



Downtown Investment Authority
Strategic Implementation Committee
City Hall at St. James Building
117 W. Duval Street, 3rd Floor Conference Room C
Jacksonville, FL 32202
Friday, January 17, 2020

Revised AGENDA

Ron Moody, Chair
Braxton Gillam, Esq., Committee Member
Marc Padgett, Committee Member
David Ward, Committee Member

- I. CALL TO ORDER
- II. PUBLIC COMMENTS
- III. Establish DIA's primary goals as it relates to Downtown Parking
 - A. Manage parking inventory to
 - 1. Encourage growth and redevelopment downtown prioritizing residential growth, retail activation and job growth in that order
 - 2. Generate sufficient income to maintain and modernize facilities
 - 3. Insure City employees have access to parking and/or shuttle services for City buildings
 - B. Provide Safe, Clean, Modern facilities and Equipment that provide our customers with convenient parking options
 - C. Provide signage, wayfinding, apps and other means to make available parking easy to find
 - D. Other?
- IV. Review Haas recommendations by subject area and determine which we want to adopt
 - A. Summary spreadsheet and timelines for consideration and implementation
 - B. Eliminate credit card charges less than \$1 (H1)
 - C. Parking meters
 - 1. Existing inventory of digital vs. non-digital and locations, capital value
 - 2. Kiosks – pay by plate or pay by space (H15, H16)
 - 3. Mobile Payment options (H2)
 - 4. Mobile Payment only zones (H12)
 - 5. Meter vendor contract (H10)
 - 6. Meter bagging; ride share drop off zones (H13)
 - 7. Variable pricing/weekends (H14)
 - 8. Meter price increases; timing and structure; stakeholder input (H5)
 - 9. Meter credit card transaction fees (H9)



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10. U2C, scooter corrals, etc. (current legislation and projects)
11. Privatization of meters
12. Other

Future meeting topics:

- D. Garage operations (H3)
 - E. Employee parking/shuttle service/economy lot (H 4, H8, H20, H21, H22)
 - F. Courthouse parking/shuttle service on Mondays/lot (H6, H7)
 - G. Wayfinding (H11)
-
- V. OLD BUSINESS - Elite proposal
 - VI. NEW BUSINESS
 - VII. ADJOURN



Downtown Investment Authority
Strategic Implementation Committee Meeting

City Hall at St. James
117 West Duval St., 3rd Floor, Conf Room C.
Friday, January 17, 2020 –10:00 a.m.

Strategic Implementation Committee Meeting Minutes

Committee Members Present: Ron Moody, Committee Chair, Braxton Gillam, Esq., Marc Padgett, David Ward, Esq., and Craig Gibbs, Esq. ex-officio member

DIA Staff: Lori Boyer, Chief Executive Officer, Guy Parola Operations Manager, Bob Carle, Office of Public Parking, and John Crescimbeni, Contract and Regulatory Compliance Manager

Mayor's Office: None

Council Members: None

Office of General Counsel: John Sawyer, Office of General Counsel

I. CALL TO ORDER

Committee Chairman Moody called the meeting to order at 10:00 a.m.

II. PUBLIC COMMENT

Nancy Powell, Avondale resident commented about the safety of women using parking garages.

Cliff Miller, downtown resident commented about focusing on empty buildings prior to proceeding with the development of Lot J. He also discussed the Ambassador Hotel.

III. Establish DIA's primary goals as it relates to Downtown Parking

CEO Boyer reported public comments from Jack Shad, at the November 25th Strategic Implementation Committee meeting regarding setting goals as a priority.

- Focus on on-street parking
- Haas recommendations as a whole

A. Manage parking inventory to

- 1. Encourage growth and redevelopment downtown prioritizing residential growth, retail activation and job growth in that order**

CEO Boyer stated that she is placing these in this order because it is her belief that most companies will find a parking solution. The renovation of vacant buildings downtown and creating adaptive reuse of those buildings warrants the prioritization of excess garage space or garage capacity to resolve residential parking demand before solving demand created by job growth.

- Manage inventory – with pricing structures and regulatory process

2. Generate sufficient income to maintain and modernize facilities

CEO Boyer reported factors below:

- Generate sufficient income to maintain the facilities and manage the inventory properly.
- Modernize with new equipment as it comes online.

3. Insure city Employees have access to parking and/or shuttle services for city buildings

CEO Boyer stated the city garages were originally constructed to provide public parking to accommodate city employees.

- B. Provide safe, clean, modern facilities and equipment that provide our customers with convenient parking options.**

CEO Boyer stated this is how we should operate; garages are safe, well lit, clean and maintained with an excellent customer service experience goal.

- C. Provide signage, wayfinding, apps and other means to make available parking easy to find.**

CEO Boyer commented that two-way streets will help and part of the issue is people not knowing where they can park or where daily/monthly parking is available.

- D. Other?**

Committee Chairman Moody reported that he has no problems with residential growth.

Board Member Padgett commented about the decrepit buildings and did not know if there was something that could be done to incentivize or accelerate people to either tear them down or build them up. He mentioned a former broker of the Ambassador, Wayne Sanderson, who informed him many times that they could not get it sold because historic preservation was so extreme they could not make a deal. Someone has to find a satisfactory compromise to avoid the monstrosity by cleaning up the buildings.

Board Member Gillam agreed with Board Member Padgett. He discussed the thought that residential has to be the focus because you cannot active retail until there are people downtown for more than just lunchtime. Many downtown restaurants have failed because of five-day week lunch menus only. Retail will not succeed without convenient and safe parking.

Board Member Padgett commented that riverfront activation should also be a focus.

CEO Boyer focused on the goals as they relate to parking and if the committee has no disagreements, she will use those as the guide in terms of making decisions and the next steps.

Board Member Gibbs stated that Nancy Powell's comments should be an initial goal. If we don't have clean, safe and modern facilities, there will not be any residences or retail.

Committee Chairman Moody referenced the RE&PD meeting at which the committee emphasized Jacksonville being open for business and encouraging people to come downtown. It will be easier for people to come down by making the parking very affordable.

Board Member Ward agreed with all of the goals. He also mentioned that this was one of the more unsung and important components on what is being done by DIA for capital infrastructure, investment and that parking tends to have the most out-sized impact. He also agrees that residential should be a priority.

Board Member Gillam commented providing safe, clean and modern facilities is an overall goal. CEO Boyer agreed and stated there is an intent to have a managing inventory for downtown growth and redevelopment first.

Board Member Gibbs referenced the goals on the agenda and commented that availability should be at the top of the list of goals. CEO Boyer responded that would be under managing inventory which is between policies and pricing of making sure there is availability.

