

Appendix B. Comparative City Parking System Information

To provide comparisons with other cities, the study team collected information about parking systems from 11 municipalities across the country. The selection was designed to provide a cross section of parking system organizational structures with some focus on cities in the Southeast. Included in the survey were:

- Birmingham, AL
- Charlotte, NC
- Jacksonville, FL
- Memphis, TN
- Miami, FL
- Nashville, TN
- Norfolk, VA
- Richmond, VA
- Portland, OR
- Tampa, FL
- Washington, D.C.

The information about parking systems in these cities was collected through internet research and through direct contact with individuals responsible for or knowledgeable of those operations.

The results of that survey are provided on the pages that follow, including a summary grid of key organizational characteristics. The comparative cities are grouped according to the type of parking organization.

- Association
- Authority
- City Department



Downtown Parking Demand Management Action Plan

At present, conditions in Atlanta compare most closely to those in Charlotte and Washington, D.C. where the municipality is has no significant involvement in providing off-street parking. In both of those cities, parking associations have been initiated in an effort to provide some consistency in parking services and identification. Carl Walker is presently working with City Center Partners in Charlotte on formalizing a parking association that consists, primarily, of parking operators and major property owners who have parking operations on their downtown properties. The Downtown Improvement District in Washington, D.C. is also currently in the process of examining parking conditions and looking for ways to provide better communication and service within the District.

The definitions of the parking systems include:

Group I - No Municipal Off-Street Parking Program

This group includes cities that do not have any significant municipal involvement in off-street parking for public use. Both of the cities surveyed are looking to a local parking association as a means for improving planning and services related to parking. Other cities with large municipal off-street parking operations or parking authorities also have active parking associations, but a parking association or collaborative is the only identifiable organization related to off-street parking in the two cities surveyed in this group.

Group II - Parking Authority

Municipal parking systems in this group are managed by a formal Parking Authority, normally with oversight from a governing Board appointed by the Mayor. The Parking Authority may be self-supporting with excess revenues flowing to the municipality or retained by the Authority as capital for the future development of parking resources.

Group III - City Parking Department



Downtown Parking Demand Management Action Plan

Cities in this group have formal parking departments that are responsible for off-street parking facilities owned by the municipality, whether those facilities are operated by municipal employees or by private parking management firms under contract with the City.

B.1. Group I - No Municipal Off-Street Parking Program

Washington, D.C.

Of the cities surveyed, Washington, D.C. has conditions that are most similar to Atlanta. There are no municipally owned parking facilities available for public use but the extensive on-street meter program is managed by the Curbside Management Division of the DC Department of Transportation's Traffic Services Administration through a contract with a private on-street parking management firm. The City and the contractor share meter and fine revenues. The District was the pioneer in initiating the public-private meter management program in the late 90's, the first "municipality" to engage a private firm to operate and maintain its on-street parking meter system.

No official website is available to provide general information about parking in the District.

According to a study by the Mayor's Parking Taskforce in 2003, there are approximately 400,000 parking spaces in the District of Columbia. Approximately 260,000 of these are on-street spaces and, of these, 16,000 are metered.¹ The District of Columbia has approximately 140,000 parking spaces in off-street parking lots and garages, with the majority of the off-street spaces located in parking garages in the Central Business District. Most parking facilities not owned by government agencies are privately owned facilities that serve specific properties or provide parking for the public in general.

The study conducted by the Mayor's Parking Taskforce in 2003 addressed a number of issues related, primarily, to management of on-street parking. Accommodating and managing on-street parking in a city with such a large residential component was a key issue, but there was also significant concern about the lack of short-term parking and a lack of consensus on parking requirements or limits for new development.

Downtown Parking Demand Management Action Plan

Incentives for Short-Term Parking

At the time of the study, a program was already in place to provide tax incentives to parking facility operators as an incentive to offer short-term parking in their facilities. This is highly unusual since short-term parking is normally the most profitable component of the parking mix for parking facility operators. The tax incentive provided a revenue guarantee to offset any potential loss of revenue to the operator between the revenue generated from all-day parking vs. what is generated by short-term parking. The study cited a "dramatic" increase in the availability of short-term parking for DC retailers as a result of this policy but recognized that the gain in short-term parking also reduced the availability of employee parking in a market where any category of parking is already scarce.

