



Information Item

Date: June 21, 2012

To: Mayor and City Council
From: Gigi Decavalles-Hughes, Director of Finance
Subject: Walker Parking Study & Interim Parking Plan Implementation Update

Introduction

Since 2009, the City has embarked on two significant efforts to address parking in the downtown. In 2006, Council approved the [Downtown Parking Program](#) that outlined a plan to address parking needs through the seismic retrofitting of Structures 2 & 4; rebuilding Structures 1, 3, and 6; and adding up to two new structures with a total of 1,000 additional spaces. In 2009, Walker Parking Consultants conducted a study ([Walker Study](#)) that evaluated parking operations, reevaluated recommendations relative to the 2006 study and developed recommendations to manage parking in the downtown area. On [February 23, 2010](#), Council supported the priorities of an Implementation Plan that looked to phase in specific actions that will further the goals and recommendations set forth in the Walker Study. On [March 8, 2011](#), Council approved an Interim Parking Plan that builds on the recommendations of the Walker Study, and adds initiatives to address parking needs in the downtown during a period of heavy construction activity (including the reconstruction of Parking Structure 6) between 2012 and 2014. This Information Item provides an update to the Information Item dated [August 24, 2011](#).

Discussion

Interim Parking Plan Update

On [March 8, 2011](#), Council approved an Interim Parking Plan that builds on the recommendations of the Walker Study, and adds additional initiatives to address parking needs during a period of heavy construction activity in the downtown between

2012 and 2014, which includes the demolition and reconstruction of Parking Structure 6.

The following is the status of the specific steps in the implementation of this plan.

- Wayfinding Improvements – The Beach Parking Wayfinding system, which includes dynamic changeable message signs at the 4th/5th Street freeway exit and other key downtown gateway locations is under design, with installation expected in late 2012. A \$760,000 Capital Improvement Project was approved in FY 2011-12 for new changeable message and parking availability signage at all downtown structures. Since this project was unfunded in the FY 2012-13 Capital Improvement Project budget, the City will not install the planned wayfinding system directing the public to available parking spaces in the Downtown at this time.
- Parking Meter Pilot Project – Staff concluded the new single-space parking meter demonstration project in fall 2011. IPS Groups, Inc. was the only company that was able to successfully complete the pilot project. On [October 25, 2011](#), Council approved an agreement with IPS Group, Inc. to deliver and install 6,100 solar powered parking meters throughout the City that accept credit card and pay-by-phone applications, as well as coins, and ground sensors. The installation of the new meters was completed in January 2012. Ground sensors will continue to be installed through December 2013.
- Downtown Shuttle – The specially-branded Downtown Ride operated in a loop between the Civic Center and Downtown, providing access between the Civic Center parking and downtown locations every 8-10 minutes from 7:00 am to 10:00 am and 3:30 pm to 7:40 pm. From August 2011 through the end of March 2012, a total of 2,631 trips were taken with this service, and only 1,568 trips (60%) of those were monthly parking pass holders with the rest being non-parking customers who took advantage of the free ride. The BBB terminated the Downtown Ride service on June 15, 2012 due to low ridership. Since August 2011. Monthly parking pass holders parking in the Civic Center can still use their pass to take any BBB service, including the numerous routes that serve 4th St. between the Civic Center and Downtown every 7 minutes during peak periods.
- Bike Transit Center – The City of Santa Monica Bike Center in Parking Structures 7 and 8 opened in November 2011. The Center offers services and facilities for people who walk, bike or use transit to get downtown. The Bike Center provides 260 secure bike parking spaces, bike repair facilities, showers, lockers, and bike rentals. It also offers programs including bike share for local employees, bicycle education, maintenance workshops, and supporting retail.

Walker Parking Implementation Update

To date, staff has continued to make progress on several of the priority areas of the Walker Parking Study:

1. Complete a study of overall pricing and hours of operation changes for both the parking structures and on-street parking meters.
 - a. Adjust meter and structure prices throughout the downtown and adjacent areas as identified through the study and by City staff.
 - b. Adjust meter and structure hours of operation, as identified through the study and by City staff.

At the [May 11, 2010](#) Council meeting, staff presented recommended rate changes for Downtown Parking Structures 1 through 9, the Main Library, Civic Center Parking Structure, and the Civic Auditorium Lot as a first phase of broader parking rate changes proposed in the Walker Study. Council unanimously approved the recommended rate changes, which also included changes to hours of parking structure operation in terms of evening flat rates for the Main Library and Civic Center area parking facilities.

In February 2012, staff contracted with Walker Parking Consultants to conduct a Citywide parking rate study and to develop a model by which future rate adjustments could be made. The parking rate study examined various factors, including:

- *Current occupancy and usage of City-owned facilities.*
- *Current rates.*
- *Rates at private Santa Monica facilities.*
- *Rates at various comparable and competitive areas.*
- *The relationship between on-street and off-street parking locations.*
- *Monthly rates.*
- *Event rates.*

Walker Parking Consultants was asked to provide a report that showed the exact rate that the model produced for various areas. The report was completed in June 2012, and is attached. Staff reviewed the model recommendations and developed proposed rates, which were presented to various stakeholders, including Downtown Santa Monica, Inc., Main Street Merchants, the Pier Corporation, the Pier Tenants Association, and other interested stakeholders. In developing the proposed rates, staff sought to balance change from current rates with previous Council actions that lowered rates in less-used facilities, and charged more in congested facilities. Staff is presenting recommended rates based on the study for Council consideration in July 2012.

2. Develop agreements and new signage for public use of private parking facilities.

Since July 1, 2010, private parking facilities in the downtown have had access to approved signs that can be placed in the public right of way to promote public parking. Currently, eight locations have approved signs.

3. Identify and secure employee parking options.

- a. Re-negotiate 100 Wilshire parking agreement in Structure 2

The Fourth Amendment of the Lease providing for removal of nested parking in Parking Structure 2 was executed on May 18, 2011, and has allowed for the public use of an additional 100 spaces in Parking Structure 2.

- b. Renegotiate 1299 Ocean LLC parking agreement in Structure 4

On [April 24, 2012](#), Council approved a Parking Agreement with 1299 Ocean LLC, for Parking Structure No. 4, regarding the removal of reserved parking spaces, the extension of the lease term, and payment by the City for use of relinquished parking spaces. The parking agreement amendment makes up to 204 reserved and underutilized parking spaces in Parking Structure 4 available to the public. In return for relinquishing reserved spaces and using only the amount of spaces that are needed by tenants, the City would pay 1299 Ocean LLC (Lessee) \$20 per month for each space not used. In addition, the City agreed to extend the term of the lease by ten years, through August 31, 2031. During the extended ten-year period, the Lessee would be allowed to purchase up to 204 spaces at the then-current monthly rate, at locations to be determined by the City, with the City making a good-faith effort to locate the spaces in close proximity to the office building and with no obligation to pay the Lessee for any unclaimed parking spaces.

- c. Identify locations (including private lots and peripheral locations) and short-headway transportation options to/from the identified location(s).

As part of its parking rate proposal scheduled for Council in July 2012, staff will recommend a reduced monthly rate scheme for the Civic Center.

4. Expand transportation demand management programs.

The City's Transportation Demand Management (TDM) Ordinance regulates a total of 669 employers, accounting for 37,784 employees in the City. The current Average Vehicle Ridership (AVR) for the City in FY 2010-11 is 1.67, down slightly from 1.71 last year. This is in part due to the new requirement that employers purchasing emission reduction credit must now also survey their employees and report their survey information. These employers choose to purchase credits instead of reducing employee trips and, as a result, their employee commute patterns lower City AVR statistics. In an effort to increase City-wide AVR and alternative commute participation by area employees, the Transportation Management Office has initiated a comprehensive outreach program which

includes:

- *Planning and Community Development staff in the Transportation Management Office (TMO) is currently working with vanpool providers to increase the number of vanpools currently operating in Santa Monica from 10 to 50.*
- *TMO staff work closely with employers, consulting with them on methods to increase AVR, create more effective plans, and solve parking problems.*
- *Staff is currently auditing employers of 50-169 employees. These audits include a complete review of the employers' plans, and suggestions for strengthening those plans in order to achieve higher AVRs. Fifteen audits have been completed in FY 2011-12 and more are scheduled to take place on a regular basis.*
- *Staff is working on various components of the City's No Net New Trips program, helping to set the framework to meet the trip reduction goals of the LUCE through Transportation Management Association (TMA) formation, creating connected mobility hubs (transit, Expo, car share, bike share and EV infrastructure) and trip reduction website applications.*
- *Forty new employers in the 10-49 employees category have been trained at a City-sponsored TDM workshop and submitted their initial WTP plans in April. Staff is working with the Business License Office in order to streamline the new employer notification process.*

5. Identify and expand alternative payment mechanisms.

- a. Replace current parking meters with ones that accept credit cards.
 - *Staff completed installation of parking meters that accept credit cards and pay-by-phone in January 2012.*
- b. Expand or develop new smart card system.
 - *The current Santa MoniCard is being discontinued as of June 28, 2012 due to the inability to maintain the current antiquated equipment. Since the new parking systems accept a variety of payment options and an in-house card is costly to manage, staff does not currently anticipate a replacement program.*

6. Review parking operations staffing, policies and procedures.

- a. Review parking operations staffing.
- b. Review revenue control, cashiering and close out procedures.

The Walker Study recommendations were further supplemented by the completion of an Internal Audit of Parking Operations in 2010. Both the study and audit included various recommendations to more efficiently manage parking

operations. Proposed staffing recommendations were approved as FY 2010-11 midyear budget changes, and as part of the FY 2011-13 budget. Other recommendations, such as expanding automated pay machines, were fully implemented in June 2011. Staff is currently developing meter collection audit procedures and a citywide cash handling policy.

7. Review/formalize maintenance program.

Staff is working with Public Works to review and formalize a comprehensive maintenance program for the Downtown parking structures. The FY 2012-14 biennial Capital Improvement Project (CIP) budget includes a project to replace elevators in parking structures 2, 4, and 5 at a cost of \$5,061,000 over three years beginning in FY 2012-13.

8. Review Walker in-lieu fee recommendations.

The City entered into a professional services agreement with Nelson\Nygaard on July 22, 2011. Nelson\Nygaard, working with AECOM, has been evaluating the City's current parking in-lieu fee structure and making recommendations for modifications as appropriate. Issues to be evaluated include: the geographic area where in-lieu fees should be applicable, whether the fee should be structured differently based on use of the development, the manner in which the fee may be paid, and whether some portion of the fees generated may be available for transportation demand measures. Staff is currently evaluating recommendations from the draft report and will be preparing a report for Council consideration in summer 2012.

9. Research and develop centralized valet program.

Staff examined centralized valet systems currently in operation in Old Pasadena, Manhattan Beach and Culver City to better understand best practices that are needed to ensure success, and presented findings, recommendations and a draft RFP to the Downtown Santa Monica, Inc.'s Parking and Circulation Committee on April 13 and May 11, 2010. Due to findings pointing to difficulties with the storage of vehicles and high retrieval times, staff continues to work with DTSM to develop a pilot valet program. Staff is currently considering a Wilshire Blvd. location for the pilot program. As part of the June 2012 Walker Parking rate study, staff has begun researching pricing schemes for valet services.

10. Establish mechanism for ongoing review of pricing; parking supply and demand; and operations.

In February 2012, staff contracted with Walker Parking Consultants to conduct a citywide parking rate study and to develop a model by which future rate

adjustments could be made. The parking rate study examined various factors as described earlier in item one above.

11. Develop a proactive program to disseminate parking information.

Earlier this year, the City launched a real time parking map (www.smgov.net/parkingmaps) to present real-time availability at nearby parking lots. Leveraging GPS location aware technology, the parking map zeroes in on a user's location and provides information about the most convenient lots. The parking map, which is available in a web and mobile formats, also shows users the hours of operation, rates and other information for the City's beach and downtown parking lots. Real time availability information is currently available for 16 of the City's 33 downtown and beach parking lots. Next fiscal year, the City will add more parking lots to the program as well as partner with vendors to make real-time parking availability for private lots too.

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CITYWIDE PARKING RATE STUDY

CITY OF SANTA MONICA
PARKING RATE STUDY
SANTA MONICA, CA

Prepared for:
CITY OF SANTA MONICA

JUNE 7, 2012



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EXECUTIVE SUMMARY

The City of Santa Monica hired Walker Parking Consultants to complete a study of rates for all public parking facilities in the City. The primary goals of this study are to:

1. Properly manage parking demand to ensure availability in all locations and better use underutilized parking resources.
2. Identify the relationship between public parking price, private parking price, adjacent uses and parking demand.
3. Develop an objective, technical and transparent process by which to set public parking rates.
4. Determine parking rates City-wide, including beaches and for special events.

Parking rates must be regularly adjusted to manage parking demand appropriately; better use underutilized spaces; and fund necessary maintenance, repairs, and in some cases construction costs. This is especially true in Santa Monica given the large number of people who drive to or within the City every day. City-owned parking assets are crucial to the proper functioning of Santa Monica's traffic and circulation system as well as the operation of local businesses.

Despite the necessity of adjusting parking rates in a timely and appropriate manner, over the past decade changes to the rates charged for public parking in Santa Monica have occurred on an infrequent and inconsistent basis. City staff has identified the need for a systematic, transparent and technical method by which to adjust parking rates citywide. This report describes the process and methodology, and ultimately the model (Model), which has been developed to address this issue.

The Model's output is based on two factors:

1. Parking rates in comparable locations in parking facilities in Santa Monica and other Los Angeles metropolitan-area communities; and
2. Average peak occupancy rates for on- and off-street parking spaces in Santa Monica.

The first factor is designed to ensure that Santa Monica remains competitive in the local market for customers, residents, employees and visitors. The second factor addresses issues of parking demand and congestion within the system. As a result, the Model's output results in both recommended parking rate increases and decreases as there are a significant number of parking spaces in the City that experience underutilization just as some facilities are congested. The occupancy factor also allows rates to adjust in response to changes in parking demand overall, which may be the result in coming years with events such as the opening of the Expo Light Rail Line to Santa Monica.

To ensure that the rates charged for parking reflect – in order to properly manage - parking demand in different facilities and locations, we recommend that parking occupancies be evaluated and the rate charged adjusted higher or lower if necessary, on an annual basis, if not quarterly or biannually. This policy will allow the parking system to accommodate as many vehicles as possible. For example, where peak parking occupancies are below 75% (such as in the Civic Center Structure, some beach lots on weekdays, and some blocks of on-street parking) we recommend that current parking rates be reduced to

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attract more parkers. Where parking occupancies are above 90%, (such as in Parking Structures 1 – 9), we recommend that current parking rates be raised to serve more short-term (e.g. customer) parkers by turning over the spaces more frequently and encouraging long-term parkers to park in inexpensive locations.

