



Parking Management Plan

Township of Montclair, New Jersey

June 2016

DRAFT



Kimley»Horn

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Overview



This Parking Management Plan (PMP) represents the final set of recommended parking management strategies, as developed during a comprehensive, township parking study, which was completed over the course of one year and completed in June 2016. Several reports and technical memoranda, completed during the study, document the background existing conditions, stakeholder feedback, future demand analysis, and identification innovative and “best practice” strategies that culminated in this PMP. These memoranda, identified in the list below, are available as appendices to the PMP.

- Background Conditions Report
- Supply and Demand Conditions Report
- Projected Conditions Technical Memorandum
- Parking Management Strategies Report
- Organizational and Operational Strategies Technical Memorandum

REPORT ORGANIZATION



The Parking Management Plan (PMP) is organized into the following five focus areas.

- Commercial Parking Management – Managing supply/demand conditions to maintain viable, multimodal options for accessing Montclair’s commercial centers
- Station Parking Management – Managing supply/demand conditions at Montclair’s six NJ Transit rail stations to maintain viable, multimodal options for accessing Montclair’s transit resources
- Residential Curbside Management – Managing supply and utilization conditions along neighborhood streets, to maintain an optimal balance between prioritizing residential access and maintaining a public parking resource
- Supply/Capacity Expansion – Creating new public/shared parking supplies, and expanding the capacities of existing public/shared parking supplies, particularly in the context of accommodating desired forms and levels of land use development
- Mobility-Improvement/Demand-Reduction – Improving mobility options independent of driving is the most effective and sustainable means of reducing parking demand, and reducing parking demand is likewise one of the most effective means of improving non-driving mobility conditions. The PMP, therefore concludes with options for broadly enhancing this synergistic relationship across the township.
- Montclair Parking Utility – Exploring organizational and operational improvement opportunities.

The strategies outlined in each section are organized into Transformative Change and Supportive strategies, as defined below, to reflect their respective role, level of priority, and potential impact.

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- **Transformative-Change Strategies** – These strategies offer potential to significantly alter the overall approach to parking management and the parking experience in Montclair. As such, they offer the best chance of noticeable, substantial improvement in addressing current challenges and opportunities.
- **Supportive Strategies** – These strategies are largely designed to expand upon and complement the Transformative-Change strategies, often by specifying the details of how those strategies should be applied.



COMMERCIAL PARKING

Commercial Parking Management

PRIMARY OBJECTIVE:

Maintain Consistent Curbside Availability

Drivers looking for short-term parking in commercial areas tend to strongly prefer curbside parking options, and will consistently reject available alternatives if on-street availability is lacking. Such off-street or side-street alternatives can be made more appealing if they offer an offsetting benefit such as reduced cost, longer time limits, or shade/shelter. But, these options should be provided as a complement to on-street options, not as a “fallback” for when on-street parking is full.

TRANSFORMATIVE CHANGE STRATEGIES

Formalize a Performance-Focused Pricing Policy

An expanding number of cities has begun to set and adjust parking rates, particularly for short-term parking, based on observed demand levels and patterns. The idea behind this approach is that drivers will respond to higher and lower parking costs by altering where they seek to park. Even modest rate changes can generate sufficient parking-pattern diversions to bring demand and supply into optimal balance, even in very high-demand areas, and at high-demand times. Thus, by strategically setting parking rates to equalize demand across all existing short-term resources, monitoring parking utilization patterns as they respond to rates, and, finally, adjusting rates until those patterns approximate the desired availability targets, pricing can be remarkably effective in maintaining availability and choice.

Achieving optimal availability conditions can bring about several parking-management objectives, primarily:

- Improved customer service, as more parking options are more consistently available, more of the time;
- This is particularly important for ADA-parking customers, who will be less dependent upon designated spaces as curbside parking becomes more generally available;
- Reduced traffic and emissions, as finding a space no longer requires driving around;
- Simplified management, as pricing is refined to the point where few other regulations/restrictions are required to achieve desirable conditions; and
- Rationalized revenue streams, as parking revenues increase as demand goes up, providing resources to invest in management and/or supply strategies to maintain availability.

A performance-focused pricing approach can take many forms, but its central components consist of the following:

- Establishing availability as the primary performance measure for short-term parking management.
 - If spaces are consistently available, you can worry less about measures like parking duration and turnover.

- Setting hourly parking rates based directly on demonstrated, geographic and temporal patterns of demand.
 - Rates are highest where and when demand is highest, and lowest where and when demand is lowest.
- Adjusting rates periodically to influence these demand patterns in pursuit of a specified curb-availability target (typically around 15%) on each block, at all times.
 - Applying this approach consistently in both directions; raising rates where applicable, as well as lowering them where demand is not where it should be. Changing rates in either direction should not occur too often or by too great of a change each time.
 - Examine and alter rates no more than quarterly to allow people to become familiar with the options and change behavior.
- Investing meter revenue in local improvements, including off-street parking, walking, bicycling, transit, streetscape, and sidewalk improvements.
 - This can reinforce the message that the primary purpose of parking rates is to manage demand and keep spaces available, not to fill budget holes.

Consistent parking availability, and the benefits arising from it, are the central objectives of this approach, and will prove elusive if pricing is not truly responsive to parking behavior. This can be politically challenging if rates continue to rise. Communicating the benefits of this approach, and sticking to it until meaningful improvements in availability are evident, will be critical to success.

Create Tiered Hourly Rates to Redistribute Demand

Creating a tiered-rate system can help spread short-term utilization more evenly among all parking options, making it easier to find parking in areas currently congested by demand patterns. The MPU already employs this technique to some degree by pricing hourly parking in off-street lots at a discounted rate compared to on-street meters. Building upon this, creating a “premium” rate in high-demand, on-street locations would help incentivize more use of side streets and under-utilized blocks of parking.

Such a tiered-rate structure should look something like the following:

- Off-street hourly rate: \$0.75¹
- Base on-street hourly rate: \$1.00
- Premium on-street hourly rate: \$1.25 or \$1.50

The Premium rate should be applied to locations with particularly high demand, starting with prime blocks within Upper Montclair and Montclair Center as follows.

- Valley Road and Bellevue Avenue meters in Upper Montclair
- Bloomfield Avenue, between Gates Avenue and Valley Road
- Glenridge Avenue, between Willow Street and Bloomfield Avenue
- Church Street, between Bloomfield Avenue and Valley Road
- The Crescent
- Park Street, between The Crescent and Portland Place
- Fullerton Avenue, between The Crescent and Munn Street

¹ This rate could also be applied to on-street parking, in limited areas of moderate to low demand.

- Seymour Street
- Willow Street, between Bloomfield Avenue and Glenridge Avenue
- Lackawanna Plaza
- Greenwood Avenue, between Lackawanna Plaza and Glenridge Avenue

Adjust Rates to Attain/Maintain Target Performance

Ideal utilization levels for on-street parking leave one or two spaces open on each block — just enough so that the empty spaces are apparent to drivers seeking a space. This equates roughly to 85% utilization on most blocks. If the proposed tiered-rate system fails to consistently keep utilization at or below this approximate level, rates should be adjusted, while maintaining high-, low-, and medium-rate parking options.

Regular, formalized monitoring of utilization patterns will be essential for maintaining the effectiveness of pricing, so as to avoid making rate changes based on anecdotal evidence or popular complaint. It will also be important to not change rates too often, to allow the driving public to adjust to the change. *Monthly, sample surveys of key blocks, at key times, and annual rate changes are recommended.*

Re-Align Meter Schedules with Demand Peaks

On-street meters are currently enforced from 8AM to 7PM. However, demand in Upper Montclair and Montclair Center is beginning to gravitate toward evening-based activity, such as dining, entertainment, and social gatherings. This is fast becoming commonplace in thriving commercial centers, as an increase in online retail sales has met with an increasing interest in walkable urban environments as places to gather face to face. The “errand running” activity upon which commercial centers long thrived, is gradually being eclipsed by a “destination-based” economy, focused less on shopping than on spending time in walkable districts offering multiple destinations and diversions.

As such, parking demand patterns have shifted away from a “workday” schedule, toward a midday to evening/nighttime schedule. Under a performance-based pricing management approach, the schedule for enforcing meter payments should be adjusted likewise. Shifting the meter schedule forward, to run from late morning to 9PM or later, would provide several important improvements to the quality of parking in commercial areas like Montclair Center and Upper Montclair, not limited to the following:

1. Provide a significant period of free on-street parking in the mornings, encouraging the most cost-sensitive parkers, and those with flexible schedules, to adjust their trips away from demand peaks. This would likely be of the most benefit to the more traditional retail establishments in these areas.
2. Maintain more consistent on-street availability during evenings, when visitors tend to most strongly prioritize convenience over cost in their parking preferences, by encouraging more price-sensitive visitors to use non-driving options, and reducing the viability of these spaces for long-term parking by evening-shift employees.
3. Reduce evening-visitor frustration currently created by an expectation of free on-street parking that is too often thwarted by a lack of available parking, and the resulting consequence of having to pay for off-street parking.

Minimize Use of 1-Hour Time Limits

As commercial centers continue to evolve into destination districts, limiting parking to one hour will increasingly be too restrictive to accommodate visitor parking needs and preferences. Particularly in afternoons and evenings, and during weekends, more and more visitors will be seeking parking to accommodate multiple hours of visiting local shops, restaurants, services, etc. without fear of a time limit violation, or having to move their cars. Transitioning toward performance-based pricing, which seeks consistent availability, should allow the MPU to provide at least two hours of parking in most curbside locations.

Consider a Parking Benefit District Approach

A Parking Benefit District (PBD) approach can help generate stakeholder support for performance-focused pricing. Under a PBD approach, parking revenue that exceeds the cost of maintaining the parking system is dedicated to improving local sidewalks, streetscapes, shuttle bus service, bike parking, traffic calming efforts, etc. So, revenue generated by higher rates in Upper Montclair, would be used to fund improvements to street trees, street furniture, street crossings, bike lanes, etc. Typically, area merchants would identify which improvements to prioritize, and work with the PBD manager on funding strategies.

When this approach is formalized, and shown to be effective, it can help reduce resistance when future rate increases become necessary to maintain curbside availability. Merchants, in particular, are much more likely to be supportive when they can share in the revenue benefits, in terms of improved physical surroundings, especially if they have a say in what improvements are made.

Promote Public Parking via On-Site Signage

To address this, the Township and the MPU should make these options more widely known and understood. This should include identifying the presence of public parking at lot entrances, and changing lot-interior signs, which mark spaces as Permit Parking Only, to reflect the 10AM transition to hourly parking.

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Figure 1 Signage Emphasizes Park-and-Ride, Obscures Public Parking Opportunities



Figure 2 Neither Sign Notes That Permit Parking Becomes Public After 10AM



SUPPORTIVE STRATEGIES

Increase the Base On-Street Hourly Rate to \$1/Hour

Current availability constraints can be addressed most effectively and directly by increasing the base, hourly rate. A review of current rates among peer NJ cities found that most peer cities that actively use pricing to manage on-street availability charge at least a \$1/hour rate. This is the rate for all on-street parking in Hoboken.² The standard rate in Princeton is \$1.25, with some discounted rates provided in some areas.³ New Brunswick uses a base rate of \$1.50, and charges a progressive rate for longer stay in many areas, as follows:

- 1-2 hours: \$1.50/hr
- Third hour: \$2.00
- Fourth hour: \$3.00
- Fifth hour: \$4.00
- Sixth hour: \$5.00
- Seventh hour: \$6.00
- Eighth hour: \$7.00

While parking rates should be set based on demonstrated demand, and not maintaining parity with other cities, this comparison shows that the recommended base rate would not be regionally anomalous.

Consider Progressive Parking Rates to Ease Time Limits

Using progressive rates can generate greater turnover and availability, while providing more time limit flexibility. Charging an escalating rate for longer stays — the 2nd hour costs more than the 1st, the 3rd costs even more, etc. — can incentivize shorter curbside parking occupancies, encourage use of off-street options for longer stays, without restricting parking to one or two hours. A time limit may still be warranted to prevent commuters who can afford to from using these spaces, meant to support local businesses, all day.

Consider a Discount for Montclair Residents

Many residents have expressed a desire for a discount on metered parking. This can be incorporated into a performance-based pricing approach. Although, by encouraging more parking among local residents, it might necessitate charging even higher rates for non-residents in order to maintain availability. In Miami Beach, residents pay \$1/hour, while non-residents pay \$1.75/hour. Such an approach can be justified, as local residents pay taxes that maintain the streets on which they are parking. Discounted parking for local residents can also help encourage residents to shop locally more often, reducing congestion and supporting a sustainable local economy.

² [HTTP://WWW.HOBOKENNJ.ORG/DEPARTMENTS/TRANSPORTATION-PARKING/PARKING-METERS/](http://www.hobokennj.org/departments/transportation-parking/parking-meters/)

³ [HTTP://WWW.PRINCETONNJ.GOV/PARKING.HTML](http://www.princetonnj.gov/parking.html)

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To be effectively implemented, such a discount would require a conversion to “pay by plate” metering.

Create District Parking Maps

These maps should emphasize the location of MPU facilities, and regulatory information about when public parking is available, at what rates. To promote cycling and transit access, the map should identify bike routes and the locations of bike parking facilities, as well as area transit/shuttle stops and walking distance from NJ Transit stations. Maps should be disseminated in print, web, and smart phone app forms.

Figure 3 Downtown Parking Map for Chapel Hill, NC



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IMAGE SOURCE: TOWN OF CHAPEL HILL

Figure 4 Downtown Bike Parking Map



IMAGE SOURCE: BICYCLE TRANSPORTATION ALLIANCE, PORTLAND

These maps should be part of a robust communications plan to further expand awareness of these parking options, including their location and cost/time-limit advantages compared to curbside parking.

Incorporate Into a Comprehensive Communications Plan

A strategic communications plan can help drivers identify their “right fit” parking options before leaving home, help them find those options upon arriving in a commercial center, and help them confirm the price, time limit, and hours of enforcement they were expecting. This can help reduce search traffic created when drivers, upon arriving near their destination, continue to drive in search of information on their parking options. This can also make performance-focused pricing more effective by giving drivers cost information so they can drive directly to where they prefer to park.

A four-fold Communications Plan is recommended to make the best use of existing options, and allow drivers to quickly and easily find their best parking options.

1. Distributed information - via websites and printed materials that are sufficient for drivers to understand their options and select their preferred locations before leaving home, based on:
 - Rates;
 - Time limits; and
 - Schedule of enforcement.

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2. **Branding** - to mark MPU parking facilities that offer significant public parking capacities, and promote these options as low-cost options particularly suited to longer parking stays.
3. **Wayfinding** - in the form of visual cues and information to drivers, upon arrival.
 - The first objective of wayfinding should be to reinforce distributed information and branding towards directing drivers to the parking they expected to find and use.
 - Wayfinding can also provide visual information and cues to guide drivers toward “right fit” options, even if they are not familiar with the MPU and did not decide where to park before arriving.
 - Wayfinding should also build upon the Park-Once benefits available to customers/visitors using MPU parking options, by highlighting walkable proximity to popular destinations.
4. **Signage** - to complement wayfinding with discrete and essential bits of information, and to confirm the rates, time limits, and enforcement hours of spaces found by drivers.

Figure 5 Branding Helps Visitors Find Municipal Parking Facilities in Ann Arbor, MI and Roanoke, VA



IMAGE SOURCES: ANN ARBOR CHRONICLE, PARK ROANOKE

Figure 6 Wayfinding Should Accommodate Visitors' Need for Clear Information





STATION PARKING

Station Parking Management

PRIMARY OBJECTIVE:

Expand & Maintain Available Commuter Options

Few transportation resources are as highly valued among suburban residents in the NYC region as a parking permit for a nearby commuter rail station. At the same time, few regional communities can match the demonstrated willingness to forego parking in favor of walking, cycling, or riding a jitney to the station. Bike racks are regularly filled, and residents with a short, safe walk to stations appear eager to rely on this option, and skip the parking lot. Nonetheless, procuring a parking permit to any of Montclair's stations requires an extended stay on a wait list. Developing a management approach that seeks to avoid wait lists, through a combination of demand-based rate-setting and non-driving mobility improvements, is recommended to ensure that all station access options remain available within the township.