The study included recommendations for increases in parking rates, increases in parking fines, expansion of the meter enforcement period, and commitment of meter and fine revenues to operating costs of the system, with any remaining revenue dedicated to neighborhood-based transportation improvements.

In 2005 the Downtown Improvement District solicited proposals for a new parking study within the District to address ongoing parking issues. That initiative is pending.

Charlotte, NC

The City of Charlotte does not own or operate parking facilities for public use but, like the District of Columbia, engages a private firm under its "PARK IT!" program to operate and maintain an on-street meter system that includes approximately 1,000 spaces.

Parking meters accept quarters, dimes, nickels and the "Charlotte Coin" which is a token that can be issued by businesses to offset the cost of customer parking at on-street meters. Meters rates vary by location. Meters located in high-



Downtown Parking Demand Management Action Plan

demand areas are \$1.00 per hour (\$0.25 per 15 minutes) and those located on the perimeter of the downtown area are \$0.50 per hour.

Meters are enforced from 7 AM to 6 PM Monday through Friday except for holidays, but meters on South Boulevard are enforced 24 hours a day, 7 days a week. Enforcement officers for the PARK IT! program have the authority to either boot or tow repeat violators with three or more unpaid tickets remaining unpaid for more than 90 days.

The PARK-IT program includes a website that explains the program and regulations for the on-street system.

All off-street public parking is privately owned and operated. Charlotte Center City Partners, a non-profit organization dedicated to promotion of the Charlotte Central Business District is presently evaluating ways to create a parking collaborative to support downtown development goals. The central purpose of the collaborative would be to provide a means for establishing a common system for parking facility identification and standards for parking facility operation. It has not yet been determined how the collaborative will be organized or funded and several options are being considered.

B.2 Group II - Parking Authority

Birmingham Parking Authority

The Birmingham Parking Authority was incorporated in 1972 by State of Alabama statute to provide and manage public parking facilities in the City of Birmingham.



The Authority currently manages 11,305 parking spaces located in 11 parking garages and 2 surface lots. The Authority also won a bid to manage the parking facilities serving the Birmingham International Airport a number of years ago and has continued as manager of those facilities.



The downtown on-street parking system is managed by the

Downtown Parking Demand Management Action Plan

City's Traffic Engineering Department. The system includes 5,100 parking meters with enforcement performed by 9 parking enforcement officers.

Parking Authority of the City of Memphis and County of Shelby, Tennessee

The Authority, which is a function of the Center City Commission, is generally known as the Downtown Parking Authority (DPA). It is governed by a seven-member board chartered by the State of Tennessee and appointed by the Mayor.

The DPA is designed to establish uniform parking policies and coordinate parking management of municipally owned parking facilities in Downtown Memphis.



The DPA conducts strategic planning for the placement of municipal parking facilities in Downtown Memphis and issues

bonds for construction, but it contracts with private parking companies for day-to-day operation of its 5 downtown parking structures. The DPA also monitors parking conditions in the downtown area by tracking rates and occupancies of other Downtown parking lots and structures.

There are approximately 40,000 parking spaces in the Central Business Improvement District. Of those, 3,700 are located in the municipal garages.

The City's 1,200 parking meters are the responsibility of Traffic Engineering within the City's Engineering Division, but enforcement of meter violations is the responsibility of the Police Department. Time limits for meters range from 30 minutes to 2 hours and all meters are \$0.50 per hour. Parking at metered spaces is free after 6 P.M.

Responsibility for collection of fines rests with the Traffic Violations Bureau operating under the office of the City Court Clerk. A portion of fines collected go to the Memphis and Shelby County Health Department to provide child safety seats to indigent parents.

Downtown Parking Demand Management Action Plan

The source of this revenue is the payment of fines on tickets issued for violations of the seat belt ordinance.

Miami Parking Authority

The Miami Parking Authority, officially known as the Department of Off-Street Parking of the City of Miami, was created in 1955 by a Special Act of the Florida State Legislature and incorporated into the City of Miami's Charter in 1968. The Authority is governed by a voluntary five-member Board of Directors with powers and responsibilities similar to board members of private corporations. The City of Miami Commission retains final authority to confirm appointments to the Board, approve MPA's budget, issue parking revenue bonds, and determine parking rates for MPA-managed facilities. Day-to-day operations are the responsibility of the Executive Director of the MPA.