Several cities on the West Coast, including Seattle, San Francisco, Redwood City and Los Angeles, have policies which specifically set parking rates in their Downtown and other districts using this process. Other cities have set rates in a less technical manner, but nonetheless follow this common-sense principle as a way to balance supply and demand and maximize the number of cars their parking system can accommodate.

Whether or not the City decides to build additional parking is a separate policy issue that is not addressed in this study or in the Model. However, regardless of whether, where or when more parking is built in the City, the process set forth in this report for setting rates, or some other systematic process, needs to be followed with consistency and frequency.

Although the Model is the centerpiece of the rate study we note upfront in the report that policies regarding parking rates and the revenue they generate should be linked to the expenses incurred by the local transportation and public parking system. The impetus to adjust parking rates, as is the case with the cost to provide many services, is often linked to changes in the cost of providing that service. In many public parking systems, policies mandate that revenues cover all costs (including long-term maintenance and repairs) before remaining revenue is allocated to other uses. However, ultimately this is a policy decision for each jurisdiction to make.

Our experience with municipal parking operations across the country suggests that when parking revenue is not committed to the maintenance and repair of parking facilities, the likelihood that these issues will be addressed in a timely manner decreases. When parking revenues and expenses are not considered in tandem, efforts to maintain and repair the facilities are more difficult and ultimately more costly. Finally, we note that it is reasonable, fair and effective for some parking revenue to be used for parking and traffic-related improvements in the area in which it is generated.

Under the City's current system of allocating parking revenue, parking revenue goes directly into the General Fund. We suggest that this policy has hindered the process of setting parking rates in a consistent manner. As a result of this analysis we therefore recommend that a mechanism be established to fund and require timely repairs and maintenance of the City's public parking assets and circulation system.

The following is a summary of the results of the Model that was developed as part of this city-wide parking rate study. We note that Model results may not be identical to the rates recommended by City staff.

DOWNTOWN – MODEL OUTPUT RECOMMENDATIONS

1. Downtown Parking Structures (PS) 1 – 9¹ Recommended Hourly Rates

- Option A: Hourly rates per the model, assuming a daily maximum rate reached within six hours:
 - 1st hour: \$1.64
 - 2nd hour: \$1.83
 - 3rd hour: \$1.16
 - 4th hour: \$3.34
 - 5th hour: \$2.56
 - 6th hour: \$1.74
 - Daily maximum at 6 hours: \$12.26

- Option B: Linear rates for ease of use (before rounding):
 - 1st hour: \$2.35
 - 2nd hour: \$2.35
 - 3rd hour: \$2.35
 - 4th hour: \$2.35
 - 5th hour: \$2.35
 - 6th hour: \$0.51
 - Daily maximum at 6 hours: \$12.26

- Option C: Rates structured to encourage short-term parkers (before rounding):
 - 1st hour: \$0.78
 - 2nd hour: \$0.78
 - 3rd hour: \$0.78
 - 4th hour: \$2.35
 - 5th hour: \$2.35
 - 6th hour: \$2.35
 - 7th hour: \$2.35
 - 8th hour: \$2.35
 - Daily maximum at 8 hours: \$12.26

¹ To the extent that PS 7 and 8 demonstrate occupancy patterns that are different from PS 1 – 6, 9 on some days, we note in the report that different rates for PS 7 – 8 may be desirable from a demand management perspective. However, issues regarding operations, communicating rates to the public and overall consistency may dictate otherwise.

Table 1: Parking Structures 1 – 9 Comparison of Current and Model-Recommended Rates

Scenario - Length of Stay	Current Rate	Proposed Per Model	
		Equal Hourly Rate (Option B)	Reduced Rate Hours 1-3 (Option C)
1 hour	Free	\$2.35	\$0.78
2 hours	Free	\$4.70	\$1.57
3 hours	\$2.00	\$7.05	\$2.35
4 hours	\$4.00	\$9.40	\$4.70
5 hours	\$6.00	\$11.75	\$7.05
6 hours	\$8.00	\$12.26	\$9.40
7 hours	\$9.00	\$12.26	\$11.75
After 6pm (assume current average length of stay: 2.5 hours)	\$5.00	\$5.88	\$1.96

2. Downtown Parking Structures - Monthly parking permit rate for 24/7 access to PS 1 – 9
 - \$159.60 for monthly permit parking in Parking Structures 1 – 9 for current monthly permit holders;
 - Other recommended rates, based on the Model methodology rate for Parking Structures 1 – 9:
 - \$140.00 for monthly permit parking for current permit holders, in Parking Structures 1 – 6, 9 Monday – Friday, 6:00 AM – 7:00 PM;
 - \$128.00 for monthly permit parking Monday – Friday all day in Parking Structures 7 – 8 only; and
 - \$ 96.00 for monthly parking permit from 5:00 PM – 8:00 AM Monday – Sunday in Parking Structures 1 - 9.

3. Downtown Parking Structures – Parking for ADA Placard Holders
 Eliminate free parking for ADA placard holders in the City’s most congested parking facilities, PS 1 – 9; the policy is hindering rather than promoting accessibility for drivers with disabilities.

4. Downtown On-street Parking Meters: \$1.80 per hour enforced into the evening. Hours of operation for all meters in the Downtown area should be extended until 2:00 AM to reflect late evening parking demand and need for visitor parking.

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5. Downtown Periphery - Civic Center rates, assuming a daily maximum rate reached within six hours:
 - 1st – 5th hour: \$0.94 per hour
 - 6th hour: \$0.20
 - Daily maximum: \$4.91
 - Monthly parking permit: \$63.84

6. Downtown Periphery - Main Library Structure rates, assuming a daily maximum rate reached within six hours (we note that the current Model output results in rates being the same as the Civic Center):
 - 1st – 5th hour: \$0.94 per hour
 - 6th hour: \$0.20
 - Daily maximum: \$4.91
 - Monthly parking permit rate per the model: \$63.84

7. Downtown Periphery - Central Beach Lot Rates to Serve Downtown Employees
 - Employee flat rate evening pass: \$ 2.45
 - Employee evening monthly permit: \$31.92

8. Ken Edwards Center (Transient Parking Rates)
 - Daily maximum: \$9.81
 - Option 1 – no reduced rate period: \$1.88/hour
 - Option 2 – reduced rate each hour for first three hours: \$0.63/hour for hours 1-3, then \$1.88/hour

DISTRICTS OUTSIDE OF DOWNTOWN – MODEL OUTPUT RECOMMENDATIONS

1. Main Street On-street Meter Rates:
 - \$1.01 per hour using current Downtown meter rates of \$1.00 per hour
 - \$1.24 per hour using model output Downtown meter rates of \$1.80 per hour

2. Main Street Lots:
 - \$0.75 per hour based on Main Street meter rate and based on current Downtown meter rates of \$1.00 per hour
 - \$0.93 per hour using model output Downtown meter rates of \$1.80 per hour

3. Mid City On-street Meter Rates:
 - \$1.13 per hour using current Downtown meter rates of \$1.00 per hour
 - \$1.53 per hour using model output Downtown meter rates of \$1.80 per hour

- On-street parking in the area of the district's two medical centers experience parking occupancies that are higher than in Mid City as a whole. This is particularly true on Wilshire Boulevard. As a result we recommend that the City charge a higher "hot spot" rate in these areas. The Model occupancy factors suggest a rate that is roughly 40% to 50% higher than the rates recommended for Mid City above.

4. Mid City Lot Rates:

- \$0.84 per hour using current Downtown meter rates of \$1.00 per hour
- \$1.14 per hour using model output Downtown meter rates of \$1.80 per hour

5. Montana Avenue:

- \$1.40 per hour using current Downtown meter rates of \$1.00 per hour
- \$1.60 per hour using model output Downtown meter rates of \$1.80 per hour

6. Pico Boulevard:

- \$0.85 per hour using current Downtown meter rates of \$1.00 per hour
- \$1.17 per hour using model output Downtown meter rates of \$1.80 per hour
- Owing to parking occupancies that frequently reach 100% on the blocks of Pico Boulevard adjacent to Santa Monica College, we recommend that the City consider higher "hot spot" rates for spaces in these locations. Initially, the Model's occupancy factors suggest that rates for these spaces should be five to ten percent higher than for spaces located elsewhere Pico Boulevard.

BEACH PARKING LOT – MODEL OUTPUT RECOMMENDATIONS

Beach parking rate recommendations are divided into weekday and weekend, peak and off-peak seasons. Peak season is defined as April 1 to October 31 and off-peak is defined as November 1 to March 31. Weekday maximum rates are reached after four hours while weekend maximum rates are reached after six hours. The following recommendations cover the North, Central and South Beach Lots as well as parking on the Pier Deck.

1. Central Beach Lots

- Weekday peak rates:
 - \$2.88 per hour
 - \$11.50 daily maximum
- Weekend peak rates:
 - \$2.04 per hour
 - \$12.25 daily maximum
- Weekday off-peak rates:
 - \$2.59 per hour



- \$10.35 daily maximum
 - iv. Weekend off-peak rates:
 - \$1.84 per hour
 - \$11.03 daily maximum
 - v. Evening employee permit rates:
 - Monthly pass: \$31.92
 - Daily pass: \$2.45
- 2. Model Output – Pier Deck
 - i. Weekday peak rates:
 - \$2.11 per hour
 - \$12.65 daily maximum
 - ii. Weekend peak rate:
 - \$2.25 per hour
 - \$13.48 flat rate
 - iii. Weekday off-peak rate:
 - \$1.90 per hour
 - \$11.39 daily maximum
 - iv. Weekend off-peak rate:
 - \$12.13 flat rate
- 3. Model Output – Beach Lots North
 - i. Weekday peak rates:
 - \$2.59 per hour
 - \$10.35 daily maximum
 - ii. Weekend peak rates:
 - \$1.84 per hour
 - \$11.03 flat rate
 - iii. Weekday off-peak rates:
 - \$2.33 per hour
 - \$9.32 daily maximum
 - iv. Weekend off-peak rates:
 - \$1.65 per hour
 - \$9.92 flat rate
- 4. Model Output – Beach Lots South
 - i. Weekday peak rates:
 - \$2.59 per hour
 - \$10.35 daily maximum



- ii. Weekend peak rates:
 - \$1.84 per hour
 - \$11.03 flat rate
- iii. Weekday off-peak rates:
 - \$2.33 per hour
 - \$9.32 daily maximum
- iv. Weekend off-peak rates:
 - \$1.65 per hour
 - \$9.92 flat rate
- v. Meter rates for on-street spaces adjacent to the beach would be set to reflect the higher demand for these spaces.

5. Model Output – Annenberg Beach House

- i. Weekday peak rates:
 - \$2.88 per hour
 - \$11.50 daily maximum
- ii. Weekend peak rates:
 - \$2.04 per hour
 - \$12.25 flat rate
- iii. Weekday off-peak rates:
 - \$2.59 per hour
 - \$10.35 daily maximum
- iv. Weekend off-peak rates:
 - \$1.84 per hour
 - \$11.03 flat rate

EVENTS – MODEL OUTPUT RECOMMENDATIONS

Events are described as “A” and “B” events. “A” events are premium events that are expected to generate a relatively high demand for parking or charges premium ticket prices. “B” events are typical events with typical event ticket prices.

1. Model Output – Civic Auditorium

- i. Flat rates (per the model):
 - “A” Events: \$10.95
 - “B” Events: \$8.76
 - Parking rates for unusually large events such as Glow or the Los Angeles Marathon should continue to be set up to \$25.00 or higher when necessary, at the discretion of the City Manager to address the parking demand, limited parking supply and traffic issues that are created by these large events.



ii. Changes to hours of meter operation:

- Meters within two blocks of the Civic Auditorium should have hours of operation extended until at least 10:00 PM, and preferably 2:00 AM, to reflect anticipated increase in evening events at the venue.
- Hourly rates during event times should be adjusted to reflect the rates and length of stay in the Civic Lot. For example if an event has a parking rate of \$10.00 and attendees are expected to stay for four hours, then the hourly rate should be set at \$2.50.

2. Guidelines – Base Camps

Base camps are often seen throughout the region for special events or film/television shoots. The range observed for base camp use in the region was too great to model. City staff should use a range of three times to twelve times the daily rate charged the parking space for base camps.

3. Non-Commercial Vehicle Parking (Non-Base Camp)

There are numerous examples from around the country that provide direction on how much to charge oversized non-commercial vehicles. We suggest that the most equitable approach is to charge for the number of spaces that a vehicle occupies.

I. INTRODUCTION

The City of Santa Monica hired Walker Parking Consultants to complete a study of rates for all public parking facilities in the City. The primary goals of this study are to:

1. Properly manage parking demand to ensure availability in all locations and better use underutilized parking resources.
2. Identify the relationship between public parking price, private parking price, adjacent uses and parking demand.
3. Develop an objective, technical and transparent process by which to set public parking rates.
4. Determine parking rates City-wide, including beaches and for special events.

This report documents the various components of the parking rate study and presents initial recommended parking rates for consideration.

A public parking system represents a valuable asset, which must be properly managed and maintained. This is especially true in the case of Santa Monica's parking system, which is crucial to the proper functioning of the City's traffic and circulation system and by extension, the local economy. The rates in virtually any system must be regularly adjusted to manage the demand for parking, better use underutilized spaces and keep up with the significant costs of maintaining and repairing existing parking assets and circulation system. In some cases, the cost of new parking facilities must be considered as well.

Despite the necessity of adjusting parking rates consistently, over the past decade changes to parking rates in the City of Santa Monica have occurred infrequently and inconsistently. City staff has identified the need for a systematic, transparent and technical method by which to adjust parking rates citywide. This report describes the process and methodology, and ultimately the Model, which was developed to address this issue.

II. THE RATE ADJUSTMENT PROCESS

Parking rates must be regularly adjusted in order to manage the demand for parking, better utilize underutilized parking spaces and keep up with the significant costs of maintaining, repairing or constructing existing or new parking assets. Despite the necessity of regular adjustments to parking rates, over the past two decades changes to parking rates in the City of Santa Monica have occurred infrequently. City staff has identified the need for a systematic, transparent and technical method by which to adjust parking rates within the City. The following recommendations seek to accomplish this goal.

1. IMPLEMENT A PARKING RATE MODEL TO ESTABLISH RATES

RECOMMENDATION

Use the parking rate Model that has been developed as part of this study to analyze and adjust parking rates in a predictable, transparent and technical process.