TRANSFORMATIVE CHANGE STRATEGIES

Price Permits to Manage Demand

All Montclair station permits are priced at the same rate. But, there is a broad, observable pattern of higher demand for stations toward the southern end of the township, and demand tapering off toward the northernmost stations. Creating some variability in permit rates between these locations may help equalize demand and wait lists among all parking options.

Adjust Permit Rates to Reduce Wait Lists

The full measure of demand for station-area parking is obscured by the fact that there is a wait list for permits at all six Montclair stations. So, even though Mountain Avenue and Upper Montclair station lots are underutilized, this can be addressed by simply selling more permits. For the remaining stations, the only effective, short-term option for reducing wait lists is to increase the permit rate, according to utilization measures, and the length of permit wait lists.

Vary Permit Rates to Redistribute Demand

A tiered rate structure for commuter permits at Montclair's station parking facilities would help redistribute demand, relieving pressure on high-demand facilities while making better use of those with excess capacity. This follows the same performance-focused pricing approach recommended for curbside parking, by establishing supply and demand conditions as the basis for permit rates.

Charge a Premium at Bay Street

While adjusting rates, the MPU should establish a premium permit rate for Bay Street to reflect the fact that this is the only station offering transit service seven-days/week.

Suggested rate adjustments:

- Bay Street Permit – Increase by 40% to \$420.

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- Walnut Street Permit – Increase by 20% to \$360.
- Watchung Plaza and Upper Montclair – Increase by 10% to \$330.
- Mountain Avenue and Montclair Heights – Leave unchanged, but increase the oversell rate to reduce their wait lists.

Under a Parking Benefit District approach, the revenue from the recommended rate increases could be dedicated toward a local shuttle service, or perhaps a pilot to subsidize Uber and Lyft rides to and from premium-rate stations station.

SUPPORTIVE STRATEGIES

Sell More Permits at Mountain Ave & Montclair Hts

Significant excess capacity was noted during midday, weekday occupancy surveys of the lots at Montclair's two northernmost stations. Measures of demand/supply and availability at these peak-demand times should be used to determine and adjust oversell rates at all station-serving parking facilities. Permit spaces were also underutilized in Upper Montclair, but the benefit of selling more permits here would have to be weighed against the benefits of encouraging more hourly and/or local employee parking in local lots.

Where Possible Provide a Resident Discount

Offering residents a discount on station area permits is a common practice that recognizes the tax contribution that residents make toward the maintenance and management of these facilities. The Township of Bloomfield, for example charges its residents the same rate charged by the MPU, but charges non-residents \$420 per six months (40% more than the resident rate). It is a practice that is, however, prohibited on lots owned by NJ Transit (a state agency).



RESIDENTIAL CURBSIDE PARKING



Residential Curbside Parking

PRIMARY OBJECTIVE:

Prioritize Resident Needs without Constraining Public Access

Several issues with curbside regulations in residential areas of the township can most effectively be addressed via a formalized, strategic, and context-responsive Resident Permit Parking (RPP) program. While prioritizing residents, as necessary, to maintain consistent resident parking access, Township policy must reinforce the understanding that all streets, including neighborhood streets, are public resources.

TRANSFORMATIVE CHANGE STRATEGIES

Develop a Formal Resident Permit Parking Program

Many of the most pressing parking issues affecting Montclair residents in their neighborhoods can be addressed with a formal RPP program. The most-often-cited among these issues are listed below.

- Residents lack normative access to permits that would allow them to overstay time limits on their streets, even though these time limits were originally established primarily to protect residential parking from commuter demand.
- The township's overnight parking ban further reduce residents' ability to rely upon curbside parking for personal vehicles, which is particularly problematic for residents lacking parking options on their property, and creates more pressure to provide on-site parking at new residential developments.
- Simply limiting parking to two hours, without a permit program for local residents or employees to stay longer diminishes the value that these spaces could provide to local residents and employees, and results in blocks of empty spaces most of the time.

Define Districts/Eligibility

The Unified Plan identifies two contextual classification systems that can be used to define RPP districts and residence eligibility: 1) Zoning Districts and, 2) a Street Classification system. The following approach is recommended for this:

- Define RPP zones along voting-district boundaries within each Ward.
- Make all streets designated as either a Neighborhood Thoroughfare or a Residential Street eligible for RPP regulation, except those located within Transit Core, Township Center, or Village zoning districts.
 - All otherwise-designated streets, in any zoning district, would be ineligible for RPP.

Establish Regulations Based on Known Issues

Establish RPP regulations in the following areas of the township:

- Where restrictions have already been established to mitigate against "spillover" parking demand from transit stations or other parking generators.

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- Where limited access to off-street parking is known to be an issue for residents.

Also consider establishing RPP along any eligible streets marked in dark orange in the maps below, which identify block found to be at least 75% full at peak demand times.

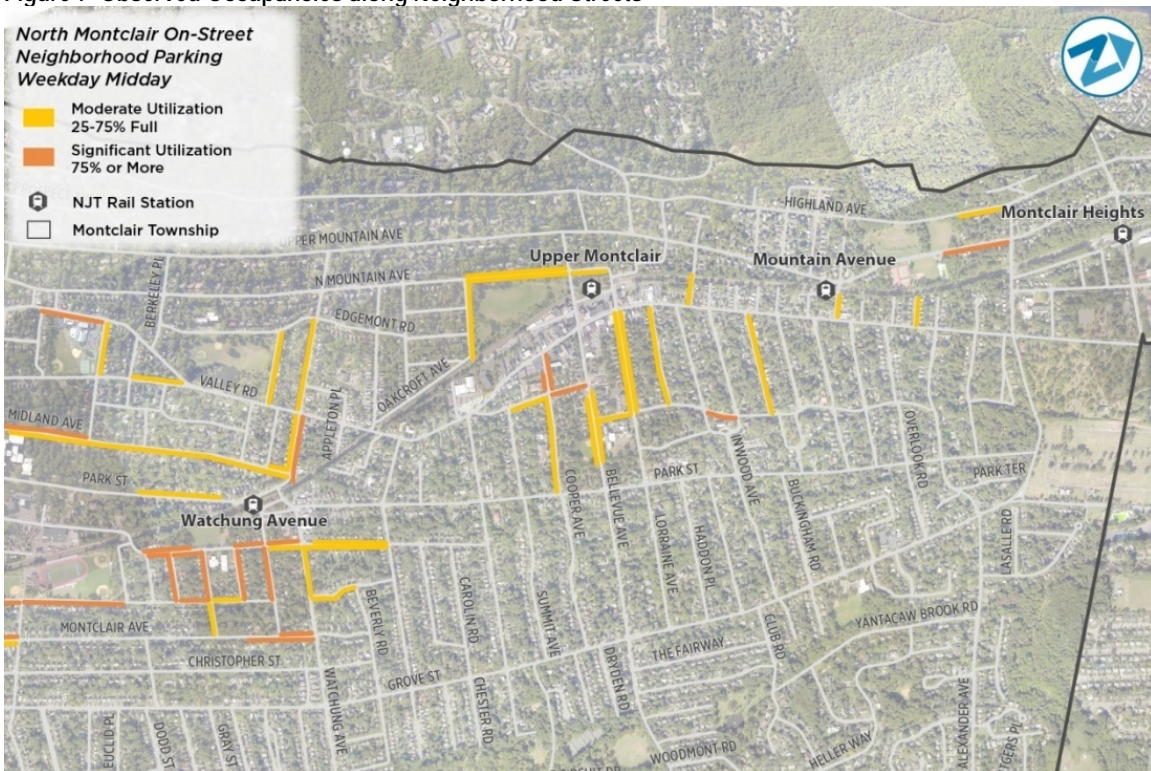
Figure 7 Observed Occupancies along Neighborhood Streets



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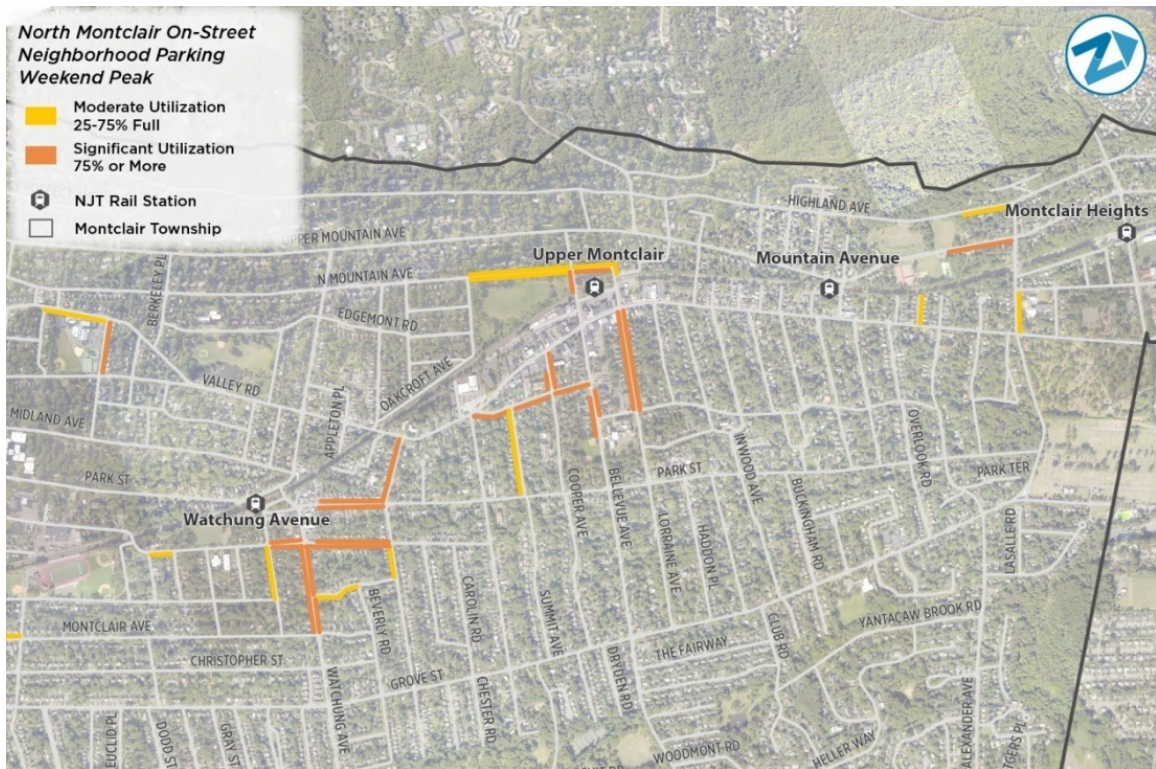


Figure 7 Observed Occupancies along Neighborhood Streets



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SUPPORTIVE STRATEGIES

Allow Residents to Petition to Add RPP

Typically, municipalities require residents to petition for RPP regulations to be added to neighborhood streets. In most cases, the petition needs to document support from more than 50% of registered households within the applicable RPP zone.

Right-Fit Restrictions

Within each established RPP district, the following RPP regulation options should be applied, according to the demand/supply context of each street.

- Where two-hour restrictions on parking are already established, this can remain the limit for non-permit-holders.
 - Where there is an opportunity to accommodate more local-employee parking demand, time limits of four hours may be appropriate.
 - Where commercial spillover may be overwhelming, one-hour limits may be appropriate.
- Daily and weekly schedules of enforcement should follow demand patterns.
 - In areas like those bordering Montclair State University, for example, restrictions may need to be in effect seven-days/week, and may need to cover evenings if events are common at these times.
 - Evening hours will be important in all areas where spillover demand from restaurant and evening-retail activity will be significant.
 - In most station areas, by contrast, RPP restrictions may need only cover the mornings through early afternoon hours.

- Allow residents to determine, based on majority favor, whether to allow overnight parking with an RPP permit.
 - Some areas only need relief from spillover during daytime periods, and prefer their curbsides to be minimally utilized overnight.
 - In other areas, residents would prefer to be able to park overnight with a permit.

The Township should work with the residents of each RPP district to arrive at the most appropriate particulars, with the understanding that regulations/restrictions will seek to accommodate other users to the extent possible, as long as reasonable availability remains for resident parking needs. RPP is not about granting residents exclusive control of their curbsides, but providing them with a reasonable, reliable level of access to parking on neighborhood streets.

Accommodate Occasional Overnight/Visitor Parking Needs

There are several viable strategies for accommodating occasional overnight and visitor parking needs in any area of the Township. This will be especially important for addressing these needs outside of RPP zones, but quite useful for those living within RPP zones as well. A fairly straight-forward option is described below:

- Provide each Township household with a hang tag consisting of a “scratch off” calendar;
- Allow six dates to be scratched off of each hang tag, with the tag useable for parking on each scratched-off date and until Noon on the following day;
 - In all areas of Montclair, these can be used to accommodate guest parking needs.
 - In areas without RPP, they will also be useful for times when a resident’s off-street parking options are temporarily unavailable.
- For needs beyond this provision, allow residents to acquire additional permits, as necessary, for an escalating fee.

The primary intent of this is to acknowledge that all residents are likely to have occasional curbside parking needs distinct from what their “everyday” needs are, and to normalize the process for acquiring and/or paying for permits to accommodate these needs; saving residents, and Township staff, time and frustration created by the current system.

Seek Districts Willing to Pilot Employee Permits

In many areas of the township, residential curbside go largely unused during periods when nearby employees struggle to find appropriate and affordable parking options. Many cities have successfully addressed this set of opportunities and constraints by creating permits for local employees to allow them to park on RPP streets. The number of employee permits issued is limited to ensure that local curbsides can accommodate the demand without constraining resident parking access, and permit revenue is generally set aside for improvements in the area where the permits area used.



SUPPLY & CAPACITY

Supply & Capacity Expansion Opportunities

PRIMARY OBJECTIVES:

Expand Shared Parking Supplies

Expand Capacity of Existing Shared Parking Facilities

The Township's 2015 Unified Plan outlines a vision for Montclair that incorporates and maximizes the potential benefits of the significant growth the township has attracted in recent years. This section of the PMP seeks to align parking supply policies with this vision, by focusing on expanding shared/public parking capacity, rather than mandating new private/accessory supplies, to accommodate projections of increased parking need.

TRANSFORMATIVE CHANGE STRATEGIES

Revise the Current Zoning Code

Develop Parking Requirements Specific to Multimodal/Mixed-Use Centers

There are four primary opportunities that can be created to incentivize private development that expands shared/public parking supplies:

1. Ensure that minimum parking requirements do not discourage the type and level of development desired.
1. Discourage over-reliance upon reserved/accessory parking at new developments, which can undermine efforts to promote walkable, transit-friendly land-use densities, and a Park-Once district-level parking approach.
2. Incentivize larger developments to include shared/public parking, which can help promote infill development in the surrounding areas.
3. Allowing developers to fund public parking, in lieu of meeting parking demand/requirements on site.

A very basic approach to creating a more appropriate schedule of parking requirements for Montclair's growth centers would:

- Halve the current parking requirements;
- Allow all requirements to be met through a Payment in Lieu of Parking option;
- Convert previous minimum requirements to maximums;
 - Apply maximums only to reserved/accessory parking, allowing excess parking to be provided as long as the excess spaces consist of public parking;
 - Allow developers to pay a fee, similar to a Payment in Lieu of Parking, to provide reserved/accessory parking above the maximum; and
- Develop incentives to provide multimodal amenities, such as car share, bike parking, streetscape and crosswalk improvements, and transit amenities.

