Clean / Adjust Coin Feeder / Hooper
- ☐ Clean / Adjust Receipt Printer
- ☐ Remove / Clean Boards
- ☐ Clean Internal Housing and Surfaces
- ☐ Check All Wiring Connections
- ☐ Check Housing for Damage
- ☐ Verify File Integrity
- ☐ Verify Unit Control Functionality
- ☐ Verify Reader Functionality and Range
- ☐ Check Open / Close Sign Operation
- ☐ Check / Test UPS
- ☐ Complete update
- ☐ Verify Intercom Functionality

BARRIER GATE
- ☐ Check All Wiring Connections
- ☐ Check Gate Arm Condition and Mounting
- ☐ Check Springs and Rubber Stops
- ☐ Clean Internal Housings and Surfaces
- ☐ Check Housing for Damage
- ☐ Check / Adjust Limit Switches
- ☐ Check / Adjust Motor Cut-off
- ☐ Check /Tighten housing mounting bolts
- ☐ Check /Calibrate Gate Arm

LPR CAMERA
- ☐ Verify Camera Operation
- ☐ Check Image Focus
- ☐ Check Capture Timer
- ☐ Check Image Rotation
- ☐ Check Image Brightness
- ☐ Check Camera Alignment
- ☐ Clean Housing Lens
- ☐ Check Light Alignment
- ☐ Check Housing for Damage
- ☐ Check/Tighten all LPR pole connections

EXIT CASHIER STATION
- ☐ Check SL20 Initialization Routine/clean inside
- ☐ Check SL20 Test Encoding and Values
- ☐ Clean / Adjust SL20 Coin Terminal
- ☐ Remove and Clean / Adjust Printer
- ☐ Clean EMV Terminal
- ☐ Clean / Adjust Receipt Printer
- ☐ Check USB Box/connections
- ☐ Log Serial Numbers SL20 if applicable
- ☐ Clean Monitor
- ☐ Check All Wiring Connections
- ☐ Check PSI Log Files
- ☐ Clean Keyboard & Mouse
- ☐ Verify Unit Control Functionality
- ☐ Check/Clear Event Log
- ☐ Empty Temp Folder
- ☐ Check / Test UPS
- ☐ Clean Fan Filters
- ☐ Check CPU / Power Supply Fans
- ☐ Verify Intercom Functionality
- ☐ Verify Cancel Button Functionality
- ☐ Clean Inside of Computer
- ☐ Complete update

MANAGEMENT COMPUTER/SERVER
- ☐ Clean Fan Filters/ clean inside of computer
- ☐ Check CPU / Power Supply Fans
- ☐ Check Cabling and Connections
- ☐ Empty Temp Folder
- ☐ Remove Unused Files
- ☐ Check Debugs and PMS Log Files for Errors
- ☐ Clean Monitor, Keyboard, and Mouse
- ☐ Check / Test UPS
- ☐ Check hard drive and table space

TRANSCORE/TAGMASTER/ MISC
- ☐ Ensure power at GFI, UPS, Surge Suppresser
- ☐ Air Conditioner - Check for proper operation
- ☐ Air Conditioner-Clean/Change filter as needed
- ☐ Verify Reader Functionality
- ☐ Verify VMS Messages/VMS time and date

TRANSCORE/TAGMASTER CONTINUED
- ☐ Antennas -Visually inspect for damage

LPR ICP
- ☐ Verify Trigger Operation
- ☐ Verify ICP - PAE Connection
- ☐ Check / Test UPS
- ☐ Empty Image Folder
- ☐ Empty Temp Folder
- ☐ Clean Inside of Computer
- ☐ Check CPU / Power Supply Fans
- ☐ Check Connections
- ☐ View last 25 images in IRS
- ☐ Check /Adjust Camera position using IRS

PAY-ON-FOOT
- ☐ Check SL20 Initialization Routine
- ☐ Check SL20 Test Encoding and Values
- ☐ Clean / Adjust SL20 Coin Terminal
- ☐ Clean EMV Terminal
- ☐ Clean / Adjust Coin Feeder / Hooper
- ☐ Clean / Adjust Receipt Printer
- ☐ Remove / Clean Boards
- ☐ Clean Internal Housing and Surfaces
- ☐ Check All Wiring Connections
- ☐ Check Housing for Damage
- ☐ Verify File Integrity
- ☐ Verify Unit Control Functionality
- ☐ Check Cash Box Mechanism
- ☐ Check / Adjust Bill Acceptor
- ☐ Check / Adjust Bill Dispenser
- ☐ Clean VGA Screen
- ☐ Check / Test UPS
- ☐ Complete Update

Damage / Notes

Equipment Type	Time Started	Time Finished	Total Time
			0:00
			0:00
			0:00
			0:00
			0:00 TOTAL TIME

Technician Signature

AMENDMENT ONE (1)
TO THE SERVICE AGREEMENT BETWEEN
CITY OF OAKLAND AND SCHEIDT & BACHMANN
USA, INC.

THIS AMENDMENT ONE (1), made and entered into this 1st day of October 2016 by and between the CITY OF OAKLAND whose address is 250 Frank H. Ogawa Plaza, Suite 4344 Oakland, CA 94612 and SCHEIDT & BACHMANN USA, INC. whose address is 31 North Avenue, Burlington, MA, 01803, hereinafter referred to as the "Contractor".

WITNESSETH:

THAT WHEREAS, the Authority and the Contractor entered into a written Agreement for the Contractor to provide maintenance services for the Parking Revenue Control System (PARCS), dated April, 2013 (the "Original Agreement");

WHEREAS, the Authority and the Contractor now desire to amend the Original Agreement to update the Scope of Services to include credit transactions via Payment Connect;

NOW, THEREFORE, the Authority and the Contractor, for and in consideration of the mutual covenants and agreements hereinafter set forth, do hereby agree to amend the Original Agreement as follows:

1. Section II – PAYMENTS is amended by adding the two cents ($0.02) per transaction processed via Payware Connect, not to exceed _____during the Term based on _____transactions.

IN WITNESS WHEREOF, the parties, by and through their duly authorized agents, have hereunto set their hands and seal(s), all as of the day and year first above written.

CITY OF OAKLAND

BY:

DATE:

NAME:

TITLE:

SCHEIDT & BACHMANN USA, INC.

BY:

DATE:

NAME:

TITLE

AMENDMENT 1to
EXHIBIT A- SCOPE OF SERVICES

Reference Quotation# , dated

bam	FICihy/Pa" /Aw iDeiCfipion/ Dttlis	OuMtity Ouoted	UnhPrice	&tended Prict
001	Deflutt CC TRANSACnON RevNS U!M EA • $02 per credit transaction processd via Pa;ware Connect. Not to exceed $ in a twelve month period based on mlion transactions. Transactions will be irJioiced on a month basis • Scheidt & Bachmann wlll install credit card server to process transactions via Pa;ware Connect without additional labor charges.		0.0200	US$
			Total Items Price	US$

[REMAINDER OF PAGE INTENTIONALLY LEFT BLANK]

END OF AMENDMENT 1 TO EXHIBIT A -SCOPE OF SERVICES

END OF
AMENDMENT ONE (1)
TO THE SERVICE AGREEMENT BETWEEN
CITYOF OAKLAND AND SCHEIDT & BACHMANN
USA, INC.

Approved as to Form and Legality

City Attorney

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2016 SEP 29 PM 3:58

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

Introduced by Councilmember _____

RESOLUTION (A) AUTHORIZING THE CITY ADMINISTRATOR OR DESIGNEE TO ACCEPT AND APPROPRIATE ONE MILLION THREE HUNDRED THOUSAND DOLLARS ($1,300,000) IN CONGESTION MITIGATION AND AIR QUALITY (CMAQ) IMPROVEMENT FUNDS FROM THE METROPOLITAN TRANSPORTATION COMMISSION (MTC) FOR A THREE-YEAR DEMAND-RESPONSIVE PARKING AND MOBILITY MANAGEMENT INITIATIVE; AND (B) ESTABLISHING ALL PARKING METER ZONES IN OAKLAND MUNICIPAL CODE SECTION 10.36.140 AS FLEXIBLE PARKING ZONES

WHEREAS, in October 2013, Council passed Resolution No. 84664 C.M.S. formally adopting "Parking Principles" intended to "guide actions dealing with parking in commercial districts city-wide"; and

WHEREAS, in doing so, the Council resolved that "Parking policy and regulations should help the City meet other transportation, land use and environmental goals"; and

WHEREAS, in the Fall of 2015, the Metropolitan Transportation Commission (MTC) invited a limited number of public agencies including the City of Oakland to submit proposals to its Climate Initiatives Parking Management and Transformation Demand Management Grant Program Program; and

WHEREAS, in January 2016, Council adopted Resolution 85936 C.M.S. supporting staff's proposal and committing matching funds up to $437,000.00; and

WHEREAS, in May 2016, the City of Oakland was notified that an award of $1.3 million in Congestion Mitigation and Air Quality Improvement (CMAQ) funding had been approved for its project known as the Oakland Demand-Responsive Parking and Mobility Management Initiative (PMMI); and