IV. Review Haas recommendations by subject area and determine which we want to adopt

A. Summary spreadsheet and timelines for consideration and implementation

CEO Boyer pointed out factors that are creating market disruptions to recommendations below:

- First Baptist garages are on the market, having a couple of thousand spaces
- If a shuttle system was implemented, would the people use the shuttle or instead go to the First Baptist garages to lease space but walk further?
- Hart Bridge ramp demolition schedule

Mrs. Boyer is hoping that within two (2) months, more information will be provided for specificity on timelines for Hart Bridge ramp removal and Lot J development.

B. Eliminate credit card charges less than \$1 (H1)

The cost of processing was more than revenue received

Mr. Carle reported that all payments were eliminated with credit cards under \$1 along Hogan Street. The thirty-minute meters will be converted soon.

C. Parking meters

1. Existing inventory of digital vs non-digital and locations, capital value. Mr. Parola and Mr. Carle provided a summary of a map depicting locations of all digital and mechanical parking meters located in downtown.
2. Kiosks – pay by phone or pay by space (H15, H16) Mr. Carle provided more details. CEO Boyer addressed concerns regarding the limited sidewalk spaces. The members discussed the size of the kiosks. CEO Boyer stated if a decision is made to go to license plate reader technology, we can't do that with our meters. Pay and display (ticket issued at kiosk and placed on dashboard for display through windshield) is not encouraged due to the inconvenience.

CEO Boyer recommended having a conversation on the mobile options etc. before asking the committee to make a recommendation. Any decision to whether to pull out the digital meters and replace with kiosks in those areas would be one to be made by the Board.

Board Member Gibbs expressed concerns about having a kiosk and a 5G boxes as well in our limited sidewalk space. CEO Boyer responded that the 5G boxes are on hold and the challenges could be multiple locations in a given block.

Board Member Padgett wondered if we should consider fewer kiosks entirely. Board Member Gibbs agreed and reported that an app he recently used the in Charleston was very convenient to add more time.

Committee Chairman Moody asked what the best path to go forward should be?

CEO Boyer recommended that in the blue area of the map, where we already have digital meters, that DIA not implement kiosks now and instead implement mobile payment options on top of the existing credit card and coin options. The spaces are already numbered to accommodate that and she would not recommend pulling out the meters for the sake of those who still want to use the friendlier coin, app payment options. In the green areas where we don't have the credit card capable meters, we may want to discuss pay-by-zone or kiosks in order to provide credit card capacity in those areas.

As the current system ages out, license plate reader technology may be the way to proceed although we would not begin the transition immediately.

Committee Chairman Moody asked if there were any discussions on what has been provided?

Board Member Gillam asked about the recommendations for the green areas on the meter map?

CEO Boyer continued the discussion about which to choose and what the alternatives would be.

She provided the Riverplace Boulevard example. She addressed concerns over going to mobile app only because there are any number of people that are not comfortable using an app. Her recommendations in the green areas were to consider going kiosk rather than mobile payment only.

Board Member Ward stated any decisions regarding Riverplace Boulevard begin with and end with keeping in mind what we are going want there. Whatever physical infrastructure that may go in place, begin with making sure it is compatible with whatever future vendor we may select for app based technology.

3. Mobile Payment options (H2)

CEO Boyer stated the reason the kiosks were discussed first was dependent on whether we go to a license plate reader system or space numbering system. It depends upon which mobile payment option/vendor would be chosen.

4. Mobile Payment only zones (H12)

Bob Carle provided the pros and cons. The ordinance code encouraged turnover in metered spaces. Whatever provider is selected would need to have a relationship with our meter provider to be able to integrate those two systems. CEO Boyer recommended any RFP have an alternate proposal for a separate technology piece where it can actually talk to the meter and turn the meter green or red so the enforcement person can easily determine if a space has been purchased vs. checking two separate systems.

CEO Boyer said that it makes good sense to implement the mobile app as quickly as possible and create an RFP. Mr. Carle addressed some considerations that were contemplated in Parking during 2014 which had to reject all bids for failure of meter performance bonds. It has never been readdressed since that time. He pointed to Tampa, St. Petersburg, Miami, Miami Beach, and Hollywood as all using the same provider. In 2014, many cities in Florida were using different providers and he was waiting to come up with one that would be used throughout the State.

5. Meter vendor contract (H10)

Mr. Carle will spend time reviewing the contract, terms, and renewals.

6. Meter bagging; ride share drop off zones (H13)

Mr. Parola and Mr. Carle provided a brief account of problems incurred by current meter bagging policy and a summarized a proposed revised policy.

CEO Boyer envisions designating some of the on-street parking spaces as ride share pick-up drop off locations.

7. Variable pricing/weekends (H14)

Mr. Crescimbeni provided different pricing strategies, for the board's consideration as they move forward through this process. A handout was provided in the packet.

CEO Boyer informed the committee that the Beaches Town center recently implemented a progressive pricing strategy. A suggestion in the timeline was to brief the committee today but before getting to making a decision and taking this up next month before going to the DIA Board with a new pricing strategy, that DIA engage in some stakeholder meetings.

- Rather than going to \$2.00 an hour for a downtown meter, think about something as rolling it out that at least for the first half hour it stays at the current rate or maybe free but then the second half hour is an escalated rate
- Free for the first half hour
- 2nd half hour for a \$1.00
- The next hour is escalated further

The committee will come back with a specific recommendation for pricing. She is heading in the direction of a progressive pricing structure that may solve some of the merchant's concerns.

8. Meter price increases; timing and structure; stakeholder input (H5)

9. Meter credit card transaction fees (H9)

Mr. Carle will be connecting with the vendor to renegotiate some lower fees with the IPS group to see how they feel about that.

10. U2C, scooter corrals, etc., (current legislation and projects)

There is legislation pending that Council Member Cumber has introduced regarding dock-less mobility systems downtown for electric rides or scooters. This is in within DIA jurisdiction to determine where they go and may take some parking spaces and meters out of service.

11. Privatization of meters

CEO Boyer advised the committee not to privatize the entire on-street parking system where all of the decisions being made, would be delegated to someone else. Contracts for various aspects of service and management are clearly contemplated.

12. Other

Future meeting topics:

- D.** Garage operations (H3)
- E.** Employee parking/shuttle service/economy lot (H4, H8, H20, H21, H22)
- F.** Courthouse parking/shuttle service on Mondays/lot (H6, H7)
- G.** Wayfinding (H11)

CEO Boyer introduced Mark Rimmer, Jacksonville's parking expert who was highly recommended from the Office of General Counsel. He has worked with Haas and provided some advice regarding parking garages. He has volunteered to attend future meetings and help in this process.

Committee Chairman Moody welcomed Mr. Rimmer.

CEO Boyer mentioned an interesting concept to present to merchants and businesses would be some portion of any increased parking revenue generated from meters be plowed back into streetscape improvements in the block from which it was generated.

V. OLD BUSINESS – Elite Proposal

A MOTION WAS MADE BY BOARD MEMBER GILLAM AND SECONDED BY BOARD MEMBER WARD, RECOMMENDING DIA REJECT THE CURRENT UNSOLICITED PROPOSAL

THE MOTION PASSED UNANIMOUSLY 4-0-0.