METHODOLOGY

The Model was built upon two basic elements:

i. Comparables

Activity or event centers that have similar adjacent land use characteristics and attract similar user groups as the parking products in the City of Santa Monica. These may also be thought of as competitors.

ii. Current Santa Monica Occupancy Rates

These are current typical peak period occupancy rates for parking products in the City of Santa Monica. These are translated into occupancy factors that account for elasticity of demand. For areas that experience high occupancy, this generates an additional premium for the parking and creates a discount for areas that experience low occupancy. As the process is repeated, the occupancy rate is expected to settle at a rate where no premium or discount is applied.

These occupancy weight factors were also applied to private parking comparables in Downtown Santa Monica, as these tended to have lower occupancies than those observed in Downtown Santa Monica Public Structures. This adjustment was made so that the private comparables rates would better reflect market rates.

The comparables utilized in the model are as follows (in alphabetical order):

- Anaheim Convention Center (Events)
- Anaheim Grove (Events)
- Beverly Center - Self-Park (Parking Structures 1 – 9 Hourly)
- Beverly Center - Valet (Valet Daytime & Evening)
- Beverly Hills – Meters (On-street meters)
- Beverly Hills - Public Structures (Parking Structures 1 – 9 Hourly and Monthly)

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- City of LA - 3rd Street Public Valet (Valet Daytime)
- City of LA - 3rd Street Public Valet (Valet Evening)
- City of LA - Brentwood Meters (On-street meters)
- City of LA - Robertson Blvd. Meters (On-street meters)
- City of LA - Venice - Abbott Kinney On-street (On-street meters)²
- City of LA - West Los Angeles - Santa Monica Blvd. Meters (On-street meters)
- City of LA - Westwood Village Meters (On-street meters)
- City of LA - Westwood, Robertson Public Structures (Parking Structures 1 – 9 Hourly and Monthly)
- Culver City – Meters (On-street meters)
- Culver City - Public Structures (Parking Structures 1 – 9 Hourly)
- Culver City - Valet (Valet Evening Only)
- Hollywood Bowl (Events)
- LA Convention Center (Events)
- Long Beach Convention Center Arena and Terrace Theater (Events)
- Malibu Beach Lots (Beach Lots)
- Manhattan Beach – Meters (On-street meters)
- Music Center, Downtown Los Angeles (Events)
- Newport Beach (Beach Lots)
- Pasadena – Meters (On-street meters)
- Pasadena - Public Structures (Parking Structures 1 – 9)
- Redondo Beach – Beach Lots (Beach Lots Weekday and Weekend)
- Santa Monica: Downtown – Meters (On-street meters)
- Santa Monica: Downtown - Private Weekday (Parking Structures 1 – 9 Hourly and Monthly)
- Santa Monica: Santa Monica Place Valet (Daytime & Evening)
- Santa Monica: Water Garden (Parking Structures 1 – 9 Hourly and Monthly)
- Santa Monica: Yahoo Center (Parking Structures 1 – 9 Hourly and Monthly)
- The Grove - Self-Park (Parking Structures 1 – 9)
- The Grove - Valet (Valet Daytime & Evening)
- Thousand Oaks Performing Arts Center (Events)
- UCLA Royce Hall (Events)
- Valley Performing Arts Center (Events)
- Venice Beach Lots (Beach Lots)
- West Hollywood – Meters (On-street meters)
- Westfield Century City - Self-Park (Parking Structures 1 – 9 Hourly and Monthly)

² As on-street parking along Abbott Kinney in Venice is currently time restricted but free, a “zero” was weighted and averaged for use in the Model.

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- Westfield Century City - Valet (Valet Daytime)
- Westfield Century City - Valet (Valet Evening)
- Westfield Culver City (Parking Structures 1 – 9 Hourly)
- Westside Pavilion - Self-Park (Parking Structures 1 – 9 Hourly)
- Westside Pavilion - Valet (Valet Daytime & Evening)

The comparables chosen reflect data from survey results, information obtained in interviews/meetings and our knowledge and experience in the local market. The survey results are discussed in greater detail in the section describing the rates modeled for Downtown.

The current Santa Monica occupancy rate weighting factors used in the Model are shown in Table 2 below.

Table 2: Occupancy Weighting Factors

Occupancy (Typical Peak)	Occupancy Weight
0%	0.60
50%	0.80
75%	1.00
90%	1.15
100%	1.20

In some respects, the occupancy factors for facilities experiencing typical peak demand above 90% can be seen as an acknowledgement of the special or premium nature of the Santa Monica destination; given all other characteristics being equal with other comparable commercial locations in the area, in some cases it may be reasonable to expect that Santa Monica will attract more visitors and employers than its comparables.

We note that, as part of this study, we attempted to calculate specific elasticities of demand for parking rate changes and their impacts on parking demand in Santa Monica. However, the data, where it existed, was inconclusive; in PS 1 – 9 parking demand was shown to have increased overall since the rate for long-term parking (the daily maximum and monthly permit rates) was increased in July 2010. In most other cases, such as on-street metered spaces, rate changes were infrequent and/or took place a number of years in the past, making an accurate assessment of price elasticities in Santa Monica impossible. In determining the occupancy factor for the Model, we therefore used our experiences in other popular destination cities. While our observations and experience suggest that parking rates in Santa Monica are currently sufficiently low as to make demand relatively inelastic, the factors used in the Model are conservative and rely in part on the iterative process of rate adjustments to gradually reach the appropriate rate.

DETERMINATION OF PARKING RATE OUTPUT

For a given parking product in Santa Monica, the parking rate was determined using one of three methods:

- A set of weights is applied to the most relevant comparables for that product and a daily maximum is calculated based on the weighted average rate of comparables after a specified number of hours (ex. Downtown Structures). The current occupancy rate of that product was applied as an additional factor.
- A set of weights is applied to the most relevant comparables for that product and an hourly rate is determined (ex. Main Street Meters). The current occupancy rate of that product was applied as an additional factor.
- A parking rate is derived based on a premium or discount to another product's parking rate (ex. Downtown Meters). The current occupancy rate of that product was applied as an additional factor.

The following tables each provide a small sample of what is contained within the Model.³

³ We note that input for Downtown parking meters are not shown because, as noted later in the report. The rates for these meters were set as function of the rates in Parking Structures 1 – 9.

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Table 3: Model Input - Rates

Comparable	Rate for Period										Monthly (Unreserved)
	Hour 0-1	Hour 1-2	Hour 2-3	Hour 3-4	Hour 4-5	Hour 5-6	Hour 6-7	Hour 7-8	Hour 8-9	Hour 9-10	
Westfield Century City - Self-Park	\$0.00	\$0.00	\$0.00	\$11.00	\$8.00	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$175.00
Westfield Century City - Valet (Daytime)	\$10.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00	\$0.00	\$0.00	\$0.00	N/A
Westfield Century City - Valet (Evening)	\$14.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
Westside Pavilion - Self-Park	\$0.00	\$0.00	\$0.00	\$5.00	\$4.00	\$4.00	\$4.00	\$3.00	\$0.00	\$0.00	N/A
Westside Pavilion - Valet (Daytime & Evening)	\$6.00	\$0.00	\$4.00	\$4.00	\$4.00	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
Westfield Culver City	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
The Promenade at Howard Hughes (Weekday)	\$1.00	\$2.00	\$0.00	\$0.00	\$1.00	\$1.00	\$1.00	\$1.00	\$1.00	\$0.00	N/A
The Promenade at Howard Hughes (Weekend)	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
Beverly Center - Self-Park	\$1.00	\$1.00	\$1.00	\$1.00	\$2.00	\$2.00	\$2.00	\$0.00	\$0.00	\$0.00	N/A
Beverly Center - Valet (Daytime & Evening)	\$7.00	\$0.00	\$4.00	\$4.00	\$3.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
The Grove - Self-Park	\$0.00	\$3.00	\$0.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$1.00	\$0.00	\$95.00
The Grove - Valet (Daytime & Evening)	\$10.00	\$0.00	\$4.00	\$4.00	\$4.00	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	N/A
Original Farmers Market	\$0.00	\$0.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$0.00	\$0.00	\$0.00	N/A

Table 4: Model Input - Comparable Weights

Comparable	Downtown - Meters	Downtown - Structures	Downtown - Monthly
Westfield Century City - Self-Park		0.10	0.10
Westfield Century City - Valet (Daytime)			
Westfield Century City - Valet (Evening)			
Westside Pavilion - Self-Park		0.15	
Westside Pavilion - Valet (Daytime & Evening)			
Westfield Culver City		0.05	
The Promenade at Howard Hughes (Weekday)			
The Promenade at Howard Hughes (Weekend)			
Beverly Center - Self-Park		0.05	
Beverly Center - Valet (Daytime & Evening)			
The Grove - Self-Park		0.10	
The Grove - Valet (Daytime & Evening)			
Original Farmers Market			
City of LA - Brentwood Meters			
City of LA - Westwood Village Meters			
City of LA - West Los Angeles - Santa Monica Blvd. Meters			
City of LA - Venice - Abbott Kinney Meters			
City of LA - Robertson Blvd. Meters			
City of LA - Westwood, Robertson Public Structures		0.10	0.20
City of LA - 3rd Street Public Valet (Daytime)			
City of LA - 3rd Street Public Valet (Evening)			
Beverly Hills - Meters			
Beverly Hills - Public Structures		0.10	0.10
Culver City - Meters			
Culver City - Public Structures		0.10	
Culver City - Valet (Evening Only)			

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Table 5: Model Input - Santa Monica Occupancies

Model Area Definition	Typical Peak Period Occupancy (Average)	Occupancy Weight
Civic Center - Structure	56%	0.8
Downtown - Meters	98%	1.15
Downtown - Monthly	91%	1.15
Downtown - Structures	91%	1.15

Figure 1: Model Output

Downtown - Meters			
Rate Relative to Downtown Structures	2.00		
Hourly Rate per Model	\$1.80		
Downtown - Structures			
Daily Max. of Comps Reached at	6.0 hours		
Graduated Pricing Rate of Growth (Options 5 and 6)	1.25		
	Hour	Equal Rate	Reduced Rate
	1	\$2.35	\$0.78
	2	\$2.35	\$0.78
	3	\$2.35	\$0.78
	4	\$2.35	\$2.35
	5	\$2.35	\$2.35
	6	\$0.51	\$2.35
	7	\$0.00	\$2.35
	8	\$0.00	\$0.51
	Max.	\$12.26	\$12.26
Monthly All-Access Rate per Model	\$159.60		
Downtown - Valet			
Daily Max. of Comps for Daytime Reached at	6.0 hours		
Daily Max. of Comps for Evening Reached at	4.0 hours		
Daytime Maximum Valet Rate per Model	\$17.65		
Evening Maximum Valet Rate per Model	\$12.55		

2. FREQUENCY OF RATE CHANGES

Performance Pricing projects elsewhere have a wide range of rate change frequency, from once per month to once per year. Some examples follow:

- SFpark (San Francisco) – rates are not changed more than once per month; meter rates change every 4-6 weeks, garage rates change approximately every 3 months
- Seattle – annually; covers meters only
- Redwood City Downtown Parking Management Plan – at least annually and no more than every three months; covers all City of Redwood City parking in Downtown area (on-street meters and metered off-street facilities)

Updating the Model requires updates to the following:

- Rates at comparables (at least those that are weighted in the Model)
- Occupancies for Santa Monica public parking products and private supply in the Downtown area – these may adjust the occupancy weight factor
- Optional – weights of comparables and addition of any new comparables as market conditions change

RECOMMENDATION

We recommend making rate changes at least once per year if not more frequently, such as every three to six months. The greater the frequency of rate changes, the sooner the rates for each product will gravitate towards a market rate that better manages demand.

3. USE OF PARKING REVENUE

How the proceeds from parking rates are used should not be a separate process from how parking revenue is generated. The impetus to adjust parking rates, as with the cost to provide many goods and services in the public or private sector, is often linked to changes in the cost of what is being provided. In many public parking systems, revenues must cover all costs (including long-term maintenance and repairs and other circulation system costs) before any additional revenue is allocated to other uses in city government.

RECOMMENDATIONS:

- Establish a mechanism that funds and requires timely repairs and maintenance of the City's public parking assets. A designated fund is typically established as a component of the parking system with the source of revenue from operating income and the use of funds allocated in accordance with the fund indenture. In the case of Santa Monica, we suggest that the existing Parking Enterprise Fund be used to accomplish this goal.⁴ All parking spaces and facilities contribute to the proper

⁴ The City Attorney would likely need to confirm whether the indenture for the Parking Enterprise Fund currently allows for a portion of the operating funds to be dedicated for specific uses. If the current indenture for the Fund

functioning of the parking system, yet the extent to which each generates revenue or incurs expenses is uneven. For this reason, we recommend that all parking revenues and expenses be combined and tracked in one fund to ensure that the parking and circulation system first funds its own expenses before excess revenue are transferred to the general fund. The financial feedback loop is demonstrated through timely repairs set forth in a capital repair and maintenance plan that enhance the parking and circulation experience. Through the fund the City sets a clear standard of care and transparent financial position that communicates how public funds are being used to maximize and improve community assets.

- Set aside funds on a regular basis to cover structural maintenance and repair costs, which typically are at a *minimum of \$60 - \$120 per structured space* (the exact amount needs to be determined by the specific needs of the City's structures. These funds will be placed in a sinking fund, a fund into which the City regularly sets aside portion of its parking revenue, to cover repairs and maintenance costs of the existing parking structures. A capital improvement protection program (CIPP) should be undertaken to determine the amount of the set aside. In addition to structural maintenance, improvements such as lighting enhancements, interior painting, façade repairs, and re-sealing are items that could be accounted for through the fund. Further, we recommend that the funding mechanism requires that a portion of parking funds within a given district or area be returned to that area for parking and circulation-related improvements.

4. DISCOUNTS TO PARKING RATE STRUCTURE FOR PAYMENT METHODS INCLUDING PAY-BY-PHONE AND CREDIT CARDS

Staff requested an evaluation of providing discounts to parking users who pay parking fees using cell phone and credit card technology. We note that the City benefits when parking patrons pay by phone or credit card in that it need not manage the operational and accounting issues that may be associated with handling cash. However, these newer payment methods also represent a convenience to parking patrons, for which patrons in some instances may be willing to pay a premium, not require a discount. In most cases newer payment methods also require that the City pay an additional fee per transaction; many businesses pass these costs along to cover the premium service. Adding a discount per transaction would represent an additional cost to the City for the patron's use of these technologies when the added convenience is typically sufficient to encourage their use.

RECOMMENDATION

Given the convenience provided to parking patrons and the added costs for the City, the City need not provide discounts to drivers who utilize these payment methods.

does not allow for funds to be segregated with a portion dedicated for repairs, maintenance or other recommended uses, we recommend that the indenture be revised to allow such actions.

