

MEMORANDUM

To: Brenda Wisneski

From: Brian Canepa

Date: April 4, 2013

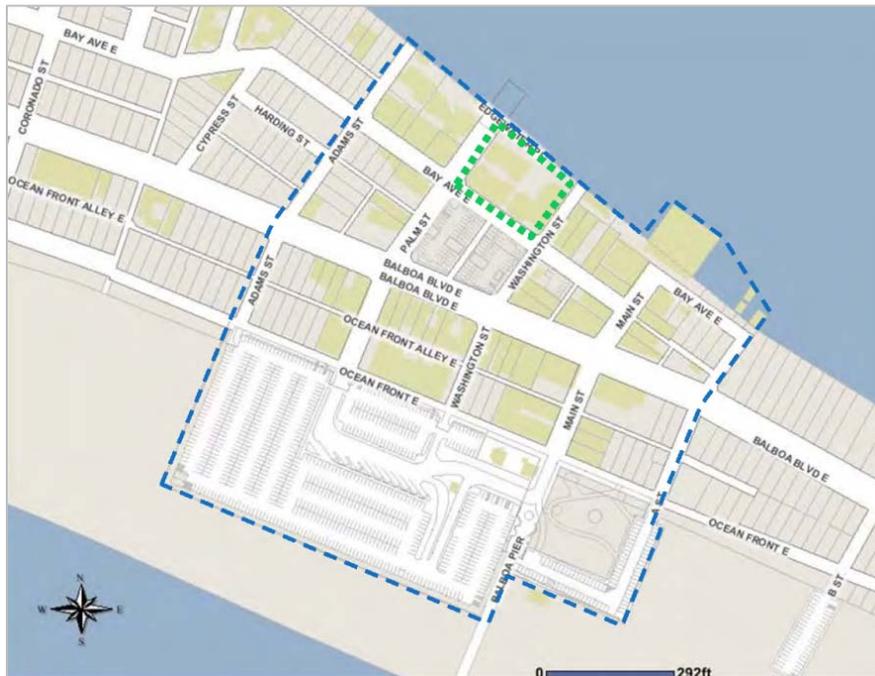
Subject: Draft Balboa Village Employee Permit Parking Program Implementation

INTRODUCTION

Balboa Village

Balboa Village in the City of Newport Beach is one of the region's most popular areas for residents and visitors alike. Located on a narrow peninsula, Balboa Village is flanked by Newport Bay and the Pacific Ocean. Shown in Figure 1, Balboa Village provides access to coastal areas and recreational opportunities, while also offering direct ferry connections to Balboa Island and Catalina Island. In addition, Balboa Village is home to a unique blend of residential neighborhoods and local commercial districts. Given its strong local community and regional status, one of the most challenging issues facing Balboa Village is how to effectively manage its parking supply and mitigate the impacts of parking demand, especially during peak periods.

Figure 1 Balboa Village Center



Source: Balboa Village Master Plan, 2012

Balboa Village Parking Master Plan

In 2011, the City of Newport Beach hired Nelson\Nygaard Consulting Associates to create a comprehensive parking plan for Balboa Village. The resulting Balboa Village Parking Management Plan (BVPMP) documents existing parking inventory and utilization to establish seasonal and daily parking trends in the area.¹

As an attractive beachside destination, especially in the summer months, Balboa Village experiences significant seasonal fluctuation in parking demand. Consequently, on summer weekends parking supply is oversubscribed. For example, at midday Saturday, parking occupancy for on- and off-street facilities is 96% and 97%, respectively. During the week, however, combined parking occupancy never rises above 67%, even during the summer. On weekdays, approximately half of all off-street spaces are unoccupied for much of the day, while popular on-street spaces are well utilized (78-95% occupied). Based on these weekday parking utilization rates, at any given time 540 off-street spaces, or more, are available in Balboa Village. Figure 2 displays summertime parking occupancy data.

Figure 2 Summer Utilization Rates, by Day and Facility Type

	10 AM	1 PM	7 PM
Thursday			
On-Street	78%	89%	95%
Off-Street	47%	62%	51%
All	52%	67%	58%
Saturday			
On-Street	90%	96%	97%
Off-Street	86%	97%	82%
All	86%	96%	84%

Source: Balboa Village Parking Master Plan, 2012

The BVPMP revealed parking constraints on summer weekends, but significant on- and off-street parking availability during the week, even during the summer months. During summer weekends, on-street and off-street utilization peaks at rates higher than industry-standard target rates, indicating that some employees may be searching or “cruising” for parking, particularly for free spaces in residential neighborhoods surrounding Balboa Village. This can create frustration not only for residents, but may also dissuade some visitors from frequenting Balboa Village. Managing parking, particularly on summer weekends, is critical to creating an attractive and enjoyable area, promoting local economic activity, and maintaining access to coastal resources.