Establish a Strategic Payment in Lieu of Parking Approach

Offering a Payment in Lieu of Parking (PILOP) fee can provide several advantages for facilitating sustainable growth within multimodal, mixed-use centers:

- Reduce the cost of development, particularly for smaller infill projects
- Take advantage of the cost/land savings of consolidating parking supplies into larger, shared-use facilities.
- Extend the benefit of new parking supplies by locating new spaces in public facilities
- Reduce how much parking is necessary to facilitate growth
- Ensure better facility design, including consideration for minimizing impacts of parking on pedestrian, bike, and transit networks.
- Make parking experiences more consistent and predictable by placing more of the overall parking supply under public management.

Include an Escalating PILOP Fee Rate

To make PILOP strategies even more effective, the fee rate can be set at a sliding scale in order to encourage larger projects to develop on-site parking, while making the option affordable and attractive to developers of smaller sites. This would incentivize smaller projects to use the PILOP, and construct no on-site parking, which should make more such developments feasible and facilitate better design options for what gets built. At the same time, the fee increments would incentivize larger projects, which will tend to have more suitable footprints for efficient, on-site parking, to meet their parking needs on site.

The figure below shows how this might translate for projects of various sizes/ parking requirements, using a base fee of \$5,000, and a fee increment of \$1,000.

Figure 8 Sample Incremental Fee Table

Number of Required Spaces	Per Space Fee = \$5k + \$1k per required space	Total Fee
1	\$6,000	\$6,000
5	\$10,000	\$50,000
20	\$25,000	\$500,000
35	\$40,000	\$1,400,000
50	\$55,000	\$2,750,000

Seek Joint Development Opportunities

As noted in the Unified Plan, the multiple surface lots surrounding many of Montclair’s transit stations (particularly those around Walnut Street, Watchung Avenue, and Upper Montclair stations) represent some of the township’s most promising redevelopment sites. Several other surface lots likely present similarly strong market potential for private and/or public-private redevelopment. The planning currently underway for the Lackawanna Station site is an example of public-private partnerships that can yield well-planned solutions, the benefits of which spread well beyond the site level.

This can include partnering with private developers to include public parking in new projects. Such an approach will be essential, in fact, for any redevelopment of train station lots to be realized, as some measure of existing park-and-ride capacities will need to be maintained, and protected from other uses.

Jointly developing parking offers several significant advantages over the Township developing new parking facilities on its own, and over developers providing their own, reserved parking facilities. It allows both parties to build more capacity than either would likely find feasible to fund alone. Essentially, by sharing the facility, each party gains the advantage of someone else paying for their "overflow" capacity. Also, cost-sharing reduces barriers to better facility design, including the incorporation of active land uses along the perimeter.

Successful examples of such projects, including as replacement for dedicated park-and-ride facilities can be found nearby, including an in-construction project in Metuchen, NJ.

Expand Capacity at Walnut Street Station with Valet Park-and-Ride

The configuration of parking facilities at Walnut Street present a unique opportunity to pilot valet parking options that could expand park-and-ride access to these stations. This could expand the effective capacity at this high-demand/long-waitlist station by making a permit lot, which mostly sits idle today, more viable for commuters.

Figure 9 Little-Used Lot at Northeast Corner of Walnut Street Station



This station offers a distinctly promising configuration for piloting a valet service. There is a little-used lot that is well located for use as a valet "stacking" lot, located at the northeast corner of the station. Currently signed as permit parking, the location of this lot, on the "homebound" side for most station users, would allow drivers to easily retrieve their own cars upon their return. This would allow the valet service to operate only in the morning peak, which should greatly reduce the cost of the valet operation. It also would eliminate the need to designate any curbsides for valet

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pickup activity in the afternoons/evenings. A stretch of 8 metered parking spaces along Depot Square could be signed as a valet drop off until 10AM, which is well before these spaces would be needed to meet short-term parking demand.

Figure 10 Potential Valet Configuration at Walnut Street



SUPPORTIVE STRATEGIES

Resident and Employee Curbside Permits

The resident and employee parking permit strategies identified in the previous section offer the chance of expanding shared parking supplies, by making more neighborhood curbside spaces accessible to these populations. This may be particularly important for accommodating residential infill redevelopment on smaller sites.

Shared Parking Brokerage

Township-managed parking resources provide the most flexible, and largest, supply of parking in most of Montclair's commercial centers. Each of these centers, however, also contains multiple privately-managed, off-street parking facilities that are generally reserved for on-site tenants and their visitors.

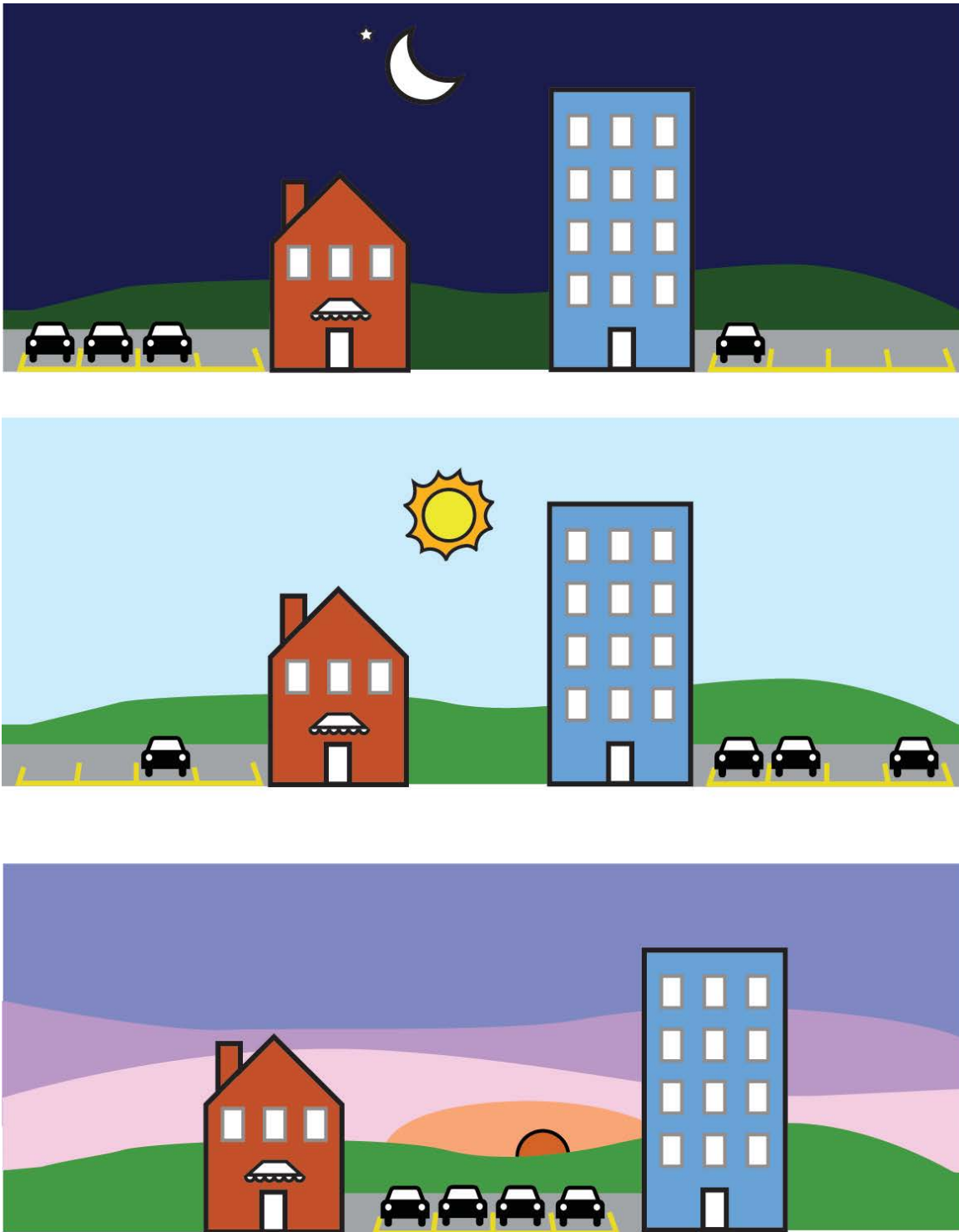
Figure 11 Private Lot in Montclair Center Area



Because these spaces are restricted in this way, they tend to be significantly under-utilized when the land uses they serve are not busy. This provides an opportunity to explore strategic, shared-parking arrangements that can make use of this excess capacity to expand the effective supply available to other uses that happen to be busy at these times.

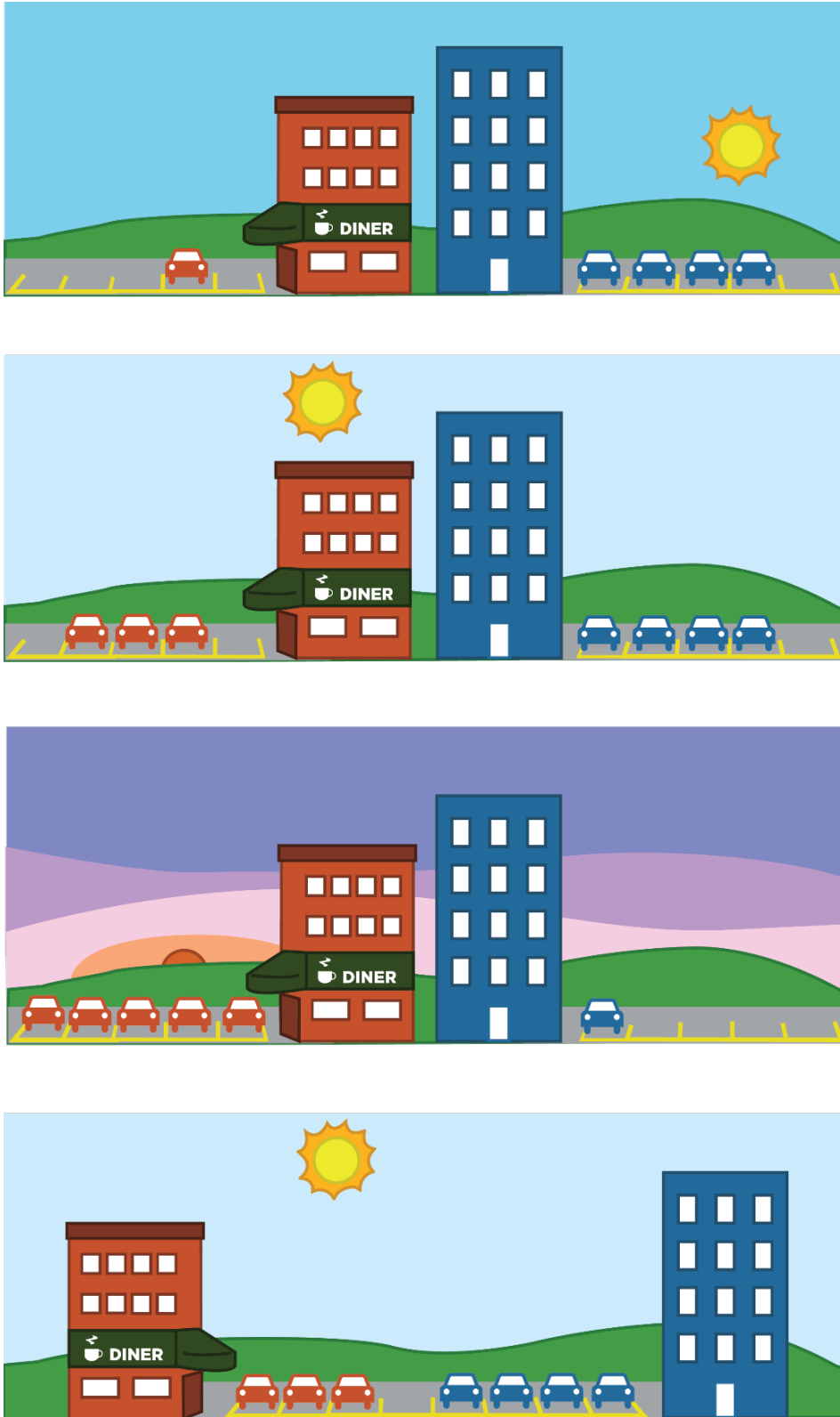
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Figure 12 How Shared Parking Reduces Supply Needs: Office and Residential Use Context



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Figure 13 How Shared Parking Reduces Supply Needs: Office & Residential Use Context



Viable sharing arrangements often fail to materialize due to a lack of initiative among those seeking more capacity, or to liability concerns among those with excess capacity. MPU staff can play a vital role in realizing these potential capacity gains by engaging these parties and actively exploring these options, as follows:

- Liaise between business, property, and lot owners with recognizable opportunities for mutually beneficial arrangements.
- Initiate negotiations by providing an independent perspective on issues and opportunities, identifying shared-benefit opportunities, and helping to address common concerns.
- Negotiate agreements, including identifying strategic agreement components, as necessary, such as:
 - Compensation in the form of increased lot maintenance, lot improvements, added security, etc.
 - Restricting access to the shared parking, via permits, to area employees to reduce risk and increase accountability.
 - Defining any added security or enforcement measures necessary to ensure that the primary uses of the lot are prioritized.
- Stepping in to remove stubborn barriers to viable arrangement, when feasible.
 - This commonly includes assuming added liability-insurance costs related to the sharing agreements.

The Traffic and Parking Committee (TPAC) endorsed this approach in its December 2015 meeting, suggesting the following approach to expand public parking capacities:

- Seek shared arrangements to use private lots, particularly during events and after hours.
- There are many private spots throughout the town that can be shared on weekends (e.g. office buildings, schools, and houses of worship, etc.).
- Strategies should include options for the Township and Parking Utility to address insurance issues related to the added liability for private lot owners.

Public Valet

Unlike other valet programs that serve only one business, public valets are designed to serve business on a district or sub-district scale. An on-street public valet drop-off/pickup station can greatly expand access to on-street parking during high-demand times. These services provide a high level of parking convenience, make effective use of low-demand off-street locations, and promote park-once by allowing the service to be used as an extension of the Township's parking system.

Figure 14 Signs Noting Evening-Based Public Valet in Cleveland



For customers, these services offer an easy alternative to finding on-street parking, or dealing with off-street facilities, by allowing drivers to drop-off their car at a central location, then shop, eat, catch a movie, run errands, etc. and not pick up their car until they are ready to go home. Just as importantly, valet services can facilitate shared parking arrangements, by limiting access to the shared facility to an identifiable service that can assume responsibility for all risk. This can open up access to private parking lots that might otherwise remain significantly underutilized.

A public valet can also help facilitate shared parking arrangements, by limiting access to the shared facility to an identifiable service operated by a party that can assume responsibility for all risk. This can open up access to private parking lots whose owners are resistant to a more open sharing of their spaces.



MOBILITY & DEMAND-REDUCTION

Mobility & Demand-Reduction

PRIMARY OBJECTIVE:

Reduce Parking Needs by Improving Mobility Alternatives

Improving mobility options that reduce dependence upon personal autos can provide many, significant benefits that begin with, but go well beyond, reducing demand for parking. Enhancing walking, cycling, and transit options make Montclair a more attractive place to live, work, and visit, and will be essential for maintaining Montclair’s distinctive appeal. Walking and transit improvements are particularly beneficial for “aging in place” opportunities for Montclair residents to stay in their homes, keep active, and remain connected to the community. Maintaining a diverse range of mobility options also provides critical access-to-jobs opportunities for Montclair residents and employees, reducing barriers to economic opportunities for those without a personal car.

TRANSFORMATIVE CHANGE STRATEGIES

One of the most effective strategies for maximizing the potential for better mobility to reduce parking demand is to give the parking authority/utility the means to directly seek mobility improvements.