5. PARKING VALIDATION PROGRAM

A validation program was considered for public parking in Downtown Santa Monica, but little support was expressed for such a program in discussions with stakeholders. Validation programs can be cumbersome and costly to administer and subject to abuse. A simple, user-friendly parking fee structure is preferred to a secondary rate structure using a system of parking validations.

RECOMMENDATION

We recommend that the City not use a district- or City-wide validation program for public parking users and businesses to subsidize the cost of parking.

6. POLICY REGARDING PARKING PERMITS

Specific recommendations for the use and price of parking permits are discussed by area. To the extent that permit parking is allowed in impacted (crowded) facilities, we recommend that their use be discouraged through higher parking rates (thereby discouraging, though not prohibiting their use) and/or a cap on the number of permits issued. Where parking spaces are underutilized we do not recommend capping the number of permits issued or charging a high price.

RECOMMENDATION

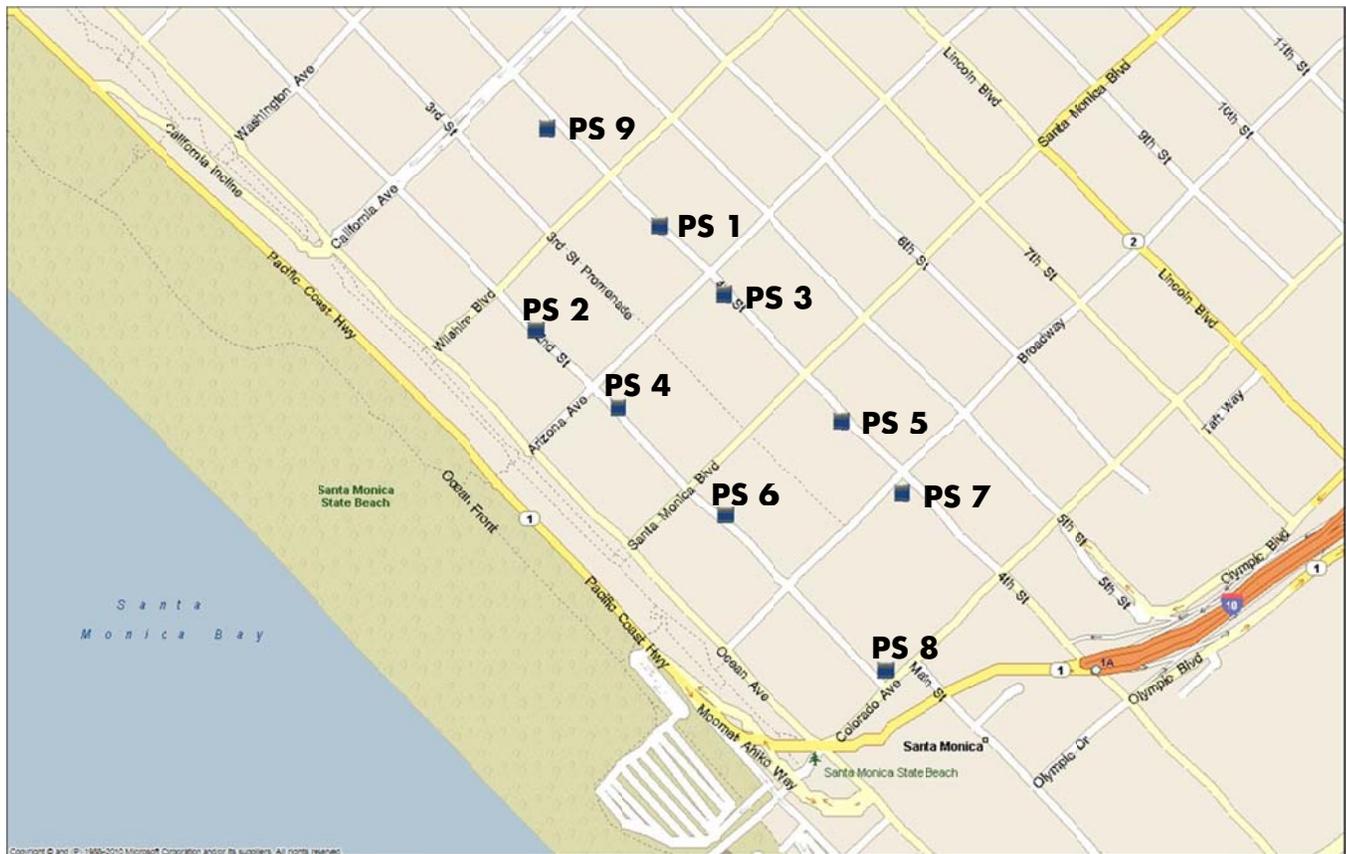
Monthly parking permits should be used to provide inexpensive, employee or frequent visitor parking in underutilized parking facilities.

III. DOWNTOWN PARKING RATES

1. PARKING STRUCTURES

The large number of and disproportionately high demand for the roughly 5,300 parking spaces in Parking Structures 1 – 9 (PS 1 – 9) make these facilities the central component of the Downtown parking system. The Model therefore bases all rates in Downtown and Downtown-adjacent facilities as a function of the rates in PS 1 – 9.

Figure 2: Map of Parking Structures 1-9



A. MODEL FACTORS - PARKING STRUCTURES 1 – 9

The Model output for these nine facilities is based on the following factors and information:

- Responses from the public contained in *A Study of Visitors to the Downtown Santa Monica Area*, a telephone and intercept survey conducted for Downtown Santa Monica Inc. and completed October 2011
- Parking rates (weighted) in comparable locations
- Average peak occupancy rates in PS 1 – 9, by day of the week, over the 18 month period from July 2010 through December 2011

- Occupancy rates in twenty Downtown Santa Monica private parking structures containing more than 4,600 spaces were surveyed over the course of a typically busy weekday and weekend day in February 2012.⁵

i. Survey of the public

In 2011 CIC Research, Inc conducted an extensive telephone and intercept survey of visitors to Downtown Santa Monica, on behalf of Downtown Santa Monica Inc. The purpose of the survey was to obtain information from residents of and visitors to the Santa Monica area. The survey focused on “shopping habits, opinions about Downtown Santa Monica, reactions to possible changes in the area, as well as demographics.”⁶

The survey results with regard to parking and comparable destinations, as well as more detailed cross tabulations provided by CIC, were reviewed by Walker. Most notable among the survey findings were the following:

- The attribute mentioned as having the greatest effect on the quality of their trip, was parking (availability as well as convenience); we note however that the *price* of parking did not affect the quality of their trip;⁷
- 74% of respondents who regularly visited Downtown Santa Monica said that the cost of parking was “about the same” or “lower” than other places they visited;⁸
- Retail/entertainment destinations in the area that respondents had recently visited, as noted in the next section.

ii. Comparable locations – parking structure hourly and monthly parking

The following comparable locations for PS 1 – 9 were determined in part based on the telephone and intercept survey conducted for Downtown Santa Monica Inc. Respondents identified retail and entertainment destinations, other than Downtown Santa Monica, that they had recently visited. These included the following, the hourly parking rates for which were included in the Model:

- Beverly Center
- The Grove
- Pasadena
- Promenade at Howard Hughes
- Westfield Culver City
- Westfield Century City

⁵ Data for the private facilities was collected on Wednesday February 21 and Saturday February 18. The Wednesday was selected as it is typically the busiest day of the week due to the Farmer’s Market. The Saturday fell on the three-day Presidents’ Day weekend. It was a warm, sunny day, which we felt reflected similar parking conditions similar to a summer weekend day.

⁶ CIC Research, *A Study of Visitors to the Downtown Santa Monica Area*, October 2011.

⁷ Ibid, page ii.

⁸ Ibid, page 23.

- Westside Pavilion
- Westwood

Other commercial Downtowns which were identified in meetings with stakeholders and whose parking rates were included in the Model were:

- City of Beverly Hills
- City of Culver City

Finally, private parking structures in Downtown Santa Monica were also included in the Model as representatives of the market for parking in Downtown Santa Monica but, as noted, were adjusted for the relatively low occupancy rates observed during weekday and weekend occupancy counts.⁹

A similar set of comparables were used to determine the rates for monthly employee parking with the addition of Santa Monica's Water Garden and Yahoo! Center.

The comparables represent a mix of both public and private parking structures, "no free" and "free" periods, and retail/dining/entertainment centers and retail/dining/entertainment/office districts.

iii. Occupancy factor, premium factor and elasticities of demand

In addition to the competitive rate for parking that was calculated using the comparables, as discussed earlier, the Model applies an occupancy factor when occupancies in the structures were demonstrated to be unacceptably high. The factor can also be seen as an acknowledgement of the special or premium nature of the Santa Monica destination; given all other characteristics being equal with other comparable commercial locations in the area, it may be reasonable to expect that Santa Monica will attract more visitors and employers than its comparables.

We note that, as part of this study, we attempted to calculate specific elasticities of demand for parking rate changes and their impacts on parking demand in Santa Monica. However, the data, where it existed, was inconclusive; in PS 1 – 9 parking demand was shown to have increased overall since the rate for long-term parking (the daily maximum and monthly permit rates) increased in July 2010. In most other cases, such as on-street metered spaces, rate changes were infrequent and/or took place a number of years in the past, making an accurate assessment of price elasticities in Santa Monica impossible. In determining the occupancy factor for the Model, we therefore used our experience in other popular destination cities. While our observations and experience suggest that parking rates in Santa Monica are

⁹ We assume that facilities serving the public and/or retail establishments seek to maximize the number of people and vehicles they serve. However, given the tendency of private facilities to "profit maximize" the Model discounts the higher rates charged in Downtown Santa Monica private facilities if their occupancy rates reflect significant availability of spaces. Indeed our field surveys of weekday demand for these facilities reflected occupancy rates averaging approximately 65%. However, we note that a number of these facilities were not accepting additional monthly parkers, suggesting that the rates for these facilities may not be as high as the market will bear.

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currently sufficiently low as to make demand relatively inelastic, the factors used in the Model are conservative.

The occupancy rate weighting factors are as follows:

Table 6: Occupancy Factors

Occupancy (Typical Peak)	Occupancy Weight
0%	0.60
50%	0.80
75%	1.00
90%	1.15
100%	1.20

The occupancy factor was applied based on an analysis of occupancy data in Parking Structures that demonstrated occupancies in all but one of the structures frequently reaching unacceptable levels, to the point that visitors to Downtown Santa Monica would encounter significant difficulty finding an available parking space. Hourly occupancy data for fiscal year 2010-11 were reviewed and analyzed. A summary of the average peak occupancy rates by day of the week by parking structure is shown in following table. We note that while Parking Structure 6 was recently removed from service, the parking demand observed in that facility must still be accommodated within the system. We also note differences in the occupancy rates and, to some extent, timing of the peaks between PS 1 – 6 and 9 and PS 7 and 8.

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Table 7: Average Peak Occupancy by Day of Week July 2010 - December 2011 (PS 1-9)

Structure 1			Structure 5			Structure 9		
	<u>Peak Hours</u>	<u>Occupancy</u>		<u>Peak Hours</u>	<u>Occupancy</u>		<u>Peak Hours</u>	<u>Occupancy</u>
Mon	2pm	92%	Mon	2pm	86%	Mon	2pm	78%
Tues	1-2pm	93%	Tues	2pm	89%	Tues	2pm	80%
Weds	12-1pm	99%	Weds	1-2pm	94%	Weds	1pm	99%
Thurs	2pm	92%	Thurs	2pm	89%	Thurs	2pm	80%
Frid	1-2pm	97%	Fri	1-3pm	94%	Fri	2pm	87%
Sat	2-5pm	98%	Sat	3pm	91%	Sat	3-4pm	92%
Sun	2-4pm	95%	Sun	3-4pm	79%	Sun	4pm	78%

Structure 2			Structure 6		
	<u>Peak Hours</u>	<u>Occupancy</u>		<u>Peak Hours</u>	<u>Occupancy</u>
Mon	2-3pm	91%	Mon	12-2pm	98%
Tues	1-3pm	93%	Tues	12-2pm	98%
Weds	12-3pm	97%	Weds	12-1pm	100%
Thurs	1pm	89%	Thurs	12-3pm	97%
Fri	2-3pm	91%	Fri	12-6pm	98%
Sat	4-5pm	82%	Sat	2-4pm	99%
Sun	4pm	72%	Sun	3-4pm	98%

Note: PS2 had nested ares until March

Structure 3			Structure 7		
	<u>Peak Hours</u>	<u>Occupancy</u>		<u>Peak Hours</u>	<u>Occupancy</u>
Mon	1-3pm	98%	Mon	2pm	64%
Tues	1-3pm	99%	Tues	2pm	63%
Weds	12-2pm	100%	Weds	2pm	66%
Thurs	1-2pm	97%	Thurs	2pm	64%
Fri	1-3pm	100%	Fri	2-3pm	75%
Sat	2-5pm	100%	Sat	2-4pm	86%
Sun	1-5pm	100%	Sun	3pm	84%

PS7 from 8-7-11

Structure 4			Structure 8		
	<u>Peak Hours</u>	<u>Occupancy</u>		<u>Peak Hours</u>	<u>Occupancy</u>
Mon	1-3pm	97%	Mon	2pm	68%
Tues	12-3pm	97%	Tues	2pm	69%
Weds	11-2pm	98%	Wed	2pm	70%
Thurs	1-2pm	96%	Thurs	2pm	67%
Fri	1-3pm	97%	Fri	2pm	81%
Sat	4-5pm	90%	Sat	2-4pm	92%
Sun	4pm	87%	Sun	2-4pm	90%

PS7 from 8-7-11

Source: Hitech, 2012

The 90%+ peak occupancies observed in Parking Structures 1 - 9 trigger the Model's 1.15 occupancy weight factor for the purpose of better managing parking demand in these structures.