Based on these findings, the BVPMP proposed a coordinated set of recommendations designed to improve parking within Balboa Village, while accounting for the area’s unique regulatory framework as a coastal jurisdiction. One of the key recommendations of the BVPMP was the establishment of an Employee Parking Permit (EPP) Program. It is important to emphasize that the EPP is part of a comprehensive parking management program, in which each management

¹ The BVPMP was based on parking data supplied by the 2009 Balboa Village Parking Policy Plan developed by Walker Parking Consultants.

strategy mutually supports the other. In other words, an EPP will not solve all of the parking challenges in Balboa Village on its own. For example, if there is free and unrestricted parking in the residential areas of Balboa Village, there is little incentive for an employee to participate in a permit program.

Building on the BVPMP, the purpose of this memorandum is to further elaborate the goals and parameters of the EPP Program and identify strategies to implement it, particularly given the seasonal and daily fluctuations in parking demand in Balboa Village.

Employee Parking Permit Overview

An EPP Program operates by designating priority parking within a geographic area for employers or employees, often at a discounted price. Designated parking areas for employees can be located at on-street curb spaces or in off-street facilities, with permit holders eligible to park in those spaces during a specific time period exempt from posted regulations. Ownership of a permit, however, does not guarantee the availability of a parking space. For this reason it is important not to sell permits far in excess of parking supply. Many conventional EPP programs do not prohibit non-employee parking, but allow the general public to park within the area, subject to posted parking restrictions. Figure 3 provides an example of parking permit signs.

Figure 3 Permit Parking Signs in Culver City (left) and Washington, D.C. (right)



Image source: Culver City, culvercity.org (left) and Ramon Estrada, <http://ramonestradaanc2b09.blogspot.com>, (right)

The ultimate intent of the program is to make parking more convenient and accessible for all users—residents, visitors, and commuters—by providing a designated and concentrated parking area for employees. EPP programs offer a convenient parking option, thereby reducing the need for an employee to “hunt” for a parking space, move their vehicle to avoid parking restrictions, or occupy “prime” on-street spaces intended for customers. A consistent parking option for employees also makes it easier for employers to attract and retain employees. By managing employee parking, EPP programs can ensure that high demand commercial and beachfront parking areas, like those in Balboa Village, are not overwhelmed by commuters.

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Strong employer support is a crucial component to any successful EPP program. Employers are needed to inform their employees about the program, facilitate participation, and ensure that the program guidelines are adhered to. Employers must also work with administrative staff to provide feedback and modify the program as needed. Moving forward, it is imperative that City staff build employer support by gathering their input and design the program to be user-friendly and supportive of local business needs.

EPP PEER REVIEW

Employee parking permit programs similar to the one proposed in Balboa Village have been implemented in numerous cities across the country, including in several California cities within the jurisdiction of the California Coastal Commission. Most of these cities offer permits that do not guarantee employees a parking space or provide exclusive access to spaces, but instead allow employees or employers to pay a monthly, quarterly, or annual fee that exempts employees from short-term parking time limits or hourly parking rates in spaces that are open to the general public. Maintaining coastal access for the public has been a key component in the design of each of the cities profiled in this section. Figure 4 provides a summary of eight employee parking permit programs.

Figure 4 Employee Parking Permit Programs in Other Cities

City	On-Street or Off-Street	Cost
Capitola, CA	Off-street lot	\$50 per year
Laguna Beach, CA	Both	\$300 per year
Santa Cruz, CA	Both	\$60 per quarter for on-street permit; \$31 to \$93 per quarter for off-street, depending on garage or lot.
Santa Monica, CA	Off-Street	\$155 per year
West Hollywood, CA	On-street	\$105 or \$120 per quarter, depending on zone
Mill Valley, CA	On-street	\$60 per year
Danville, CA	Both	\$25 or \$50 per year, depending on zone
Eugene, OR	Off-street garages and lots	\$20-57 per month, depending on location; 50% discount for rideshare and free for carpools

The following section includes more detailed profiles of four California cities that implemented employee parking permit programs. Three of these programs were implemented in areas that are within the jurisdiction of the California Coastal Commission, and therefore provide potential models for a similar program in Balboa Village. Each program allows employees to park for longer than other vehicles and for an annual fee, but none provide exclusive access or guaranteed parking spaces.