MPA is a self-sustaining agency financed by parking revenues. The Authority finances its operations through parking revenues generated by MPA-managed meters, lots and garages. These revenues are also used to fund debt service on MPA's bonds, which are issued to finance the development and construction of new parking facilities. Funds not used by operations are returned to the City of Miami, and all ticket citation revenues are paid directly to Miami-Dade County.

MPA manages and develops on-street and off-street parking in the City of Miami. It shares responsibility with the City of Miami Police Department and Miami-Dade County for enforcement of parking regulations.

As of September 30, 2005 the Authority had over 22,000 parking spaces under management, making it one of the largest public parking operators in the country. Facilities include:

Downtown Parking Demand Management Action Plan

- 6 garages
- 59 surface lots
- 184 Pay and Display meters
- More than 7,550 metered spaces

Parking rates are set by City ordinance and reviewed periodically by the City of Miami Commission. Current rates were set in 1998.

Miami Parking Authority is in the process of replacing traditional coin-fed meters with updated Pay-And-Display multi-space meters that are solar-powered and accept multiple forms of payment:

- Visa
- MasterCard
- MPA parking debit cards
- Coins
- Dollar bills (in some downtown locations)

Miami allows time on a P&D receipt to be used at any metered location which means parkers can pay to park in one location and move to another location as long as there is time remaining on their receipt. This is a very customer-oriented exception to normal policy for pay-and-display systems and does help address the problem of machine malfunctions. If a machine is not working, the parker can go to a machine in the next block to pay for parking and put that receipt in the vehicle.

Financial highlights for the year ended September 30, 2005:

- Revenue: \$13.85 million
- Operating costs and expenses: \$9.09 million
- Debt service: \$2.24 million
- Capital expenditures (new and fixed assets): \$2.33 million
- Net proceeds returned to the City of Miami: \$1.89 million
- Parking fine revenue generated for Miami-Dade County and City of Miami: \$4.42 million

Downtown Parking Demand Management Action Plan

The Authority includes the following position statement as part of a published description of its purpose:

"Parking is an integral component of the transportation and infrastructure system that supports economic development. Availability of parking can:

- Drive consumer and commercial traffic into business districts
- Enhance community re-development efforts
- Complement public transportation initiatives

While numerous parking facilities exist within Miami city limits, many neighborhoods are underserved or lack sufficient operators to keep pricing competitive. As a public agency, MPA helps meet parking needs by investing in the development, construction and management of parking facilities, and doing so when it is not economically feasible for the private sector. The Miami Parking Authority also participates in joint public/private partnerships, wherein MPA manages the parking component of a mixed-use development."

The MPA has responsibility for non-parking assets including management of Gusman Center for the Performing Arts and the Olympia Office Building. The Gusman Center complex was donated to the City of Miami in 1975 with the stipulation that the facility be managed by MPA. The Olympia Office Building has since been leased to a private developer who converted the offices into low-income affordable residential housing.

Richmond Metropolitan Authority

Off-Street Parking

The Richmond Metropolitan Authority was originally chartered in 1966 to manage the Richmond area tollway system. In 1973, the statute that had created the RMA was amended to authorize the Authority to provide parking facilities for the Richmond



Downtown Parking Demand Management Action Plan

metropolitan area. The City of Richmond donated the land, and the RMA borrowed the funds to begin building what was to become the Second Street Parking Deck.

At the request of the City of Richmond, feasibility studies were conducted on parking needs in the Carytown district and downtown. As a result, the RMA constructed two 110-parking-space decks in Carytown. The decks opened in early 1991, providing free parking to visitors to the Carytown shopping district.

The feasibility study also projected increased demands for parking in the downtown area. At the request of the City of Richmond, the RMA again responded by constructing a 1,000 space parking deck with convenient access to the Downtown Expressway and Interstate 95. The Expressway Parking Deck opened on February 14, 1992. Also in 1992, the Second Street Parking Deck was converted to an "honor park" system as a cost-cutting measure based on the reduced transient parking needs for area businesses.

Carytown Parking Deck I	110 parking spaces
Carytown Parking Deck II	110 parking spaces

Rates: Free to Carytown patrons
Hours of Operation: 6 a.m.-9 p.m.