WHEREAS, California Vehicle Code 22508(a) states that "a local authority shall not establish parking meter zones or fix the rate of fees for those zones except by ordinance" and that "the rate of fees may be variable, based upon criteria identified by the local authority in the ordinance"; and

WHEREAS, Oakland Municipal Code (O.M.C.) 10.36.142 "Flexible Parking Zones" holds that "Any parking meter zone in Section 10.36.140 may be established as a flexible parking zone by Resolution. This designation shall allow the price of parking to be adjusted by the City Administrator within a range established in the Master Fee Schedule in order to maximize use of parking and respond to market factors. Fees will be adjusted, upwards or downwards within the

fee range with the goal of reaching 85% peak period occupancy of parking"; and

WHEREAS, the active management of the City's on-street parking supply, as part of the PMMI and similar future initiatives in areas throughout Oakland, would benefit from all parking meter zones in O.M.C. Section 10.36.140 being established as flexible parking zones pursuant to O.M.C. Section 10.36.142; and

WHEREAS, this action is exempt from CEQA pursuant to CEQA Guidelines Sections 15301 (existing facilities), and 15061(b) (3) (no significant effect on the environment); now, therefore be it

RESOLVED: That the City Council accept and appropriate the $1,300,000.00 Climate Initiatives grant of Congestion Management Air Quality (CMAQ) Program Funds for a Demand-Responsive Parking and Mobility Management Initiative from the Metropolitan Transportation Commission; and be it

FURTHER RESOLVED: That the MTC funds shall be deposited and appropriated into Department of Transportation Fund (2116), Transportation Services Organization (30261), Project to be determined; and be it

FURTHER RESOLVED: That matching funds totaling $284,050.00 available in Multipurpose Reserve Fund (1750), Revenue Organization (08931), Miscellaneous Contract Services Account (54919), Non-Project (0000000) be used and transferred to Multipurpose Reserve Fund (1750), Transportation Services Organization (30261), Miscellaneous Services Account (56611), Project to be determined; and be it

FURTHER RESOLVED: That the City Administrator or designee is authorized, on behalf of the City of Oakland, to execute and submit all documents, payment requests, and related actions, as well as to appropriate any additional grant funds received for the completion of this project; and be it

FURTHER RESOLVED: That all parking meter zones in Oakland Municipal Code Section 10.36.140 be established as flexible parking zones and managed pursuant to O.M.C. Section 10.36.142 without returning to Council.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID and PRESIDENT GIBSON MCELHANEY

NOES -

ABSENT -

ABSTENTION -

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

Approved as to Form and Legality

City Attorney

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2016 SEP 29 PM 3:58

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR OR DESIGNEE TO ACCEPT AND APPROPRIATE A BAY AREA AIR QUALITY MANAGEMENT DISTRICT (BAAQMD) TRANSPORTATION FUND FOR CLEAN AIR (TFCA) GRANT AWARD OF TWO HUNDRED AND FORTY-FOUR THOUSAND DOLLARS ($244,000.00) TO CONDUCT SITE PREPARATION AND INSTALLATION OF TWENTY-EIGHT ELECTRIC VEHICLE CHARGING STATIONS AT SEVEN CITY-OWNED PUBLIC PARKING FACILITIES

WHEREAS, electric vehicles are an important strategy for reducing greenhouse gas emissions and local air pollution, both of which are key environmental and public health goals for the City of Oakland; and

WHEREAS, potential plug-in electric vehicle (PEV) users in Oakland may be discouraged from buying PEVs due to the unavailability of public PEV charging stations or the infeasibility of installing home electric vehicle chargers for many residents who live in rental or older homes, or in multifamily buildings; and

WHEREAS, California Health and Safety Code Sections 44223 and 44225 authorizes BAAQMD to impose a $4 surcharge on motor vehicles registered within the nine-county Bay Area to fund projects that reduce on-road motor vehicle emissions; and

WHEREAS, the Bay Area Air Quality Management District (BAAQMD) established the Transportation Fund for Clear Air (TFCA) program to fund eligible alternative fuel vehicle-based projects that reduce tailpipe criteria emissions from on-road mobile sources, such as passenger vehicles; and

WHEREAS, the City Council adopted the Energy and Climate Action Plan in December 2012 to identify and prioritize actions that Oakland can take to reduce its energy consumption and greenhouse gas (GHG) emissions by 36% reduction relative to 2005 levels, including eliminating 24 million gallons of oil annually through personal driving habits, vehicle technology choices, and public infrastructure, including "Engaging in Electric Vehicle Infrastructure Planning;" and

WHEREAS, BAAQMD published a PEV Readiness Plan in 2013 that included recommendations to local governments regarding meeting the future need and demand for PEV charging systems, such as providing public charging infrastructure in high-traffic areas; and

WHEREAS, BAAQMD issued its September 2015 Program "Grant Funding Application Guidance for PEV Charging Station Projects" to solicit proposals from local government agencies and other eligible entities requesting funding to "help expand the Bay Area's network of PEV Charging Stations in order to accelerate the adoption of PEVs in the region" on a first-come, first-served basis; and

WHEREAS, the City of Oakland submitted a proposal to BAAQMD to install 28 charging stations across seven City-owned, Third Party operated and maintained parking facilities, able to serve 56 PEVs at a time; and

WHEREAS, at its meeting on May 18, 2016, BAAQMD awarded the TFAC grant in the amount of two hundred forty-four thousand dollars ($244,000.00) naming the City of Oakland as the prime contractor; and

WHEREAS, the total cost of the installation of the charging stations as determined by the City's proposal is $530,660, of which $244,000.00 will come from the BAAQMD grant and $286,660 will come from existing funds in Central Development District Parking Facilities Improvement Fund Project (C478610) and Outer District Parking Facilities Improvement Fund Project (C478510) and will serve as matching funds; and

WHEREAS, the requirements of the California Environmental Quality Act (CEQA) have been satisfied; now, therefore, be it

RESOLVED: That the City Council hereby authorizes acceptance and appropriation of the two hundred forty-four thousand dollars ($244,000.00) TFCA grant funds into the Bay Area Air Quality Management District Fund (2166), Transportation Services Organization (30261), Miscellaneous Supplies Account (52920), Project Number to be determined; and be it

FURTHER RESOLVED: That the activities of the TFCA grant are exempt from CEQA pursuant to CEQA Guidelines Section 15262 ["feasibility and planning studies"], Section 15061(b)(3) ["general rule"] and Section 15183 ["projects consistent with a General Plan or Zoning"]); and be it

FURTHER RESOLVED: That the City Administrator or Designee is hereby authorized to execute any and all documents currently required by BAAQMD, and any amendments or extensions thereto required to secure grant funds; and to submit any grant applications for additional funding, and implement the approved grant activities without returning to Council.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID and PRESIDENT GIBSON MCELHANEY

NOES -

ABSENT -

ABSTENTION -

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2018 SEP 29 PM 3:58

Approved as to Form and Legality

City Attorney

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

Introduced by Councilmember _____

RESOLUTION AMENDING RESOLUTION NUMBER 85459 C.M.S. (CAR SHARING PRINCIPLES) TO PROVIDE MORE DETAIL CONCERNING DEDICATED SPACE CAR SHARING PROGRAM

WHEREAS, a car share is a membership-based service available to all qualified drivers in a community, which allows members to make vehicle trips by operating a rented vehicle without a separate written agreement for each trip; and

WHEREAS, car share services continue to evolve into a serious alternative to individual automobile ownership; and

WHEREAS, the City adopted Resolution No. 85459 C.M.S. on February 24, 2015, establishing a regulatory framework for car share in the public right-of-way and municipal lots in the form of "Car Sharing Principles" meant to serve as an overarching car share policy; and

WHEREAS, by design, that framework treated dedicated space car sharing as in development and did not create a permit process for dedicated spaces; and

WHEREAS, without a formalized permit process, authorizing new dedicated parking spaces for car share will not have the means to manage this important form of car share activity; now, therefore, be it

RESOLVED: To amend Resolution 85459 C.M.S. by replacing the Car Sharing Principles contained in Exhibit A incorporated and attached there with the revised Car Sharing Principles, attached hereto and incorporated herein by reference without returning to Council.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, GALLO, GUILLEN, KALB, KAPLAN, REID, CAMPBELL WASHINGTON and PRESIDENT GIBSON MCELHANEY

NOES -

ABSENT -

ABSTENTION -

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

Exhibit A

CAR SHARING PRINCIPLES

The following principles are to guide the City of Oakland in implementation of a Car Sharing Program. As needed, staff will recommend changes to the municipal code and Master Fee Schedule to permit the use of car sharing services in the public right of way, and establish a program for staff to monitor the use of car sharing within Oakland and make future recommendations about the role of car sharing in Oakland.

A. Objectives

Support Car Sharing on Public Property and the Public Right-of-Way
The City of Oakland should work with car sharing organizations to make the public right of way and municipally owned lots and garages available for car sharing services, as the City deems appropriate and in a manner that balances all modes of transportation, in accordance with adopted policy. The City will establish basic requirements to operate a car sharing service, and monitor feedback from Oakland residents about car sharing services.