VI. NEW BUSINESS

VII. ADJOURN

There being no further business, Committee Chairman Moody adjourned the meeting at approximately 12:00 p.m.

The next Strategic Implementation Committee meeting will be held in February with the specific date to be determined.

The written minutes for this meeting are only an overview of what was discussed. For verbatim comments of this meeting, an audio CD is available upon request. Please contact Karen Underwood, at (904) 255-5302 or by email at karenu@coj.net.



MEETING HANGOUTS

Downtown Investment Authority/Office of Public Parking

Haas Parking Study Recommendations Implementation Plan/Proposed Tentative Timeline

		Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20
METERS													
1	Meter Credit Card Transactions - Eliminate under \$1 transactions - 1/2 hour meter discussion												
16, 15	Convert On-Street to Kiosks (Pay by Plate <u>or</u> Pay by Space) - SIC to decide if conversion desirable - Determine kiosk cost - How many kiosks necessary - Determine capital cost to replace - LPR Technology- cost to scale up - DIA Board to determine meter vs. kiosk - Bid Process - Award contract - Roll out	Mark Mark Bob											
2	Implement Mobile App (by Meter or Space) - DIA Board to determine meter vs. kiosk - Bid Process - Award contract - Roll out		Bob										
12	"Mobile Payment Only" Option - Determine areas which may apply - Research vendors if different than above - Bid process												
10	Evaluate Current Parking Meter Vendor - Determine term and ability to cancel - DIA to determine meter vs. kiosk - Identify like vendors - Develop cost comparison - Reaward or renegotiate - Bid Process - Award contract - Roll out	Bob											
13	Revise Meter Bagging Procedures - Draft Procedures - Seek CEO approval as policy - Address with C/M's - Acquire DIA board approval - Implement policy												
*	Incorporate Ride Share Drop off Zones - Contemplated in bagging policy - Seek CEO approval as policy - Address with C/M's - Acquire board approval - Implement policy												
14	Increase Meter Enforcement Weekends - SIC to consider policy - DIA Board to consider - Would require legislative change - Coincide with CEO plan for Elbow												
9	Reassess Meter Credit Card Fees - Discuss w/Finance @ City Level - Negotiate w/IPS re: Existing fees												

The cost of an LPR system is low enough to provide a reasonable return on investment for most municipalities and **we highly recommend the purchase of an LPR system to more efficiently manage the parking system in Jacksonville.**

With the purchase of an LPR system, the City would have the option of converting the off-street parking lots and garages from gated to gateless. A gateless system means that vehicles can easily flow in and out of the parking facility which eliminates queuing issues and potentially backing up traffic onto the roadways or within the parking deck. When a motorist enters the deck, they will park their vehicle at any open space (as designated by the Parking Department), exit their vehicle and pay at the nearby pay station by entering their license plate number along with payment. The pay station will record the payment and the database of valid vehicles will be updated to include the paid vehicle. As the PEO drives through the parking deck in their vehicle with mounted LPR cameras, the cameras will read each license plate and compare it against the database of valid vehicles. The system will alert the PEO if a vehicle is identified that has not paid for parking or their time has expired at which time the PEO will issue a parking citation.

There are numerous other ways LPR can be used in gated and gateless facilities to manage parking however the above method is one of the least expensive as the amount of equipment (and the maintenance) is minimized significantly.

Pay-by-Plate

The debate over the use of single space parking meters versus paystation has been ongoing with various advantages and disadvantages of each. Ultimately, the only product available that supports pay-by-plate (PBP) transactions is a paystation. Establishing a parking system where every vehicle is paying for their use of parking using their license plate information, allows a manager to integrate all of the revenue systems (digital monthly permits, mobile payment, and paystation transactions) into a single database. By simply driving around, a parking enforcement officer can automatically detect if every vehicle is paid on-street and within parking facilities. Furthermore, parking managers can access real time data on the utilization and occupancy of various parking facilities, which allows for better decision making and planning for future needs.

While it is possible to enforce within a hybrid system of mobile PBP, single space meters, and monthly access cards, the efficiency of enforcement and the tracking of systemwide utilization is significantly reduced.

As parking equipment is replaced, **we recommend converting all on-street parking areas from single space meters to a PBP paystation or a mobile-payment zone.** While the upfront cost may be higher, we have found that the long-term fees and operational costs associated with a PBP system may actually be lower.

Summary of Recommendations

In order to improve the efficiency of the parking management and operations, better utilize the existing parking assets, and prepare for future growth, we recommend the following:

1. **Immediately disable on-street credit card transactions below \$1.00** as those transactions may actually cost the City more to process than is received from the transaction.
2. Implement a mobile payment option, which will allow the city to provide customers with the ability to use a credit card for payment at all parking meters.
3. **Activate the stadium parking areas as a new economy parking facilities** to accommodate downtown employees and customers and distribute the parking demand to these underutilized parking assets.
4. **Work with JTA to implement a circulator/shuttle** to quickly move users from the economy parking facility(s) to the core CBD.
5. **Increase the hourly rate for the on-street parking meters** to not only distribute the current parking demand into the off-street parking facilities, increase turnover, and reduce traffic congestion, but to also properly value this asset within the parking system.

6. Increase the off-street monthly parking rates by \$10.00 to \$30.00, pending location, historical occupancy, and capacity. This will further distribute the parking demand, encourage the use of the newly-activated economy parking locations, and provide new resources for office leasing agents to secure nearby parking for new tenants.
7. Relocate Juror parking to the economy parking locations to allow the MPS Courthouse Garage to sell additional monthly parking permits and reduce the City's required subsidy. The existing juror notification packet should be updated to inform all jurors of the location of the parking facilities and the locations for other PAID hourly parking facilities for those wishing to pay for convenience. Generally speaking, shifting this user group is the easiest as they are neither regular parkers nor are they paying customers. However, the implementation of a consistent and reliable circulator/shuttle is critical to the ability to relocate these users.
8. Replace the City employee discount parking program with free parking at the economy parking facilities. All employees who wish to continue to park in the core and prime parking facilities would pay the market rate consistent with the overall transit and mobility plan.
9. Work with the City's finance department to evaluate the current fees associated with the existing parking meters that accept credit cards in order to determine whether a cost savings may be realized by using a different clearing house process.
10. Evaluate whether a cost savings may be realized by renegotiating the current single-space meter vendor agreement, or by changing vendors.
11. Improve the marketing and wayfinding to City parking facilities including on the weekends and during events (i.e. the Library Garage). Improvements may be as simple as a temporary sign used to direct motorists or permanently installed signage (either static or variable message signage) that will direct patrons based on the roadway traffic conditions and event.
12. Consider implementing "mobile-pay only" parking zones using the above-mentioned mobile payment option. These zones would be signed and marked as a paid parking area with the zone number and all motorists who park in these locations would be required to use the mobile parking app to pay for parking. This will allow the city to quickly implement paid parking with a minimal capital investment and operational expenses. To address concerns from motorists without a mobile device, we suggest installing a few single space meters within close proximity to the mobile-pay only locations only if another pay by cash location is not already present (public or private).
13. Revise the current meter bagging procedures prior to events. This will allow for better traffic flow, increased user convenience, and additional revenue. Other municipalities post signage on special event days stating when the meters will be deactivated and any remaining vehicles towed at the owner's expense.
14. Consider increasing the on-street hours of enforcement and, at a minimum, including hours on Saturday. This may not be necessary at this time but as development occurs, it will allow the City to generate revenue to support the enforcement of parking during those times.
15. Purchase license plate recognition (LPR) equipment for enforcement. This will allow enforcement officers to easily verify mobile-pay vehicles and will allow for a streamline transition to digital permits and eventually pay-by-plate (PBP) transactions.
16. Convert all single space parking meters to paystations with PBP capabilities. In addition, upgrade any existing paystations to allow for PBP transactions.