Downtown Expressway Parking Deck 1,000 spaces

Rates: \$2 per hour; \$10 per day; \$95 per month
Hours of Operation: 24 hours per day, seven days per week for monthly parkers;
Monday-Friday, 7 a.m.-7 p.m. for transient parkers

Second Street Parking Deck 370 parking spaces

Rates: 60¢ per hour; \$5.00 per day; \$55 per month
Hours of Operation: 24 hours per day, seven days per week for monthly parkers;
Monday-Friday, 7 a.m.-7 p.m. for transient parkers

Downtown Parking Demand Management Action Plan

On-Street Parking

Management of the City's on-street parking system is the responsibility of the Department of Public Works.

The City's website provides information about on-street parking, including color-coded information about sections of on-street parking that are restricted during the peak commute hours of 7:00 a.m. - 9:00 a.m. and 4:00 p.m. - 6:00 p.m. It also provides a static map of off-street parking facilities as part of the City's RideFinder program.

The City has a Special Events Parking Coordinator that assists organizations in arranging for their parking needs when planning special events at any of the downtown venues.

The City of Richmond recently introduced an enhanced booting program. The Enhanced Parking Enforcement Immobilization (Booting) Program enables enforcement officers to verify outstanding parking citations by using an electronic scanner on a vehicle's license plate. An electronic "boot" is then applied to a wheel of any vehicle with three or more unpaid parking tickets.

Uncontested fines can be paid on-line through a third party service provider that charges a \$2.50 service fee for each fine paid through that service. Appeals are heard in the Traffic Division of the Richmond General District Court and ticket collections are tracked by the City's Department of Finance.

B.3. Group III - City Departments

City of Jacksonville

Both on-street parking and municipal off-street parking facilities are operated by the Parking Facilities & Enforcement Division of the City's Finance & Administration Department. The chief operating officer of is the Division Chief.

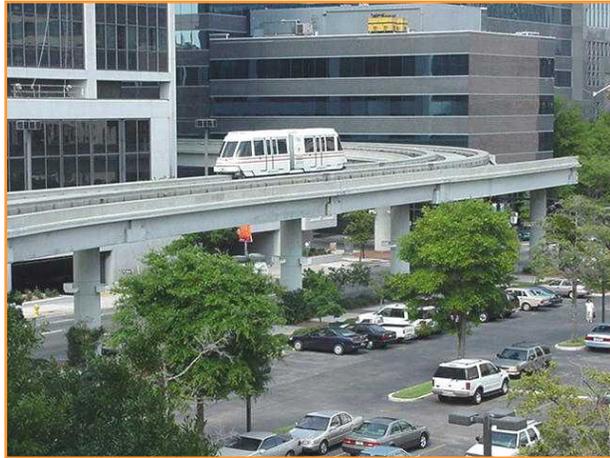
Off-Street Parking

Currently, the municipal off-street system consists of 4 garages and 6 surface lots. One of the garages is restricted to government employees.

Downtown Parking Demand Management Action Plan

Parking rates at the municipal facilities are basically \$1.00 per hour plus tax up to a maximum of \$6.96 per day.

The Jacksonville Transit Authority has assumed a growing role in providing parking for downtown employees and visitors as it has added parking capacity at its Skyway stations. The most significant is the 1,900 space Kings Avenue Garage located at the east end of the Skyway system across the Duval River. Monthly parking rates at these JTA facilities range from \$28



to \$33 and these rates include transportation on the Skyway system. Transient parkers at the Kings Avenue surface lot pay \$1.00 per hour (\$5.00 all day) and can take the Skyway to the west side of the river for \$0.35 each way.

The stated goal of the Parking Facilities and Enforcement Division is "*...to manage cost effective, convenient and safe parking for downtown visitors.*" and one of the stated elements of that goal is to provide "*Highly competitive rates in our parking lots and garages.*"

The Parking Facilities & Enforcement Division performs citation and tag research, issues monthly parking permits, sets court appearances for parking citations, rents meter bags and freight zone permits, and manages daily parking at parking facilities. The facilities are monitored and controlled at a central revenue control computer located in the Division offices.

On-Street Parking

On-street parking consists of 1,700 meters in the downtown area and enforcement is conducted by the Parking Facilities & Enforcement Division. Enforcement officers use hand-held ticket issuing devices and booting is used for scofflaw enforcement.

Downtown Parking Demand Management Action Plan

City of Tampa

All municipal parking facilities and the on-street parking system is managed by the Parking Division of the Department of Public Works, with an annual budget of approximately \$17 million. The Division develops parking policies and specific facility expansion plans to serve the parking demand in the central business district and adjacent commercial areas.