Balance the Opportunities for Car Sharing with the Constraints of Local Parking Conditions
In planning and permitting car sharing services, the City of Oakland will consider current and projected parking and accessibility conditions in both residential and commercial districts.

Expand the Availability of Car Sharing Services to All Drivers
The City of Oakland wants to ensure that all residents, including the elderly, disabled, and disadvantaged, are served by this environmentally beneficial mode of transportation. The City expresses its intent to work with car sharing organizations so that all neighborhoods and communities have equitable access to car sharing services.

Clarify Existing Car Sharing Policies and Business Rules
An early adopter of car sharing, the City of Oakland intends to clarify existing policies and procedures that currently limit the expansion of car sharing services in the public right of way and in municipally owned lots and garages. The City will maintain an administrative process for granting car sharing-related permits and enforcing traffic regulations that is fair, transparent, and predictable to car sharing organizations. The City will enforce traffic regulations, and issue citations to individuals who compromise the privileges extended to permitted car sharing organizations in designated parking spaces.

Operate a Cost-Neutral Program
The financial impact of administering a car sharing program should be cost neutral to the City. The City should make space in the public right of way and municipal lots and garages available to car sharing organizations, but it should not subsidize the operations of car sharing organizations.

B. Implementation

Requirements for Participation
The Director of Transportation or designee is responsible for setting and publishing car sharing administrative rules that establish the requirements in Oakland. The Director of Transportation or

designee will make the car sharing rules easily accessible, create permits and monitor resident feedback as well as utilization data from car sharing organizations for the duration of the City's car sharing programs. The Director of Transportation or designee will determine performance measures of car sharing services and publish the results on a regular basis.

The Department of Finance and Management, in cooperation with the Department of Transportation will grant permits to car sharing organizations. The fees for said permits will be set in the Master Fee Schedule (13184 C.M.S.) by a complementary ordinance.

Deemed Approved Status

Until rules and requirements have been established for dedicated car sharing spaces, the Director of Transportation or designee can designate existing dedicated spaces in the public right of way and in municipal lots as "deemed approved" until a dedicated space permit program exists or for one year from the passage of this policy with the possibility to extend that status for an additional year, whichever date comes first.

Point-to-Point Car Sharing Pilot Program

The Director of Transportation or designee will establish a pilot program to facilitate the use and evaluate the benefits and costs of point-to-point car sharing (i.e., "one way car sharing"). To operate point-to-point car sharing vehicles within the Oakland, car sharing organizations will need to obtain new Free-Floating Parking Zone and Master Residential Parking permits (detailed below) from the City. The City will grant up to 400 individual permits to operate car sharing organizations' fleets within Oakland and other participating municipalities, however the car sharing organization's permit fees will be based on the average annual number of car sharing vehicles that regularly park overnight within the City of Oakland.

The City of Oakland recognizes that car sharing services require different parking privileges than most privately owned vehicles. Thus, the Director of Transportation or designee will develop new types of parking permits that will allow point-to-point car sharing services to operate in Oakland in a fair and reasonable manner. Such permits will not entitle car sharing organizations to free metered or residential parking, and must include fees that cover lost meter revenue as determined by Director of Transportation or designee in cooperation with the Department of Finance and Management. These new types of permits will include:

- "Free-Floating Zone" Permit, which waives the parking duration limits, in metered and unmetered spaces with two-hour or longer time limits for car sharing vehicles belonging to a permitted car sharing organization within a predetermined geographic area. This annual permit entitles the car sharing organization to track and reimburse the City of Oakland for the parking meter fees of their car sharing vehicles annually or in a manner determined by the Transportation Director or designee.

- "Master Residential" Permit, which entitles the permitted car sharing vehicle to park in any and all residential permit parking zones. The fee associated with this annual permit will be based on the fee of a residential parking permit and set in the Master Fee Schedule.

With the exception of the privileges extended to car sharing vehicles and car sharing organizations bearing the aforementioned permits, all other traffic regulations apply to car sharing vehicles operating in Oakland.

To regulate the total number of point-to-point car sharing vehicles within the City of Oakland, the City will grant up to 400 Free-Floating Parking Zone Permits. The number of permits that correspond to the average annual number of car sharing vehicles that regularly park overnight within the City of Oakland will count towards the Free-Floating Parking Zone permit cap.

To establish the zone of point-to-point car sharing operations, the car sharing organization applicant will determine the specific geographic boundaries of the zone of operations in consultation with the Director of Transportation or designee. The Transportation Director or designee will set rules for modifying the location of the Free-Floating Parking Zone during the term of the permit. The geographic boundaries may be extended by the Transportation Director but reduction in service area will require Council action.

After the first year of the pilot program, the Director of Transportation or a designee will provide an update to City Council regarding findings from the program. After two years of the pilot program, staff will present Council with an evaluation of the use of point-to-point services and make a recommendation about whether to extend, modify, or terminate the program.

Dedicated Spaces for Car Sharing Organizations

The Director of Transportation or designee will develop an administrative program to permit and locate dedicated spaces in the public right of way and in municipal parking lots and garages. The Dedicated Space Car Share Permit will entitle a car sharing vehicle to exclusive parking privileges for a dedicated space. The concept for this permit is based on the idea that dedicated spaces for car share increase visibility of car sharing and improve proximity to trip origins and destinations. The permit will create a formalized process for qualified car share organizations to acquire new dedicated spaces and expand car share service to more areas of Oakland. Department of Transportation staff will determine the necessary permits, fees, and administrative rules to allow car sharing vehicles to reserve metered and unmetered spaces.

Department of Transportation staff will work with qualified car sharing organizations to determine the appropriate locations for approximately 100 dedicated spaces for the pilot program. After the pilot program, staff will present Council with an evaluation of the use of dedicated space car share services and make a recommendation about whether to extend, modify, or terminate the program.

APPROVED AS TO FORM AND LEGALITY

INTRODUCED BY COUNCILMEMBER _____

FILED
OFFICE OF THE CITY
OAKLAND

City Attorney

2016 SEP 29 PM 3:58

OAKLAND CITY COUNCIL

ORDINANCE NO._____C.M.S.

AN ORDINANCE AMENDING TITLES OF THE OAKLAND MUNICIPAL CODE (1) 10.36.141 TO FACILITATE THE EFFICIENT MANAGEMENT OF PARKING METER ZONES; AND (2) 10.72 TO ESTABLISH NEW DEDICATED SPACE PARKING PERMITS TO ELIGIBLE CAR SHARING ORGANIZATIONS.

WHEREAS, the State of California, through Assembly Bill 2154 (California Vehicle Code Section 22507.1), has supported the practice of car sharing in both on- and off-street locations since 2006; and

WHEREAS, the City of Oakland, through its "Alternative Modes Policy" (Resolution No. 73036 C.M.S.), supports transportation alternatives to private, single-occupant vehicles; and

WHEREAS, the City of Oakland recognizes the practice of car sharing as a beneficial mode of transportation that reduces demand for private vehicles, decreases per capita greenhouse-gas emissions, and creates more affordable mobility options for all of Oakland's residents; and

WHEREAS, the City of Oakland recognizes that car sharing vehicles have needs distinct from private vehicles that require special parking privileges to facilitate their widespread adoption; and

WHEREAS, the City of Oakland, through its "Free-Floating Zone Permit Program" (O.M.C. 10.71) adopted in February 2015, has already responded to some of these needs; and

WHEREAS, the City has forgone revenues estimated to be approximately $25,000 annually because it lacks the necessary policies and permits to properly regulate the nine (9) existing dedicated on-street spaces for car share; and

WHEREAS, the City of Oakland recognizes, through the findings from the City of San Francisco's initial on-street car sharing pilot evaluation (2011), that access to on-street parking spaces is particularly beneficial for car sharing; therefore

THE COUNCIL OF THE CITY OF OAKLAND DOES ORDAIN AS FOLLOWS:

Section 1. Chapter 10.36 is amended as follows:

10.36.141 - *Parking meter* locations.

The written approval of the Director of Transportation ~~City Council resolution~~ shall be obtained prior to the installation, replacement, or removal of ~~additional~~ *parking meters* within a parking meter zone ~~any new location~~. Decisions regarding the installation, replacement, or removal of parking meters can be appealed to the City Council. Only the City Council can ~~approve of *parking meter* locations shall be a separate requirement from the requirement to~~ establish *parking meter* zones by ordinance. Notwithstanding the foregoing, the requirements of this chapter shall not apply to the replacement of existing *meters* with new or updated *meters* or new *meter* technologies or systems.

Section 2. Chapter 10.72 is added as follows:

Chapter 10.72 – DEDICATED SPACE PERMIT PROGRAM FOR CAR SHARING ORGANIZATIONS

10.72.010 Legislative purpose. The purpose of this chapter is to facilitate car sharing within Oakland by establishing a Dedicated Space Car Share Permit that entitles the permitted car sharing vehicle to exclusive parking privileges for a dedicated space in the right of way or in parking garages and lots accessible to the public. The concept for the Dedicated Space Car Share Permit is intended to facilitate round-trip car share services by a qualified car share organization.