**HAAS STUDY RECOMMENDATIONS
NOT INCLUDED IN SUMMARY OF RECOMMENDATIONS**

RIDE SHARE – DROP OFF ZONES

“In order to accommodate more users using ride-sharing services, we recommend incorporating additional drop-off and loading zones, as appropriate, which will help alleviate roadway congestion as the number of trips increases in the future.” – **page 13, Task 1**

CITIZEN’S AGREEMENT

“This agreement will expire on October 22, 2020. We recommend evaluating any requests for a renewal or new agreements based on the market rates and conditions at that time.” – **page 4, Task 1**

DUPONT AGREEMENT / NO COST FACILITY PARKING

“Upon expiration, we do not recommend any additional agreements that would allocate parking, at no cost, within a City parking facility.” – **page 4, Task 1**

EXTENDING FACILITY HOURS

“We recommend monitoring the evening and weekend parking demand surrounding each facility in order to gauge the benefit of extended hours of operation.” – **page 4, Task 1**

MINIMUM CREDIT CARD PAYMENTS

Although the DIA is considers implementation of a mobile, “pay-by-cell” system, we continue to experience high use of credit cards by our parking customers. While this is a necessary convenience, our low on-street parking rates cause the City to lose money in those instances where the customer is purchasing less than \$1.00 of parking.

The Tim Haas *Downtown Public Parking Strategy and Implementation Plan’s* “Summary of Recommendations” recommends that the City, “Immediately disable on-street credit card transactions below \$1.00.” This is because the City incurs the following credit card usage fees:

- Swipe fees, incurred from the vendor (\$.13 per/swipe)
- Gateway hosting fees, incurred from the vendor (\$5.75 per meter/per month)
- Credit Card fees, incurred from the bank processor

Credit card usage for parking meter payment has seen a steady incline, leading to additional costs to the Office of Public Parking for providing this convenience. In Downtown, credit card payments for parking climbed from an average of 11% in 2011 to a current average of 34%.

It should be noted that there are 35 credit-card accepting “smart meters” along Hogan Street that have a 30 minute time limit. These were installed at the request of local businesses, and are currently clustered around the 100 and 200 blocks of North Hogan Street.

Recommendation

It is recommended that all credit cards are not accepted for charges of less than \$1.00.

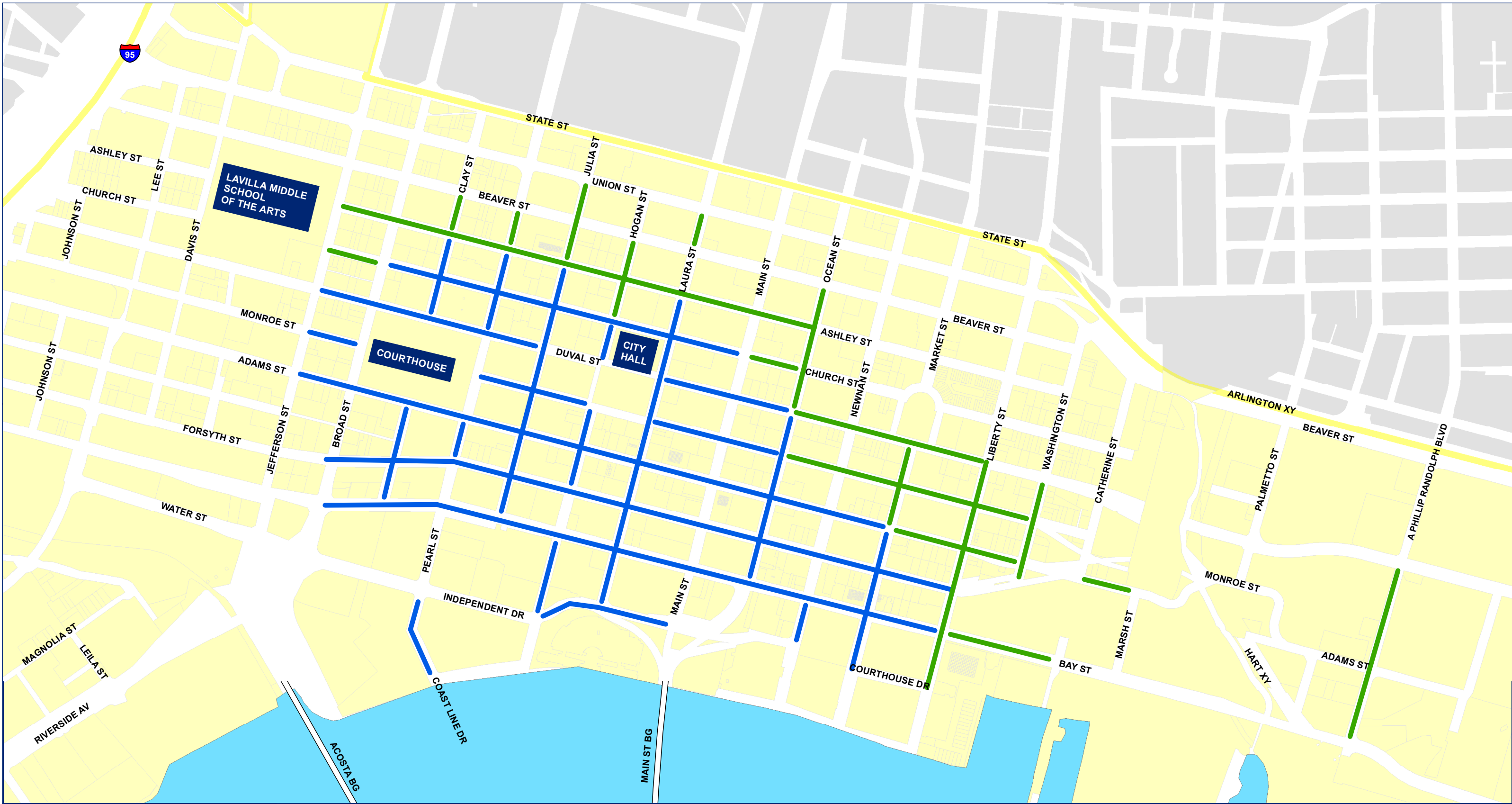
METER INVENTORY

The Office of Public Parking (“Public Parking”) has deployed 1,420 on-street parking meters, of which 916 are IPS M5 Solar powered rechargeable “smart meters” (referred to in the accompanying map as “digital”) and 504 POM brand electronic/mechanical meters (referred to in the accompanying map as “mechanical”).