B. MODEL RESULTS - PARKING STRUCTURES 1 – 9

The Model's output for parking rates in PS 1 – 9 are the result of combining the factors discussed as follows:

(Weighted parking rates in comparable locations)

X

(Current occupancy rate factor)

= *Daily maximum → hourly rates*

The comparables and methodology result in daily parking fees approaching maximum rates after approximately six hours. Based on the methodology and factors outlined above, the Model generated the following rates:

i. Recommended Hourly Rates – Parking Structures 1 – 9

- Option A: Hourly rates per the Model, assuming a daily maximum rate reached within six hours:
 - 1st hour: \$1.64
 - 2nd hour: \$1.83
 - 3rd hour: \$1.16
 - 4th hour: \$3.34
 - 5th hour: \$2.56
 - 6th hour: \$1.74
 - Daily maximum at 6 hours: \$12.26

- Option B: Linear rates for ease of use (before rounding):
 - 1st hour: \$2.35
 - 2nd hour: \$2.35
 - 3rd hour: \$2.35
 - 4th hour: \$2.35
 - 5th hour: \$2.35
 - 6th hour: \$0.51
 - Daily maximum at 6 hours: \$12.26

- Option C: Rates structured to encourage short-term parkers (before rounding):

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- 1st hour: \$0.78
- 2nd hour: \$0.78
- 3rd hour: \$0.78
- 4th hour: \$2.35
- 5th hour: \$2.35
- 6th hour: \$2.35
- 7th hour: \$2.35
- 8th hour: \$2.35
- Daily maximum at 8 hours: \$12.26

ii. Comparison of current and Model output hourly rates

In comparison to current rates, the Model output rates with the reduced rate in hours 1 to 3 suggest a slight fee increase in the first two hours with a small increase per hour in remaining hours. For drivers who park after 6:00 PM and stay for the current average length of stay of 2.5 hours after 6:00 pm, they would actually receive a reduced parking rate. A comparison of the parking rate paid by typical visitors is shown in Table 8.

Table 8: Comparison of Current and Model-Recommended Parking Rate Structures – Downtown

Scenario - Length of Stay	Current Rate	Proposed Per Model	
		Equal Hourly Rate (Option B)	Reduced Rate Hours 1-3 (Option C)
1 hour	Free	\$2.35	\$0.78
2 hours	Free	\$4.70	\$1.57
3 hours	\$2.00	\$7.05	\$2.35
4 hours	\$4.00	\$9.40	\$4.70
5 hours	\$6.00	\$11.75	\$7.05
6 hours	\$8.00	\$12.26	\$9.40
7 hours	\$9.00	\$12.26	\$11.75
After 6pm (assume current average length of stay: 2.5 hours)	\$5.00	\$5.88	\$1.96

iii. Monthly Parking Rates and “capping” parking permits - PS 1 – 9

The high peak occupancy rates shown in Table 7, combined with data received regarding the total number of parking permits currently issued for PS 1 – 9, demonstrates that long-term parking demand in these structures needs to be reduced in order to accommodate more visitors. Two methods by which to accomplish this goal are higher parking fees (that impact

long-term parkers) and capping or reducing the number of monthly parkers in these structures. The methodology also takes into account that weekday parking occupancy rates are lower in PS 7 – 8 than in PS 1 – 6 and 9.

The Model currently incorporates a methodology by which parking rates address unacceptably high levels of congestion. Combining this pricing strategy with a policy of capping the number of permits where parking demand is high, a policy for setting monthly parking rates based on the Model would:

- Cap and ultimately reduce the number of monthly permits issued in Parking Structures 1 – 6 and 9 through pricing and attrition;
- Make monthly parking available in PS 7 and 8, and
- Adjust the monthly rate for weekly parking permits limited to Structures 7 and 8 below that of PS 1 – 6 and 9, based on the Model’s occupancy factors when applied only to lower weekday demand in PS 7 and 8.

Averaging the occupancy rates of Parking Structures 1 – 9, the Model determines a monthly parking permit rate for 24/7 access to these nine structures.

- \$159.60 for monthly permit parking in Parking Structures 1 – 9 for current monthly parking permit holders in these structures.

Other new recommended rates for monthly permits, based on the Model output 24/7 rate for the Parking Structures could be set as follows, including permits designed to minimize parking impacts during hours of peak demand and taking advantage of the availability of parking spaces in Parking Structures 7 and 8 on weekdays:

- \$140.00 for monthly permit parking for current permit holders, in Parking Structures 1 – 6, 9 Monday – Friday, 6:00 AM – 7:00 PM;
- \$128.00 for monthly permit parking Monday – Friday all day in Parking Structures 7 – 8;¹⁰
- \$96.00 for monthly parking permit from 5:00 PM – 8:00 AM Monday – Sunday in Parking Structures 1 - 9.

¹⁰ Based on weekday occupancy rates in PS 7 and 8 only, the Model’s weight for occupancies between 50% and 75% (0.80) was applied to the Model’s monthly parking rate for PS 1-9 to determine this rate for PS 7 and 8.

2. DOWNTOWN PARKING STRUCTURE AMERICANS WITH DISABILITIES ACT (ADA) SPACES

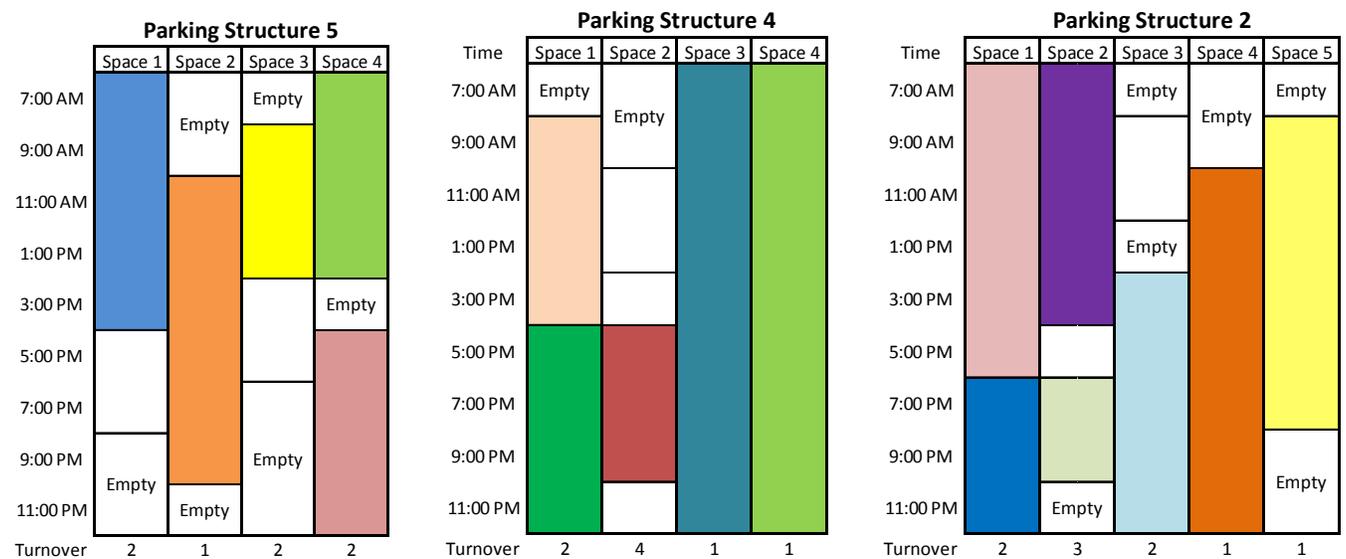
Under current City practices, parking is currently free for holders of placards for people with disabilities in PS 1 - 9. As part of the rate study, parking patterns for holders of these placards were analyzed. In addition municipal and other public parking facilities in Southern California were surveyed with regard to their policies regarding holders of ADA placards.

A. OCCUPANCY AND LENGTH OF STAY SURVEY OF ADA SPACES

Seven days of occupancy and turnover data in ADA parking spaces were collected in three parking structures. The survey demonstrated that on most days a) 100% of these spaces were occupied during peak times of the day and b) 84% of the vehicles parked in these spaces during the peak hours were parked for six hours or more. A number of these vehicles were parked overnight or for several days.

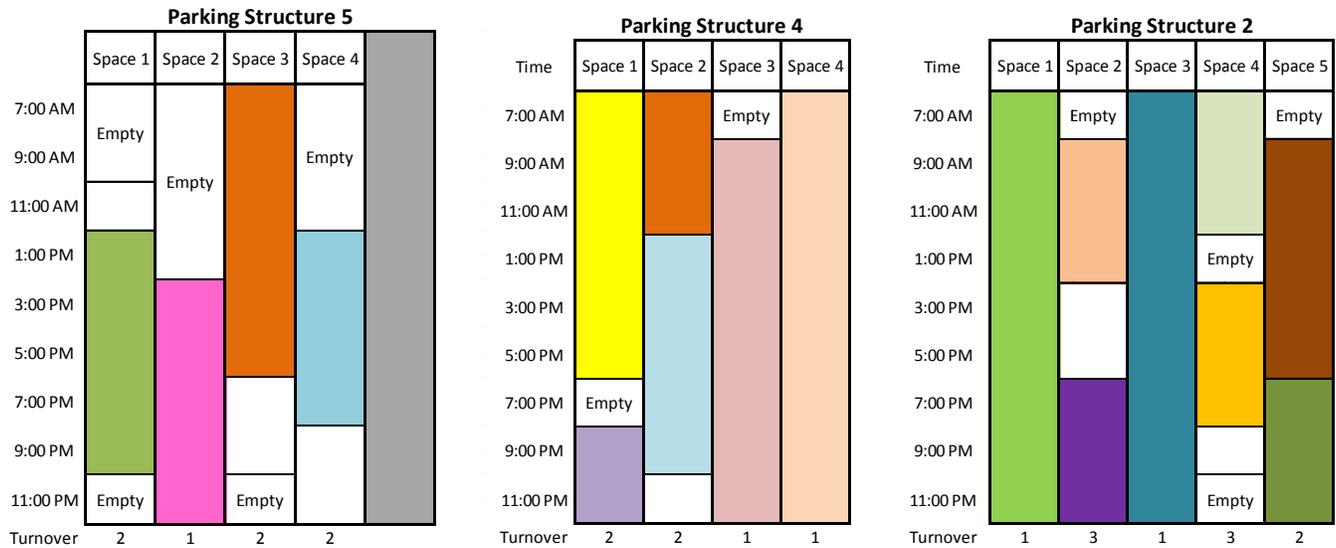
A sample of the data is illustrated in Table 9 (a Wednesday) and Table 10 (a Saturday). We added color to denote individual vehicles parked long term (six or more hours). An uncolored space indicates a vehicle parked for a relatively short period of time (four hours or less). Only spaces designated "empty" were not occupied by a vehicle. Vehicle length of stay was tracked by license plate number.

Table 9: ADA Space Survey – Wednesday



Source: Central Parking, City of Santa Monica, and Walker Parking Consultants 2012

Table 10: ADA Space Survey – Saturday



Source: Central Parking, City of Santa Monica, and Walker Parking Consultants 2012

B. ADA SPACE SURVEY FINDING

While the purpose of the ADA is to improve accessibility for people with disabilities, our survey – as well as significant research conducted regarding this issue in other communities – is that free parking for holders of ADA placards actually *reduces* the availability of parking spaces for people with disabilities, and by extension the accessibility of the destination. The policy encourages drivers with placards to park for long periods of time. The significant financial incentive of free parking also encourages people who may not have otherwise obtained the placard to do so, thus increasing the competition for these highly sought-after spaces.

C. ADA SPACE COMPARABLES

Walker surveyed cities and public facilities throughout Southern California to understand the policies currently being followed with regard to charging for parking in public off-street facilities. The following is a sample of what was found:

Public Parking Facilities that Charge in All Off-Street Facilities (Structures and Lots)

- Culver City
- Long Beach (except free in Civic Center)
- Redondo Beach
- Music Center (Downtown Los Angeles)
- Natural History Museum (County of Los Angeles)

Public Parking Facilities that Charge in (gated) Structures, but not in Metered Facilities

- Los Angeles (includes LAX and the Convention Center)
- Pasadena
- West Hollywood

Public Parking Facilities that Offer Free Parking Off-Street

- Beverly Hills
- Hermosa Beach
- Manhattan Beach
- Los Angeles County Beaches

D. RECOMMENDED POLICY FOR PARKING RATES FOR ADA SPACES

Based on our findings, for the purpose of increasing accessibility for people who rely on ADA parking spaces, we recommend eliminating free parking for ADA placard holders in the City’s most congested parking facilities, PS 1 – 9.

3. DOWNTOWN ON-STREET METERED SPACES

The Downtown area is defined as being bounded by Ocean Avenue, Colorado Avenue, Lincoln Boulevard and Wilshire Boulevard. Downtown’s on-street parking spaces consistently experience occupancy rates that are amongst the highest of any parking spaces in the City. This is particularly true for those within one to two blocks of the Third Street Promenade. The full-, multiday surveys of these spaces that were conducted as part of this study demonstrated these findings.

A. MODEL FACTORS – ON-STREET METERS DOWNTOWN

The hourly, on-street meter rate Downtown is based on the rate in PS 1 – 9. The Model sets meter rates at twice that of the structures in order to reflect the premium that on-street spaces generally receive. Based on observations, occupancy rates are 94% during peak periods on Saturday evening in the area bounded by Wilshire Boulevard, Broadway Street, 2nd Street and 5th Street. The Model therefore applies a 1.15 occupancy weight factor to the rates for these spaces. The resulting Model output is:

$$\begin{aligned}
 & \text{(Hourly Rate in PS 1 - 9)} \\
 & \quad \times \\
 & \quad \text{(2.0)} \\
 & \quad \times \\
 & \text{(Occupancy Rate Factor)} \\
 & = \text{(the Hourly Rate)}
 \end{aligned}$$