Broaden the MPU Mission Beyond Parking

The Montclair Parking Utility (MPU) should expand its current mission, to not only maintain and manage public parking across the township but also embrace opportunities to support, promote, and even fund strategic mobility improvements. Expanding the mission to recognize that parking is just one means of providing mobility and access to Montclair stakeholders, the MPU should seek to promote balanced, multimodal mobility to improve access and reduce parking demand.

Develop Zoning Strategies to Promote Mobility & Sustainable Growth

The Unified Plan outlines several strategies for promoting land use patterns that would facilitate walking, cycling, and transit mobility, not limited to the following:

- Creating a form-based code, or similar standards, to promote appropriate levels of density and walkable form to enliven the township’s activity and mobility centers and promote transit use.
- Offering density bonuses for the provision of public amenities, such as:
 - New open space
 - Affordable housing
 - Sidewalk/pedestrian infrastructure upgrades
 - Bicycle parking
 - Bike-share programs
 - Contributions to planned public transit improvements
- Reducing minimums relative to access to transit.
- Prohibiting off-street parking from being visible from the street.

- Encouraging pedestrian connections from parking to street frontage, via cut-throughs and walkways.
- Incentivizing the provision of bike racks, shower facilities, and car-share parking spots.

Additionally, the TPAC recommended the creation of bike parking standards in the zoning code to help improve mobility and reduce car parking demand, as follows.

- Develop a Bicycle Ordinance to increase availability and quality of bicycle parking including revisions to developer parking requirements.
- Include standards for a minimum number bicycle facilities, and their design.
- Allow for conversion of existing automobile parking spaces into bicycle spaces, where appropriate.

SUPPORTIVE STRATEGIES

Promote Walking as Default Mode for Local Travel

Seek strategic improvements to walking conditions in support of a “park once” pattern of visitor parking demand. Better walking extends the viability and value of parking options, as more visitors choose to walk rather than drive between nearby destinations. Park once use patterns also help to activate local sidewalks, adding to a sense of vibrancy in commercial areas. Walking visitors will also tend to notice more local attractions and activities compared to visitors travelling in cars, helping to spread the economic impact of each visit.

Promote Cycling to Extend Range of Non-Motorized Travel

Become the Parking Utility for cyclists, ensuring that appropriately designed and scaled bike parking facilities are in place where they can best encourage more cycling and reduce auto parking demand. This will also provide stakeholders with a single entity to seek out for information about bike routes and parking options, and to petition for improved cycling conditions.

Champion Previous Pedestrian/Bike Recommendations

Several standing recommendations provide an opportunity for the new MPU to lead in championing their importance, in terms of both reducing parking demand and improving mobility for Montclair stakeholders.

Unified Plan Recommendations

Complete Non-Motorized Networks

The Unified Plan identifies the following recommendations for establishing more complete walking and cycling networks:

- A complete network of safe and attractive streetscapes, sidewalks, crosswalks, bikeways, and passageways should include improved lighting of sidewalks and crosswalks.
- Bike routes should encourage users of all experience levels to ride.
- Ample, secure bicycle parking should be available and easy to find.
- Illuminated crosswalk signs at un-signalized crosswalks

- A complete-streets network based on the Township’s 2009 Complete Streets Policy, as well as Essex County’s 2012 policy, to help balance the needs of all modes of travel.
- A Street Design Manual to define appropriate design standards for streets and sidewalks of various road types.
- A Safe Routes to School program to encourage more walking and biking to Township schools.

Create a Bicycle Master Plan

The Unified Plan recommends the creation of a bike master plan, including the following:

- A comprehensive network of interconnected bicycle routes that traverse the township, including north-south, east-west township-wide movement.
- A map depicting the entire network, major destinations, and connections to other bicycle networks.
- Bicycle facility classification, to be used within the township (e.g. off-street bicycle path, dedicated on-street bicycle lane, designated shared-use street, etc), to guide design and specify what type of bicycle facility treatment should be used on each route.

Lifelong Montclair Report

Lifelong Montclair’s 2014 *Senior Walkability Workshop* report provides several general and specific pedestrian-improvement recommendations, specifically addressing issues affecting walkability for seniors. Using this demographic to “set the standard” for walkability and bike accommodations in Montclair can greatly improve service levels for all pedestrians and cyclists. As such, addressing the improvement needs identified by this group, as compiled in the Background Conditions report, can go a long way in extending the benefits of these non-motorized modes in reducing parking demand throughout Montclair.

Bike & Walk Montclair

Bike & Walk Montclair has identified several shortcomings in the current provision of bike parking across the township, and recommend the creation of a Township Bike Parking program “for systematically providing bicycle parking... requiring bicycle parking as part of developer approvals.... and the maintenance of existing bicycle parking”. One of the key benefits of such a program would be to make clear how to, and to whom one can, make a request for bike parking in a particular location, or identify a maintenance, capacity, or other usability issue.

Traffic & Parking Advisory Council

In December 2015, the Traffic and Parking Committee identified recommendations for multimodal mobility improvements that would support more, better, and safer walking and cycling in Montclair.

- Bicycle Parking should be provided, maintained, and managed by the Montclair Parking Utility.
 - Develop a Bike Parking category (and budget) under the Parking Utility.
 - Develop a Procedure to Apply for Bike Racks in business centers or at public buildings.
 - Develop Municipal Design Specifications.
 - Incorporate Maintenance Procedures.
- Develop a Bicycle Ordinance to increase availability and quality of bicycle parking including revisions to developer parking requirements.

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- Standards for minimum number and design of bicycle facilities; allows for conversion of existing automobile parking spaces into bicycle spaces.
- Traffic Calming – a critical issue in Montclair is traffic speeds and methods of traffic calming should be implemented that might coordinate with street parking design, bicycle parking and infrastructure.
- SAFE/Complete Streets Capital Improvement Plan – a preliminary engineering plan is in the process of being developed looking at bicycle, pedestrian, motor vehicle and transit circulation and access. *The potential for Complete Streets investments to reduce parking demand, by tapping latent demand for more and safer walking and cycling routes, should be a factor when allocating capital investments.*

Promote Transit as Local Circulator and Transit Connector

The transit improvements most-often suggested by Montclair stakeholders are: train station shuttles; a jitney/shuttle connecting major commercial centers; and weekend service to more Montclair train stations. Each of these could provide significant, new opportunities to reduce parking demand, while making Montclair more accessible to those for whom driving a personal vehicle is not an option.

Champion Unified Plan Recommendations

Expanded Service

The Unified Plan outlines the following recommendations that can help guide the MPU in pursuit of expanded transit service:

- A comprehensive system of affordable, local bus and jitney shuttle routes that provide consistent and reliable service with clearly marked stops.
- Intra-township transit integrated into the larger commuter/regional bus and rail network.
- Seamless transfers between different routes and operators.
- University-based shuttle service for students and employees to reach the township's commercial centers.
- Shuttle bus service expanded to provide better connections to trains and neighborhoods beyond walking distance of Montclair's train stations.
- Bus service to improve access within the Bloomfield Avenue commercial corridor, complementary to the new circulator shuttle, expanded to include a loop through the South End Business District.
- Work with NJ Transit to expand weekend service beyond Bay Street.

Bus Stop Amenities

Unmarked bus stops, and a general lack of knowledge about routes and schedules, were commonly cited barriers to more frequent local transit use by Montclair stakeholders. Bus stops that offer optimal shelters and essential system information can make existing transit options more apparent and broadly appealing. Conversely, bus stops with minimal amenities give a clear impression that connecting bus services are not widely used, and thus likely not very effective for common travel needs.

The Unified Plan identifies the following recommendations for “enhanced bus stops”:

- Major bus stops improved to make the bus system more comfortable and easier to navigate, increasing the viability of buses.
- Improved bus shelters with informational signage that clearly indicates stop location, plus visible route maps and schedules.

Promote New Mobility Solutions

Several new, technology-enabled mobility services are proving effective at reducing parking needs, while expanding mobility and access. The MPU can champion these new opportunities, promote their multiple benefits, and identify strategies for making them accessible to Montclair stakeholders.

Car-Share

Ready access to car-share vehicles reduces car ownership among residents, by both attracting one-car and carless households and making it viable for others to reduce car ownership to these levels. A UC Berkeley study of San Francisco's City CarShare found that when people joined the car-sharing organization, nearly 30% reduced their household vehicle ownership and two-thirds avoided purchasing another car.⁴ Studies show that each car-sharing vehicle takes between 5 and 15 private cars off the road.

The Township recently succeeded in bringing Zipcar to Montclair, with a total of five cars currently available in two Montclair Center locations. Expanding the number of cars and locations should be a central strategy for reducing parking demand among new, and existing residents, as new development is realized. This is particularly relevant for Montclair Center, which is projected to see development of over 800 new dwelling units in the coming years, but will be increasingly relevant across all of Montclair.

Strategies for achieving this include the following:

- Adding incentives, or even requirements, for car-share parking at new projects that provide parking.
- Providing on-street locations for car-share parking, including along neighborhood streets with multi-family buildings and/or limited off-street parking.
 - This was identified as a recommendation by the TPAC at its December 2015 meeting
- Engaging emerging and innovative car-share providers about opportunities to expand into Montclair.
 - Maven is a very new service, created by General Motors, which is developing an offshoot that would allow individual residential buildings or communities to set up their own car-share.⁵
 - Car2Go is an innovator of “one way” car-sharing, which is quickly gaining market favor where it is available.⁶

⁴ ROBERT CERVERO AND YU-HSIN TSAI (2003), *SAN FRANCISCO CITY CARSHARE: TRAVEL-DEMAND TRENDS AND SECOND-YEAR IMPACTS*, INSTITUTE OF URBAN AND REGIONAL DEVELOPMENT, [HTTP://REPOSITORIES.CDLIB.ORG/CGI/VIEWCONTENT.CGI?ARTICLE=1026&CONTEXT=IURD](http://repositories.cdlib.org/cgi/viewcontent.cgi?article=1026&context=iurd)

⁵ [HTTPS://PLUS.MAVENDRIVE.COM/](https://plus.mavendrive.com/)

⁶ [HTTPS://BUSINESS.CAR2GO.COM/EN/NEWYORKCITY/](https://business.car2go.com/en/newyorkcity/)

- Getaround is a leader in peer-to-peer car-sharing, like AirBnB for car-share.⁷

Bike-Share

Work with local advocates and bike shop owners on a strategy for developing a bike-share feasibility assessment.

Sourced-Ride Services

Sourced-ride service companies (Uber/Lyft) are rapidly moving into new markets, including partnerships with municipalities and transit agencies to provide better connectivity to mass transit services. In many cases, these new mobility services can provide better access at a lower cost, serving as an on-demand extension of public transit during off-peak times and to under-served areas.

These services are also working on solutions to make themselves more accessible without smartphones.⁸ This includes the growing population of seniors who could benefit greatly from better mobility options, but tend to be less comfortable with purchasing goods or services with smartphones. Developing a strategy for these services to improve non-driving connections to local shopping and NJ Transit stations should be viewed as part of Montclair’s efforts to facilitate “aging in place” opportunities.

Give Employees More Viable Commute Options

The typical employee requires several hours of parking, several days each week. As such, even modest shifts to drive-alone commute alternatives among this population can regain significant capacity for visitor parking. A combination of information, cost incentives, and improved walking and cycling accommodations can affect such shifts, while also reducing the cost and/or improving the experience of these stakeholders’ commutes.

Develop Bus Pass Program

One of the most consistently effective demand-reduction strategies for commercial centers is to provide free bus passes to local employees. This requires coordination with local transit providers, to establish an arrangement for bulk purchasing monthly passes at a deep discount. Such arrangements provide transit agencies with a steady revenue stream, and incentivize transit commuting by making it significantly cheaper than driving and parking.

Only a fraction of pass holders tend to become regular bus commuters, which makes the program manageable for the transit agency. Nonetheless, each time a local employee gets on the bus, rather than in a car, that represents several hours of customer parking regained that day.

Develop a Partnership with EZ Ride⁹

Long known as Meadowlink, EZ Ride is the oldest Transportation Management Association in the state of New Jersey, and was formed to “improve access, reduce congestion and promote economic growth by working with business and government agencies to address the employee

⁷ [HTTPS://WWW.GETAROUND.COM/TOUR](https://www.getaround.com/tour)

⁸ [HTTP://TECHCRUNCH.COM/2016/01/12/LYFT-ANNOUNCES-PARTNERSHIP-TO-HELP-SENIORS-WITHOUT-SMARTPHONES-GET-AROUND/#.AV3ER1S:U2OP](http://techcrunch.com/2016/01/12/lyft-announces-partnership-to-help-seniors-without-smartphones-get-around/#.AV3ER1S:U2OP)

⁹ EZRIDE.ORG

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commuting challenges in Northern New Jersey.” Today, EZ Ride manages New Jersey's largest carpool, vanpool, and shuttle services for businesses, colleges, universities and municipalities. They also operate car- and bike-share programs and transportation services for older adults and for people with special needs.¹⁰

The primary mission of EZ Ride, however, remains making drive-alone commute alternatives more viable for more Northern New Jersey commuters. Effective engagement typically requires outreach from area businesses and/or government agencies.

¹⁰ [HTTP://WWW.EZRIDE.ORG/9-0-ABOUT.ASP](http://www.ezride.org/9-0-about.asp)



MPU ORGANIZATION & OPERATIONS

Call by phone
877-727-5304

Management Organization & Operations Strategies

PRIMARY OBJECTIVE:

Apply management organization and operations strategies to optimize the Township's parking and access management.

Enhancing the current parking management system in the Montclair Township is a critical element for improving the overall downtown experience. Well-managed, customer-oriented parking facilities and management policies encourage visitors to shop, work, and explore local cultural and entertainment options by improving access to downtown attractions, reducing traffic congestion, and clearly informing users about regulations and fee structures associated with available parking. Ultimately, expanding the scope of parking program to incorporate a range of access management and transportation demand management strategies is recommended. The creation of such a system will support commerce; promote the City's transportation, sustainability, and traffic mitigation goals; and advance the broader objectives of economic development and downtown vitality.

Parking program reorganization initiatives are often initiated to support larger community-wide strategic plans, transportation plans or downtown master planning projects. Parking reorganization and management plans can also support retail enhancement strategies. Regardless of the catalyst, parking initiatives often share a set of core goals and priorities that emphasize the need to address the concerns of multiple constituencies, support the development of a vibrant community, and provide safe, user-friendly parking facilities that balance the public need with private interests. All of this must be accomplished in consideration of funding mechanisms and strategies that continue to benefit the community in the long-term.