Laguna Beach, California

Laguna Beach is located along the California coastline, about 10 miles south of Newport Beach. Downtown Laguna Beach faces similar parking challenges to Balboa Village, with residents, visitors and employees competing for a limited number of parking spaces near the Main Beach Park.

In 1989, the City adopted a Downtown Specific Plan to address a range of planning issues, including recommendations for transportation, land use, and urban design. As part of the plan, the City created a permit program that allows residents and employees of the Downtown Specific Plan area to park at certain metered on-street spaces and paid off-street spaces for longer periods of time without paying the posted rates.

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Employee permits cost \$300 per year, and can be used at spaces in four locations, including at some on-street meters located on Cliff Drive (Figure 5), starting about 500 feet from the beach. Each of the four locations where the permits can be used has about 75-130 spaces. All of the spaces are metered and open to the public, but employees and residents with a permit can park for longer than the posted time limits. Employers apply for permits on behalf of their employees, and there is no limit on the number of permits a business can purchase. Permits must be displayed on the lower left bumper of the vehicle or the outside lower left corner of the rear window, and are checked manually by the police department.

Laguna Beach's Downtown Business Employee Parking Permit program helps to ensure that demand for employee parking is accommodated, while maintaining parking access to beach visitors in the parking spaces closest to the beach.

Figure 5 On-Street Parking Spaces Within an Employee Permit Parking Zone in Laguna Beach



Source: Google Streetview

Santa Monica, California

Santa Monica, in western Los Angeles County, has two employee parking permit programs similar to the other cities profiled. Employees of businesses located on Main Street, and employees of businesses that are tenants of the City of Santa Monica along the beach and Santa Monica pier, are eligible for permits that allow them to park at beachfront lots for longer than the posted time limits, for a flat annual fee of \$155. Both programs are within the California Coastal Commission jurisdiction zone.

Employees apply directly to the City for permits and must provide proof of employment. There is no limit on the number of permits an individual business' employees may receive, and permits are issued on a first come, first serve basis. However, the City imposes an overall cap on permits issued each year to maintain parking availability.

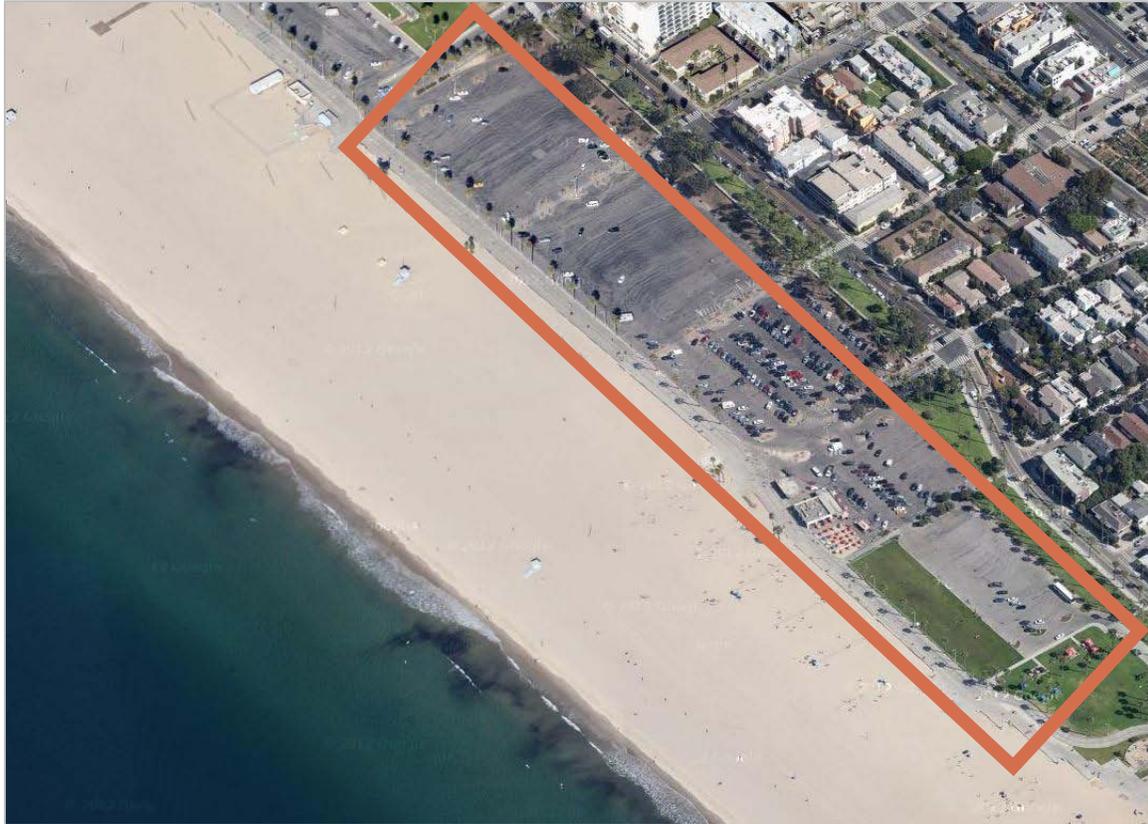
Main Street employees may park in two large lots immediately fronting the beach (one of which, Lot 4S, is shown in Figure 6), though they are prohibited from parking in the short-term, two-hour parking zones of the lots. The Main Street EPP program was started in October 2012, and so