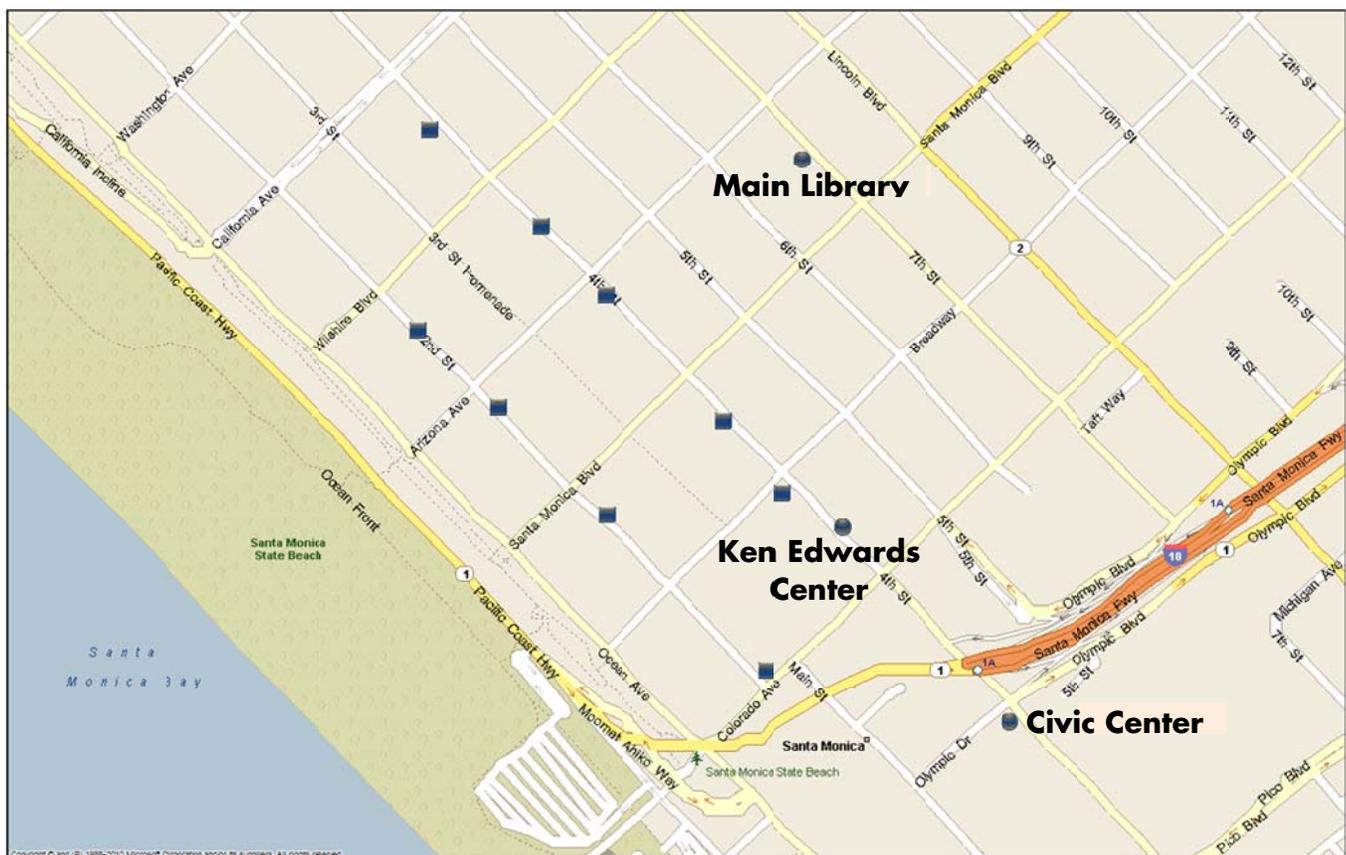
B. MODEL OUTPUT – ON-STREET METERS DOWNTOWN

Assuming parking rates are structured to encourage short-term visitors (Option C on page 16) the resulting hourly on-street rates at metered spaces is \$1.80. We note that meters would also need to be in effect for at least most of the hours during which PS 1 – 9 are open. While on-street data will confirm the level of demand during evening hours, we believe it reasonable to extend on-street meters’ hours of operation until 2:00 AM throughout Downtown. Currently some, though not all, meters Downtown operate until this time.

4. CIVIC CENTER STRUCTURE

The Civic Center Parking Structure and surface lot primarily serves surrounding public uses in the Civic Center area. However, for employees and many visitors the facility is within an acceptable walking distance of Downtown’s commercial area. The following map illustrates other Downtown adjacent facilities: Civic Center Structure, Main Library Structure and the Ken Edwards Center. Parking Structures 1-9 are indicated as squares while the others are indicated as circles.

Figure 3: Map of PS 1-9 with Civic Center Structure, Main Library Structure and Ken Edwards Center



A. MODEL FACTORS – CIVIC CENTER STRUCTURE

The Model bases the Civic Center Parking Structure’s hourly and monthly rates on those of Parking Structures 1 – 9, but discounts the rate due to its peripheral location. In addition, the current, low occupancy rates (which average roughly 55% Monday through Thursday, 32% on Friday, and 20% on weekends) result in a further discounting of the rates.

B. MODEL OUTPUT – CIVIC CENTER STRUCTURE

The Model output for the Civic Center Parking Structure is as follows:

- Hourly rates, assuming a daily maximum rate reached within six hours:
 - 1st – 5th hour: \$0.94 per hour

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- 6th hour: \$0.20
- Daily maximum: \$4.91
- Given the nature of the hourly user, a short free period could be considered for the facility.
- Monthly parking permit rate per the Model: \$63.84
- Policy regarding capping and charging for monthly permits: Cap the issuance of permits and increase monthly permit rates if occupancy reaches or exceeds 95%.

C. COMPARISON OF HOURLY RATES – CIVIC CENTER STRUCTURE

The following table compares the current parking rate in the Civic Center Structure and that proposed by the Model.

Table 11: Comparison of Current and Model-Recommended Parking Rates – Civic Center Structure

Scenario - Length of Stay	Current Rate	Proposed Per Model	
		Equal Hourly Rate (Option B)	Reduced Rate Hours 1-3 (Option C)
1 hour	\$4.50	\$0.94	\$0.31
2 hours	\$9.00	\$1.88	\$0.63
3 hours	\$9.00	\$2.82	\$0.94
4 hours	\$9.00	\$3.76	\$1.88
5 hours	\$9.00	\$4.70	\$2.82
6 hours	\$9.00	\$4.91	\$3.76
7 hours	\$9.00	\$4.91	\$4.70
8 hours	\$9.00	\$4.91	\$4.91

5. MAIN LIBRARY PARKING STRUCTURE

Like the Civic Center parking facility, the Main Library Parking Structure primarily serves uses on that site. However, for employees and many visitors the facility is within an acceptable walking distance of Downtown’s commercial area.

A. MODEL FACTORS – MAIN LIBRARY PARKING STRUCTURE

The Model bases the Main Library Structure’s hourly and monthly rates on those of Parking Structures 1 – 9, but discounts the rate due to its peripheral location, just as it does for the Civic Center parking facility. In addition, the current low occupancy rates (averaging just over 60% Monday through Friday, and 30% on weekends) result in a further discounting of the rates.

B. MODEL RESULTS – MAIN LIBRARY PARKING STRUCTURE

The Model output for the Main Library Structure is currently the same as that of the Civic Center. We note that this will change if the occupancy rates for each structure begin to diverge:

- Hourly rates, assuming a daily maximum rate reached within six hours:
 - 1st – 5th hour: \$0.94 per hour
 - 6th hour: \$0.20
 - Daily maximum at 8 hours : \$4.91
- Given the nature of the hourly user, a short free period could be considered for the facility.
- Monthly parking permit rate per the Model: \$63.84
- Policy regarding capping and charging for monthly permits: Cap the issuance of permits and increase monthly permit rates if occupancies in the facility if occupancy reaches or exceeds 95%.

C. COMPARISON OF HOURLY RATES – MAIN LIBRARY PARKING STRUCTURE

The following table compares the current parking rate in the Library Parking Structure and that proposed by the Model.

Table 12: Comparison of Current and Model Parking Rates – Main Library Parking Structure

Scenario - Length of Stay	Current Rate	Proposed Per Model	
		Equal Hourly Rate (Option B)	Reduced Rate Hours 1-3 (Option C)
1 hour	\$1.00	\$0.94	\$0.31
2 hours	\$2.00	\$1.88	\$0.63
3 hours	\$3.00	\$2.82	\$0.94
4 hours	\$4.00	\$3.76	\$1.88
5 hours	\$5.00	\$4.70	\$2.82
6 hours	\$6.00	\$4.91	\$3.76
7 hours	\$7.00	\$4.91	\$4.70
8 hours	\$8.00	\$4.91	\$4.91
9 hours	\$9.00	\$4.91	\$4.91
10 hours	\$10.00	\$4.91	\$4.91

6. KEN EDWARDS CENTER

The Ken Edwards Center is located across the street from Santa Monica Place. Occupancy rates at this facility tend to be high. Access to parking at the site is currently regulated by parking meters, signage and reserved parking spaces. During our occupancy counts at the facility we witnessed what appeared to be employees from off-site coming to the location to feed the meters in order to park long-term.

A. MODEL FACTORS – KEN EDWARDS CENTER (KEC)

Due to the location of the facility, the Model bases the KEC’s rates on those of Parking Structures 1 – 9, but discounts the rate by 20% due to its slightly peripheral location.

B. MODEL OUTPUT – KEN EDWARDS CENTER

- Transient parking
 - Daily maximum: \$9.81 per Model
 - Option 1 – no reduced rate period: \$1.88/hour
 - Option 2 – reduced rate each hour for first three hours: \$0.63/hour for hours 1-3, then \$1.88/hour



7. CENTRAL BEACH LOTS (SERVING DOWNTOWN EMPLOYEES)

To the extent that these facilities, most notably Lot 1N, located at 1550 Pacific Coast Highway, have the capacity and location to park Downtown employees in addition to visitors to the beach, pier and Downtown, we include this permit recommendation in the Downtown rates. Occupancy rates in these facilities are typically lowest when the demand is highest for Downtown employee parking, weekdays and evenings. As with other Downtown peripheral parking, rates in these facilities were therefore also based on Parking Structures 1 – 9, and then significantly discounted to account for the distance to the center of Downtown.

A. MODEL FACTORS – CENTRAL BEACH LOTS (SERVING DOWNTOWN EMPLOYEES)

Due to their proximity to Downtown Santa Monica, the Model bases the rate for Central beach lot parking for employees on the rate charged at PS 1 – 9, discounted by 80%.

B. MODEL OUTPUT - CENTRAL BEACH LOTS (SERVING DOWNTOWN EMPLOYEES)

- Employee flat rate evening pass per the Model: \$2.45
- Employee evening monthly permit per the Model: \$31.92

8. VALET PARKING DOWNTOWN

Keeping in mind the parking services offered by competitors, the Model determines valet parking rates based on weighted prices for daytime and evening valet operations in comparable commercial districts and retail centers in the area. While the City currently does not offer a centralized public valet system, the proposed rate study can inform future discussions of such a service.

A. MODEL FACTORS – VALET PARKING DOWNTOWN

The same methodology used to determine Downtown structure pricing rates, whereby a daily maximum rate was calculated based on a specified number of hours, was applied to determine daytime and evening valet rates (six and four hours, respectively). We assumed that these vehicles would be parked in a location with ample parking availability so a 1.0 occupancy weight factor was applied. The comparables used were:

- a. Westfield Century City
- b. Westside Pavilion
- c. Beverly Center
- d. The Grove
- e. City of Los Angeles 3rd Street
- f. Culver City (evening only)
- g. Santa Monica Place

B. MODEL OUTPUT – VALET PARKING DOWNTOWN

- Daytime rate per the Model – 1st hour: \$ 7.75
- Daytime rate per the Model – maximum at 6 hours: \$17.65

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- Evening rate per the Model – 1st hour: \$ 8.35
- Daytime rate per the Model – maximum at 4 hours: \$12.55

IV. PARKING RATES IN DISTRICTS OUTSIDE OF DOWNTOWN

Paid public parking in the following areas consists almost entirely of on-street metered parking. The notable exception is the existence of public parking lots in the Main Street area as well as adjacent beach lot parking and a limited number of public lots in the Mid City area near Wilshire Boulevard.

1. MAIN STREET

The Main Street area is defined as that bounded by Pico Boulevard on the north, Neilson Way on the west, Main Street on the east and the border with the City of Los Angeles on the south. The meters just east of Main Street on side streets are included as well. The Main Street Lots refer to P9, P10, P11 and P26.

Figure 4: Main Street Lots



Parking rates from the following districts were included in the Model and weighted.

- i. Venice - Abbott Kinney on-street (no meters currently)



- ii. Culver City meters
- iii. West Hollywood meters
- iv. Downtown Santa Monica meters

A. MODEL FACTORS – MAIN STREET

Meter parking rates from comparable local commercial districts were used as well as Downtown Santa Monica meter rates. Main Street meters are 100% occupied currently during typical peak periods, which triggered a 1.20 occupancy weight factor. The Model incorporates occupancy data from Main Street between Ocean Park Boulevard and the City limits on the south. The lots were priced 75% relative to the meters, in order to reflect a premium that on-street spaces generally receive. Main Street lots are 96% occupied currently during typical peak periods, resulting in a 1.15 occupancy weight factor. The Model incorporates occupancy data from lots P9 and P11 only. The first Model output rate assumes that the current Downtown Santa Monica meter rate is used while the second rate assumes that the Downtown Santa Monica meter rate being generated by the Model is used.

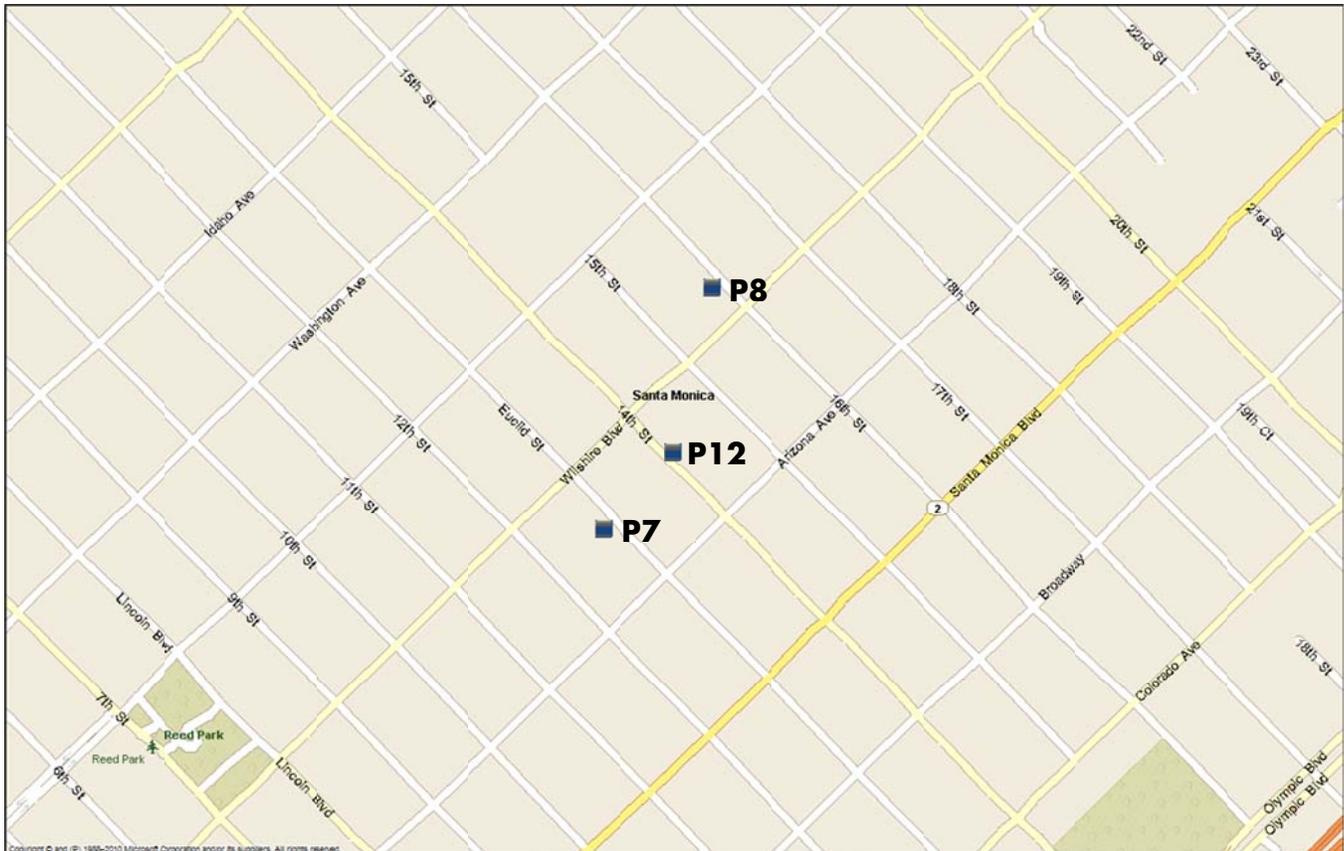
B. MODEL OUTPUT – MAIN STREET

- a. On-street meter rates per the Model were as follows:
 - \$1.05 per hour using current Downtown meter rates of \$1.00 per hour
 - \$1.29 per hour using Model output Downtown meter rates of \$1.80 per hourRates in the Main Street Lots per the Model also vary depending on the meter rate Downtown:
- b. \$0.91 per hour based on Main Street meter rate based on current Downtown meter rates of \$1.00 per hour
 - \$1.11 per hour using Model output Downtown meter rates of \$1.80 per hour
- c. Recommended hours of operation pending occupancy factor data: Main Street currently operate until 10:00 PM. Given the concentration of drinking and dining establishments open past midnight, we recommend extending the hours of operation until at least midnight, if not 2:00 AM.