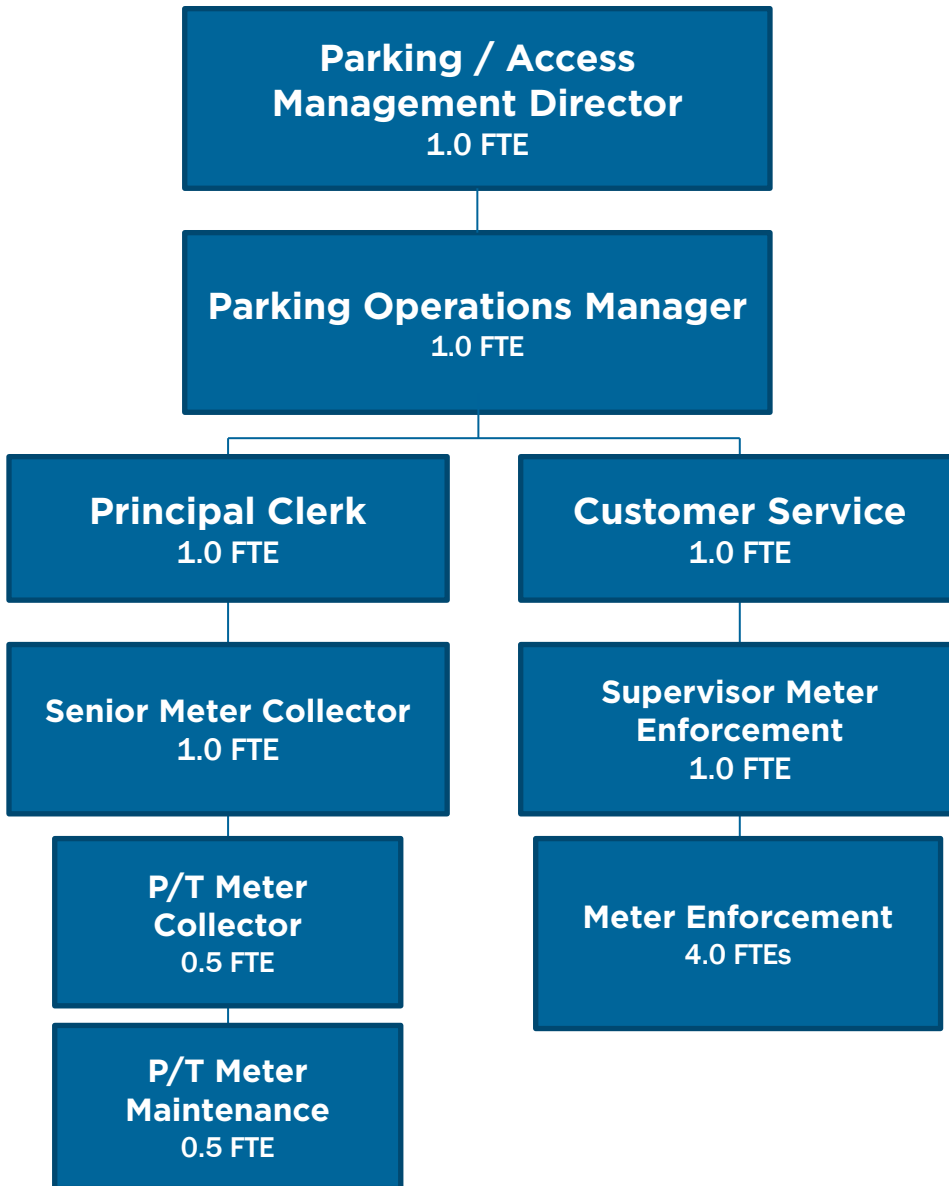
The recommendations in this section include both Organizational Strategies — transformative changes to the structure of the MPU that will have long-term impact on the effective implementation of the overall PMP — and Operational Strategies — changes to the “day to day” operations of the MPU parking system that will bring improvement to the current and future functions of the MPU.

ORGANIZATIONAL STRATEGIES

Organizational Structure

Parking management best practices from a program organizational perspective, center on the concept of a “vertical integration” of parking functions. This is in contrast to the typical “horizontally fragmented” organizational structures that tend to evolve naturally in many municipal parking organizations across the U.S. The chart below identifies a recommended reorganization of the MPU.

Figure 15 Proposed MPU Organizational Structure



Create a Program Director Position

Today, the MPU does not have a Director. The Montclair Parking Authority (MPA) had a position of Executive Director. This position was the Chief Executive Officer (CEO) and Chief Operating Officer (COO) of the MPA. The Executive Director reported to the Board of Commissioners of the MPA. There was also an administrative assistant to support the executive director. The Operations Manager also had two direct reports; two maintenance workers.

The Program Director is a critical position, especially one that is the size of Montclair. The Township should formalize the Director level position by creating a position description for a Parking Director, post the job and let the application process take a normal course. To reflect the recommended program scope expansion it is recommended that the new Director position title be changed to Parking/Access Management Program Director. This will benefit the Township and this organization to establish a formal head with the proper authority and responsibility for a parking management system of this size.

The following duties are normal for this classification. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

- Provides leadership, oversight and management of the town's parking utility functions, including maintenance of pay stations, parking meters, parking permits, parking lots, and parking enforcement operations and revenue.
- Prepares RFPs and participates in the selection of contractor(s) for the maintenance of the parking facilities. Determines the service level for the maintenance of parking facilities and pay stations.
- Responds to public inquiries, suggestions or complaints in a prompt, professional manner.
- Maintains confidentiality of all proprietary department information and personnel matters including medical information.
- Coordinates with the Police Department on various parking related enforcement issues.
- Coordinates with the Police Department on parking traffic control during Montclair special events.
- Conducts daily inspection of parking facilities.
- Provides an analysis of parking ticket revenues, parking meter revenues, summary report of credit card transactions, hours of operations, demand, etc.
- Provides recommendations to the Parking Utility Board for changes to fee structure and operation.
- Program pay stations accordingly for fees, rates, time of day, holidays, special events.
- Recommends improvements to the operations to provide cost effective and efficient utilization and customer service.
- Maintains records of all maintenance and repairs on parking facilities and equipment.
- Recommends improvements related to public safety in the parking facilities.
- Collects and deposits monies, cash sales and billing payments. Maintains related accounting records.
- Provides recommendations to Parking Utility for the annual operating and capital improvement budgets for the Parking Utility.
- Enforces cost control measures, eliminates redundant systems and establishes and implements cost control measures to ensure compliance with budgetary limitations.

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- Develops, communicates and monitors policies, procedures and standards for the Parking Utility.

This list is expanded upon in Appendix ___ - a white paper entitled “The 20 Characteristics of Effective Parking Programs”. This document could serve as a road map for program development going forward.

Create and Operations Manager Position

There is no longer a Manager of Operations position as there was under the parking authority. The functions of striping, cleaning, and meter installation are currently provided for by the Department of Public Works (DPW). There is one (1) full-time equivalent (FTE) to service the 32 surface lots.

To make the parking function more “vertically integrated”, the function currently being provided by DPW staff should be transferred to the Parking Utility and made the responsibility of a reinstated parking operations manager position reporting directly to the Parking/Access Management Director position. A specific task list and position description for this new position should be created with the intent to free up some of the Director’s time to enable that position to be focused on program development and with a more of an “out-ward focusing role”. The Operations Manager position should be more internally and operations focused. It is recommended that this position should also fill the function of a “special projects coordinator”.

Staffing Cost Implications

The table below compares the current program’s staffing/salaries to the recommended program.

Figure 16 Current and Proposed Staffing

Current Organization	Recommended Organization
\$67,368 Project Administrator	\$80,000 Parking/Access Management Director
\$40,974 Senior Meter Collector	\$65,000 Operations Manager
\$34,799 Principal Clerk	\$40,974 Part-Time Meter Collector
\$42,534 Supervisor Meter Enforcement	\$24,584 Part-Time Meter Maintenance
\$32,506 Meter Enforcement Officer	\$34,799 Principal Clerk
\$37,422 Meter Enforcement Officer	\$34,799 Customer Service
\$36,526 Meter Enforcement Officer	\$42,534 Supervisor Meter Enforcement
\$37,068 Meter Enforcement Officer	\$32,506 Meter Enforcement
	\$37,422 Meter Enforcement Officer
	\$36,526 Meter Enforcement Officer
	\$37,068 Meter Enforcement Officer
\$329,217 Total Salaries	\$466,212 Total Salaries
Difference:	136,995 - Upgrade of Project Administrator to Parking/Access Management Director - Addition of Parking Operations Manager - Addition of Two P/T Personnel

Mission and Scope Expansion

Mobility & TDM

Trends in the industry reflect a movement to expand the scope of traditional parking programs to embrace a broader “access management” paradigm. While parking remains an important element of the overall program, it should not be the only program focus. Managing both the supply and demand sides of the “access equation” is a central theme of an “access management” program. Thus, creating or supporting programs to increase the range of access options becomes an important element of the new program model which emphasizes a number of ‘mobility management’ alternatives to single occupant vehicle use. This typically includes promoting a range of transportation demand management (TDM) programs, supporting “active transportation” modes (bike/peds) as well as promoting good urban design, walkability, transit oriented development, shared parking, etc.

The MPU should establish a dedicated enterprise fund with all parking-related revenue streams defined as contributing revenue sources. In many communities parking revenues are allocated to the City’s general fund and getting these funds reallocated can be a difficult proposition. An alternative to this can be to consider the City owned parking assets as if they were private and “taxable”. The amount of tax that would be generated under this scenario becomes the defined contribution that parking makes to the general fund. This still allows for some contribution to the general fund, but at a defined level. The bulk of the parking funds are used to cover operating expenses and creating reserves for maintenance, future capital projects and enhanced community access or economic development initiatives.

Mission & Vision Statement

Truly effective parking systems have a clear vision and well-defined mission. The development or periodic reassessment of the parking system’s vision/mission statements should be undertaken as an open and inclusive process involving a wide range of stakeholders. Typically, it is recommended that the following groups be included in the public input process.

- City Planning
- TPAC
- District Business Associations

The development of a parking system’s vision and mission statements should have one overarching goal—to see that the parking system’s purpose and direction are tied to and supportive of the larger strategic development plan. There are a variety of ways that parking can support the health, vitality, and sustainability of a downtown or business district.

Having a professionally managed parking program that presents clean, safe, attractive, and well-maintained facilities is perhaps the most visible dimension. Other attributes include providing an adequate supply of parking and the appropriate allocation and management of those resources to best support the various businesses that depend on them for success. Successfully meeting these goals promotes downtown business retention and attraction.

The parking system administrator should play a key role in providing educational support to community leaders about the importance of parking and the role(s) parking can play (and cannot play) in meeting community objectives. Staying abreast of the latest technological developments related to parking systems can broaden the options available to improve parking system management effectiveness and efficiency.

Examples of municipal parking program mission/vision statements for your consideration:

- **Missoula, MT**—Welcome to Missoula's Downtown! Our Mission: The Missoula Parking Commission (MPC) plays an important role in making Missoula's downtown a great experience. Our mission is to work with government, businesses, and citizens to provide and manage parking and parking alternatives. MPC identifies and responds to the ever changing parking needs in the area for which it is responsible.
- **Boulder, CO**—Our Mission: We manage the parking garages, on-street systems and enforcement for Boulder's three major commercial areas: Downtown Boulder, University Hill and, when completed, Boulder Junction. We also manage the 10 Neighborhood Permit programs throughout Boulder. Our Mission is to provide quality program, parking, enforcement, maintenance, and alternative modes services through the highest level of customer service, efficient management and effective problem solving.
- **Mammoth Lakes, CA**—Vision Statement: The Mammoth Lakes Parking Management Organization will strive to develop a superior, customer-oriented parking system, responding to the current and future needs of parkers, including visitors, employees, employers and property owners through active planning, management, coordination and communications. The Parking Management Organization shall be considered an integral component of the community's economic development strategies and programs.

Philosophy & Guiding Principles

A succinct statement or statements reflecting your philosophical approach to parking can provide valuable tools for communicating to patrons, stakeholders, and staff. What are guiding principles? Any principles or precepts that guide an organization throughout its life in all circumstances, irrespective of changes in its goals, strategies, type of work, or the top management.

Some examples of parking philosophies are noted below along with a brief commentary.

1. Parking Isn't About Cars . . . It's About People

This statement reflects an understanding that parking is not simply the act of temporarily storing cars, but it is in fact more about addressing needs when transitioning from the vehicular to the pedestrian experience. Under this philosophy, issues such as facility cleanliness, safety, lighting, wayfinding, and customer service move to the forefront. Functional design elements that directly impact user comfort, such as stall widths, turn radii, walking distances, etc., also take on special importance.

2. People Don't Come Downtown to Park

This concept reinforces the reality that parking, while an important support function and critical infrastructure element, is not the reason people visit your downtown. For the downtown to be successful, there must be good restaurants, interesting retail, and other special attractions.

The fundamental principle behind this philosophy is three-fold:

1. The role of parking is to support other downtown activities.
2. Eliminate parking as a reason not to come downtown
3. Recognize what parking is not (i.e., an attraction).

3. Parking Should Be a Positive Experience

For years, a parking consulting firm had a slogan: “Parking should be a non-event.” This notion has undergone a qualitative evolution to make parking not just a non-event, but actually a positive experience. In their book *The Experience Economy*, Joseph Pine and James Gilmore address the concept that, especially in America, what customers are actually purchasing are positive experiences. One expression of this transition can be seen in the healthcare arena. Have you noticed that the lobbies of newer health care facilities have taken on the feel of grand hotel lobbies? Many parking management systems are providing more extensive customer service training for all levels of staff members.

4. Parking is the First and Last Experience

Building on the concept above is an appreciation of the fact that most of our customers’ first and last impressions of any venue really begins and ends with their parking experience. You might enjoy the best meal followed by a fabulous evening of entertainment while downtown, but if you have to circle to find a parking space or are accosted when walking from your car to your destination, your whole experience will be tainted.

5. Parking Should Be Friendly, Not Free

There is no such thing as free parking. One of the ongoing challenges that downtowns face when it comes to parking is cost. Because of land values, densities, and walking distance issues, parking structures are here to stay in the downtown environment and with them comes the need to charge for parking in one form or fashion. The perception that parking at the mall is “free” doesn’t help (even though it is not true). Even if you promote free parking as a marketing concept, someone is paying for that parking. Whether it’s through increased taxes or an increased cost of goods/services, the cost of providing parking is still there. This philosophy recognizes that reality and instead focuses on providing a friendly, well-managed parking experience.

6. Parking is a Component of the Larger Transportation System

It is surprising how often parking gets divorced in people’s minds from being a component of the larger transportation system. Because of its cost, structured parking is often the reason that development projects “don’t pencil,” to use developer lingo. By considering parking in the larger context of a broad range of transit and transportation alternatives, demand management strategies (including shared parking policies) can be developed to help reduce the amount of parking required, especially in urban areas where good bus transit, light rail, taxi service, and in-town residential developments can be found. As Montclair Township continues to grow, the MPU should continue to develop programs that integrate complementary parking and transportation strategies as this is a hallmark of this philosophy.

Recommended Guiding Principles

The following are a recommended set of parking program guiding principle categories followed by actual guiding principle statements. These Guiding Principles will serve as a foundation for near and long-term decision-making and implementation of parking management strategies in the Montclair Township. These strategies are intended to support the on-going economic development and vitality of Montclair. **This is a process not a one-time task.**

Guiding Principle # 1

The parking management program will be organized to be “vertically integrated” with responsibility for:

- Managing on-street parking
- Coordination of off-street parking
- Parking enforcement
- Parking planning and development
- Parking demand management

Consolidating the various parking functions under a single parking management organization will establish a consolidated system that is action-oriented, responsive, and accountable with improved coordination and operating efficiencies. Recruiting a strong leader is a key element for success. The organization leader must have strong vision and communications skills, specialized parking and planning expertise, and be capable of educating other community leaders, stakeholders and private sector partners on the importance and relevance of a strong parking management organization. Strong general management and financial program development skills are also required.

Guiding Principle #2

Parking will support the downtown as a desirable destination for businesses, shopping, dining, and recreation by making parking a positive element of the overall downtown experience.

The parking management organization will strive to develop and coordinate private and publically owned parking facilities that are clean, convenient, safe, and secure for both the general public and their staff. Parking enforcement program staff will present a friendly and professional appearance and receive on-going customer service and downtown ambassador training. The parking program will be responsive to community needs, open to fresh ideas and be actively engaged in community planning and events. Management of the parking system will ultimately be enhanced through investments in new technology and a strong focus on customer friendly parking policies.

Guiding Principle # 3

The parking system will be guided by community and economic development goals and adopted policy directives that are the result of collaborative processes between parking management organization staff, other agencies and involved stakeholders.

