



**Downtown Investment Authority
Strategic Implementation Committee**

City Hall at St. James Building
117 W. Duval Street, Third Floor, Conf RM C.
Jacksonville, FL 32202
November 25, 2019

AGENDA

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

- I. CALL TO ORDER
- II. PUBLIC COMMENTS
- III. DISCUSSION ITEMS
 - A. Approach to review of Elite proposal and implementation of Haas recommendations
 - B. Response to Elite proposal
 - C. Next steps
- IV. OLD BUSINESS
- V. NEW BUSINESS
- VI. ADJOURN



Downtown Investment Authority
Committee Meeting

City Hall at St. James
117 West Duval St., 2nd Floor, Conf Room C.
Monday, November 25, 2019 – 3:00 p.m.

DIA
Strategic Implementation Committee Meeting Minutes

Committee Members Present: Ron Moody, Committee Chair, Craig Gibbs, Esq. and Oliver Barakat

DIA Staff: Lori Boyer, Chief Executive Officer, Guy Parola Operations Manager, Bob Carle, Office of Public Parking, Jackie Mott, Finance Analyst 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 3:00 p.m.

II. PUBLIC COMMENT

Jack Shad, Former City of Jacksonville Parking Director from 2011-2015 was present and commented that he is currently an urban planning consultant, commercial real estate broker and a recent founder of the downtown food truck court. While he was the Parking Director, he dealt with several privatization proposals and found that the people could not move forward and did not have downtown's best interest at heart. The DIA needs to be looking out for the interest of Downtown. Only the DIA can make those priorities.

He asked the following questions:

- What are you trying to accomplish with public parking?
- Are you trying to make downtown easier for people who are visiting for the first-time?
- Are you trying to attract new businesses to downtown?
- Are you trying to make money?
- What can be done legally downtown?

Once the DIA sets their priorities and goals, then they can decide what tools to use.

Mr. Shad continued the conversation regarding his experience with the staff at the Office of Public Parking. The parking officers make those garages work every morning, go out of their way to be friendly and helpful to the public and put up with a lot of abuse. They need leadership from the

DIA. The Director of Parking position in Jacksonville has been generally held by a political appointee or by someone who has worked their way up like Bob Carle. This position has never been held by someone who has certified accreditation.

Committee Chairman Moody noted that the comments are valuable to the committee and requested any documents be emailed to him and he will forward them to the right sources. CEO Boyer requested Mr. Shad instead email them to the DIA staff who will in turn route them to Board members.

Linzee Ott, President of the San Marco Preservation Society appeared on behalf of the Board of Directors and San Marco residents who park on San Marco Boulevard on a daily basis. The San Marco Preservation Society remains opposed to the unsolicited proposal as submitted on October 7, 2019. In a letter to Lori Boyer, the San Marco Preservation Society requested that both San Marco and the Southbank be removed from all considerations by this specific proposal. The ride share program offers free rides throughout San Marco and Southbank and the study reports an average of 3,000 such rides per month.

Nancy Powell, Riverside Avondale Preservation, echoed San Marco Preservation Society's sentiments. They have also sent a letter to Mrs. Boyer requesting Riverside and Avondale to opt out of this consideration. She pointed out that Riverside and Avondale were included in the Downtown Parking Study that Tim Haahs conducted.

III. DISCUSSION ITEMS

Committee Chairman Moody briefly discussed the proposal, the Board's options, and the current state of Parking Downtown and asked: Where do we go from here?

CEO Boyer provided a memo dated November 24, 2019 regarding the parking proposal and process for consideration. She also provided a summary of the Elite proposal, Downtown Parking Strategy and Implementation Plan Final Report (Haahs Report) and a copy of the TIAA Bank Field parking lots map. She is following Mr. Shad's comments of trying to get the Board to make a policy decision for a broader perspective about what the DIA's goals are for public parking and before developing an RFP, to know what the terms of that RFP should be. There is a provision in #2 of the November 24 Memo about geographic boundaries of any RFP that the DIA issues. CEO Boyer has been in conversations with John Sawyer and the role in which TIAA Bank Field parking will have since they are not within DIA's authority.

Both Mr. Sawyer and the Procurement Division have pointed out that the DIA cannot engage in any negotiations for discussions with the proposer. They can make fact finding inquiries only. That limits the DIA's ability to have detailed discussions.