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far only 10 permits have been issued. One challenge for the program is that parking meters on Main Street and nearby are not enforced past 6 PM, and many employees who arrive in the afternoon or evening find it cheaper and easier to feed the meter for part of their shift, and leave their vehicle at a metered space for the remainder of the evening once enforcement stops. This may be reducing the effectiveness of the program to keep on-street spaces available for customers.

Figure 6 Parking Lot 4S in Santa Monica



Source: Google Maps

The permit program for employees of businesses that are tenants of the City, called the Day Lot Parking Permit program, has been in place much longer. Unlike the Main Street program, the Day Lot program is heavily utilized, especially during peak summer months, and the City frequently sells out of the 400-500 permits it offers each month. For most of the year, the municipal pier lot spaces allotted for employees parking have adequate capacity to meet employee and visitor parking demand, though parking shortages occur during the peak visitor season, including summer weekends and holidays.

In both EPP programs, permits are displayed on the left rear bumper or hung from the rearview mirror, and are enforced by manual inspection.

An important factor in the Santa Monica program is that, in addition to the employee program, all California residents may purchase parking permits that allow unlimited daytime use of the City's beach lots and evening use of the City-owned pier lot. Newport Beach has a similar program in place, which may be an important factor in ensuring that the general public has similar beach access opportunities to employees, whether in its present form or in a revised form that is tailored to the City's parking management goals.

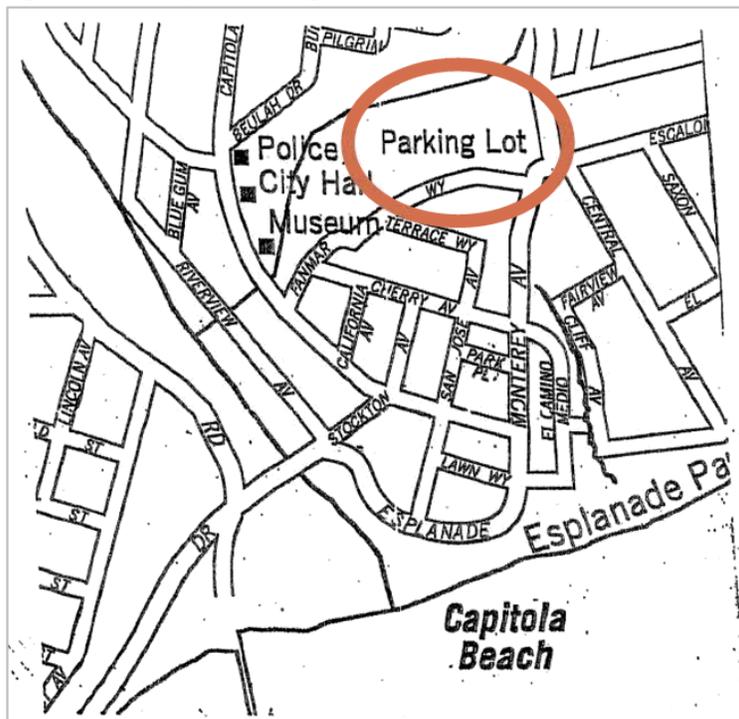
Capitola, California

Capitola is a coastal town about 70 miles south of San Francisco and 35 miles north of Monterey. Facing parking shortages in the dense village area near Capitola Beach, the City adopted the Capitola Village Parking Master Plan in 2001, which included several important recommendations for improving parking management downtown.