2. MID CITY

The Mid-City area is defined as the area bounded by Lincoln Boulevard on the west, Wilshire Boulevard on the north, Olympic Boulevard on the south and Centinela Avenue on the east. The Mid-City Lots refer to P7, P8 and P12.

Figure 5: Mid City Lots



Parking rates from the following districts were included in the Model and weighted.

- i. Brentwood meters
- ii. West Los Angeles – Santa Monica Boulevard meters
- iii. Westwood Village meters
- iv. Robertson Boulevard meters
- v. Venice – Abbott Kinney on-street (no meters currently)
- vi. Downtown Santa Monica meters

A. MODEL FACTORS – MID CITY

Meter parking rates from comparable local commercial districts were used as well as Downtown Santa Monica meter rates. An occupancy factor of 0.8 was applied, based on an observed occupancy rate of 72% for meters in the district during current typical peak periods. The Model incorporates occupancy data along Wilshire Boulevard and Santa Monica Boulevard between 11th Street and Centinela Avenue. An occupancy factor of 1.0 was applied for lots, based on an observed occupancy rate of 80% during current typical peak periods. The Model incorporates occupancy data from lots P8 and P12. The first Model output rate assumes that the current

Downtown Santa Monica meter rate is used while the second rate assumes that the Downtown Santa Monica meter rate being generated by the Model is used.

B. MODEL OUTPUT – MID CITY

- a. Meter rates per the Model:
 - \$0.90 per hour using current Downtown meter rates of \$1.00 per hour
 - \$1.22 per hour using Model output Downtown meter rates of \$1.80 per hour
- b. Recommended lot rates per the Model:
 - \$0.68 per hour using current Downtown meter rates of \$1.00 per hour
 - \$0.92 per hour using Model output Downtown meter rates of \$1.80 per hour
- c. On-street parking spaces on blocks near or adjacent to Mid City's two medical centers experience higher parking demand, particularly along Wilshire Boulevard. Due to this variation in parking demand within the Mid City district, the City should consider charging higher rates in these "hot spots" where parking space occupancy is high. Based on the Model's occupancy factors these rates would be roughly 40% to 50% higher than the Model's output rates for Mid City shown above, or \$1.26 to \$1.83 per hour depending on the comparable rates used in the initial calculation.

3. MONTANA AVENUE

The Montana Avenue area is defined as both sides of Montana Avenue between Lincoln Boulevard and 17th Street. Parking rates from the following districts were included in the Model and weighted.

- i. Brentwood meters
- ii. Robertson Boulevard meters
- iii. Venice – Abbott Kinney on-street (no meters currently)
- iv. Beverly Hills meters
- v. West Hollywood meters
- vi. Downtown Santa Monica meters

A. MODEL FACTORS – MONTANA AVENUE

Meter parking rates from comparable local commercial districts were used as well as Downtown Santa Monica meter rates. An occupancy factor of 1.15, based on an observed occupancy rate of 97% for meters in the district, was used as the default occupancy rate. Occupancy data in the Model is from Montana Avenue between Lincoln Boulevard and 17th Street. The first Model output rate assumes that the current Downtown Santa Monica meter rate is used while the second rate assumes that the Downtown Santa Monica meter rate being generated by the Model is used.

B. MODEL OUTPUT – MONTANA AVENUE

- a. \$1.61 per hour using current Downtown meter rates of \$1.00 per hour

- b. \$1.84 per hour using Model output Downtown meter rates of \$1.80 per hour

4. EAST PICO BOULEVARD

The East Pico area is defined as both sides of Pico Boulevard east of Lincoln Boulevard to Centinela Avenue. Parking rates from the following districts were included in the Model and weighted.

- i. Westwood Village meters
- ii. West Los Angeles – Santa Monica Boulevard meters
- iii. Venice – Abbott Kinney on-street (no meters currently)
- iv. Downtown Santa Monica meters

A. MODEL FACTORS – EAST PICO BOULEVARD

Meter parking rates from comparable local commercial districts were used as well as Downtown Santa Monica meter rates. An occupancy factor of 1.15, based on an observed occupancy rate of 94% for meters in the district was used as the default occupancy rate. Meter occupancy data in the Model is from Pico Boulevard between 14th Street and Cloverfield Boulevard. The first Model output rate assumes that the current Downtown Santa Monica meter rate is used while the second rate assumes that the Downtown Santa Monica meter rate being generated by the Model is used.

B. MODEL OUTPUT – EAST PICO BOULEVARD

- \$0.98 per hour using current Downtown meter rates of \$1.00 per hour
- \$1.35 per hour using Model output Downtown meter rates of \$1.80 per hour
- Based on parking occupancy survey data, higher parking rates should be charged for on-street metered spaces on the blocks of Pico Boulevard located adjacent or in close proximity to Santa Monica College in order to reflect the high demand for parking and better manage these spaces.¹¹ Initially the Model suggests rates at these spaces roughly 10% higher than the rates shown above.

¹¹ 100% occupancy rates were observed for on-street parking spaces on Pico Boulevard from 17th to 20th Streets on weekdays for most of the day.

V. BEACH LOTS

The following section describes the factors used in the Model’s output with regard to parking rates for the City’s beach parking facilities. We note that the parking demand generated by beaches also significantly impacts adjacent on-street metered spaces. A rate premium that reflects this additional demand compared to typical on-street parking spaces should be considered.

1. BEACH LOTS – CENTRAL

The Central Beach Lots are defined as 1N, 1S, 2S, 3N and 3S. The following map includes those as well as the Pier Deck.

Figure 6: Central Beach Lots and Pier Deck Map





Daytime monthly employee rates are assumed to be the same as the current California resident pass. Parking rates from the following beach areas were included in the Model and weighted.

- i. Newport Beach
- ii. Malibu
- iii. Venice
- iv. Redondo Beach

MODEL FACTORS – CENTRAL BEACH LOTS

Weekday and weekend parking rates from comparable beach areas were used. To calculate weekday and weekend peak season daily maximum, the rate derived from comparables after four hours and six hours, respectively, was used. Weekday and weekend off-peak season was priced at 90% of the peak season rates, to reflect likely lower demand. Peak season is defined as April 1 to October 31 and off-peak is defined as November 1 to March 31. Evening employee permit rates were priced at 20% of Downtown Structure monthly permits and daily maximum rates. An occupancy factor of 1.0, based on an average occupancy rate of 83% for Central Beach Lots (90% observed in 1N and 80% assumed in 1S, 2S and 3S) was used as the default occupancy rate and applied to all rates. Given the popularity and prime location of the Central Beach Lots, they are used as the reference for pricing the Pier Lot, North Beach Lots, South Beach Lots and Beach House Lots.

A. MODEL OUTPUT – CENTRAL BEACH LOTS

- a. Weekday peak rates:
 - \$2.88 per hour
 - \$11.50 daily maximum
- b. Weekend peak rates:
 - \$2.04 per hour
 - \$12.25 daily maximum
- c. Weekday off-peak rates:
 - \$2.59 per hour
 - \$10.35 daily maximum
- d. Weekend off-peak rates:
 - \$1.84 per hour
 - \$11.03 daily maximum
- e. Evening employee permit rates:
 - Monthly pass: \$31.92
 - Daily pass: \$2.45

2. PIER DECK

The Pier Lot refers to the parking on top of the Pier deck.

A. MODEL FACTORS – PIER DECK

The Model prices the Pier deck Lot at 110% (10% higher) relative to the Central Beach Lot rates for peak season weekday and weekend daily maximum rates. This premium reflects the destination nature of the Pier, in addition to offering proximate beach access. The weekday peak daily maximum was assumed to occur after six hours, which is reflected in the hourly rate. Weekday and weekend off-peak season was priced at 90% of the peak season rates, to reflect likely lower demand. Peak season is defined as April 1 to October 31 and off-peak is defined as November 1 to March 31. An occupancy factor of 1.2, based on an observed occupancy rate of 102% for the Pier Lot, was applied to all rates.

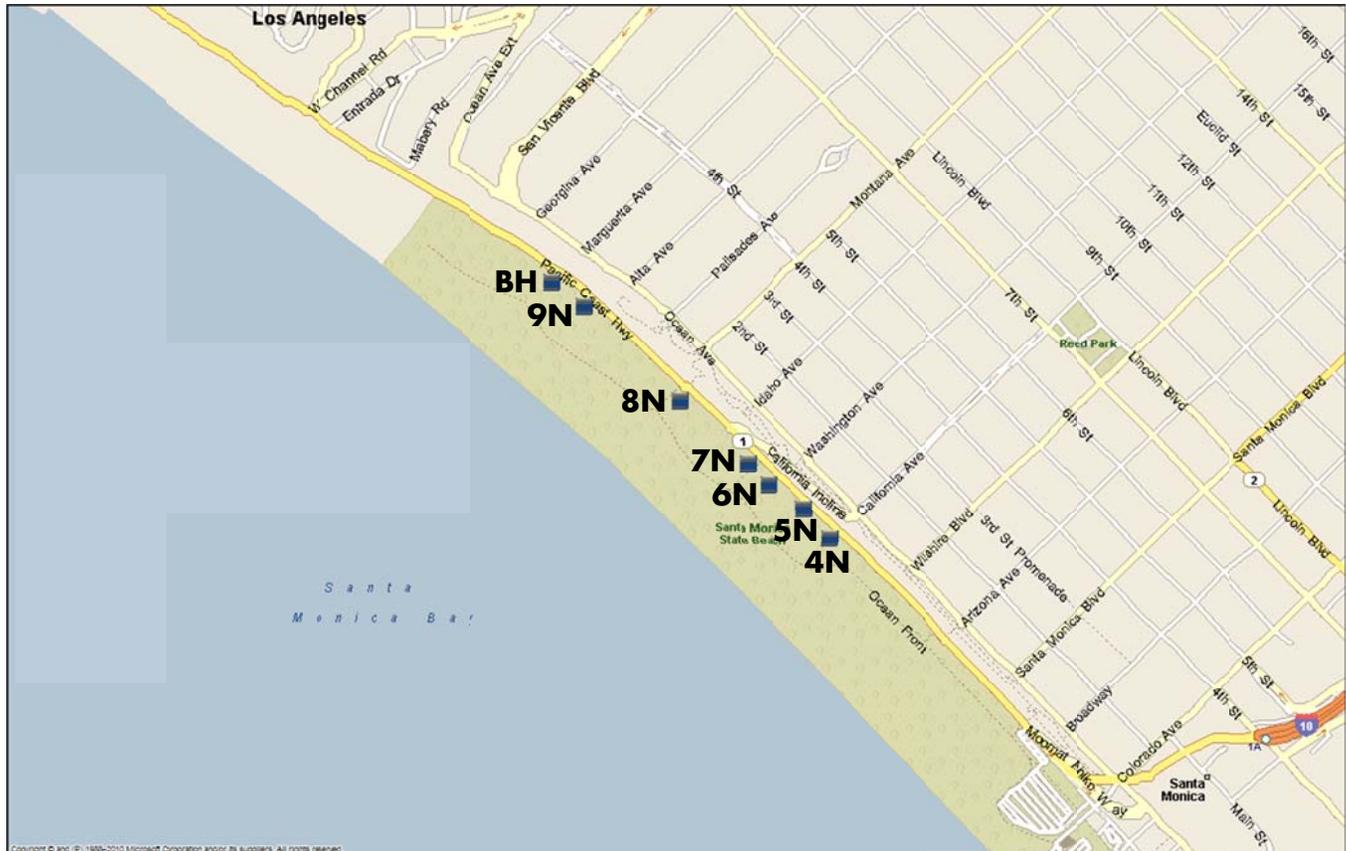
B. MODEL OUTPUT – PIER DECK

- a. Weekday peak rates:
 - \$2.53 per hour
 - \$15.18 daily maximum
- b. Weekend peak rate:
 - \$2.70 per hour
 - \$16.17 flat rate
- c. Weekday off-peak rate:
 - \$2.28 per hour
 - \$13.66 daily maximum
- d. Weekend off-peak rate:
 - \$14.55 flat rate

3. BEACH LOTS – NORTH

The North Beach Lots refer to lots 4N, 5N, 6N, 7N, 8N and 9N. The following map illustrates locations of the individual lots.

Figure 7: North Beach Lots Map



A. MODEL FACTORS – BEACH LOTS NORTH

The North Beach Lots were priced at 90% (10% lower) relative to the Central Beach Lot rates for peak season weekday and weekend hourly and daily maximum rates. The discount relative to Central Beach Lots reflects a location that is further from retail and amenities. Weekday and weekend off-peak season was priced at 90% of the peak season rates, to reflect likely lower demand. Peak season is defined as April 1 to October 31 and off-peak is defined as November 1 to March 31. An occupancy factor of 1.0, based on an average occupancy rate of 78% for the North Beach Lots (70% observed in 8N, 80% assumed in the others), was used as the default occupancy rate and applied to all rates.