10.72.020 Legislative findings. The City Council finds, as a result of evidence generated by studies and derived from the experiences of peer cities, that promoting the use of car sharing within Oakland has numerous benefits, including improved mobility for residents and overall reduction in greenhouse gas emissions.

10.72.030 Definitions.
All definitions as used in this chapter shall reference the definitions used in Chapter 10.44.030 with the following addition:

A. "Dedicated Space Car Share Permit" is a permit that entitles a car sharing vehicle to exclusive parking privileges for a dedicated space. Only members of a permitted car sharing organization can lawfully park the permitted car sharing vehicle in the dedicated space.

B. "Dedicated Space" is a parking space in the public right-of-way or within a municipal lot or garage that is dedicated exclusively to a car share vehicle with a dedicated space car share permit.

10.72.040 Dedicated Space Car Share Permit
A. This chapter hereby designates that members of a permit-holding car share organization can lawfully park car sharing vehicles in dedicated spaces. When parked in a dedicated space, car share vehicles with a dedicated space car share permit are exempt from certain restrictions that apply to other vehicles. Restrictions associated with time limits, street sweeping, and residential parking areas will not apply to car sharing vehicles with a valid dedicated space car share permit. These exceptions will only apply when the car sharing vehicle is parked in a dedicated space.

B. The Dedicated Space Car Share Permit does not exempt car share vehicles from any applicable parking prohibitions, as described in Chapter 10.28, when not parked in a dedicated space.

C. Each Dedicated Space Car Share Permit will be associated with a single dedicated space and not a vehicle.

10.72.050 Locations of Dedicated Spaces

The locations of dedicated spaces will be established by the Department of Transportation in consultation with car share organizations. The Parking Enforcement Division will be provided a map of all dedicated spaces and will be updated with changes to this map.

10.72.060 Issuance of Dedicated Space Car Share Permits.

A. Dedicated Space Car Share Permits shall be issued by the Finance and Management Agency in accordance with requirements set forth in this chapter. Each such permit shall be designed to state or reflect thereon the dedicated space associated with the permit. No more than one Dedicated Space Car Share Permit shall be issued for a single dedicated space at one time.

B. The Finance and Management Agency shall issue Dedicated Space Car Share Permits with a term of one year.

C. Renewal of Dedicated Space Car Share Permits shall be subject to the same conditions imposed on new permits.

D. The Finance and Management Agency is authorized to issue such rules and regulations, not inconsistent with this chapter, governing issuance and display of proof that a car sharing vehicle is owned by a car sharing organization with a valid Dedicated Space Car Share Permit.

F. Any car sharing organization to which a Dedicated Space Car Share Permit has been issued pursuant to this chapter shall be deemed to be a Dedicated Space Car Share Permit holder.

F. This chapter shall not exempt the car sharing member or permit holding car sharing organization from other traffic controls and regulations.

10.72.070 Dedicated Space Car Share Permit fees.

A. Initial purchase, renewal, or replacement of a lost, stolen or damaged Dedicated Space Car Share Permit shall be subject to a contractual agreement between the car sharing organization and the City Administrator or Designee.

B. The fee for the initial purchase, renewal, or replacement of a lost, stolen or damaged Dedicated Space Car Share Permit should reflect the known market value of the space and the costs associated with the administration of the program and installation of the spaces.

10.72.080 Revocation of Dedicated Space Car Share Permit.

The revocation provision set forth in Chapter 10.44.110 shall apply to the Dedicated Space Car Share Program.

10.72.090 Violation and Penalty.

The violations and penalty provision set forth in Chapter 10.44.120 shall apply to the Dedicated Space Car Share Program.

10.72.100 Chapter interpretation.
The Director of Transportation or designee shall have the discretion in the implementation and interpretation of this chapter.

Section 3. This ordinance shall be effective immediately upon its adoption by the City Council.

Section 4. If any section, subsection, sentence, clause or phrase of this Ordinance is held to be invalid or unconstitutional, the offending portion shall be severed and shall not affect the validity of the remaining portions which shall remain in full effect.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID and PRESIDENT GIBSON MCELHANEY

NOES-

ABSENT-

ABSTENTION-

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

DATE OF ATTESTATION: _____

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2016 SEP 29 PM 3:58

Approved as to Form and Legality

City Attorney

OAKLAND CITY COUNCIL

RESOLUTION NO._____C.M.S.

Introduced by Councilmember _____

RESOLUTION OF SUPPORT FOR THE BAY AREA RAPID TRANSIT (BART) DISTRICT'S STATION ACCESS PLAN AND ESTABLISHING CURB DESIGNATIONS THAT HELP FULFILL THE GOALS OF THAT POLICY AROUND OAKLAND'S EIGHT BART STATIONS

WHEREAS, the City of Oakland, through its "Alternative Modes Policy" (Resolution No. 73036 C.M.S.) supports transportation alternatives to private, single-occupant vehicles; and

WHEREAS, that policy promotes intermodal transfer stations to encourage seamless transfers among transit modes and acknowledges that improvements to public transit infrastructure and pedestrian facilities can increase the attractiveness and use of public transit by making it safer, more convenient, and more comfortable; and

WHEREAS, the City's Complete Streets policy (Resolution No. 84204 C.M.S.) supports a balanced transportation system that offers an array of safe and convenient choices to travelers in order to make communities more livable; and

WHEREAS, the Energy and Climate Action Plan (Resolution No. 84126 C.M.S) calls for a 36% reduction in greenhouse gas emissions and 20% reduction in vehicle-miles traveled from 2005 levels by 2020; and

WHEREAS, the Bay Area Rapid Transit (BART) District adopted its 2016 Station Access Policy on June 9, 2016; and

WHEREAS, BART's Station Access Policy enumerates sustainability, equity, innovation, and ridership goals for access modes to BART stations; and

WHEREAS, BART's Station Access Policy establishes a hierarchy of travel modes depending on station typologies; and

WHEREAS, BART has eight stations within City boundaries; now, therefore, be it

RESOLVED: That the City of Oakland will support BART's Station Access Policy; and be it

FURTHER RESOLVED: That the Director of Transportation or designee will establish curb management plans, consistent with the Oakland Municipal Code, that support the goals of BART's Station Access Policy at each of Oakland's eight BART stations.

IN COUNCIL, OAKLAND, CALIFORNIA, _____
PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, GALLO, GUILLEN, KALB, KAPLAN, REID, CAMPBELL WASHINGTON and PRESIDENT GIBSON MCELHANEY

NOES -

ABSENT -

ABSTENTION -

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

OAKLAND CITY COUNCIL

Approved as to Form and Legality

City Attorney

RESOLUTION NO. _____ C.M.S.

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR OR DESIGNEE TO NEGOTIATE, FINALIZE AND EXECUTE A NON-EXCLUSIVE AGREEMENT WITH STREETLINE INC. FOR A SMART PARKING SYSTEM AT NO DIRECT COST TO THE CITY FOR A TERM OF THREE YEARS

WHEREAS, the Downtown Oakland Parking Management Report recommends that the City improve the management of City-owned parking supply by, among other things, improving parking monitoring and enforcement with integrated "smart" meters, off-street parking Access and Revenue Control Systems, and license plate recognition (LPR) systems; evaluating emerging parking occupancy sensor technologies (in-ground and/or on-meter) and consider deploying them if and when current reliability, accuracy and cost problems are overcome; and developing real-time wayfinding systems; and

WHEREAS, Streetline Inc. has developed a smart parking system that promises to deliver consumer facing parking applications and parking management information; and

WHEREAS, parking management systems are rapidly evolving: smart meters, vehicle detection systems, machine learning, smart phone applications, wireless networks and other components are converging to create increasingly sophisticated "smart parking" systems; and

WHEREAS, business models and public-private partnerships are evolving to support those systems; and

WHEREAS, Streetline Inc. is proposing to invest in the installation and operation of a smart parking system in Oakland in the amount of approximately one million dollars in infrastructure and nearly half a million in operating costs over a three-year period to bring its smart parking solution to as many as fifteen hundred city blocks, with no direct cost to the City; and

WHEREAS, Staff is requesting authorization to negotiate and enter into a non-exclusive agreement with Streetline that would commit the City to certain responsibilities like the following proposed by Streetline:

- Securing all required permissions and permits granting installation permission to Streetline at no cost to Streetline
- Arranging for street closures and applicable sign postings
- Arranging for continuous power for gateway(s) through an acceptable source (120 or 240v, 50 or 60 Hz) at a location (or locations) in accordance with Network Plan
- Cooperating with Streetline in establishing metrics and providing necessary benchmark data for Streetline's Executive Summary report
- Using best efforts to notify Streetline 10 business days prior to scheduled road paving or slurrying activity of areas with sensors

- Promptly notifying Streetline of any power interruption to gateways or removal of repeaters or gateways by Customer's maintenance crews
- Establishing a plan for active marketing, advertising and promotion of the Smart Parking system and the Parker App with the goal of achieving 10,000 local downloads of the Parker App
- To the extent available, providing anonymized LPR /ALPR data to Streetline
- To the extent available, providing machine readable policy information to Streetline
- To the extent available, providing real-time and historical payment information for parking; and