The “smart meters” are solar powered, single-space parking meters and have the following capabilities:

- i) Multiple Payment Options
 - Coin (nickel, dime, quarter)
 - Credit/debit card
 - Pre-paid smart card
 - Pay by cell
- ii) Solar Powered
- iii) Wirelessly Networked
- iv) Upgradable Technology:
 - Zero out technology
 - Application driven locational features
 - Pay by cell technology

The approximate value of the existing IPS M5 meter stock is \$458,000, with an approximate life span of five to ten years. With installation of these meters beginning in 2017 we expect reliable service well into 2022 and beyond.

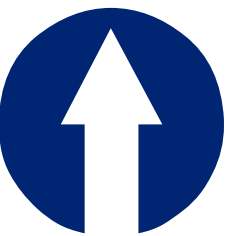


PARKING METER TYPES BY STREET

1,420 TOTAL METERS

— DIGITAL (916 METERS)

— MECHANICAL (504 METERS)



NOT TO SCALE
JANUARY 14, 2020

PAYMENT KIOSKS VS PARKING METERS

A theory behind converting from individual parking space meters to payment kiosks is that kiosks simplify revenue control and enforcement, are readily integrated into different revenue systems, and provide real time data on utilization and occupancy. Additionally, as we experience more and more competition in our sidewalk areas caused by such things as small cell poles/antennas, parking meters add to the clutter.

Our current individual parking meter payment system, cluttering of sidewalks notwithstanding, offer the similar purported benefits of payment kiosks. Currently,

- Revenue control is a sealed container system for coins and all credit card transactions are transferred electronically and audited each month. Enforcement is performed by Parking Enforcement Officers already patrolling for a host of non-moving violations.

Note: The simplification of enforcement suggested by the use of kiosks assumes ALPR (automated license plate reader) technology. This will be an additional cost.

- Our revenue system is cash/credit and is handled and audited with standard cash handling procedures.

Note: The integration of revenue systems advantage of kiosks assumes other forms of digital payments are already in-place (e.g. pay-by-cell) and that the consolidation of multiple revenue systems can be achieved through consolidation into a single data base.

- Real time data on utilization and occupancy is available to us from our vendor.

Cost of Conversion

Our existing inventory of “smart meters” is valued at approximately \$458,000, with each meter having an expected useful life of between five and ten years. It is anticipated that replacing all of our on-street “smart meters” would require 142 kiosks, with estimated costs as follows:

If we were to replace just the “smart meters” with payment kiosks, the minimum approximated costs would be:

- Multi-space Pay Station unit cost - $\$5,900 \times 142 \text{ units} = \$837,800$
- Installation - $\$120 \text{ per unit} - 142 \times \$120 = \$17,040$
- Gateway/Data fee & back office - $\$55 \times 142 \text{ units} \times 12 \text{ months} = \$93,720$
- Base total of \$948,560

PAYMENT KIOSKS VS PARKING METERS

If we were to replace all parking meters with payment kiosks, the minimum approximated costs would be:

- Multi-space Pay Station unit cost - \$5,900 x 256 units = \$1,510,400
- Installation - \$120 per unit – 256 x \$120 = \$30,720
- Gateway/Data fee & back office - \$55 x 256 units x 12 months = \$168,960
- Base total of \$1,710,080

Note: the above minimum estimated costs are based on IPS Group Inc., MS1 Multi-Space Pay Stations (see below illustration), which are available in the following configurations: Pay by Space, Pay and Display, and/or Pay by Plate. These units are solar powered and generally have the following dimensions: 12.5” x 12” x 60”, noting further that dimensions between providers is fairly consistent.

Other Considerations

It is important that the DIA factor in the following considerations in addition to the assumed advantages of payment kiosks:

- Payment kiosks are perceived as difficult to use by some;
- Payment kiosks are generally put in the center of the block, which depending on the destination of a customer may not be as convenient to their trip as an adjacent parking meter;
- When a payment kiosk is down, it affects all of the parking spaces along that block or block face;
- Payment kiosks require the parker’s license plate number, which may result in several trips for customers not accustomed to payment kiosks; and
- Effectively signing a block may be challenging.



IPS Group Inc., MS1 Multi-Space Pay Station

Mobile Payment Option, “Pay-by-Cell”

As Downtown Jacksonville continues to grow and consumers continue to drive a mobile, “pay-by-cell” economy, the demand for a mobile payment option for public parking grows. This is further buttressed by the Tim Haas “Downtown Public Parking Strategy and Implementation Plan”, which in its “Summary of Recommendations” reads: *Implement a mobile payment option, which will allow the city to provide customers with the ability to use a credit card for payment at all parking meters.*

Pay-by-Cell

Introducing a mobile payment option, hereinafter referred to as “Pay-by-Cell” offers customers an additional payment option; currently parking meters function as a point of sale, accepting coins, and credit or debit cards.

Essentially, Pay-by-Cell is a mobile, application driven platform that enables parkers to pay for on-street parking with their cell phone. Parking spaces have discrete identifiers such as space number, street name and street block number.

While the mechanics of coordination between the Pay-by-Cell provider and the parking operator, which in this case is the Office of Public Parking, varies between providers, the consumer experience is consistent between Pay-by-Cell providers.

Most Pay-by-Cell providers can be integrated into our current “smart meters” to show parking space availability to the consumer.

Analysis and Considerations

- I. “Meter Feeding”: Mobile payment applications make it easier for customers to increase meter time, and may discourage turnover if meter time limitations are not adequately enforced. This “feeding the meter” practice is prohibited in our Ordinance Code, presumably to encourage meter turnover.

A consideration by the DIA should be whether meter turnover remains a concern. If it is, Pay-by-Cell technology that includes limitations on time purchase may be the solution.

- II. Integration with current enforcement applications and meter equipment: Current practice of enforcement is generally performed by visual observation. Because meters flash a red LED light when unpaid or expired, visual enforcement is relatively efficient, whether by vehicle or by walking. Payments by cell may not be reflected in the meter. Therefore, it is recommended that DIA:
 - Pursue a mobile payment solution that includes technology that “pushes” payment to the meter (This is generally an extra charge and is absorbed by the municipality). Failure to include may slow or hamper the current enforcement and require a separate device or rely on transfer of real-time data between the Pay-by-Cell provider and parking enforcement officers in the field.