- A. Approach to review of Elite Proposal and implementation of Haahs recommendations.
- B. Response to Elite proposal
- C. Next Steps

In consultation with Mr. Sawyer, the DIA does not believe that the Elite proposal, as submitted, is sufficiently specific to constitute an unsolicited offer pursuant to Chapter 255 of the Florida Statutes. CEO Boyer noted that it is her observation that the Elite proposal is not in proper form to accept as it currently exists.

CEO Boyer provided a third handout for the Downtown Parking Strategy and Implementation Plan Final Report (Haah's Report), dated: March 20, 2019 - Summary of Recommendations.

The very first thing to do is to implement economy parking and shuttle services.

A map was provided of the TIAA Bank Field parking lots. CEO Boyer pointed out at the time Haahs initiated the study and was conducting their work, the city had not committed to the Hart Bridge overhead ramp demolition, which is going to preclude the use of several lots on the map for some time period during construction.

Lot J's development had not been announced either, which will ultimately take lot J permanently out of service. Recently there was also an announcement about the Armada Soccer Club possibly using lots XX, Y and W. As a result, there is at least a timing issue, if not an overall question, as to how many daily spaces are going to be available to implement and accommodate a parking/shuttle system involving these lots.

The DIA has meetings scheduled with Public Works and ASM Global, etc. to determine what is available. If the DIA is going to pay to implement a park and shuttle service, we have to be looking at having three to five hundred spaces available on a daily basis for the employees to utilize. Further research will be involved to know what lots are going to be available and how soon.

The spaces in the Arena and Sports Complex garages are privately owned by MPS and there is no requirement to make spaces available to DIA nor does the DIA have input over the rate(s) charged. Mr. Crescimbeni provided information this morning that there is an established rate schedule that was attached to those agreements. CEO Boyer addressed concerns of the MPS financial transaction. The DIA pays MPS a fixed return on their initial \$3 million investment plus their underlying bond debt service of about \$3.7 million annually. The DIA also pays the net operating cost from the operation of those garages. It is important that the DIA have a conversation with MPS regarding whether those garages are going to be available for implementation for this program.

CEO Boyer had a meeting with Signet a week ago and initiated those conversations with MPS. This is an issue that needs more clarity and the DIA has to gain some resolution before deciding to offer these garages as an economy parking location to implement a shuttle service.

CEO Boyer noted a temporary roadblock which is that DIA needs to evaluate how many MPS spaces are available for economy parking locations and make sure that doing so won't result in an additional operational loss to the DIA.

CEO Boyer requested a timeframe within sixty-to ninety days. That timeframe will play out and staff will have more clarity on whose using which lots during what time frames.

As to on-street and off-street considerations, CEO Boyer stated parking meters are frequently taken out of paid service impacting revenue and provided examples of why meters are taken out of service.

Currently there is legislation that the DIA is working on that will change the available out of service programs. She pointed out that each of these instances would need to be considered individually as to whether to be continued or not.

- There are approximately seventy City vehicles parked each day at meters for no charge. Meters are also taken out of service regularly for parades, special events, press conferences, Jazz Festival etc.
- Meters are taken out of service for construction staging. Example, two sides of a street were taken out with a large fence for a couple of years for construction work at the Barnett Building. JTA is proposing a similar construction staging area. Are we going to continue to allow meters to be taken out of service or start charging for the lost revenue associated with the out of service?
- Meters are taken out of service for actual construction in the right-of-way, and loading/staging areas for Florida Theatre.

These are examples of what we currently have in place, which allows a cause for a reduction in the potential revenue stream from on-street meters. If the DIA is going to assign on-street meters to someone else's operation and management with a revenue goal, then the committee needs to figure out whether or not to continue these out of service programs.

CEO Boyer shared that she attended an International Downtown Association (IDA) "curbing your enthusiasm" webinar. The webinar discussed the future of the parallel parking lane within the right-of-way.

CEO Boyer continued to discuss the November 24 memo provided on the parking proposal and process for consideration of the Elite proposal.

The LaVilla townhome development parking is specifically provided for the park and wants to allow someone to meter that parking.

The First Baptist garages are currently on the market.

A potential ownership change at the MPS garages in 2031 will impact valuation.