One of the plan's recommendations was to create an EPP program, allowing Capitola Village employees to pay an annual fee to park all day in the metered spaces in the Pacific Cove parking lot, about 1/4 mile from the beach (Figure 7). Eligible village businesses can apply for at least two employee parking permits, but not for more than 35% of their employees. Permits cost \$50 per year and must be displayed in the vehicle.

The EPP Program complements the City's existing residential parking program, which is only in effect during summer weekends and holidays, when peak parking demand occurs. A shuttle is provided when the residential parking permit program is in effect that transports visitors from a free remote parking lot to the Capitola Village area, ensuring visitor access to the beach at all times. Taken together, these programs have sufficiently protected public access to the coastline while also addressing employee parking demand.

Figure 7 Capitola Village Master Plan Area



Source: City of Capitola

Santa Cruz, California

Santa Cruz is located immediately to the west of Capitola, and has adopted similar policies to manage employee, visitor, and resident parking demand in its downtown area. The City's Downtown Parking District permit program allows residents and employees of the downtown to

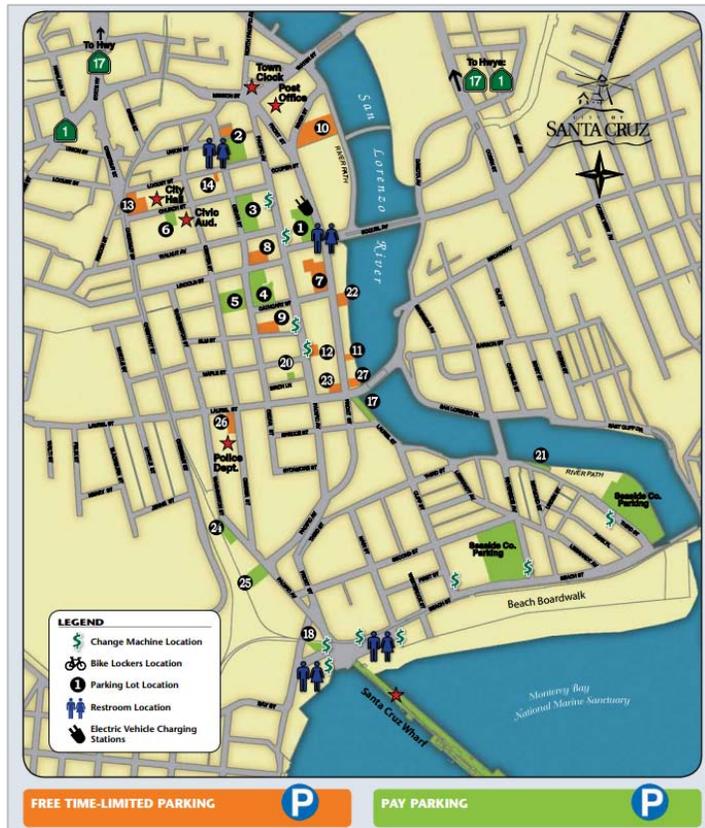
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park at certain parking meters downtown for a \$60 quarterly fee, or at one of several parking garages for fees varying from \$31 to \$93 per quarter, depending on the garage. On-street permits for employees are issued for specific block faces. Permits must be hung from the rearview mirror of the vehicle. In contrast to Capitola, which issues permits via employers, Santa Cruz allows employees to apply for permits directly and does not limit the number of permits issued per business. A map of parking facilities in downtown Santa Cruz is shown in Figure 8.

Figure 8 Downtown Santa Cruz Parking Map

Like the other cities profiled, employees do not have exclusive access to spaces in these locations. Santa Cruz also operates an extensive public transportation system, providing a viable alternative to driving for many visitors to the beach. To ensure that employee parking does not lead to parking shortages for visitors, commuter parking permits are only issued for blocks that have lower than 60% peak occupancy, and employers must petition to have blocks added to the program. Regardless of occupancy, no more than two commuter permits are issued per block. Consequently, no permits have been issued on blocks near the coastline, where occupancy is very high, and the program is not widely utilized in general.



Santa Cruz's employee parking program is not within California Coastal Commission jurisdiction as it does not overlap with the coastal zone, though parts of the city's residential parking permit program have been approved by the Commission. Nonetheless, Santa Cruz's approach to monitoring on-street occupancy where employee permits have been issued serves as a useful example to Newport Beach because it seeks to balance the demands of different user groups.