The parking management organization will use its resources to promote mixed-use and shared-use parking strategies as well as promoting alternative transportation modes through the creation of incentives, partnerships and programs to attract private investment; this will include reviewing and updating existing city parking requirements, as appropriate.

Guiding Principle # 4

The Parking Management Organization will support the Downtown Main Street Plan to promote a “Park Once” concept and a balance of travel modes, including bus, vehicular, bicycle and pedestrian, to meet community-wide access goals.

The parking management plan will promote a “park once” strategy that uses parking supply efficiently and emphasizes “linkages” to other forms of transportation. “Green” strategies that can

result in more efficient use of parking facilities and provide other benefits, including reduced congestion, improved transportation choices, more efficient land use, and improved streetscape aesthetics will be explored and supported.

Guiding Principle # 5

The Parking Management Organization will be an early adopter of technology solutions to enhance customer service and enhance parking program efficiency and effectiveness.

A key goal is to make parking less of an impediment to visiting Mammoth Lakes and more of an amenity. Technology will be leveraged to streamline and simplify access to parking and will be a key parking management strategy. Another key technology related goal is to enhance the efficiency and effectiveness of parking management staff and programs.

Guiding Principle # 6

Parking management programs and facilities will be developed to function as a positive, marketable asset for downtown.

One major goal of the parking management organization is to create a well-branded and marketable program that will create for the visitor an easy to understand and easy to access parking program. This will be accomplished through the use of program branding and marketing, an integrated signage plan, validation programs, a web-based information clearing house and special event parking programs.

Another important role that the parking management organization will play is that of “community educator” on parking. Parking management strategies and programs will be cross-marketed to promote downtown as a unique and visitor-friendly regional destination. The parking management organization will develop an effective branding and marketing program. Parking availability shall be well publicized to enhance the perception of parking as a positive element of the downtown experience. Reinvestment of parking resources back into the downtown will be encouraged and promoted.

In addition to web-based information, the parking management organization will develop a variety of educational materials and workshops to promote parking management programs. The parking management organization will work closely with the TBID, community economic development and other downtown agencies/stakeholders to promote, educate and market parking programs in downtown Mammoth Lakes.

Guiding Principle # 7

Responsiveness to the Needs of a Diverse Customer/Citizen Base

The parking management organization should aim high and strive to achieve a “best-in-class” parking program. All aspects of the Mammoth Lakes parking program should reflect an understanding of what the customer desires in terms of a positive and memorable experience.

Special programs to address retail enhancement initiatives, shared-use parking, employee parking, special/large events parking, etc. will be developed. These programs will be developed in a collaborative manner and designed to support larger community goals and objectives. A range of program options should be developed to address the unique needs of different seasons as well as special programs for permanent residents as contrasted to tourism based parking programs.

Guiding Principle # 8

Parking Information Clearinghouse & Coordination of On-Street, Off-Street, and Special Event Programs

The Parking Management Organization shall take a lead role in parking program coordination. From a planning and information clearinghouse perspective, the parking organization will be a unifying and centralized resource that will coordinate and distribute information related to parking supply, availability, planning, and special programs, event activities and other resources such as the TBID.

This will be done through physical signage, branding and marketing, a robust planning function and a strong web-based information program.

Guiding Principle # 9

The Parking Management Organization shall have an active and comprehensive planning function.

The Parking Management Organization will be included in all City and regional strategic and transportation planning efforts. The Parking Management Organization will work with City staff to review and evaluate parking zoning requirements, the development of parking design standards that promote good urban design principles related to parking structures and mixed-use projects, and the creation of parking standards for transit oriented development.

Effective parking planning will mean an improved understanding of parking supply/demand, and the development of parking infrastructure that will enhance and better support the community strategic goals and urban design objectives.

Guiding Principle # 10

Clean, Safe, Attractive and Well-Maintained Facilities

Emphasis will be placed on enhancing parking facility appearance, maintenance, safety and security, regardless of facility ownership. The Parking Management Organization will promote standards to encourage comprehensive and pro-active facility maintenance and security plans.

Facility maintenance reserves and other maintenance best practices will be encouraged in Town owned facilities. Publicly available parking facilities marketed through the Parking Management Organization will agree to a community developed set of parking facility standards. Participating facilities will be routinely monitored.

Some parking facilities incorporate public art and creative level identification and theming to enhance the parking experience for their patrons and make large parking facilities more navigable. Continued development of these initiatives will be supported.

Guiding Principle # 11

The Parking Management Organization will be a forward thinking, “best in class” parking program.

The Parking Management Organization should anticipate future patron needs in the context of the Main Street plan and other planning initiatives and seek to integrate supportive parking and multi-modal access strategies as appropriate.

Evaluation of other parking management best practices and new technologies should occur on an on-going basis.

Effective facility maintenance, infrastructure reinvestment and other system management fundamentals will be routinely addressed.

Guiding Principle # 12

The parking system will work toward a goal of being financially self-supporting and accountable to stakeholders.

Parking management will work toward developing a parking system that is self-supporting and sets aside funds for maintenance reserves and future capital asset funding.

By aligning approved parking revenue streams from on-street, off-street, enforcement, (and potentially special assessment fees and fee-in-lieu programs), it is possible to develop a parking system that self-funds all operating and maintenance expenses, facility maintenance reserves, planning studies and future capital program allocations.

A consolidated parking revenue and expense statement should be developed to document all parking related income streams and expenditures to give a true accounting of parking finances.

Parking management strategies and programs should provide an integrated, action-oriented and accountable system that supports, facilitates and contributes to creating an ideal downtown.

OPERATIONAL RECOMMENDATIONS

Give the MPU Final Policy and Parking Regulation Approval

Public safety concerns, as determined by the Montclair Police Department, can and will change parking and traffic rules at any time. Having Public safety weigh in on these issues is appropriate and valuable. However, the Parking Rules should be decided and determined by the MPU. Safety issues should be a function of Public Safety, but should be coordinated with the MPU before implemented.

On-Street Regulations

The existing listing of on-street regulations and limitations are too extensive. These cause confusion for the patron, the operational and enforcement teams. A more consistent framework with fewer distinctions is recommended.

MPU Vehicles

Currently, the MPU has three (3) Natural Gas Vehicles that are near the end of their useful economic life and are breaking down more frequently and incurring very high maintenance costs. In addition, the MPU has two (2) trucks. These Natural Gas Vehicles are nearing the end of their economic and useful life. As a result maintenance costs are very high and while vehicles are being repaired, there are operational impacts that restrict the amount of work that can be done by enforcement and meter teams.

A procurement effort should be mounted to replace these vehicles.

Staff Training and Creating “Friendlier On-Street Personality”

The municipal parking program in San Antonio, TX recently began putting all their front line parking staff through a training program to get them certified as “certified tourism ambassadors”. This follows an industry trend to shift parking enforcement staff from being strictly enforcement oriented to adopting more of a “downtown ambassador” role. The “certified tourism ambassador” training and designation takes this concept to a new level.

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Whether or not Montclair chooses to go to this level, adopting this shift to creating a “friendlier on-street personality” is highly recommended. If the Township is interested in the certified tourism ambassador concept, more information can be found at: <https://www.ctanetwork.com/>.

Facility Operations Manuals

It was noted that formal operations manuals for Township parking facilities do not exist. This type of standard operating procedures documentation is considered a basic best practice. We have provided a sample facility operations manual as an appendix to this memo. We recommend that the MPU use this sample manual as a template for the development of a Montclair specific facility operations manual.

Wayfinding and Brand Identity

A wayfinding audit should be conducted to document current signage, identify outdated or unneeded signage and identify new signage needs. The creation of a new parking program brand along with corresponding and consistent signage would be major step forward in enhancing the image of the parking Utility and make parking a more positive and user friendly experience.

Enforcement

On average the MPU enforcement team writes about 3,000 tickets a month, at an average of \$30 per ticket, creating \$90K of citation revenue per month. The police department team writes about 2,000 tickets per month for an average of \$30 per ticket, creating \$60K of citation revenue per month. The fact that the Parking Enforcement Officers (PEO's) are writing about 60% of the tickets and police are writing about 40%, it is recommended that a metric be used to measure the amount of tickets per PEO be put in place.

In addition, the citations should be analyzed by category so that the MPU can establish a baseline. It would seem that a ratio of 70% by PEO team vs. 30% by police is more appropriate. The metric will also establish benchmarks to ensure consistency, accountability, and a more productive operation.

Enforcement Officer Handbook

It was noted that currently the MPU does not have an enforcement officer manual or handbook. This is generally consider a fundamental element for any enforcement program. We have provided a “Sample Parking Enforcement Operations Manual” as an appendix to this memo. It is recommended that the MPU review and edit this handbook to fit the specific needs, rules and regulations for the Township of Montclair.

Enforcement Program Audit Checklist

In discussions with the program staff, it was noted that the program has not had detailed enforcement program policies/practices review conducted. We have provided an “Parking Enforcement Program Audit Checklist” as an appendix to this memo. This document can serve two purposes for the Montclair Township. Initially, this checklist can be used by program managers as a tool for the review and refinement of the current parking enforcement program. This document was originally designed to be used as a checklist to support the auditing of various aspects of a municipal parking enforcement program.

For each audit standard, auditors can note whether or not the program complies, or if the result is unclear, and can also add comments or observations supporting their conclusion. This document can be used on an on-going basis to reassess the program over time as staff changes. This tool,

used in conjunction with the enforcement officer handbook can also help create an effective base for staff training and development.

Enforcement Technology

PEO's currently use handhelds from United Parking Safety ticketing devices. These devices include a printer, but do not have the camera or GPS function enabled. Fully using the technology provided especially as it pertains to cameras and GPS will have many benefits. The use of cameras will allow PEO's to take pictures of every violation. This not only shows the actual violation, but it will document the offense and provide a timestamp to augment the actual type of violation. The GPS function will also pinpoint staffing movement and allow for more efficient analysis of patterns of the violations.

Meters/Collection

The current practice of collections for the on-street and off-street meters is handled by the same individual that conducts maintenance on the meters, the senior meter employee. The senior meter employee conducts daily collections runs and returns to the MPU office with the canisters. These canisters are then counted by the customer service employee at the front desk.

From an audit perspective, it is not recommended that the same person collects money also conducts maintenance on the machines. It is highly recommended that there be a separation of duties in this area. These two responsibilities should be handled by two different staff members. Recommendations regarding policies in this area can be found in the "enforcement audit checklist" document.

Fill Meter Maintenance Position Vacancy

There is currently a senior meter employee. In addition, there is one temporary staff member for the meter team, but is currently unfilled. Filling this temporary position is critical as there is no leeway for scheduling conflicts, vacations, or time off. As a result, other departmental members have to absorb the workload.

Develop a Facilities Maintenance, Cleaning and Litter Removal Plan

At the present time in the MPU, there is no formal maintenance, repair, and resurfacing program in effect for the municipal public parking lots, or for the garages. It is highly recommended that a formal maintenance, repair and resurfacing plan be established to preserve and protect the assets in place today and extend their useful lives. We have provided, in the form of appendices to this memo, parking facility maintenance manuals and schedules recommended by the National Parking Association for the development of formal facility maintenance and cleaning programs.

As noted later in recommendations related to parking rates, the establishment of a parking maintenance reserve fund is highly recommended.

Parking Facility Condition Appraisals

The MPU should be congratulated on funding and executing the recent parking facility condition assessment completed by DPW. The specific recommendations from this assessment should be reviewed and specific findings prioritized. A detailed plan to address the identified issues should be developed, repairs budgeted for and scheduled.

Condition assessments should be built into the planning process and conducted every three to four years. The northeastern weather has a significant impact on the life expectancy of parking

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decks. The condition assessment should identify and categorize the severity of repairs into Short-Term 1-2 years, Medium-Term 3-5 years and Long-Term 6-10 years categories.

Track Parking System Revenue & Expense

With the implementation of new on-street meters and the variety of payment options; credit card, coins, or pay by phone, the MPU is likely to see an increase of revenue from the on-street portion of this revenue stream. Pricing strategies for improving on-street availability and reducing off-street wait lists should also be expected to generate significant revenue gains. With the implementation of the new smart meter technology, it is important to start to analyze all the data accessible with the new meters and create a formalized review process each calendar quarter to understand any changes and track trends over time.

These revenue increases, and improved means of projecting and tracking revenue, should be used to implement many of the more transformational recommendations for the MPU, including their use of parking revenues to fund mobility and access improvements beyond parking.

Consolidate Permit Types

Today there are 12 different permit types, including the following categories of permits. Simplifying the number and types of permits is highly recommended. Reducing the number and types of permits makes the system easier for patrons to understand and navigate and simplifies program management, operations and enforcement. It also decreases expenses associated with having so many permit variations.

Preventative Maintenance Program

The allocations for MPU facilities are budgeted, but don't always have a specific purpose. Maintenance issues that arise in the facilities are prioritized then a decision is made about which of those issues will be remediated. Having a formalized preventative maintenance program will make maintenance requests very specific and prioritized to what is fixed and when it is fixed. An additional amount of money should be set aside for unexpected repairs.

Create a Parking Maintenance Reserved Fund

The establishment of a parking maintenance reserve fund recognizes that parking structures will deteriorate over time, and that resulting repairs will be expensive. If funds are not set aside on an on-going basis it can be difficult for programs to deal with the needed repairs. The typical rule of thumb for parking facility maintenance reserve funding is to set aside \$75/structured space/year.

Parking Website Update

The Township parking website has not had any significant updates for the last 3-4 years. The Website should be formally evaluated and compared to other websites for layout, ease of use, user interfaces, and presentation of data. The recommended web-site update should also be considered in the context of developing a new parking and access management program brand.

Implementation Guide

STRATEGIC ACTION PLANS

Following is a series of Strategic Action Plans for each focus area of the Parking Management Plan.