B. MODEL OUTPUT – BEACH LOTS NORTH

- a. Weekday peak rates per the model:
 - \$2.59 per hour
 - \$10.35 daily maximum
- b. Weekend peak rates per the model:
 - \$1.84 per hour

- \$11.03 flat rate
- c. Weekday off-peak rates per the model:
 - \$2.33 per hour
 - \$9.32 daily maximum
- d. Weekend off-peak rates per the model:
 - \$1.65 per hour
 - \$9.92 flat rate

4. BEACH LOTS – SOUTH

The South Beach Lots refer to lots 4S and 5S. Daytime monthly employee rates are assumed to be the same as the current California resident pass.

Figure 8: South Beach Lots Map



A. MODEL FACTORS – BEACH LOTS SOUTH

The South Beach Lots were priced at 90% (10% lower) relative to the Central Beach Lot rates for peak season weekday and weekend hourly and daily maximum rates. Like the discount applied to



the North Beach Lots, the discount of South Beach Lots relative to Central Beach Lots reflects a location that is further from retail and amenities. Weekday and weekend off-peak season was priced at 90% of the peak season rates, to reflect likely lower demand. Peak season is defined as April 1 to October 31 and off-peak is defined as November 1 to March 31. An occupancy factor of 0.8, based on an observed average occupancy rate of 68% for the South Beach Lots was used as the default occupancy rate and applied to all rates.

B. MODEL OUTPUT – BEACH LOTS SOUTH

- a. Weekday peak rates per the model:
 - \$2.07 per hour
 - \$8.28 daily maximum
- b. Weekend peak rates per the model:
 - \$1.47 per hour
 - \$8.82 flat rate
- c. Weekday off-peak rates per the model:
 - \$1.86 per hour
 - \$7.45 daily maximum
- d. Weekend off-peak rates per the model:
 - \$1.32 per hour
 - \$7.94 flat rate
- e. Meter rates for on-street spaces adjacent to the beach would be set to reflect the higher demand for these spaces.

5. BEACH HOUSE LOTS

The Beach House Lots are those immediately adjacent to the Annenberg Beach House.

A. MODEL FACTORS – BEACH HOUSE

The Beach House Lots were priced equivalent to the Central Beach Lot rates for peak season weekday and weekend hourly and daily maximum rates. Like the North Beach Lots, the Beach House is also further from amenities. However, the Beach House is a destination which we felt justifies pricing on par with the Central Beach Lots. Weekday and weekend off-peak season was priced at 90% of the peak season rates, to reflect likely lower demand. Peak season is defined as April 1 to October 31 and off-peak is defined as November 1 to March 31. An occupancy factor of 0.8, based on an observed occupancy rate of 68% for the Beach House was used as the default occupancy rate and applied to all rates.



B. MODEL OUTPUT – BEACH HOUSE

- a. Weekday peak rates per the model:
 - \$2.30 per hour
 - \$9.20 daily maximum
- b. Weekend peak rates per the model:
 - \$1.63 per hour
 - \$9.80 flat rate
- c. Weekday off-peak rates per the model:
 - \$2.07 per hour
 - \$8.28 daily maximum
- d. Weekend off-peak rates per the model:
 - \$1.47 per hour
 - \$8.82 flat rate

VI. EVENTS

1. CIVIC AUDITORIUM AND EVENTS

Parking rates from the following facilities were included in the Model and weighted. These facilities were identified by Cultural Affairs and Civic Auditorium staff as possible comparable facilities for the Civic Auditorium:

- i. LA Convention Center
- ii. Anaheim Convention Center
- iii. Anaheim Grove
- iv. Music Center
- v. Hollywood Bowl
- vi. Long Beach Convention Center Arena and Terrace Theater
- vii. Thousand Oaks Performing Arts Center
- viii. UCLA Royce Hall
- ix. Valley Performing Arts Center

A. MODEL FACTORS – CIVIC AUDITORIUM

Parking rates from comparable auditorium and convention center facilities in Southern California were used to develop the recommended rate for “B” events, as defined below. An occupancy factor of 1.0, based on an assumed occupancy rate of 80% for events was used as the default occupancy rate. A 25% premium was used to calculate parking pricing for “A” Events. With the exception of parking for large sporting events (prices for which may exceed \$25.00) in Southern California, a \$25.00 rate is in line with what we have observed for large events.

We note that parking demand generated by events at the Civic Auditorium have a significant impact on on-street metered spaces located in close proximity to the facility. While this phenomena has not specifically been incorporated into the Model, the level of demand suggests that the rates and hours of enforcement for these meters reflect this level of demand.

B. MODEL OUTPUT – CIVIC AUDITORIUM

- i. A two-tiered parking rate guideline based on “A” and “B” events per which fees for event parking will be set by Civic Auditorium staff.
 - The “A” tier represents premium events that are expected to generate a relatively high demand for parking or charges premium ticket prices.
 - The “B” tier represents typical events or event ticket prices at the Civic Auditorium.
- ii. Flat rates (per the Model):
 - “A” Events: \$10.95

- "B" Events: \$ 8.76
 - Parking rates for unusually large events such as Glow or the Los Angeles Marathon should continue to be set up to \$25.00 or higher when necessary, at the discretion of City staff to address the parking demand, limited parking supply and traffic issues that are created by these events.
- iii. Changes to meter operations:
- Meters within two blocks of the Civic Auditorium should have hours of operation extended until at least 10:00 PM, and preferably until 2:00 AM, to reflect anticipated increase in evening events at the venue.
 - Hourly rates during event times should be adjusted to reflect the rates and length of stay in the Civic Lot. For example if an event has a parking rate of \$10.00 and attendees are expected to stay for four hours, then the hourly rate should be set at \$2.50.

2. PARKING RATES FOR BASE CAMPS

Base camps are areas reserved for vehicles related to the production of special events, such as large temporary performances or award shows, or film/television shoots. Vehicles may include equipment trucks, catering trucks, trailers for cast members and parking for the cast and crew. Santa Monica's oceanfront location makes it an attractive place for special events and on-location film/television shoots.

A. FACTORS – BASE CAMPS

As opposed to the other rates analyzed and recommended in the City-wide rate study, the renting of public parking spaces for base camps, including events and film shoots, was identified, not as a public good but rather a negotiated transaction through which the City maximizes the revenue of its parking and real estate assets. Although not typical, in Downtown Los Angeles, we have recently observed the fee for base camps in premium locations earning \$100.00 per parking space. We therefore recommend that in particular in the case of base camps, the City staff negotiate what the market will bear, being cognizant of the real and opportunity cost of the parking spaces that may often serve existing businesses or other uses.

B. OUTPUT – BASE CAMPS

City staff should use their discretion in order to negotiate the best rate for the City for the use of City parking spaces as base camps. The range observed for base camp use was too great to model. We recommend that City use a range of three times to twelve times the rate charged the parking space for base camps. Santa Monica offers base camp users a unique location; to the extent possible it is reasonable that base camp rates reflect the unique location.



3. NON-COMMERCIAL VEHICLE PARKING (NON-BASE CAMPS)

There are numerous examples from around the country that provide direction on how much to charge oversized non-commercial vehicles. We suggest that the most equitable approach is to charge for the number of spaces that a vehicle occupies.



APPENDIX A
SAMPLE MODEL
OUTPUT
CALCULATIONS

APPENDIX: SAMPLE MODEL OUTPUT CALCULATIONS

As noted in the body of this report, the Model sets hourly parking rates using weighted parking rates charged at comparable or competitive locations. The resulting hourly rates may then be adjusted based on the current occupancy level of the parking facilities or spaces in Santa Monica; if occupancy rates are above 90%, the rate is adjusted by a factor of 1.15 to reflect and address the high demand for parking spaces for the purpose of diverting long-term parkers to other, underutilized parking spaces. If occupancy rates are below 75% or 50% levels, the Output of the Model is adjusted by a factor of 0.80 or 0.60 respectively to incent more drivers to utilize these locations. Occupancy rates that fall between 75% and 90% would not trigger any adjustment (a 1.0 factor). We show two examples from the Model output calculations below.

EXAMPLE: PARKING STRUCTURES 1 - 9

The Model Output for Parking Structures 1 – 9 is the result of the following calculation:

$$\begin{aligned}
 & \text{(Weighted parking rates in comparable locations)} \\
 & \quad \times \\
 & \text{(Current occupancy rate factor in the Structures)} \\
 & \quad = \text{Hourly rate}
 \end{aligned}$$

The following factors were used:

- Weighted, hourly parking rates for comparable locations;¹² and
- An occupancy factor determined by the current peak occupancy rates in Structures 1 – 9.¹³

The rates and weights for the comparables and resulting “raw” Model output are demonstrated in greater detail in Table 13.

¹² As outlined in the report, the daily maximum was typically reached at or about 6 hours. Rates for Santa Monica’s private garages were adjusted downward by a factor of 0.80 to account for the relatively low occupancy rates observed in those structures; in nearly every case these occupancy rates ranged from 50% to 74%. The hourly rates for private facilities in Santa Monica shown in Table 9 already reflect this adjustment.

¹³ As a result of the occupancy levels exceeding 90% during the peak hour (and in many cases several additional hours), a factor of 1.15 was used in this case.

APPENDIX - CITYWIDE PARKING RATE STUDY

CITY OF SANTA MONICA



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Table 13: Model Output Calculation Summary PS 1 - 9

Rate Comparables for PS 1 -9	Weight	Parking Rates for							Total at 6 hours
		Hour 0-1	Hour 1-2	Hour 2-3	Hour 3-4	Hour 4-5	Hour 5-6		
Westfield Century City	0.10	\$0.00	\$0.00	\$0.00	\$11.00	\$8.00	\$2.00	\$21.00	
Westside Pavilion	0.15	\$0.00	\$0.00	\$0.00	\$5.00	\$4.00	\$4.00	\$13.00	
Westfield Culver City	0.05	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Beverly Center	0.05	\$1.00	\$1.00	\$1.00	\$1.00	\$2.00	\$2.00	\$8.00	
The Grove	0.10	\$0.00	\$3.00	\$0.00	\$4.00	\$4.00	\$4.00	\$15.00	
City of LA - Westwood, Robertson Public Structures	0.10	\$1.00	\$0.00	\$2.25	\$4.25	\$2.00	\$1.00	\$10.50	
Beverly Hills - Public Structures (Downtown Blended Rates)	0.10	\$0.67	\$1.20	\$4.67	\$4.13	\$3.60	\$2.40	\$16.67	
Culver City - Public Structures	0.10	\$0.00	\$0.00	\$1.00	\$1.00	\$1.00	\$1.00	\$4.00	
Pasadena - Public Structures	0.05	\$0.00	\$2.00	\$2.00	\$2.00	\$0.00	\$0.00	\$6.00	
Santa Monica Downtown - Private (Weekday)	0.20	\$7.11	\$6.31	\$1.07	\$0.00	\$0.00	\$0.00	\$14.49	
Weighted Output from Model for Hourly Rates	1.00	=	\$1.64	\$1.83	\$1.16	\$3.34	\$2.56	\$1.74	\$12.26

APPENDIX - CITYWIDE PARKING RATE STUDY

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To address variations in the Model's hourly rate shown above, a more consistent and predictable rate structure was created. The daily maximum was averaged over the six hours at which the comparables typically begin to reach their maximum rates. The result was the following calculation:

$$\mathbf{\$12.26 \text{ maximum daily rate} / 6 \text{ hours} = \$2.04}$$

The Parking Structures' 1 – 9 90%+ occupancy rate was then addressed by applying the 1.15 occupancy factor to the hourly rate:

$$\mathbf{\$2.04 / \text{hour} \times 1.15 \text{ high occupancy factor} = \$2.35 / \text{hour}}$$

MID CITY ON-STREET METER RATES

The Model Output for the Mid City neighborhood's on-street meter rates is based on a calculation similar to that used for the Public Parking Structures:

$$\begin{aligned} & \mathbf{(\text{Weighted parking rates in comparable locations})} \\ & \mathbf{\times} \\ & \mathbf{(\text{Current occupancy rate factor – Mid-City Meters})} \\ & \mathbf{= \text{Hourly meter rate}} \end{aligned}$$

The following factors were used in the Model output:

- Weighted, hourly on-street rates for comparable locations in Los Angeles and Santa Monica; and
- An occupancy factor based on preliminary occupancy rate observations for on-street metered parking in Mid City.¹⁴

The rates and weights for the comparables and resulting Model output are demonstrated in Table 13. We note that the output varies depending on the on-street meter rates in Downtown Santa Monica. We therefore show Model output rates based on current and projected Downtown meter rates.

¹⁴ At this writing, full occupancy counts have not been completed. Based on observations, occupancy levels are assumed to be between 75% and 90% during the peak hour resulting in a factor of 1.0. These meter rates were therefore determined not to require an adjustment for occupancy but blocks or locations that are subject to higher or lower occupancy rates (such as adjacent to large medical facilities in the area) would likely warrant higher rates.

APPENDIX - CITYWIDE PARKING RATE STUDY

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Table 14: Model Output Calculation Mid City On-street Meters

Rate Comparables for PS 1-9	Weight	Rates	
		Current	Future per Model Output
City of LA - West Los Angeles - Santa Monica Blvd. Meters	0.1	\$ 1.00	\$ 1.00
City of LA - Brentwood Meters	0.1	\$ 2.00	\$ 2.00
City of LA - Westwood Village Meters	0.1	\$ 1.25	\$ 1.25
City of LA - Venice - Abbott Kinney Meters	0.1	\$ -	\$ -
City of LA - Robertson Blvd. Meters	0.1	\$ 2.00	\$ 2.00
Santa Monica: Downtown - Meters	0.5	\$ 1.00	\$ 1.80
Weighted Output from Model for Mid-City On-street Meters	1.0	\$ 1.13	\$ 1.53

The calculation of hourly parking rates for Mid City on-street meters using current Downtown Santa Monica meter rates is therefore:

$$\begin{aligned}
 &(\$1.13 / \text{hour}) \\
 &\quad \times \\
 &(\mathbf{1.0 \text{ occupancy factor}}) \\
 &= \mathbf{\$1.13 / hour}
 \end{aligned}$$

The calculation of hourly parking rates for Mid City on-street meters using the Model's output for Downtown Santa Monica meter rates is:

$$\begin{aligned}
 &(\$1.53 / \text{hour}) \\
 &\quad \times \\
 &(\mathbf{1.0 \text{ occupancy factor}}) \\
 &= \mathbf{\$1.53 / hour}
 \end{aligned}$$