BALBOA VILLAGE EPP

Goals and Principles

In Newport Beach, the primary rationale for parking management is to make parking more convenient and accessible for residents, visitors, and employees. Parking management enables more efficient utilization of the existing parking supply, particularly on summer weekends when the supply in Balboa Village is oversubscribed. As demonstrated in the case studies, EPP programs complement these larger goals by accommodating employee parking demand, without compromising public access to the coastline or the access needs of other visitors and residents.

The goals of the Balboa Village EPP Program include:

1. Manage parking supplies with a focus on making the most efficient use of all public and private parking facilities before increasing supply.
2. Provide convenient, predictable, appropriately located, and easily accessible employee parking.
3. Address seasonal fluctuation in parking demand to provide adequate parking for employees, without impeding visitor and residential access.
4. Protect and maintain public access to the coastline.
5. Balance the management of parking to better serve local businesses, employees, and residents with the need to maintain public access as part of the Coastal Zone.
6. Embrace new parking technologies to maximize customer satisfaction, as well as foster enhanced parking data management, analysis, and monitoring.
7. Coordinate parking recommendations for employees with parking charge mechanisms, including vehicle license plate recognition, in other City-owned on-street and off-street parking facilities.

Based on our review of best practices, lessons learned from coastal communities with existing EPP programs, and stakeholder and City staff input, the Balboa Village EPP Program should adhere to the following key principles in order to successfully meet the goals articulated above. These principles include:

1. Be clear that the EPP Program is the best parking management option available to meet the aforementioned goals.
2. Do not issue more permits than can be accommodated in available spaces, given the various arrival and departure times of employees.
3. Prioritize parking for employees in designated areas, including offering discounted parking passes.
4. Do not waste excess parking supply: designated employee parking areas are non-exclusive.
5. Incorporate clear signage and user-friendly technology options so the program is easy to understand for motorists and simple to enforce for staff.
6. Designate employee parking areas that are price-competitive with (or more attractive than) customer spaces to help ease user conflicts at prime “front-door” spaces.
7. Use permit revenues to cover expenses and any surplus revenues to fund improvements to the Balboa Village parking program.

Implementing the EPP program in adherence with these goals and principles encourages the efficient use of existing parking facilities and improves parking conditions for employees, without adversely impacting visitor or resident access.

Proposed Program Guidelines

Program Boundaries

The first step in implementing an EPP Program is to establish its boundaries and parameters. To address the significant difference between parking availability during the off-peak season, when hundreds of spaces are regularly available, and summer weekends, when few spaces are available, this memorandum identifies a two-pronged approach to designating employee parking: off-peak period and peak period program boundaries.

Off-peak period

During the off-peak period (weekdays and non-summer weekends), Balboa Village has more than enough parking supply to meet current and anticipated future demand. Even during the summer months, total weekday parking utilization rates do not exceed 67%, meaning that at any given time, 540 spaces *or more* are available in Balboa Village.²

During these off-peak periods, designated employee parking spaces should be made available in the Balboa Pier Lot, as recommended in the BVPMP. Given the potential to incorporate License Plate Recognition (LPR) technology to enforce the program (see Enforcement section below for more detail), employees would be eligible to park in any Pier Lot space. Located in the commercial core of Balboa Village, the Pier Lot provides consistent, convenient, and easily-accessible parking for employees. Employee parking in the Pier Lot supports the ability of employees to easily get to work, while at the same time encourages parking turnover at these popular spaces and preserves popular on-street parking for customer and visitor access.

Peak period

During the peak period³, the Pier Lot (as well as much of the Balboa Village area) is heavily utilized by beachgoers and other visitors. Designating priority parking for employees in the Pier Lot may discourage visitors, hinder coastal access, and reduce City meter revenues. Therefore, from Memorial Day weekend to Labor Day weekend, designated employee parking should be accommodated not in the Pier Lot, but in available on-street parking on the periphery of Balboa Village.

It is recommended that on-street spaces in the median of Balboa Boulevard, outside of the commercial core of Balboa Village, be prioritized for employee parking. The segment of Balboa Boulevard from Medina Way to 8th Avenue has curbside parallel parking on both the perimeter of the street and in the median. Designating the median spaces on this underutilized stretch for employee parking permit spaces could operationalize 104 spaces for employees⁴, without frustrating customer, visitor, or residential access to the area. These median spaces are within a

² Parking occupancy and turnover data for the off-peak season will be available in Spring 2013.