The City presently operates a parking system consisting of 16,816 spaces. Of this number, approximately 14,196 are located in garages and lots, and 2,620 are metered, on-street spaces.



The City system includes several garages and lots in the downtown area. Rates for the garages vary for monthly parkers depending on their relative proximity to the most densely developed portions of the Central Business District.



Most garages also have spaces available for hourly parking. The daily parking rates start at \$1.60 per hour and reach a maximum of \$9.50 per day.

The Parking Division manages on-street and off-street parking meters which are located primarily in the Central Business District and Ybor City. Parking meter rates vary depending upon the location of the meter.

Enforcement times for meters vary based upon their distance from the downtown's southern waterfront. The most Southerly meters can be enforced until midnight. Those on the most Northerly limit of downtown are enforced only until 6:00 P.M.

Downtown Parking Demand Management Action Plan

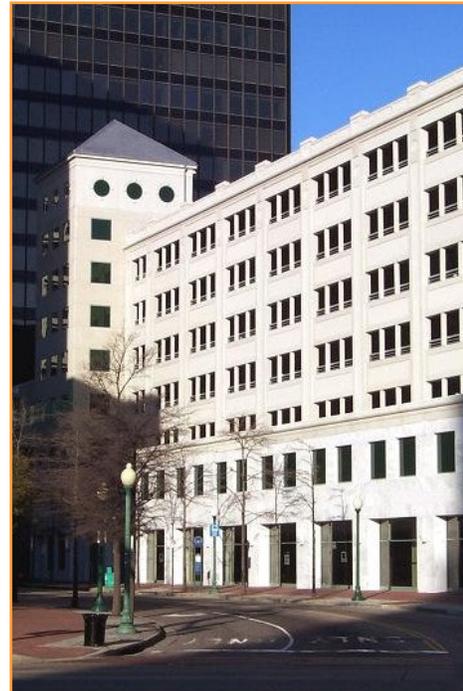
Parking meter violations carry fines ranging from \$25.00 for an expired meter to \$251 for parking in a space designated for handicap use. Fines can be paid by mail or in person at either the Central Cashiering Office or the Parking Office.

City of Norfolk

The City of Norfolk's Parking Division operates and maintains an extensive parking system that consists of over 18,000 public parking spaces located in 14 garages, 14 lots and approximately 600 on-street spaces. For a city of its size, the municipal parking system is one of the most developed in the country.

Downtown Norfolk has very strong business and tourism elements with a large waterfront complex, nautical museum and the battleship USS Wisconsin. The downtown core is very dense, with very little surface parking, but the lack of surface parking is made up by a heavy investment in municipal parking structures.

A recent major addition to the downtown area is the MacArthur Mall, a large, multi-story shopping center flanked by two major parking structures. The MacArthur Mall has provided additional momentum to a strong wave of retail and residential development in the downtown area, centered on the historic Granby Street corridor.



The rate structure for parking in downtown is based on "value parking" in a tiered structure, where rates are established based on demand. Meters are priced in 15-minute increments and are also based on a value price structure. On-street meters have a 2-hour limit, with the exception of the meters in front of the Waterside Marketplace, which have a 15-minute limit.

A significant element of the City's system is the "NET" (Norfolk Electric Transit) system that uses electric buses to connect parking facilities and downtown destinations. The NET allows patrons to park in any facility, including the park and shuttle lots, and travel

Downtown Parking Demand Management Action Plan

anywhere in Downtown. Included in the NET route is a stop at the large parking facilities (lots) built to support a minor league baseball team at the edge of the downtown core. Downtown workers park at this remote location and ride the NET to their workplace.

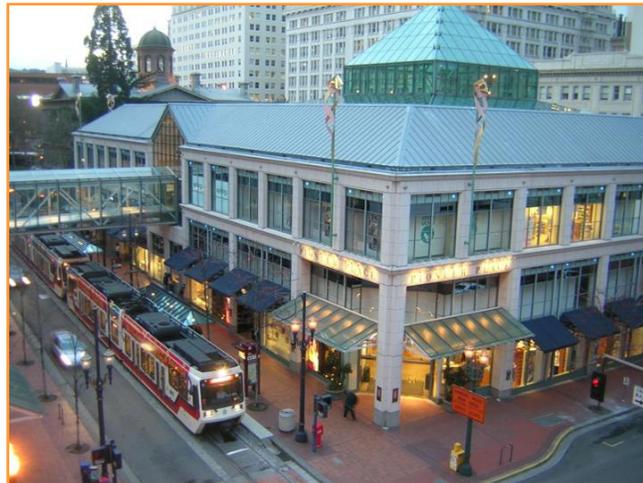
Each bus holds up to 22 passengers and buses run Monday through Friday from 6:30 a.m. until 11:00 P.M. Weekend service is provided from noon until midnight on Saturdays and from noon until 8:00 P.M. on Sundays. NET stops are conveniently located and displayed prominently throughout the City.