WHEREAS, Oakland Public Works and Information Technology staff have reviewed the Streetline proposal and assessed the technical merits and possible obstacles of the installation and operation of the system; and

WHEREAS, City staff agree that the design of the Streetline system has merit and that the technical obstacles to installing and operating the system are manageable; and

WHEREAS, in exchange and consideration for its installation and operation of the smart parking system, Streetline is proposing that it have the right to use the data that it's system generates for its own commercial uses; and

WHEREAS, those uses and other aspects of Streetline's proposal are subject to the review of the City's newly formed Privacy Advisory Commission, which may prescribe allowable uses of data; and

WHEREAS, the implementation of this pilot project will be closely aligned with and support the MTC-funded Parking and Mobility Management Initiative; and

WHEREAS, Streetline Inc. has shared its proposal with Oakland community groups including Business Improvement Districts; and

WHEREAS, the City Council finds that the services provided pursuant to the agreement authorized hereunder are of a professional, scientific, or technical nature and are temporary in nature; and

WHEREAS, the City Council finds that this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive service; now, therefore, be it

RESOLVED: That the Council hereby authorizes the City Administrator or Designee to negotiate, finalize and execute an agreement with Streetline Inc. for a term of three years the installation, operation, maintenance and, if necessary, removal of its smart parking system at no direct cost to the City; and be it

FURTHER RESOLVED: That said agreement may include permissions granted to Streetline, such as the temporary encumbrance and obstruction of the right-of-way, and obligate the City in ways that require no cash outlays to Streetline, such as providing anonymized data and supporting Streetline's marketing efforts; and be it

FURTHER RESOLVED: That the City Attorney shall review and approve the proposed contract as to form and legality, and copies of the agreement(s) shall be filed with the Office of the City Clerk without returning to Council.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID and PRESIDENT GIBSON MCELHANEY

NOES -

ABSENT -

ABSTENTION -

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

OAKLAND CITY COUNCIL

Approved as to Form and Legality

City Attorney

RESOLUTION No. _____ C.M.S.

RESOLUTION AUTHORIZING AND DIRECTING THE CITY ADMINISTRATOR OR DESIGNEE TO AMEND THE CITY'S PARKING OPERATIONS AND FACILITIES MANAGEMENT CONTRACT WITH CITY OF OAKLAND PARKING PARTNERS BY AN ADDITIONAL EIGHT HUNDRED AND FIFTY THOUSAND DOLLARS ($850,000.00) IN ANNUAL CONTRACT CAPACITY; AND WAIVING THE REQUEST FOR QUALIFICATIONS/PROPOSAL COMPETITIVE SELECTION REQUIREMENT

WHEREAS, in May 2014, the Oakland City Council adopted Resolution No. 84993 C.M.S. authorizing and directing the City Administrator to finalize and execute a Contract with City of Oakland Parking Partners (COPP) with an annual not-to-exceed capacity of $2,683,013.00; and

WHEREAS, under this resolution, Council directed staff to use this new contract to enhance the value of the City's municipal parking facilities to surrounding neighborhoods and take measures to improve safety, security, signage, and other priorities; and

WHEREAS, in May 2016, the Oakland City Council adopted Resolution No. 86146 C.M.S. authorizing an increase of $600,000.00 in the COPP contract capacity; and

WHEREAS, that increase represented a partial year of needed contract capacity; and

WHEREAS, in June 2016, the Oakland City Council adopted Resolution No. 86250 C.M.S. amending the Fiscal Year 2016-17 budget, including an increase in parking garage revenue in the amount of $1,516,618.00 and an increase in contract management expenses of $1,483,410.00 in Multipurpose Reserve Fund (1750); and

WHEREAS, OMC Title 2, Chapter 2, Article I, Section 2.04.051.A requires staff to conduct a competitive Request for Qualification/Proposal (RFQ/P) selection process for the procurement of professional services; and

WHEREAS, OMC Title 2, Chapter 2, Article I, Section 2.04.051.B permits the Council to waive the competitive RFQ/P competitive selection requirement upon a finding and determination that it is in the best interests of the City to do so; and

WHEREAS, the City Council finds that the services provided pursuant to the agreement authorized hereunder are of a professional, scientific, or technical nature and are temporary in nature; and

WHEREAS, the City Council finds that this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive service; now, therefore, be it

RESOLVED: That the City's contract for parking facility operating and management services with City of Oakland Parking Partners with a current annual not-to-exceed capacity of $3,283,013.00 be increased by $850,000.00 for a total annual not-to-exceed amount of $4,133,013.00 for authorized reimbursable expenses and fees using available funds in Multipurpose Reserve Fund (1750), Transportation Services (30261), Miscellaneous Contract Services Account (54919); and be it

FURTHER RESOLVED: That pursuant to OMC Section 2.04.051.B, the Council hereby finds and determines that it is in the best interests of the City to waive the competitive RFQ/P competitive selection requirements for the above purchase expenditures because there would be no delay or disruption of service and the existing contractors have an acquired understanding of the City's parking facilities and demonstrated an ability to perform, without returning to Council.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID and PRESIDENT GIBSON MCELHANEY

NOES -

ABSENT -

ABSTENTION -

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

Approved as to Form and Legality

City Attorney

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2016 SEP 29 PM 3:58

OAKLAND CITY COUNCIL

RESOLUTION NO. _____ C.M.S.

Introduced by Councilmember _____

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR OR DESIGNEE TO FINALIZE AND EXECUTE A MAINTENANCE AND SERVICE AGREEMENT WITH SCHEIDT AND BACHMANN USA, INC. IN SUPPORT OF THE PARKING ACCESS AND REVENUE CONTROL SYSTEM USED AT CITY PARKING GARAGES FOR A PERIOD OF THREE YEARS AT A TOTAL CONTRACT COST OF $313,313.00; APPROPRIATING TOTAL EXPENDITURES OF $214,313.00 FOR FISCAL YEARS 2017-2019; PROVIDING THE NECESSARY SPENDING AUTHORITY FOR ALL THREE YEARS OF THE CONTRACT; AND WAIVING ADVERTISING, BIDDING AND THE REQUEST FOR QUALIFICATIONS/PROPOSAL COMPETITIVE SELECTION REQUIREMENTS

WHEREAS, the City of Oakland wishes to enter into an agreement with Scheidt and Bachmann USA, Inc. to provide maintenance and service on the City's Scheidt and Bachmann parking access and revenue control system (PARCS) used at seven of the City's parking facilities; and

WHEREAS, the City was informed when it purchased its Scheidt & Bachmann PARCS that such an agreement would be necessary after the initial 1-year warranty that came with the system expired; and

WHEREAS, the City recognizes that the same professional services and warranties cannot be provided by any other company at a comparable cost; and

WHEREAS, the City finds that Scheidt and Bachmann negotiated the terms of the maintenance and service agreement in good faith and met all of the City's specifications; and

WHEREAS, the City has used revenue from garage parking operations to cover the cost of this agreement in the amount of $80,000.00 over the past three years; and

WHEREAS, Oakland Municipal Code (OMC) section 2.04.050 requires formal advertising and competitive bidding when the City purchases services, supplies or combination thereof required by the City which exceeds $50,000.00; and

WHEREAS, OMC section 2.04.050 I. 5 permits the Council to waive these requirements upon a finding and determination that it is in the best interests of the City to do so; and

WHEREAS, OMC section 2.04.051.A requires staff to conduct a competitive RFP/Q selection process for the procurement of professional services; and

WHEREAS, OMC section 2.04.051.B authorizes the City Council to waive the RFP/Q requirement upon a finding that it is in the best interests of the City to do so; and

WHEREAS, the City Council finds that this agreement is for services of a professional nature; and

WHEREAS, the City Council finds that services under contract will be temporary; and

WHEREAS, the City Council finds and determines that the performance of this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive services; now, therefore, be it

RESOLVED: That the City Council finds and determines that pursuant to Oakland Municipal Code sections 2.04.050.I.5 and 2.04.051.B, that it is in the best interests of the City to waive the advertising, competitive bidding, and competitive RFP/Q process for products, replacement parts and services to be purchased under the proposed agreement because: 1) the Department of Information Technology continues to view the Scheidt & Bachmann PARCS as a turn-key system and, therefore, the necessary support services for the system should be provided by Scheidt & Bachmann; 2) that there is no alternative service provider in the local market that is capable of supporting the system; and 3) that the cost of using Scheidt and Bachmann to support the system on a "time and materials" (T&M) basis would be unpredictable and likely to lead to additional costs including loss of additional revenues and poor customer service due to lack of timely support; therefore, the City Council hereby authorizes the waiver of the OMC advertising, bidding and RFP/Q competitive selection requirements; and be it

FURTHER RESOLVED: That the City Administrator or designee is authorized to enter into a maintenance and service agreement with Scheidt & Bachmann USA, Inc. for a period of three years at a cost of Year 1 $99,000, Year 2 $104,040 and Year 3 $110,273, for a grand total contract amount of $313,313, with contract payments to be paid quarterly; and be it