³ Defined for this study as Memorial Day weekend to Labor Day weekend.

⁴ While an inventory of existing employee parking demand is not yet available, the BVPMP assumed approximately 100 employees may park in the Balboa Village area at any given time.

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five to ten minute walk of the Balboa Village center and convenient for employees, yet not “prime,” front-door spaces. While summer occupancy data is not yet available, observations indicate that Balboa Boulevard median spaces are currently underutilized, even during the peak days, and are thus represent very good candidates for an EPP zone. Shifting employee parking away from the Village center would relieve some of the parking demand off of existing parking facilities in Balboa Village on summer weekends and facilitate coastline access.

Eligibility

All employees and employers of Balboa Village should be eligible for one EPP per employee. As in Laguna Beach, it is recommended that employers apply for permits on behalf of their employees. As part of the application, employers would supply proof of employment, along with a copy of photo identification and vehicle registration information for each employee (information employers may already collect).

Outreach and Education

Prior to full implementation of the program, it is recommended that the City conduct outreach and education activities to residents, local businesses, employers, and employees to inform them of the program goals, guidelines, and how to participate. Employer and employee support is key to the success of the program.

Outreach activities could include community meetings, press releases, flyers and/or brochures (multilingual), and program information posted online. Ongoing outreach post-implementation should also be utilized to solicit program feedback and troubleshoot any issues that arise.

Number of Permits Issued

A maximum of one permit per employee should be issued. The ongoing data collection efforts for this study will be utilized to collect and analyze parking turnover and utilization data to identify current employee parking demand. In the meantime, for the purposes of this memo, it is estimated that approximately 100 EPPs will be issued.

Given that employees arrive and depart at various times, however, issuing more permits than spaces will ensure efficient use of parking supply. As a general principle for the program, however, the number of permits sold should be restricted to a certain degree to ensure that demand for spaces does not overwhelm supply. The exact number of permits to be issued each year, and their pricing, will likely need to be adjusted based on observed parking behavior and demand.

Pricing

The price of permits should be set to align with the cost of permits in peer cities, where annual permit prices are \$50 (Capitola), \$155 (Santa Monica), \$240 (Santa Cruz) and \$300 (Laguna Beach). In order to meet the City’s goals of financial and environmental sustainability and to encourage carpooling and alternatives to driving alone, the City should consider establishing a graduated rate for parking permits.

For Balboa Village’s EPP, it is recommended that the base rate for the first half of an applicant’s year-round employees would be \$50 per annual permit and the cost of remaining permits would be \$100 each. For example, an employer with 20 year-round employees could purchase 10 annual EPPs for \$50 each, and each additional annual permit would cost the employer \$100. This pricing

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structure will incentivize employers to only purchase as many permits as they definitively need and encourage carpooling or other travel modes among employees. If employers choose not to subsidize employee parking, these costs would be passed on to employees.

For businesses that have “seasonal” employees it is recommended that a seasonal permit (valid for four months from purchase) would be available for purchase for \$25. With the use of LPR technology this type of permit could be easily integrated into the permit program and effectively enforced through a central database of permits linked to individual license plates.

Hours of Operation

Employee parking permits should be valid in designated EPP zones at any time, allowing permit holders to circumvent posted parking fees and time restrictions. Permit holders would be eligible to park at designated metered on-street spaces and paid off-street spaces for longer periods of time without paying the posted rates, except between 3 AM and 5 AM. The early morning exemption is intended to discourage overnight parking as employee parking permits should not be used to store vehicles for extended periods of time in Balboa Village.

On summer weekends, designated employee parking would shift from the Pier Lot to Balboa Boulevard. During this time, it is recommended that routine street sweeping occur between 3 AM and 5 AM to avoid conflicts with employee parking and to maximize parking availability and revenues during busy daytime hours – street sweeping currently occurs on Balboa Boulevard on Tuesday mornings from 8:30 AM until 12:30 PM.

Enforcement

The EPP Program would be enforced by the City of Newport Beach Parking Control, in accordance with current practice. Vehicles without a permit that are parked in EPP designated zones would be subject to posted parking fees, restrictions, and enforcement regulations.

As mentioned above, the City of Newport Beach is considering transitioning to LPR technology for its parking enforcement. As the City transitions to the new technology, the EPP Program should be integrated for seamless parking enforcement of both the EPP program alongside existing on-street and off-street parking enforcement.