One of the facts that came up and being evaluated is when the city formerly had a park-and-ride program with parking and shuttle to and from lot X near the arena, the city didn't have discounted employee parking. Many employees chose to park instead at the First Baptist garage, rather than take the shuttle, because the First Baptist rates were less expensive than parking in city garages.

We also have to deal with the design standard requirement that existing surface lots have and their conformity with landscaping requirements, etc.

CEO Boyer will provide the committee with more details on each one of the programs in continuation of ultimately making a recommendation. She stated that it would be warranted to make those policy evaluations prior to the time of drafting an RFP, so the RFP properly contains whatever it is we are interested in having someone do on our behalf and what we are not interested in delegating.

Committee Chairman Moody asked for comments before going back to the three options provided.

Committee Chairman Moody stated that the DIA is currently on a good track. Parking downtown is going to be critical as we move forward and believes that the timing is good.

Board Member Braxton commented that one of the big things we do is try to provide a gap opportunity for people.

Board Member Gibbs commented that the evaluation is going to be a revenue-based source or management company question. Does the DIA want to manage the company or do we want to raise revenue?

Committee Chairman Moody felt that there were positive and negative comments made about other cities that have adopted a long term parking management contracts with private companies. With this changing world we are in now, it gets a little scary.

Board Member Gillam stated that the City is still in the business of helping businesses come downtown, return to downtown and residences that are coming downtown. He also addressed concerns that not being careful may result in owing more out of this process.

Committee Chairman Moody referenced the memo regarding the options.

- A.** The proposal can be allowed to remain pending while the DIA determines what aspects it wished to consider for an RFP.
- B.** The unsolicited proposal could be withdrawn at any time by the proposer.
- C.** The unsolicited proposal could be rejected in its present form and DIA could continue to development the scope and criteria for an RFP. That would permit conversation regarding options and details with this propose and others during the period in which the Board is making the policy decisions necessary to prepare a full RFP if desired.

Board Member Gillam asked CEO Boyer if one of these options will allow her a little more leeway.

CEO Boyer stated the decision can be made at any point. If you stick with option A, you can change your mind and decide to do something different later on. She stated that she knows that there are a number of companies who have heard that there might be a discussion about privatization in Jacksonville. There might be an advantage to sticking with option A, at least for the short term, because that allows us to continue to conduct research and work on things without being bombarded by a lot of people lobbying. On the other hand, she sees value in being able to discuss

with Mr. Grey who does provide park and ride shuttle services for local entities. He is an expert in that capacity and there are others in town. There are people who operate garages and others that would be helpful to get comparable information. A policy level decision needs to be made before getting into the questions that relate to operational efficiencies, cost savings and etc.

A MOTION WAS MADE BY BOARD MEMBER GILLAM AND SECONDED BY BOARD MEMBER GIBBS TO TABLE THE PROPOSAL PENDING BY THE STAFF AND CEO BOYER.

CEO Boyer stated that the committee did not have to do anything, by not taking any action with respect to the proposal. If they are not recommending that the board take any action, then there is no recommendation.

A SUBSTITUTE MOTION WAS MADE BY COMMITTEE CHAIRMAN MOODY AND SECONDED BY BOARD MEMBER GIBBS TO ALLOW THE RFP TO REMAIN PENDING, WHILE THE DIA DETERMINES THE ASPECTS AS TO HOW TO CONSIDER FOR AN OFFICIAL RFP.

THE MOTION PASSED UNANIMOUSLY 3-0-0.

Board Member Gibbs stated that he would provide the full Board an opportunity to weigh in and assist.

Board Member Gillam stated that the cone of silence will remain in place. CEO Boyer commented that it does and this is also within Mr. Grey's control, because if he were to choose to withdraw his proposal, then the proposal goes away and the cone of silence requirement goes away as well.

CEO Boyer presumed that the committee was fine with her continuing to pursue both the questions of lot availability in the vicinity of the stadium and parking availability within the MPS garages. She will be presenting whatever solutions we come up with back to the committee. She was thinking perhaps to have a meeting in January. She encourages the committee to think through the various on-street parking considerations that were raised from the handouts. She will do some additional research and expects Mr. Sawyer may have the answer as to whether the issuances of elected official permits are required by State law.

More details will be provided for policy choices. She asked the Committee members to think about how they feel about the various programs and whether they would want to eliminate any of them knowing that there are constituencies who will feel strongly when they are taken away.