FURTHER RESOLVED: To use available funds in Multipurpose Reserve Fund (1750), Revenue Organizations (08931), Miscellaneous Contract Services Account (54919), Non Project (0000000) in the amount of $99,000.00 for the first year of the contract; and be it

FURTHER RESOLVED: To appropriate expenditures and use funds in Multipurpose Reserve Fund (1750), Revenue Organizations (08931), Miscellaneous Contract Services Account (54919), Non Project (0000000) in the amount of $104,040.00 in Fiscal Year 2017-2018 and in the amount of $110,273.00 in Fiscal Year 2018-2019 to cover the cost of the second and third year of the contract respectively; and be it

FURTHER RESOLVED: That the annual expenditures for the contract be divided between three projects using the following percentages: City Center West Project (P455010), 27.45%; Telegraph Plaza Garage Project (P472710), 11.42% and Non-Project (0000000), 61.13%; and be it

FURTHER RESOLVED: That the City Administrator have the spending authority to pay invoices from Scheidt and Bachmann USA, Inc. according to this agreement on a quarterly basis; and be it

FURTHER RESOLVED: that the City Attorney shall review and approve the proposed contract as to form and legality, and copies of the agreement(s) shall be filed with the Office of the City Clerk without returning to Council.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID and PRESIDENT GIBSON MCELHANEY

NOES -

ABSENT -

ABSTENTION -

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

APPROVED AS TO FORM AND LEGALITY

City Attorney

OAKLAND CITY COUNCIL

ORDINANCE NO._____C.M.S.

INTRODUCED BY COUNCILMEMBER _____

AMEND ORDINANCE NUMBER 13184 C.M.S. (THE FISCAL YEAR 2015-2016 MASTER FEE SCHEDULE) TO (A) SUPPORT THE CITY'S DEMAND-RESPONSIVE PARKING MANAGEMENT INITIATIVES WITH (1) VARIABLE PRICING OF ON-STREET METER RATES AND (2) OFF-STREET PARKING FACILITY RATES THAT REFLECT THE RECOMMENDATIONS OF THE DOWNTOWN OAKLAND PARKING MANAGEMENT REPORT; AND (B) ESTABLISH FEES FOR A DEDICATED SPACE CAR SHARING PROGRAM

WHEREAS, metered parking rate is set at two dollars per hour for all locations and at all metered times, both on-street and at several public off-street lots; and

WHEREAS, use of metered parking varies greatly by location, both within and between neighborhoods; and

WHEREAS, California Vehicle Code 22508(a) states that "a local authority shall not establish parking meter zones or fix the rate of fees for those zones except by ordinance" and that "the rate of fees may be variable, based upon criteria identified by the local authority in the ordinance"; and

WHEREAS, Oakland Municipal Code (O.M.C.) 10.36.142 "Flexible Parking Zones" holds that "Any parking meter zone in Section 10.36.140 may be established as a flexible parking zone by Resolution. This designation shall allow the price of parking to be adjusted by the City Administrator within a range established in the Master Fee Schedule in order to maximize use of parking and respond to market factors. Fees will be adjusted, upwards or downwards within the fee range with the goal of reaching 85% peak period occupancy of parking"; and

WHEREAS, a flexible parking program will allow prices to be reset regularly, depending on the observed occupancy levels of parking, with the goal to increase the availability and ease of parking, to an ideal standard of 85% occupancy at peak; and

WHEREAS, pricing for parking would be set at the lowest rate that achieves this standard

ranging between fifty cents and four dollars per hour on-street; and

WHEREAS, allowing pricing flexibility within flexible parking zones requires a change to the Master Fee Schedule; and

WHEREAS, the State of California, through Assembly Bill 2154 (California Vehicle Code Section 22507.1), has supported the practice of car sharing in both on- and off-street locations since 2006; and

WHEREAS, the City of Oakland, through its "Alternative Modes Policy" (Resolution No. 73036 C.M.S.) supports transportation alternatives to private, single-occupant vehicles; and

WHEREAS, the City of Oakland recognizes the practice of car sharing as a beneficial mode of transportation that reduces demand for private vehicles, decreases per capita greenhouse-gas emissions, and creates more affordable mobility options for all of Oakland's residents; and

WHEREAS, the City of Oakland, recognizes that car sharing vehicles have needs distinct from private vehicles that require special parking privileges to facilitate their widespread adoption; and

WHEREAS, the City of Oakland recognizes, through the findings from the City of San Francisco's initial on-street car sharing pilot evaluation (2011), that access to on-street parking spaces is particularly beneficial for car sharing; and

WHEREAS, the City of Oakland recognizes that a new fee schedule must be incorporated into the Master Fee Schedule to address the costs of this new program (Chapter 10, Parking Management Section); and

WHEREAS, the proposed fees have been analyzed by staff, and the changes to the Master Fee Schedule now set the prices of the aforementioned permits in line with regional and industry standards and now; therefore

THE COUNCIL OF THE CITY OF OAKLAND DOES ORDAIN AS FOLLOWS:

Section 1.

The Master Fee Schedule as set forth in Ordinance Number 13133 C.M.S., as amended, is hereby amended to modify and establish fees assessed by the Finance and Management Agency in **Exhibit** A, attached hereto and made a part hereof.

Section 2.

This ordinance shall be effective immediately upon approval by the Council of the City of Oakland.

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID and PRESIDENT GIBSON MCELHANEY

NOES-

ABSENT-

ABSTENTION-

ATTEST:_____
LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California

DATE OF ATTESTATION: _____

City of Oakland
Master Fee Schedule
Effective July 1, 2016

FINANCE DEPARTMENT

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
PARKING MANAGEMENT						
A. ON-STREET PARKING METER						
1 General	2.00	Space/Hour	2.00	Space / Hour	0%	
2 Flexible Parking Zone Following O.M.C. 10.36.142, rates will flex to achieve 85% occupancy at peak hours	0.50 - 3.00	Space/Hour	0.50 - 4.00	Space / Hour	33%	Downtown Oakland Parking Study
B. OFF-STREET PARKING FACILITIES						
1 Franklin Parking Plaza						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	1.00	Space/ 20 Min	4.00	Space / Hr	33%	DOPS/Competitive
2 Daily Maximum (Automobiles) MAX	18.00	Space/ Day	24.00	Space / Day	33%	DOPS/Competitive
3 Monthly Parking (Reserved) MAX	200.00	Space/ Month	250.00	Space / Month	25%	DOPS/Competitive
4 Monthly Parking (Unreserved) MAX	150.00	Space/ Month	190.00	Space / Month	27%	DOPS/Competitive
~~5 Early Bird: in by 9:30 am MAX~~	~~10~~	~~Space / Day~~				Covered under (2); simplify schedule
~~6 Flat Rate After 4:00 pm to Closing Time MAX~~	~~4.00~~	~~Space~~				Covered under (2); simplify schedule
7 Overnight Parking (Close to Open) Max	4.00	Space	4.00	Space	0%	
8 Motorcycles Monthly Parking (Unreserved) MAX	75.00	Monthly	75.00	Monthly	0%	
9 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	20.00	Ticket	30.00	Ticket	50%	Daily Max + cost of replacing token
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
5 Special Event Parking MAX	20.00	Space / Day	20.00	Space/Event	0%	
2 Clay Street Garage						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	1.00	Space / 15 Min	6.00	Space / Hr	33%	DOPS/Competitive
2 Daily (Automobiles) MAX	15.00	Space / Day	36.00	Space / Day	100%	DOPS/Competitive
3 Monthly Parking (Reserved) MAX	180.00	Space / Month	275.00	Space / Month	53%	DOPS/Competitive
4 Monthly Parking (Unreserved) MAX	160.00	Space / Month	225.00	Space / Month	41%	DOPS/Competitive
5 Motorcycles Monthly (Unreserved) MAX	80.00	Space / Month	80.00	Space / Month	0%	

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
6 ~~Evening Rate After 4:00 pm to Closing Time MAX~~	~~6.00~~	~~Space~~				Covered under (2); simplify schedule
7 Overnight Parking (Close to Open) MAX	4.00	Space / Night	4.00	Space / Night	0%	
8 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	20.00	Ticket	36.00	Ticket	80%	Daily Max + cost of replacing token
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
5 Special Event Parking MAX	20.00	Space / Day	20.00	Space / Day	0%	
3 Pacific Renaissance Plaza Garage						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	1.00	Space / 30 Min	3.00	Space / Hr	50%	DOPS/Competitive
2 Daily (Automobiles) MAX	24.00	Space / Day	24.00	Space / Day	0%	
3 Monthly Parking (Unreserved) Monday through Sunday MAX	170.00	Space / Month	200.00	Space / Month	18%	DOPS/Competitive
4 Monthly Parking, Monday through Friday MAX	155.00	Space / Month	180.00	Space / Month	16%	DOPS/Competitive
5 Evening Rate After 5:00 pm to Closing Time MAX	5.00	Space	5.00	Space	0%	
6 Overnight Parking (Close to Open) MAX	6.00	Space / Night	6.00	Space / Night	0%	
7 Special Event MAX	20.00	Space	20.00	Space	0%	
8 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	30.00	Ticket	30.00	Ticket	0%	
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
4 Dalziel Garage						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	1.00	Space / 15 Min	6.00	Space / Hr	33%	DOPS/Competitive
2 Daily (Automobiles) MAX	15.00	Space / Day	36.00	Space / Day	100%	DOPS/Competitive
3 Overnight Parking (Close to Open) MAX	4.00	Night	4.00	Space / Night	0%	
4 Monthly Parking (Reserved) MAX	180.00	Space / Month	275.00	Space / Month	53%	DOPS/Competitive