Portland, Oregon

Off-Street Parking

Portland's municipal off-street parking facilities are operated under a branded system called SmartPark. SmartPark is a Program within the City's Bureau of General Services.

The system presently provides some 4,000 public parking spaces in 7 downtown parking structures.



The SmartPark facilities are billed as "Portland's most affordable and conveniently located parking" offering "the lowest short-term hourly rates and ... close to your favorite restaurant, retailer and cultural venue."

Over 700 businesses are currently participating in a validation program that offers two hours of free parking with qualifying purchases of \$25 or more.

Mission and Values

SmartPark's stated mission is "to support the economic viability of the Central City by providing an affordable system of parking garages which primarily meets the short-term



Downtown Parking Demand Management Action Plan

needs of shoppers, visitors and business clients and by investing in other Central City transportation improvements."

"High-quality customer service and affordable rates are hallmarks of the City's SmartPark system. We value all our customers and business partners and will work with them to meet their needs.

- We are a business organization, accountable to lenders, City Council and the community. We are committed to sound financial management and efficient operation.
- We value innovation that will enable us to meet the challenges of the present and future.
- We value our role in providing a transportation system that balances parking, transit, carpooling, cycling and walking to maintain air quality and minimize congestion.
- We recognize our responsibility to design garages which enhance the urban environment. "

The SmartPark Program Manager oversees two separate contracts for management of the parking facilities, one contract with a private parking firm, and the second with the Alliance of Minority Chambers of Commerce. In a highly unusual arrangement, each contracted firm provides a different set of management services for the full system of parking facilities.

On-Street Parking

On-street parking is managed by Parking Enforcement, a functional unit of the Bureau of Transportation System Management Transportation Services within the Office of Transportation that reports to the Commissioner of Public Utilities.

As of 1991, all meters in the downtown core were converted to 1-hour, 90 minutes, 3-hour, and some quick stop 15-minute meters. Where the City owns a garage, the surrounding meters are 1-hour or 90 minutes. Otherwise there is a mix of 1-hour, 90

Downtown Parking Demand Management Action Plan

minutes, and 3-hour meters. The furthest edges of the Central Business District have 5-hour meters.

Residential Parking

The City does not provide residential parking permits in the downtown core, offering the following explanation:

"The complexity of downtown is quite different from the adjacent neighborhoods ... In downtown, the scarce on-street resource must be managed to have high turnover and serve multiple businesses rather than warehousing a car all day. City Council has identified the following as priorities in City-owned parking, short-term (under 4 hours), carpooling, and long-term. ...The City has continued working with the Downtown Community Association to find an off-street parking solution for older residential buildings, and additional demonstration programs will be undertaken as part of the Central City Transportation Management Plan implementation."

Flexcar Partnership

As part of a TDM initiative to reduce traffic into the downtown area, Flexcar vehicles are staged in two of the City's parking garages where Flexcar subscribers can access those vehicles when needed. The basic purpose of the Flexcar program is to make vehicles available on a short-term rental basis to subscribers who do not bring their own vehicles into the downtown area or downtown residents who do not own personal vehicles.

Nashville, TN

The City of Nashville has long operated municipal parking facilities in the downtown area, although the day-to-day operation of these facilities has been performed by private parking management firms under contract with the City. In 2003 the Nashville Downtown



Partnership, a non-profit organization formed to promote the Nashville CBD began a contract to manage the Metro parking facilities, operating under the "Park It Downtown" banner. The Nashville Downtown Partnership is responsible for management of two



Downtown Parking Demand Management **Action Plan**

municipally owned parking structures and coordinates the broader "Park It Downtown" program that includes participation by area parking operators.

Members of the collaborative program participate in special promotions and participating parking locations are featured in a Park It! Downtown website that provide a summary of promotional programs. The website also provides an interactive map of parking locations with information about rates at those locations as well as links to key venues located in Downtown Nashville.