LPR parking enforcement systems replace the standard tire chalking and ticket citation process and visual permit inspection. Through a combination of license plate recognition, image capture, and Global Positioning System (GPS) technology, the software records vehicle location, time/date, and license plate number. In traditional parking enforcement applications, 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.

LPR technology offers the potential to reduce staff and labor costs, resulting in long-term savings. Over the last five years LPR has become more and more prevalent in the industry, largely due to increased efficiency of parking enforcement and the generation of additional parking revenues. While the initial capital costs of an LPR system are high (between \$45,000 and \$70,000), many cities report that the increase in parking citation revenue can cover these expenses. For example, the City of Tampa, Florida, estimates that their LPR system results in the collection of an

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additional \$20,000 of citation revenue per year.⁵ Indeed, critical to any successful employee parking system is the ability to enforce the program.

LPR technology should be programmed to enforce EPP regulations, accessing a database of employee parking permitted license plate numbers before issuing a citation. In addition, LPR should be used to track employee parking demand and general occupancy trends in EPP designated areas, allowing the City to modify the EPP Program's parameters in order to maintain adequate visitor access and employee parking, over time.

Parking Violations

In order to ensure compliance, vehicles parked in EPP zones without a permit or in violation of posted restrictions, should be issued a citation, following current enforcement protocols. The parking citation fee in EPP areas should align with the current expired meter violation fee.

Program Administration

Planning staff should continue to oversee all parking permit program administrative and monitoring duties. Planning staff currently manage the City's three parking permit programs: the annual parking permit program, the master parking permit program and the overnight parking permit program. Distributing employee permits should be handled in the same manner as the distribution of existing permits, either on-line or in person at the Cashier's Office located in City Hall.

Assuming a full LPR system, permits will be electronically synced to employee vehicle license plates, but proof of permit should be distributed to employees electronically or via paper receipt. Administering all parking permit programs within the same department will help ensure that the EPP program is coordinated with other parking and planning initiatives and should not entail significant additional cost or effort.

Program Monitoring

It is recommended that Balboa Village conduct ongoing program monitoring post-implementation to ensure that it is achieving the desired results. Planning staff, led by a Parking Manager, should monitor the issuance of permits and analyze LPR data to determine the utilization patterns of employee parking. Monitoring the EPP program over time will help the City respond to employee parking issues, expand or contract the program, or modify key program elements, such as the permit pricing structure or number of permits issued.

Program Expenses and Revenues

The program revenue should cover a portion of administrative expenses. Should the program generate net revenue, the City should either reduce permit prices or use revenue to fund amenities such as new parking technology, streetscape improvements and/or pedestrian amenities, including wayfinding signage, public art, or street furniture.

The EPP Program is expected to generate \$8,750 in annual revenue, assuming 100 "full-time" and 50 "seasonal" EPPs are sold at the tiered pricing structure recommended above. The program is not expected to generate significant additional revenue from parking violations. Parking meter

⁵ City of Seattle Parking Management Study: <http://www.ci.seattle.wa.us/transportation/pdf/SeattleParkingStudyFinalReport.pdf>

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revenue will likely be minimally affected as parking within the proposed EPP boundaries is currently underutilized, although greater revenues may be achieved by shifting the street sweeping schedule.

The costs of implementing the recommended parking program—off-peak period employee parking in the Pier Lot and peak-period employee parking in the Balboa Boulevard median between Medina Way and 8th Avenue—should be relatively small. Signage should be posted at both locations identifying the permit area and restrictions. Under the recommended EPP program, spaces will not need to be specifically striped or designated as employee parking spaces. With the LRP system, enforcement of employee parking should be no different from routine on- and off-street parking enforcement, and thus entail no additional operating cost.

Special Issues

The Parking Manager and City staff should also be prepared to modify the program for special issues that warrant additional consideration and, potentially, exemptions from parking regulations. For example, certain institutions have unique parking needs, such as schools and churches. Many communities grant special parking privileges to such institutions, including permitted double parking during certain hours.

The first step in addressing such issues is for the Parking Manager to meet with institutional and neighborhood stakeholders to document the extent of the parking problem. The Parking Manager, in tandem with City staff, can then devise a context-sensitive solution that responds to both the needs of the institution in question and the surrounding neighborhood.⁶

⁶ It should be noted that disabled employees are not considered in this section as California State law currently allows motorists with disabled placards to park at any meter, without time limit. If this regulation should change, the Parking Manager should address this issue as needed.