City of Oakland
Master Fee Schedule

FINANCE DEPARTMENT

Effective July 1, 2016

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
5 Monthly Parking (Unreserved) MAX	160.00	Space / Month	225.00	Space / Month	25%	DOPS/Competitive
6 Motorcycle Monthly Parking (Unreserved) Max	80.00	Monthly	80.00	Space / Month	0%	
7 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	20.00	Ticket	36.00	Ticket	140%	Daily Max + cost of replacing token
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
5 Special Event Parking MAX	20.00	Space	20.00	Space / Day	0%	
5 Medical Hill Site No. 1 (Medical Hill Garage)						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	2.00	Space / 20 Min	6.00	Space / HR	0%	
2 Daily Maximum (Automobiles)	18.00	Space / Day	24.00	Space / Day	33%	
3 Monthly Parking (Unreserved) MAX	115.00	Space / Month	200.00	Space / Month	74%	
4 Motorcycles	3.00	Space / Day	3.00	Space / Day	0%	
5 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	20.00	Card	30.00	Card	50%	Daily Max + cost of replacing ticket
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Space	15.00	Space	0%	
5 Special Event Parking MAX	20.00	Space	20.00	Space	0%	
6 Telegraph Parking Plaza						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	1.00	Space / 20 Min	4.00	Space / Hr	33%	DOPS/Competitive
2 Daily Maximum (Automobiles) MAX	12.00	Space / Day	24.00	Space / Day	100%	DOPS/Competitive
3 Monthly Parking (Unreserved) MAX	125.00	Space / Month	190.00	Space / Month	52%	DOPS/Competitive
4 Motorcycle Monthly Parking (Unreserved) Max	65.00	Space / Month	95.00	Space / Month	46%	DOPS/Competitive
~~5 Early Bird in by 9:30 am MAX~~	~~8.00~~	~~Space / Day~~				Covered under (2); simplify schedule
~~6 Flat Rate After 4:00 pm till Closing Time MAX~~	~~4.00~~	~~Space~~				Covered under (2); simplify schedule
7 Overnight Parking (Close to Open) MAX	4.00	Space / Night	4.00	Space / Night	0%	

City of Oakland
Master Fee Schedule

FINANCE DEPARTMENT

Effective July 1, 2016

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
b. Special Fees						
1 Lost Ticket MAX	17.00	Ticket	30.00	Ticket	76%	Daily max + cost of replacing coin
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
5 Special Event Parking MAX	20.00	Space	20.00	Space	0%	
7 1200 Harrison Frank Mar Garage						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	1.00	Space / 20 Min	3.00	Space / Hr	0%	
2 Daily Maximum (Automobiles) MAX	12.00	Space / Day	24.00	Space / Day	33%	DOPS/Competitive
3 Monthly Parking (Reserved) MAX	140.00	Space / Month	225.00	Space / Month	61%	DOPS/Competitive
4 Monthly Parking (Unreserved) MAX	120.00	Space / Month	180.00	Space / Month	50%	DOPS/Competitive
~~5 Early Bird in by 9:30 am MAX~~	~~8.00~~	~~Space / Day~~				Covered under (2); simplify schedule
~~6 Flat Rate After 4:00 pm till Closing Time MAX~~	~~4.00~~	~~Space~~				Covered under (2); simplify schedule
7 Overnight Parking (Close to Open) MAX	4.00	Space / Night	4.00	Space / Night	0%	
8 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	17.00	Ticket	30.00	Ticket	76%	Daily Max + cost of replacing coin
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
5 Special Event Parking MAX	20.00	Space	20.00	Space	0%	
8 Montclair Parking Garage						
a. Basic Fees						
1 Hourly Parking (Automobiles) MAX	2.00	Space / Hour	2.00	Space / Hour	0%	
2 Daily Maximum (Automobiles) MAX	10.00	Space / Day	10.00	Space / Day	0%	
3 Overnight Parking (Close to Open) MAX	4.00	Space / Night	4.00	Space / Night	0%	
4 Monthly Parking (Unreserved) MAX	100.00	Space / Month	100.00	Space / Month	0%	
5 Motorcycles Daily MAX	4.00	Space	4.00	Space	0%	
6 Bicycles	Free		Free			
7 Early Bird in by 9:30 am MAX	8.00	Space / Day	8.00	Space / Day	0%	

City of Oakland
Master Fee Schedule

FINANCE DEPARTMENT

Effective July 1, 2016

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
8 Evening after 4:00 pm till Closing Time MAX	4.00	Space / Day	4.00	Space / Day	0%	
b. Validations Tickets (Max. 2 hrs per ticket)	100.00	Book of 100	100.00	Book of 100	0%	
c. Special Fees						
1 Lost Ticket MAX	12.00	Ticket	12.00	Ticket	0%	
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
5 Special Event Parking MAX	20.00	Space	20.00	Space	0%	
9 UCOP Garage						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	1.00	Space / 20 Min	3.00	Space / Hr	0%	DOPS/Competitive
2 Daily (Automobiles) MAX	14.00	Space / Day	24.00	Space / Day	71%	DOPS/Competitive
3 Monthly Parking (Unreserved) MAX	145.00	Space / Month	200.00	Space / Month	38%	DOPS/Competitive
4 Monthly Motorcycle Parking (Unreserved) MAX	90.00	Space / Month	90.00	Space / Month	0%	
~~5 Early Bird in by 9:30 am MAX~~	~~11.00~~	~~Space / Day~~				Covered under (2); simplify schedule
6 Overnight Parking (Close to Open) MAX	4.00	Space / Night	4.00	Space / Night	0%	
7 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	20.00	Ticket	30.00	Ticket	50%	Daily max + Admin + Materials
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
5 Special Event Parking MAX	20.00	Space	20.00	Space	0%	
10 City Center West Garage						
a. Basic Fees						
1 Transient Parking (Automobiles) MAX	2.00	Space / 30 Min	6.00	Space / Hr	33%	DOPS/Competitive
2 Daily (Automobiles) MAX	40.00	Space / Day	40.00	Space / Day	0%	
3 Monthly Parking (Reserved) MAX	250.00	Space / Month	275.00	Space / Month	10%	DOPS/Competitive
4 Monthly Parking (Unreserved) MAX	195.00	Space / Month	210.00	Space / Month	8%	DOPS/Competitive
5 Monthly Motorcycle Parking (Unreserved) MAX	90.00	Space / Month	90.00	Space / Month	0%	
~~6 Early Bird in by 9:30 am MAX~~	~~12.00~~	~~Space / Day~~				Covered under (2); simplify schedule

City of Oakland
Master Fee Schedule

FINANCE DEPARTMENT

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FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
7 Overnight Parking (Close to Open) MAX	6.00	Space / Night	6.00	Space / Night	0%	
8 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	40.00	Ticket	40.00	Ticket	0%	Daily max + Admin + Materials
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	Admin & cost of materials
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	Admin & cost of materials
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	Standard late fee across programs
5 Special Event Parking MAX	20.00	Space	20.00	Space	0%	
11 Franklin 88 Garage						
a. Basic Fees						
1 Transit Parking (Automobiles) MAX	1.50	Space / 30 Min	3.00	Space / Hr	0%	
2 Daily (Automobiles) MAX	14.00	Space / Day	24.00	Space / Day	71%	DOPS/Competitive
3 ~~Early bird in before 9:30 am (Automobiles) MAX~~	~~10.00~~	~~Space / Day~~	~~10.00~~	~~Space / Day~~		Covered under (2); simplify schedule
4 ~~Evening rate after 5:00 pm (Automobiles) MAX~~	~~6.00~~	~~Space / Night~~	~~6.00~~	~~Space / Night~~		Covered under (2); simplify schedule
5 Overnight Parking (Close to Open) MAX	4.00	Space / Night	4.00	Space / Night	0%	
6 Monthly Parking (Unreserved) MAX	175.00	Space / Month	200.00	Space / Month	14%	
7 Monthly Parking Mon-Fri (Unreserved) MAX	155.00	Space / Month	180.00	Space / Month	16%	
8 Monthly Parking Tandem (Unreserved) MAX	262.50	Space / Month	280.00	Space / Month	5%	
9 Motorcycles Daily MAX	7.00	Space / Day	7.00	Space / Day	0%	
10 Bicycles	Free		Free			
b. Special Fees						
1 Lost Ticket MAX	20.00	Ticket	30.00	Ticket	50%	Daily max + Admin + Materials
2 Monthly Access Card Set up and Purchase MAX	15.00	Card	15.00	Card	0%	
3 Replacement Card MAX	15.00	Card	15.00	Card	0%	
4 Penalty for Monthly Parking Paid After the 7th of the Month MAX	15.00	Card	15.00	Card	0%	
5 Special Event Parking MAX	20.00	Space	20.00	Space	0%	
12 Grand Avenue District Municipal Parking Lot as Described by Section 23.08 of Oakland City Council Resolution No.1989 C.M.S. Hourly Parking (Automobiles)						
a. Hourly Parking MAX	2.00	Space / Hour	4.00	Space / Hour	100%	Flex zone parking rate
b. Monthly Parking MAX	80.00	Space / Month	80.00	Space / Month	0%	