Mobile Payment Option, “Pay-by-Cell”

- III. Costs: In the past, most Pay-by-Cell applications free to the municipality, with the cost assumed by the customer (\$.25 per transaction to the customer in 2014).
- IV. There may be benefits to partnering with a Pay-by-Cell provider currently contracted with surrounding cities/municipalities (There is a single provider in Florida doing on-street business with cities, Tampa, St. Petersburg, Miami, Miami Beach and Hollywood).
- V. To avoid additional costs of renumbering our meters or spaces, it is recommended to partner with a Pay-by-Cell provider that can integrate their service technology with our current meter numbering system.
- VI. Pay-by-Cell technology may eliminate the need for meters.
- VII. Some studies suggest the comfort in using mobile apps to make a payment is generally found most amongst millennials; however, it may be useful to survey our customers to see if there is an appetite for a Pay-by-Cell option. Additionally, any Pay-by-Cell roll out should include a robust marketing campaign.

METER BAGGING

The practice of taking on-street parking spaces temporarily off-line through “meter bagging” has become problematic in that (a) meters have been taken off-line or reserved for single business for extended periods of time; and (b) on-street parking spaces in large areas, and in some instances entire blocks, have been taken off-line during high-demand periods. Both scenarios negatively affect adjacent businesses not only removing customer parking, but also blocking visibility. The practice of taking on-street parking off-line through “meter bagging” is authorized in Jacksonville’s Ordinance Code, which reads:

Section 802.105(c)

“The Office of Public Parking is hereby authorized to issue permits and to rent parking meters in the City to 1) construction, installation and repair companies, only, for the purpose of facilitating the temporary needs of these companies for working space on City streets during the period of time in which such work is being performed 2) **any business for a use other than for employee or customer parking**. An application fee as found in www.coj.net/fees, per parking meter shall be paid to the Office of Public Parking for issuance of either a monthly or daily rental permit. Meter bags to show this rental use shall be placed over each meter so rented and shall be issued by the Office of Public Parking at the rate as found in www.coj.net/fees, per month per bag. Companies desiring to rent parking meters for a period shorter than one month may rent these bags at a daily rate as found in www.coj.net/fees, excluding City holidays and weekends. A deposit as found in www.coj.net/fees, shall be required for each meter bag issued under this subsection, which shall be refunded upon return of the meter bag in satisfactory condition to the Office of Public Parking.”

While meter bagging for construction activities is necessary in Downtown, the bolded text in the above paragraph is too open-ended to be effective in the management of on-street parking. Therefore, effective and consistent management of our on-street parking inventory requires the adoption of Policy.

Policy

This “Meter Bagging” Policy shall be used by the Office of Public Parking in its implementation of Section 802.105(c), Ordinance Code, as identified below, and more particularly for that section number 2 bolded below:

By adoption of this Policy, the DIA instructs the Office of Public Parking as follows:

- (A) In no instance shall the Office of Public Parking dedicate an on-street parking space through “Meter Bagging” for the exclusive use by and for a particular business, building or unit for a period of greater than seventy two (72) hours, unless such bagging is directly related to construction, installation, or repair, and only during the period of time that such work is being performed, without the approval of the Downtown Investment Authority Board.
- (B) When “Meter Bagging” to accommodate an event, gathering, concert, or other activity, unless an entire section of right-of-way is closed, “Meter Bagging” will be staggered so as to ensure that not more than fifty percent (50%) of the on-street parking along a particular block face is bagged.

METER BAGGING

(C) Up to two (2) on street parking spaces per street section, being defined as that portion of a street lying between two perpendicular streets, may be bagged for valet services, after 6 p.m. providing that:

- i) An annual “valet permit” has been issued to the valet operator, which shall identify the days and times for the “Meter Bagging.” Meter bagging for valet services may only be permitted after 6:00PM; and
- ii) The valet operator is not specific to a single business within that street section unless that valet operator has been in operation for a specific business as of March 1, 2020; and
- iii) The valet operator pays the daily “Meter Bagging” rate published by the City of Jacksonville; and
- iv) The valet operator has provided an agreement with an off-street parking facilities operator for use of that facility by the operator.

ON-STREET PARKING: PRICING STRATEGIES

Fixed Pricing: A pricing strategy that uses a **fixed** pricing or rate structure throughout a delineated area or zone. Different zones may have different pricing or rate structures. Pricing or rate structures may vary between zones based upon the location of - or demand for - parking within the zone.

Demand Responsive Pricing: A sophisticated pricing strategy that utilizes market forces to reduce or eliminate parking congestion by using **variable** pricing or rate structures within a given zone based on time of day, day of week, demand, or combinations thereof. This strategy generally includes the goal of making at least one empty space available per block and requires the use of smart meters, sensors or other technologies to track the availability of parking spaces. Data from the use of those parking spaces is collected and compared to established goals and at periodical intervals, the meter price is adjusted (upward or downward) accordingly. For example, a parking space occupancy goal of 60-80% would trigger a pricing increase when occupancy surpassed 80% while triggering a pricing decrease when occupancy fell below 60%. (See attached map for Civic Center Pilot Area.)

Progressive Rate Pricing: A pricing strategy that favors short-term use but forces turnover for longer use by using rates that escalate the longer a person is parked. (See example below.)

New Brunswick, NJ (for certain streets) 8 Hour Max., Mon-Sat	1-2 hours	\$1.50/hr	Sixth hour	\$5.00
	Third hour	\$2.00	Seventh hour	\$6.00
	Fourth hour	\$3.00	Eighth hour	\$7.00
	Fifth hour	\$4.00		

Event Pricing: A pricing strategy that implements a unique “event” rate for on-street parking spaces in the vicinity of designated event venues (sports facilities, performing arts centers, convention centers, etc.) This strategy requires the use of smart meters or other technologies to change the price or rate structure prior to and after the event. (See attached AT&T Park map.)

Visitor Pricing: A strategy that makes available to visitors/tourists, for a flat fee, a multi-day parking pass for any metered parking.