Commercial Parking Management

Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Factors
Year One						
Formalize a Performance-focused Pricing Policy	<ul style="list-style-type: none"> Formalize as MPU policy that parking rates will be set and adjusted based on documented occupancy/availability conditions throughout the township. 	<ul style="list-style-type: none"> Availability among all parking options 	<ul style="list-style-type: none"> Consistent curbside availability, even during common demand peaks. 	<ul style="list-style-type: none"> Occupancy/availability counts, from typical peak periods, throughout the year 	<ul style="list-style-type: none"> Getting buy-in on this from the business community and Township policy makers should improve future conversations and debates about rate adjustments. 	<ul style="list-style-type: none"> In a vibrant commercial district, such a policy should be strongly revenue positive. This is critical, as it provides funding options for managing increased demand. First use of new revenue should be funding data-collection program
Create Tiered Hourly Rates to Redistribute Demand	<ul style="list-style-type: none"> To include: <ul style="list-style-type: none"> Prime rate Base rate Reduced rate 	<ul style="list-style-type: none"> Availability among all parking options 	<ul style="list-style-type: none"> A more even distribution of demand and availability across all parking options 	<ul style="list-style-type: none"> Occupancy/availability counts in areas where this approach is applied 	<ul style="list-style-type: none"> MPU garage operations contractors have a vested interest in attracting more parking activity from currently-oversubscribed curbsides. Seek their assistance in communicating the cost savings and convenience of these sometimes-overlooked resources. 	<ul style="list-style-type: none"> This change should be largely revenue-neutral. If successful, this should make Montclair's commercial districts feel more accessible, and get many drivers to their destinations more quickly, with less frustration, which should be a long-term benefit to local businesses.
Increase the Base On-Street Hourly Rate to \$1/Hour	<ul style="list-style-type: none"> Seek Council approval for this rate change, based on study results and recommendations. 	<ul style="list-style-type: none"> Availability among curbside parking options 	<ul style="list-style-type: none"> Consistent curbside availability, even during common demand peaks. 	<ul style="list-style-type: none"> Occupancy/availability counts, from typical peak periods, throughout the year 	<ul style="list-style-type: none"> The business community can communicate that this is about access to prime parking options, not about revenue 	<ul style="list-style-type: none"> Revenue positive Communicate the new revenue will go to improve other modes of access, such as better bike parking options, and perhaps discounted off-street permits for local employees

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Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Factors
Re-Align Meter Schedules with Demand Peaks	<ul style="list-style-type: none"> Adjust the meter-enforcement schedule to begin at 10AM, rather than 8AM, Monday – Saturday. Adjust the meter-enforcement schedule to continue until 9PM or later, rather than 7PM, Monday - Saturday. 	<ul style="list-style-type: none"> Availability among curbside parking options 	<ul style="list-style-type: none"> Curbside spaces are better utilized, without constraining availability, during early mornings. Availability is improved during evening peaks, a time of significant constraint today 	<ul style="list-style-type: none"> Qualitative assessment of early-morning conditions. Occupancy/availability counts in areas of concentrated evening activity. 	<ul style="list-style-type: none"> The business community can communicate that this is intended to respond to improve access to prime parking spaces, rather than generating more revenue. Point to early morning free parking as a testament to this. 	<ul style="list-style-type: none"> This change should be significantly revenue-positive, as it shifts hours of meter enforcement from low-demand mornings toward high-demand evenings.
Minimize Use of 1-Hour Time Limits	<ul style="list-style-type: none"> Convert all metered 1-hour spaces to 2-hour spaces. 	<ul style="list-style-type: none"> Availability among curbside parking options 	<ul style="list-style-type: none"> Consistent curbside availability, even during common demand peaks. 	<ul style="list-style-type: none"> Occupancy/availability counts, from typical peak periods, throughout the year 	<ul style="list-style-type: none"> The business community can communicate that this is intended to respond to the needs of customers, and that pricing will be used to continue to generate turnover and discourage employee parking at customer-priority spaces 	<ul style="list-style-type: none"> Largely revenue neutral, with some staff time costs for re-setting meters and communicating to local businesses
Promote Public Parking via On-Site Signage	<ul style="list-style-type: none"> MPU is in the process of implementing new signage to make hourly parking options more apparent in Permit Parking locations 	<ul style="list-style-type: none"> Before and after midday utilization levels of permit parking spaces 	<ul style="list-style-type: none"> The current utilization gap between these spaces and metered, off-street spaces should close over time with better communication 	<ul style="list-style-type: none"> Before and after occupancy/availability counts in key lots. 	<ul style="list-style-type: none"> Park Mobile has a vested interest in making this signage effective, as permit spaces become available for hourly parking only through their payment system. 	<ul style="list-style-type: none"> Moderate cost Partnership with Park Mobile may help reduce cost to MPU
Year Two						
Create District Parking Maps	<ul style="list-style-type: none"> Assemble existing GIS data on existing parking facilities, including bike facilities. 	<ul style="list-style-type: none"> Utilization 	<ul style="list-style-type: none"> More balanced utilization among all parking options 	<ul style="list-style-type: none"> Occupancy/availability counts, from typical peak periods, throughout the year 	<ul style="list-style-type: none"> Public Works, Township website administrator 	<ul style="list-style-type: none"> \$5-15K
Consider Progressive Parking Rates to Ease Time Limits	<ul style="list-style-type: none"> Consider this after a year of applying the performance-based pricing approach. Where demand indicates the need to increase the base rate above \$2, consider leaving the base rate unchanged for the first hour, and raising the rate for longer stays. 	<ul style="list-style-type: none"> Curbside availability, and if it improves sufficiently where progressive rates are created in lieu of raising the base rate. 	<ul style="list-style-type: none"> Consistent curbside availability, even during common demand peaks. 	<ul style="list-style-type: none"> Occupancy/availability counts in areas where this approach is applied 	<ul style="list-style-type: none"> The business community can communicate that this approach was developed to help keep rates lower for shorter parking stays. 	<ul style="list-style-type: none"> Likely to be less revenue-positive than simply increasing rates in accord with demand. This should be communicated as part of the messaging about the purpose of the new pricing approach.

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Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Factors
Create Tiered Hourly Rates to Redistribute Demand	<ul style="list-style-type: none"> To include: <ul style="list-style-type: none"> – Prime rate – Base rate – Reduced rate 	<ul style="list-style-type: none"> Availability among all parking options 	<ul style="list-style-type: none"> A more even distribution of demand and availability across all parking options 	<ul style="list-style-type: none"> Occupancy/availability counts in areas where this approach is applied 	<ul style="list-style-type: none"> MPU garage operations contractors have a vested interest in attracting more parking activity from currently-oversubscribed curbsides. Seek their assistance in communicating the cost savings and convenience of these sometimes-overlooked resources. 	<ul style="list-style-type: none"> This change should be largely revenue-neutral. If successful, this should make Montclair’s commercial districts feel more accessible, and get many drivers to their destinations more quickly, with less frustration, which should be a long-term benefit to local businesses.
Establish a Parking Benefit District Approach	<ul style="list-style-type: none"> Revenue that exceeds the cost of maintaining the parking system is dedicated to improving local sidewalks, streetscapes, shuttle bus service, bike parking, traffic calming efforts, etc. This can be focused on individual commercial districts and station areas, or it could be structured to be Township-wide 	<ul style="list-style-type: none"> Revenue generated 	<ul style="list-style-type: none"> Secure sufficient revenue to fund meaningful improvements in area beautification and upkeep, and/or mobility enhancements 	<ul style="list-style-type: none"> Revenue from meters, pay by phone, and permits Revenue measures from before and after a performance-based pricing approach is implemented 	<ul style="list-style-type: none"> This would require the approval of the Montclair Council. 	<ul style="list-style-type: none"> Revenue positive for the MPU If structured around “new revenue” from increased rates, this should be revenue-neutral for the Township.
Longer-Term						
Create a Comprehensive Communications Plan	<ul style="list-style-type: none"> Include coordinated Information, Wayfinding, and Signage components 	<ul style="list-style-type: none"> Availability among all parking options 	<ul style="list-style-type: none"> A more even distribution of demand and availability across all parking options 	<ul style="list-style-type: none"> Occupancy/availability counts in areas where this approach is applied 	<ul style="list-style-type: none"> A consultant/firm specializing in innovative Information Design should be sought through an RFP process. 	<ul style="list-style-type: none"> \$10,000 (targeted improvements) - \$100,000 (new, coordinated, comprehensive)
Consider a Discount for Montclair Residents	<ul style="list-style-type: none"> Identify logistical needs for implementing this at meters Address potential risk of alienating customers from outside the Township, as it should be assumed that this discount will become widely understood. A less controversial version of this might be to provide a free period of parking for residents, limited to the first 30 minutes or an hour, or to provide residents who buy smartcards with a bank of free hours. 	<ul style="list-style-type: none"> Availability among affected parking options. 	<ul style="list-style-type: none"> Availability remains optimal despite reduced price for many drivers. 	<ul style="list-style-type: none"> Occupancy/availability counts in areas where this approach is applied. 	<ul style="list-style-type: none"> Township council would likely have to approve. Business community support will also be essential. 	<ul style="list-style-type: none"> Revenue lost to discount would be offset by higher base rates required to maintain availability.

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Station Parking Management

Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Factors
Year One						
Adjust Permit Rates to Reduce Wait Lists	<ul style="list-style-type: none"> Establish a policy that permit rates will be set based on the length of wait lists for each facility. 	<ul style="list-style-type: none"> Estimated waiting period for standard monthly permits 	<ul style="list-style-type: none"> 1 year or less 	<ul style="list-style-type: none"> Wait list and average permit-turnover rates 	<ul style="list-style-type: none"> The most effective means of achieving this would be for Township Council to provide the MPU with the authority to adjust rates, annually, based on documented occupancy/availability and permit wait list conditions. 	<ul style="list-style-type: none"> This change should be significantly revenue-positive.
Sell More Permits at Mountain Ave & Montclair Heights	<ul style="list-style-type: none"> Sell 10 more permits for each location Begin conducting availability surveys to ensure availability is maintained, and to assess opportunity to sell more permits 	<ul style="list-style-type: none"> Space Availability at 9AM 	<ul style="list-style-type: none"> About 5% of spaces remain available on most days. 	<ul style="list-style-type: none"> Occupancy/availability counts 	<ul style="list-style-type: none"> Residents should be largely supportive of this, as long as spaces remain available when needed. To maintain support, use program revenue to conduct surveys in response to any sustained complaints about availability. 	<ul style="list-style-type: none"> This should generate \$12K of new revenue, annually.
Year Two						
Charge a Premium at Bay Street	<ul style="list-style-type: none"> Roll this out along with data regarding where users of this facility reside. This data should help clarify that this policy is not about making parking more expensive for 4th Ward residents, but about pricing each station facility in accord with market demand. 	<ul style="list-style-type: none"> Availability/occupancy and wait list entries 	<ul style="list-style-type: none"> Reduce wait list to 1 year or less while maintaining availability. 	<ul style="list-style-type: none"> Wait list and average permit-turnover rates 	<ul style="list-style-type: none"> Tying this to a Parking Benefit District approach could help generate support among 4th Ward residents and officials. Using new permit revenue to facilitate a local shuttle or other mobility improvements between Bay Street and Montclair Center would directly benefit local residents. 	<ul style="list-style-type: none"> This change should be significantly revenue-positive.
Vary Permit Rates to Redistribute Demand	<ul style="list-style-type: none"> Implement more modest rate increases at Walnut Street, Watchung Plaza, and Upper Montclair, while leaving rates unchanged at Mountain Avenue and Montclair Heights 	<ul style="list-style-type: none"> Availability/occupancy and wait list entries 	<ul style="list-style-type: none"> Reduce wait list to 1 year or less while maintaining availability. 	<ul style="list-style-type: none"> Wait list and average permit-turnover rates 	<ul style="list-style-type: none"> Using new permit revenue to invest in more and better, non-driving mobility options would help emphasize that this strategy is about making each station more accessible. 	<ul style="list-style-type: none"> This change should be significantly revenue-positive.

Residential Curbside Management

Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Implications
Year One						
Develop a Formal Resident Permit Parking Program	<ul style="list-style-type: none"> Define districts/eligibility Seek Council approval Establish regulations based on known issues 	<ul style="list-style-type: none"> For initial rollout, use occupancy measures completed for this study. For any future expansion, measure occupancy/utilization upon submission of a majority-resident petition 	<ul style="list-style-type: none"> Reasonable availability (25%) during times of perceived spillover impacts. 	<ul style="list-style-type: none"> Occupancy/availability counts 	<ul style="list-style-type: none"> Township Council approval will be necessary to implement change to current approach. 	<ul style="list-style-type: none"> Permit rates should be set to at least cover all administrative costs. Some cities have begun to charge above this level, acknowledging that providing greater access to a public resource suggest that residents should pay a greater share of the cost to maintain those roadways.
Year Two						
Allow residents to petition for RPP, by established district, and on eligible streets.	<ul style="list-style-type: none"> Establish requirements for expanding RPP into new districts. This should include a requirement that the petition represent majority support among households on potentially-affected blocks. 	<ul style="list-style-type: none"> “Hardship” applications for overnight permits 	<ul style="list-style-type: none"> Fewer individual applications for special parking regulations/privileges Fewer complaints about overspill and lack of resident parking options 	<ul style="list-style-type: none"> Request/complaint logs 	<ul style="list-style-type: none"> Buy-in on the overall objectives of the program, and its details, will be crucial for appropriate expansion. 	<ul style="list-style-type: none"> Self-funding, revenue-neutral
Accommodate overnight/visitor parking in all areas	<ul style="list-style-type: none"> Provide scratch-off permit cards, and a limited number of dates each can be used Issue to all residents, including those within RPP zones This will also reduce the number of residents who feel “forced” in to purchasing a resident permit that they will rarely use. 	<ul style="list-style-type: none"> “Hardship” petitions for overnight parking permits. Resident complaints about spillover parking 	<ul style="list-style-type: none"> Reduced or eliminated Reduced, as residents now have a formal process to use for petitioning for relief. 	<ul style="list-style-type: none"> Overnight permit requests 2-hour parking requests 	<ul style="list-style-type: none"> Outreach to resident associations and Ward leaders should focus on communicating that this is about providing options for residents to respond to the variety of conditions and parking needs found across the township. 	<ul style="list-style-type: none"> The cost of this should be included in the costs of administering the overall RPP program, and thus covered by the fees charged for resident permits.
Longer-Term						
Seek Districts Willing to Pilot Employee Permits	<ul style="list-style-type: none"> Work with Ward leaders, residential associations, and the business community to explore this option as a means of providing more parking options to local employees. 	<ul style="list-style-type: none"> Stated interest 	<ul style="list-style-type: none"> Majority resident interest Ward leader support Business community interest 	<ul style="list-style-type: none"> Availability should be at least 50% along proposed blocks, at times when employee permits are proposed to be valid. 	<ul style="list-style-type: none"> Residential associations Ward leaders Business community 	<ul style="list-style-type: none"> This should be moderately revenue-positive, with revenue used to fund area improvements.

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Supply Expansion

Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Implications
Year One						
Shared Parking Brokerage	<ul style="list-style-type: none"> Begin compiling a database of property owners that have excess capacity at times when nearby land uses need more parking Gauge interest of lot owners, and address common concerns such as liability and enforcement. 	<ul style="list-style-type: none"> Location and capacity of shareable facilities Location and need of land uses seeking shared parking 	<ul style="list-style-type: none"> Annual gains in capacity shared via brokerage 	<ul style="list-style-type: none"> Direct input from engagement with property and business owners 	<ul style="list-style-type: none"> Business community Ward leaders 	<ul style="list-style-type: none"> Modest staff-time costs Modest cost of assuming liability for some arrangements
Expand Capacity at Walnut Street Station with Valet Park-and-Ride	<ul style="list-style-type: none"> Identify potential operator to pilot an AM-only valet service at this station 	<ul style="list-style-type: none"> Valet utilization North annex lot utilization Customer satisfaction 	<ul style="list-style-type: none"> Total number of cars parked, across all lots, increases during pilot Customer support for a permanent service 	<ul style="list-style-type: none"> Occupancy survey counts Customer survey feedback 	<ul style="list-style-type: none"> Ideally, MPU's contracted operator for its garages is interested in running the valet service 	<ul style="list-style-type: none"> Revenue-positive, rate should be a modest premium over the daily rate.
Year Two						
Seek Joint Development Opportunities	<ul style="list-style-type: none"> Identify and work with interested developers Identify parameters for parking to be included: majority of spaces are public, street-facing walls are active at ground floor, on-site occupants receive no discounts, etc. Focus on opportunities at or near station areas 	<ul style="list-style-type: none"> Project realization Number of public spaces provided at realized projects Per-space cost savings realized through partnership Projects' overall economic success Subsequent interest in further joint-development opportunities 	<ul style="list-style-type: none"> At least 1 in the next 5 years At least half of the spaces provided At least 10% below comparable options Faster than average unit sales, commercial leases. MPU becomes a go-to partner for providing parking solutions in mixed-use projects 	<ul style="list-style-type: none"> Varied 	<ul style="list-style-type: none"> Land-Use developers will be necessary partners for realizing most opportunities. Opportunities linked to publicly-owned land will require partnerships with Township Planning and support from the public and policy makers. 	<ul style="list-style-type: none"> All supply expansion projects should be at least revenue neutral, and are likely to be revenue positive.
Public Valet	<ul style="list-style-type: none"> Identify location/s, including cooperative interest among nearby private lot owners Seek a contracted operator through competitive bid 	<ul style="list-style-type: none"> Parking accommodation: # of cars parked on a typical Friday night, at all affected locations, prior to, and during, valet operations 	<ul style="list-style-type: none"> A gain of at least 200% in cars parked. 	<ul style="list-style-type: none"> Hourly counts for a Friday night prior to the pilot Valet-operator data from a typical Friday night during pilot 	<ul style="list-style-type: none"> The cooperation of lot owners will also be essential for effective operation, and the potential capacity of the valet service. 	<ul style="list-style-type: none"> Revenue-neutral to revenue-positive, depending on effectiveness and structure of contract/s with operators.