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
c. Special Event MAX	10.00	Space	10.00	Space	0%	
d. Replacement of Monthly Parking Tag	80.00	Tag	80.00	Tag	0%	
13 Parkway District Municipal Parking Lot as Described by Section 23.09 of Oakland City Council Resolution No.1989 C.M.S.						
a. Hourly Parking MAX	2.00	Space / Hour	4.00	Space / Hour	100%	Flex zone parking rate
b. Monthly Parking MAX	80.00	Space / Month	80.00	Space / Month	0%	
c. Special Event MAX	10.00	Space	10.00	Space	0%	
d. Replacement of Monthly Parking Tag	80.00	Tag	80.00	Tag	0%	
14 Piedmont Avenue Municipal Parking Lot as Described by Section 23.05 of Oakland City Council Resolution No. 1987 C.M.S.						
a. Hourly Parking MAX	2.00	Space / Hour	4.00	Space / Hour	100%	Flex zone parking rate
b. Monthly Parking MAX	80.00	Space / Month	80.00	Space / Month	0%	
c. Special Event MAX	10.00	Space	10.00	Space	0%	
d. Replacement for Monthly Parking Tag	80.00	Tag	80.00	Tag	0%	
15 Scout Road & Mountain Blvd. Parking Lot						
a. Monthly Parking (Unreserved) MAX	80.00	Space / Month	80.00	Space / Month	0%	
b. Special Event MAX	10.00	Space	10.00	Space	0%	
c. Replacement for Monthly Parking Tag	80.00	Tag	80.00	Tag	0%	
16 Lake Park Avenue Parking Lot						
a. Hourly Parking MAX	2.00	Space / Hour	4.00	Space / Hour	100%	Flex zone parking rate
b. Monthly Parking MAX	80.00	Space / Month	80.00	Space / Month	0%	
c. Special Event MAX	10.00	Space	10.00	Space	0%	
d. Replacement for Monthly Parking Tag	80.00	Tag	80.00	Tag	0%	
17 Henry J Kaiser Convention Center Parking Lot						
a. Hourly Parking MAX	2.00	Space / Hour	4.00	Space / Hour	100%	Flex zone parking rate
b. Monthly Parking MAX	90.00	Space / Month	90.00	Space / Month	0%	
c. Special Event MAX	10.00	Space	10.00	Space	0%	
d. Replacement of Monthly Parking Tag	80.00	Tag	80.00	Tag	0%	
18 Lakeshore Ave Parking Garage						
a. Monthly Parking, Mon-Fri (Automobile) Max	120.00	Space / Month	120.00	Space / Month	0%	
b. Replacement for Monthly Parking Tag	120.00	Tag	120.00	Tag	0%	

City of Oakland
Master Fee Schedule

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FINANCE DEPARTMENT

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
19 1800 San Pablo Lot						
a. Hourly Parking MAX	3.00	Space / Hour	4.00	Space / Hour	33%	Flex zone parking rate
b. Monthly Parking MAX	125.00	Space / Month	200.00	Space / Month	60%	DOPS/Competitive
c. Special Event MAX	15.00	Space	15.00	Space	0%	
d. Replacement of Monthly Parking Tag	150.00	Tag	150.00	Tag	0%	
20 Webster-Valdez (Labor Temple) Lot						
a. Hourly Parking MAX	2.00	Space / Hour	4.00	Space / Hour	100%	Flex zone parking rate
b. Daily Minimum MAX	10.00	Space / Day	15.00	Space / Day	50%	DOPS/Competitive
~~c. Early bird special before 9:30 am MAX~~	~~8.00~~	~~Space / Day~~				
d. Monthly Parking MAX	150.00	Space / Month	180.00	Space / Month	20%	DOPS/Competitive
e. Special Event MAX	10.00	Space	10.00	Space	0%	
21 Damage to Parking Facility	Actual	Cost	Actual	Cost		
22 After Hours Access to Parking Facility MAX	25.00	Occurrence	25.00	Occurrence	0%	
23 Validation Terminal Deposit MAX	800.00		800.00		0%	
24 Validation Terminal Programming Fee MAX	100.00		100.00		0%	
C. ON-STREET PARKING METER						
1 Registered Vanpools (11 or More Passengers), Maximum of 40 Spaces	10.00	Space / Month				
2 ~~Free Floating Permit Parking Fee for Eligible Vehicles~~	~~1,278.00~~	~~Per Vehicle~~				Move to new Section I.
D. RESIDENTIAL PERMIT PARKING FEE						
Permit for Eligible Vehicles of Residents						
1 Registered Permit Address						
a. Annual	82.00	Per Lic. Plate				
b. Renewal	59.00	Per Lic. Plate				
c. Prorated (less than six months)	57.00	Per Lic. Plate				
2 Permit for Eligible Vehicles of Owners or Employees of Businesses with the Vehicle Not Registered at the Business Address						
a. Annual	96.00	Per Lic. Plate				
b. Renewal	96.00	Per Lic. Plate				
c. Prorated (less than six months & Except Area M)	67.00	Per Lic. Plate				
3 Area M Permits						
a. Annual	160.00	Per Lic. Plate				

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
b. Renewal	160.00	Per Lic. Plate				
c. Prorated (less than six months)	115.00	Per Lic. Plate				
d. One-day	10.00	Per Permit				
e. 14-day	50.00	Per Permit				
3 Replacement of Lost or Damaged Permit	10.00	Per Lic. Plate				
4 Visitor						
a. One-day	5.00	Per Permit				
b. 14-day	25.00	Per Permit				
5 ~~Master Residential Permit Parking Fee Permit for Eligible Vehicles of a Qualified Car Sharing Organization~~	~~105.00~~	~~Per Vehicle~~				Move to new Section I.
E. SPECIAL COST OF COLLECTING PARKING VIOLATION PENALTIES	30%	Ticket Value				
F. VEHICLE IMMOBILIZER "BOOT"						
1 Daily Fee for Unreturned Paylock Book	25.00	Per Day				
2 Boot Replacement Fee	500.00	Per Boot				
3 Damaged Boot Fee	250.00	Per Boot				
4 Parking Boot Administration Fee	25.00	Per Boot				
5 Vehicle Immobilizer Removal Fee	177.00	Per Boot				
G. CHAPTER 8.44.040, SECURITY FOR EVENTS AT THE OAKLAND ALAMEDA COUNTY COLISEUM COMPLEX						
G. 1 - No person shall park or stand a vehicle in more than one parking space. If the vehicle exceeds twenty (20) feet in length, the driver thereof shall park said vehicle in parking spaces for standard size vehicles and pay for the additional space and display evidence of such payment. O.M.C 8.44.040. G1	58.00	Per Citation				
G. 1 - No person shall utilize in any manner more than the parking space that his or her vehicle is entitled to occupy under the provisions of this chapter. Roadways and fire lanes shall remain clear of vehicles and objects to maximize use for traffic circulation. O.M.C. 8.44.040. G2	58.00	Per Citation				

FEE DESCRIPTION	CURRENT FEE (FY 2016-17) FEE	UNIT	Recommended FEE	UNIT	% CHANGE	Justification for Fee Change
H. ADMINISTRATIVE FEE IN LIEU OF FINE FOR NON-DISPLAYED DISABLED PLACARD (DP) -The $25.00 processing fee for cancellation of a citation for non-display of DP will be available only as a one-time courtesy to the registered owner of the cited vehicle with a valid DP.	25.00	Per Violation				
I. CAR SHARING PERMITS AND SUPPORT SERVCES						
1 Free Floating Permit Parking Fee for Eligible Vehicles MAX	1,278.00	Per Vehicle	1278.00	Per Vehicle	0%	Moved from Section C.
2 Master Residential Permit Parking Fee Permit for Eligible Vehicles of a Qualified Car Sharing Organization MAX	105.00	Per Vehicle	105.00	Per Vehicle	0%	Moved from Section D.
3 Vehicles of a Qualified Car Sharing Organization MAX			5000.00	Per space	0%	New permit, cost recovery
4 Dedicated Space Car Share Installation Fee for Eligible Vehicles of a Qualified Car Sharing Organization MAX			400.00	Per space	0%	New service, cost recovery
5 Dedicated Space Car Share Sign Production			Actual Cost		0%	New service, cost recovery