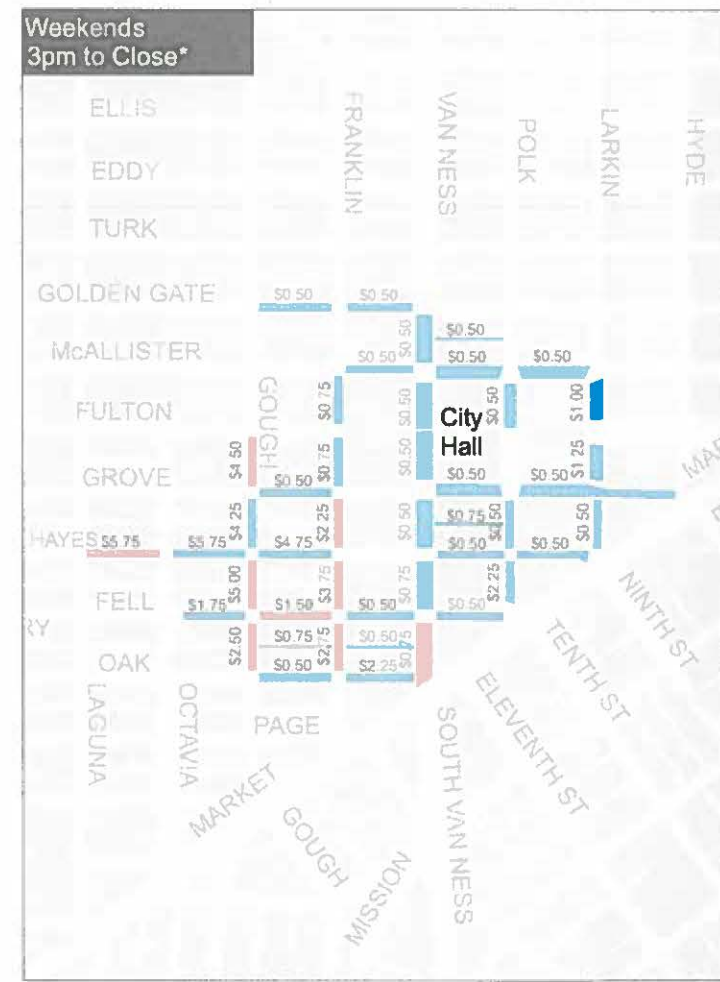
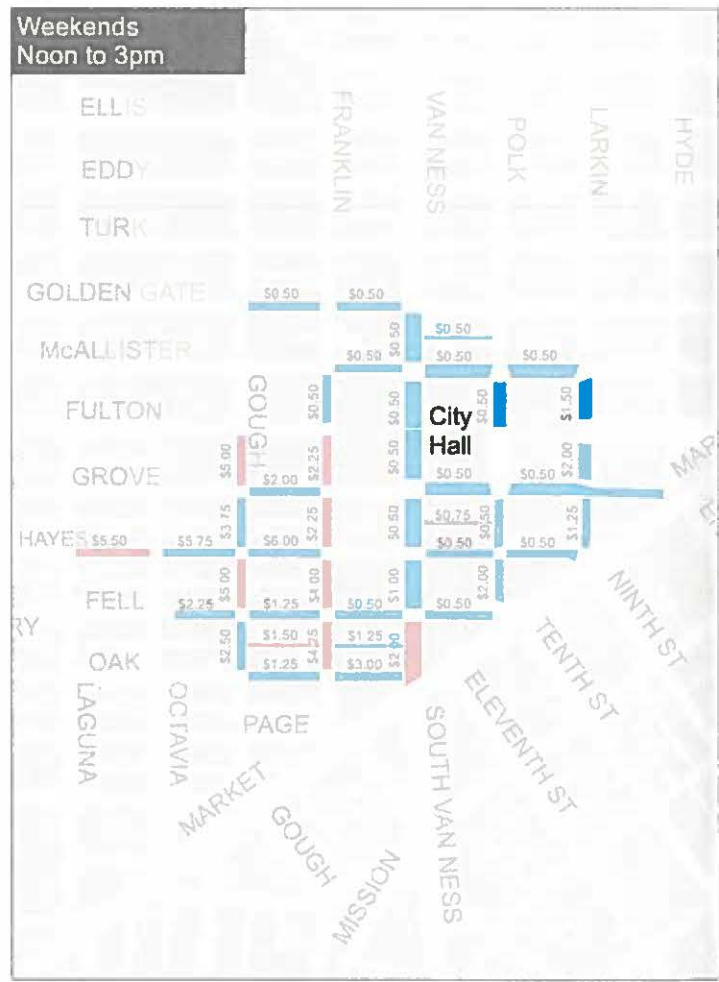
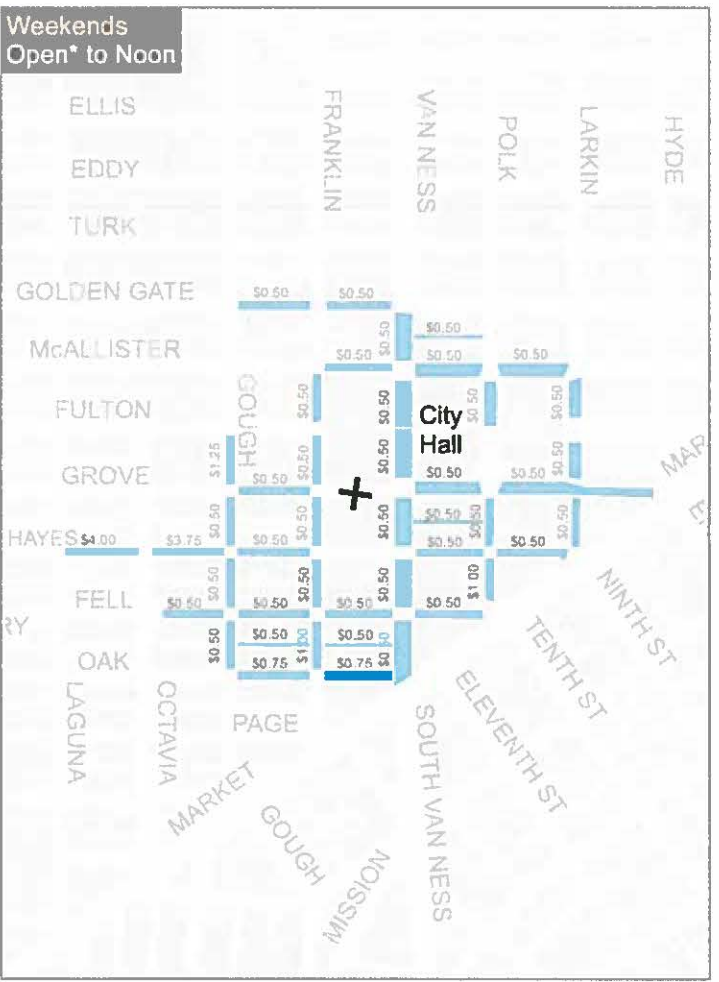
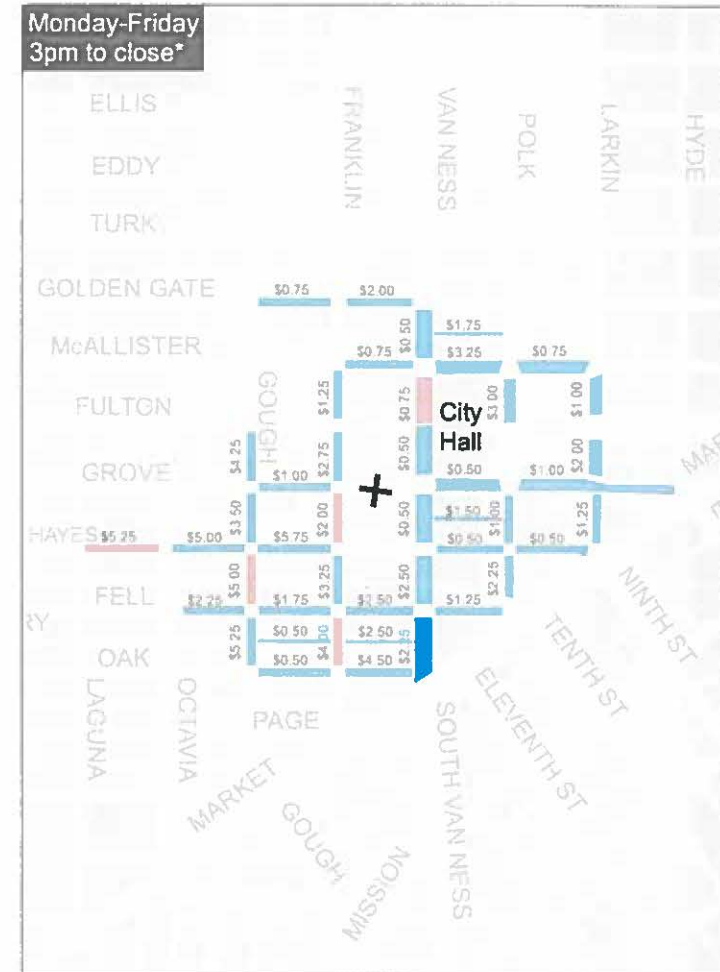
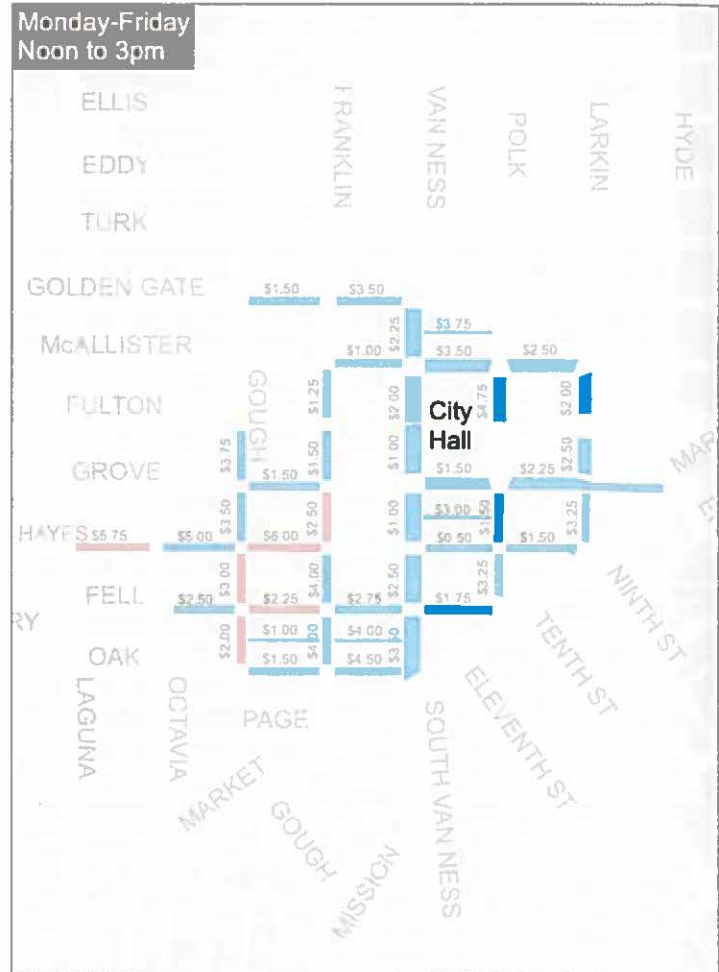
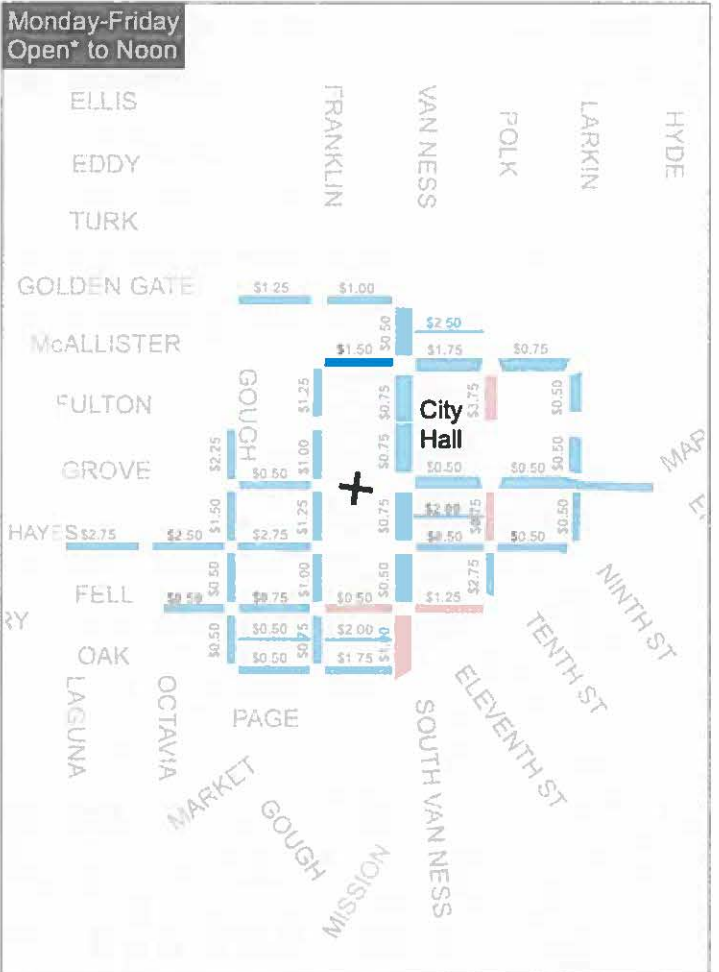
Civic Center Pilot Area

Meter Rate Changes June 2017

- + \$0.25
- no change
- \$0.25

0.25 Miles

In this pilot area, on-street, non-commercial meters operate Monday through Saturday from 7am to 6pm or from 9am to 6pm.



Hours of operation	Regular rates	Event rates	Time limits
Daytime 9am to 6pm*	\$0.50-7.00/hour		
Evenings 6pm to 10pm**	\$0.50/hour	\$7/hour	4 hours or no limit