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Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Implications
Longer-Term						
Revise the Current Zoning Code	<ul style="list-style-type: none"> ▪ Work with City Planning to make strategic updates to the City's Zoning Code land use regulations ▪ Develop parking requirements specific to multimodal/mixed-use centers ▪ Establish a strategic payment in lieu of parking approach <ul style="list-style-type: none"> – Include an escalating PILOP fee rate 	<ul style="list-style-type: none"> ▪ Inclusion of, or funding contributed for, shared parking in development proposals ▪ Balance of shared/reserved parking at new development ▪ Fee revenue for expanding MPU supplies 	<ul style="list-style-type: none"> ▪ A strong shift toward providing or funding shared/public parking in lieu of private/accessory parking as new development is approved. 	<ul style="list-style-type: none"> ▪ Development approvals, including detailed “parking plan”. 	<ul style="list-style-type: none"> ▪ Montclair Planning Department ▪ Township Council 	<ul style="list-style-type: none"> ▪ Successfully incentivizing the In Lieu Fee option, particularly among developers with smaller lots, should be significantly revenue positive.

Mobility-Improvement/Demand-Reduction

Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Implications
Year One						
Broaden the MPU Mission Beyond Parking	<ul style="list-style-type: none"> Redefine Mission Develop a partnership with EZ Ride¹¹ Begin conducting, facilitating, or coordinating in the completion of transportation and parking surveys to track changing use and preference patterns. 	<ul style="list-style-type: none"> Employee Mode Shares Access to transit mode shares Resident car-ownership rates 	<ul style="list-style-type: none"> Measures indicating a broad reduction in dependency upon drive-alone mobility, among employees, commuters, and residents. 	<ul style="list-style-type: none"> US Census and related databases Surveys 	<ul style="list-style-type: none"> TPAC and the MPU should clearly delineate each's role. TPAC should play more of an advocacy and idea-generator role. MPU should focus on implementing and operationalizing select strategies in support of the overall parking/mobility program 	<ul style="list-style-type: none"> Initial budget of \$50K recommended Grow to \$100K in year 3 Use standing resources like EZ Ride, TPAC, Lifelong Montclair, and Bike/Walk Montclair to make the most of this budget and minimize costs. Seek to recapture parking revenue to make this self-sustaining, which is more than justified by the improvements to parking quality and mitigated rate increases it can help achieve.
Champion Previous Pedestrian/Bike and Transit Recommendations	<ul style="list-style-type: none"> Work with TPAC, Lifelong Montclair, and Bike/Walk Montclair to continue to revisit standing ideas and recommendations. 	<ul style="list-style-type: none"> Updates on implementation status of previous recommendations 	<ul style="list-style-type: none"> Annual progress on priority recommendations 	<ul style="list-style-type: none"> Annual updates on report recommendation implementation status 	<ul style="list-style-type: none"> TPAC and other advocacy organizations can help MPU track progress, document conditions improvements 	<ul style="list-style-type: none"> Modest staff-time costs
Promote New Mobility Solutions	<ul style="list-style-type: none"> Designate spaces for car-share vehicles in key MPU parking facilities 	<ul style="list-style-type: none"> Number of car-share vehicles located within Montclair 	<ul style="list-style-type: none"> Increase of at least 100% over the previous year 	<ul style="list-style-type: none"> Number of car-share vehicles located within Montclair 	<ul style="list-style-type: none"> Car-share providers love being offered free parking 	<ul style="list-style-type: none"> Potential for lost revenue from off-street spaces provided.
Year Two						
Give Employees More Viable Commute Options	<ul style="list-style-type: none"> Explore bus pass program 	<ul style="list-style-type: none"> Mode share 	<ul style="list-style-type: none"> Increased use of bus commuting among Montclair area employees 	<ul style="list-style-type: none"> Annual commuter surveys 	<ul style="list-style-type: none"> This is something that EZ Ride can help implement and monitor to show impact 	<ul style="list-style-type: none"> Such a program is typically paid for through parking revenues, which should increase as fewer employees occupy high-value, customer parking spaces.

¹¹ EZRIDE.ORG

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Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Implications
Promote New Mobility Solutions	<ul style="list-style-type: none"> Dedicate on-street parking spaces for car-share vehicles. 	<ul style="list-style-type: none"> Number of car-share vehicles located within Montclair 	<ul style="list-style-type: none"> Increase of at least 100% over the previous year 	<ul style="list-style-type: none"> Number of car-share vehicles located within Montclair 	<ul style="list-style-type: none"> Car-share providers love being offered free parking 	<ul style="list-style-type: none"> Potential lost revenue if metered spaces are re-purposed, but residential blocks and other side streets should be revenue-neutral
Longer-Term						
Develop Zoning Strategies to Promote Mobility & Sustainable Growth	<ul style="list-style-type: none"> Work with Township Planning to make strategic updates to the City's Zoning Code land use regulations 	<ul style="list-style-type: none"> TDM included as part of development approvals 	<ul style="list-style-type: none"> TDM included as part of development projects realized within the next 5 years 	<ul style="list-style-type: none"> Data and information from development approval documents 	<ul style="list-style-type: none"> Township Planning Township council Development community 	<ul style="list-style-type: none"> Modest staff-time costs
Promote New Mobility Solutions	<ul style="list-style-type: none"> Seek to attract one-way car-sharing Explore partnerships with sourced-ride services (Uber/Lyft) to provide a low-cost alternative to running jitneys. 	<ul style="list-style-type: none"> Car-share memberships Daily/hourly parking occupancy at station area lots 	<ul style="list-style-type: none"> Increased memberships Reduced daily parking at stations, more hourly parking, as more commuters use ride services 	<ul style="list-style-type: none"> Shared information from service providers Occupancy/turnover surveys at key parking locations 	<ul style="list-style-type: none"> Work with EZ Ride and local advocates to develop strategies to attract more services, and ensure that they serve PMP goals. 	<ul style="list-style-type: none"> One-way car-sharing relies upon on-street parking, and pay for the right to park exempt from meters and time limits. Subsidy programs could be funded through permit revenue.

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Organizational/Operational Strategies

Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Implications
Year One						
Adopt New Org Structure	<ul style="list-style-type: none"> Create MPU Director Position 	<ul style="list-style-type: none"> Improved leadership and program development Creation of new performance standards 	<ul style="list-style-type: none"> Program scope and service expansion Improved community relations and education 	<ul style="list-style-type: none"> Create and adopt new position descriptions 	<ul style="list-style-type: none"> Participation at City Department Head level meetings Enhanced community interaction/involvement Begin creating new relationships with planning and transit/TDM/Active Transportation agencies 	<ul style="list-style-type: none"> Salary/benefits upgrade – Approx. \$15K annually Begin planning and budgeting for new “access management programs
	<ul style="list-style-type: none"> Add Operations Manager Position 	<ul style="list-style-type: none"> Improved operations 	<ul style="list-style-type: none"> Improved performance on key operational benchmarks 	<ul style="list-style-type: none"> Develop current operations baseline Adopt new benchmarks Begin measuring performance against new benchmarks 		<ul style="list-style-type: none"> New Position Salary/benefits Approx. \$65K Annually
	<ul style="list-style-type: none"> Add 2 PT Meter Enforcement Officers 	<ul style="list-style-type: none"> Expanded enforcement coverage Enhanced enforcement revenue 	<ul style="list-style-type: none"> Number of citations issued Enhanced enforcement coverage 	<ul style="list-style-type: none"> Enforcement productivity data 	<ul style="list-style-type: none"> Coordination with operations manager Coordination with MPD and other related City departments 	<ul style="list-style-type: none"> 2 New PT Positions - Salary/benefits Approx. \$37.5K annually
Adopt New Program Vision/Mission and Guiding Principles	<ul style="list-style-type: none"> Work with City Administration and Council to refine and adopt new program Vision/Mission and Guiding Principles 	<ul style="list-style-type: none"> Program adjustments and policies to reflect new program vision and goals 	<ul style="list-style-type: none"> Create a checklist of new program development objectives Update progress on a quarterly basis 	<ul style="list-style-type: none"> Develop performance metrics to measure progress against new program goals 	<ul style="list-style-type: none"> Director/City Admin Director/City Council Director and DT Stakeholders 	<ul style="list-style-type: none"> Minimal
Begin CAPP Certification Process for Director	<ul style="list-style-type: none"> Review eligibility requirements and apply as soon as eligible 	<ul style="list-style-type: none"> Target CAPP certification by 2018 	<ul style="list-style-type: none"> Education Peer Network Access to resources 	<ul style="list-style-type: none"> See IPI website for program info www.parking.org 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Minimal application fee Budget for IPI conferences
Begin Program Accreditation Process	<ul style="list-style-type: none"> Review APO materials and submit application 	<ul style="list-style-type: none"> Use APO as a program development guide 	<ul style="list-style-type: none"> Use the 13 categories and 300 criteria as program development metrics 	<ul style="list-style-type: none"> See APO manual and matrix of criteria 	<ul style="list-style-type: none"> Leverage other City departments as support 	<ul style="list-style-type: none"> Minimal application fee Investment in staff time Budget \$5 - \$10K for Site Review Process

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Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Implications
Create a Dedicated Enterprise Fund to Keep MPU Operations Self-Funding	<ul style="list-style-type: none"> Realign parking related revenue streams 	<ul style="list-style-type: none"> Utilize provided consolidated financial report as a guide (Appendix C) 	<ul style="list-style-type: none"> Dedicated enterprise fund with revenues from on-street, off-street and enforcement 	<ul style="list-style-type: none"> Consolidated financial system documenting all parking related revenues, expenses and capital needs 	<ul style="list-style-type: none"> City Finance and Administration departments 	<ul style="list-style-type: none"> Resource reallocation
Actualize Expanded MPU Mission	<ul style="list-style-type: none"> Define new program scope related to supporting alternative transportation 	<ul style="list-style-type: none"> Start small Identify achievable program additions 	<ul style="list-style-type: none"> Quantify parking demand and begin to provide options to reduce other than by providing more parking supply 	<ul style="list-style-type: none"> Develop baseline parking demand and mode split data 	<ul style="list-style-type: none"> Transit agency Local MPO Large employers City/County 	<ul style="list-style-type: none"> Create a defined Alternative Transportation program budget Initial budget of \$50K recommended
Replace Natural Gas Vehicles	<ul style="list-style-type: none"> Define ideal replacement vehicles Procure replacement vehicles 	<ul style="list-style-type: none"> Ensure that new vehicles meet defined departmental needs 	<ul style="list-style-type: none"> Reduce vehicle down time and maintenance expenses 	<ul style="list-style-type: none"> Defined needs Cost Alt Fuel criteria 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Approximately \$100K
Revise Job Duties	<ul style="list-style-type: none"> Create separation of duties between meter collections and maintenance 	<ul style="list-style-type: none"> Create audit accountability/revenue chain of custody 	<ul style="list-style-type: none"> Revenue collections integrity 	<ul style="list-style-type: none"> Revise meter collections and maintenance job descriptions and audit procedures 	<ul style="list-style-type: none"> City audit department 	<ul style="list-style-type: none"> Minimal Staff time only
Fill Vacant Meter Maintenance position	<ul style="list-style-type: none"> Fill vacant position 	<ul style="list-style-type: none"> Provides capacity for scheduling around vacations, illness, etc. 	<ul style="list-style-type: none"> Consistent staffing and improved meter up-time 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Approximately \$18K annually
Develop Enhanced Facility-Maintenance Plan	<ul style="list-style-type: none"> Improved facility cleanliness and maintenance 	<ul style="list-style-type: none"> Daily, weekly and monthly facility cleaning schedules Periodic facility condition appraisals 	<ul style="list-style-type: none"> Facility cleanliness and enhanced appearance Long-term facility maintenance plan 	<ul style="list-style-type: none"> Use provided facility maintenance manuals and schedules 	<ul style="list-style-type: none"> Could work in partnership with downtown clean & safe teams if applicable 	<ul style="list-style-type: none"> Budget for facility condition appraisals every 2 - 3 years \$30 - 50K
Prepare to Update Website	<ul style="list-style-type: none"> At a minimum get current website updated with current and accurate information 	<ul style="list-style-type: none"> Survey customers as to the information they feel is most needed 	<ul style="list-style-type: none"> Begin tracking website utilization. Establish a benchmark Begin tracking utilization on an on-going basis 	<ul style="list-style-type: none"> Survey current parking websites and begin the process for a complete website make-over. 	<ul style="list-style-type: none"> Work with City information office and downtown stakeholders 	<ul style="list-style-type: none"> Seek budget for \$30-50K for website upgrades in 2017.
Year Two						
Develop Parking Enforcement manual	<ul style="list-style-type: none"> Using the example provided, develop a parking enforcement manual customized to the Montclair program's needs. 	<ul style="list-style-type: none"> Sample manual provides key elements 	<ul style="list-style-type: none"> Policy /procedure documentation On-going staff training tool 	<ul style="list-style-type: none"> See sample manual 	<ul style="list-style-type: none"> City educational resources 	<ul style="list-style-type: none"> Minimal Staff time only

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Recommended Actions	Key Steps	What to Measure	Target Measure	Data Needs	Strategic Partnerships	Financial Implications
Revise Permit Program	<ul style="list-style-type: none"> Simplify number of permit types 	<ul style="list-style-type: none"> Also consider adjusting permit pricing 	<ul style="list-style-type: none"> Ease of program use and understanding 	<ul style="list-style-type: none"> Work to move to an online permit registration procurement system 	<ul style="list-style-type: none"> City Finance Department 	<ul style="list-style-type: none"> Minimal Staff time only
Conduct Parking Enforcement Audit	<ul style="list-style-type: none"> Using the program audit tool provided, critically assess current program 	<ul style="list-style-type: none"> See sample program audit check list 	<ul style="list-style-type: none"> Program development and refinement Policy /procedure documentation On-going program assessment tool 	<ul style="list-style-type: none"> See audit checklist 	<ul style="list-style-type: none"> City training resources 	<ul style="list-style-type: none"> Minimal Staff time only
Develop Parking Facility Operations Manuals	<ul style="list-style-type: none"> Using the example document provided, develop facility operations manuals 	<ul style="list-style-type: none"> See sample facility manual 	<ul style="list-style-type: none"> Program development and refinement Policy /procedure documentation On-going staff training tool 	<ul style="list-style-type: none"> See sample facility manual 	<ul style="list-style-type: none"> City training resources 	<ul style="list-style-type: none"> Minimal Staff time only
Conduct a Parking Signage audit	<ul style="list-style-type: none"> Assess adequacy of current wayfinding and parking signage 	<ul style="list-style-type: none"> Number, type and location of current signage and wayfinding elements 	<ul style="list-style-type: none"> More effective and consistent signage Reduce sign “clutter” Improve messaging 	<ul style="list-style-type: none"> Document existing conditions Assess needs based on results 	<ul style="list-style-type: none"> Public works Possible need for signage consultant 	<ul style="list-style-type: none"> TBD based on results of signage audit
Update Parking Website	<ul style="list-style-type: none"> Completely upgrade the parking website, including adding on-line payment options for permits and citations 	<ul style="list-style-type: none"> Use market and stakeholder feedback to help define needed upgrades 	<ul style="list-style-type: none"> Continue website monitoring and utilization tracking 	<ul style="list-style-type: none"> Research other parking and access management websites for current best practices 	<ul style="list-style-type: none"> City information office Downtown stakeholders 	<ul style="list-style-type: none"> \$30 - \$50K recommended for website upgrade budget