If they are all left in place, anything discussed about on-street parking would happen. If you have any thoughts by the time we come back in January, she will be more than happy to meet. Committee Chairman Moody inquired if the DIA has enough staff to collect information that she is looking for. CEO Boyer responded we do, and there was not funding in this year's DIA professional services budget for parking consultant expert advice. She also asked accounting to determine whether parking is run as an Enterprise special revenue fund.

There being no further business, Committee Chairman Moody adjourned the meeting at approximately 1:47 p.m.

The next Strategic Implementation Committee meeting will 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.



Downtown Investment Authority

MEMORANDUM

TO: DIA Strategic Implementation Committee

FROM: Lori Boyer, CEO

DATE: November 24, 2019

RE: Parking proposal and process for consideration

1. Elite Proposal

- Proposal received was characterized as a starting point for negotiation and is short on detail and specific terms
- Procurement and our attorney have advised that we should not engage in negotiations or discussions with the proposer and could only make fact-finding inquiries (to do otherwise would be a violation of procurement process)
- Four options at this point:
 - a. The proposal can be allowed to remain pending while DIA determines what aspects it wishes to consider for an RFP
 - b. The offer could be withdrawn at any time by the proposer
 - c. The offer could be rejected in its present form and DIA could continue to develop the scope and criteria for an RFP. That would permit conversation regarding options and details with this proposer and others during the period in which the Board is making the policy decisions necessary to prepare a full RFP if desired.
 - d. I have been advised that the proposal is not sufficiently specific to qualify under Chapter 255 as a true unsolicited proposal and thus I would advise that it should not be accepted in its present form as the basis for any future RFP.
- Suggest tabling any decision at this point and revisit, if desired, at end of meeting
- We have done some analysis of proposal specifics and can discuss, but recommend a broader approach

2. Parking Ownership, Management and Operations

Your staff has identified the following approach to determining what terms would be included in any RFP to be issued. DIA must understand and in some cases make policy decisions with respect to:

- The recommendations of the Haahs study and prerequisites to implementation (begin discussion today)
- On Street vs. Off Street considerations (begin discussion today)

- The opportunity for increased revenue generation (rate changes, elimination of discounts, installation of new meters, etc.)
- The opportunities for improvement in efficiency and operational savings (cost savings analysis)
- The opportunity for improved consumer experience and implementation of technology
- The management of supply and demand and the impact on business incentives, future garage construction, and DIA future role
- Geographic boundaries of any applicable programs or services
- Applicable time period
- Facilities and services for which RFP may be issued

We believe there are specific opportunities for improvement in operation, management, technology and services that should be considered for an RFP. However the specific scope of any RFP must be carefully crafted and reflect the policy goals of Downtown and the City.

A. Haahs Recommendations- see separate document

First step is to establish economy parking in underutilized stadium area lots and garages

- Availability of surface spaces in flux due to Hart ramp construction, Lot J project, Armada option- need to determine if a set number of spaces is available on a daily basis in a fixed location (see map)
- Availability of garage spaces in Arena and Sports Complex garage not within our control at this time; privately owned by MPS and no requirement that they make spaces available or that DIA has any input over rate charged. If usage increased at an operating loss, DIA would have responsibility to pay for that loss under MPS agreements. (MPS owns 3 garages- courthouse (1375), baseball (950), arena (465); Garages constructed in 2004; DIA obligated to make loans to MPS through 2031 to cover: 6.75% return on \$3 million investment - 202,500/ year; annual operating loss- excess of expenses over revenue; and underlying IRB debt service- annually \$ 3.7 million)

We are pursuing options that would provide clarity as to both the lots and garages but absent resolution of the question regarding the number of spaces available for economy parking, for what time period, and at what rate, the Haahs next steps about increasing core rates and shuttle implementation are not recommended

B. On Street and Off Street considerations

On-Street: Parking meters frequently taken out of paid service impacting revenue stream

- Currently issue 69 Elected official annual permits that are entitled to free on-street parking at any time
- Approximately 300 “Official Government Business ”daily permits issued annually to government offices
- Approximately 1200 meters bagged annually pursuant to permits for 4-8 hour periods
- Approximately 50 meters bagged under leasing program at fixed daily rate
- Approximately 70 City vehicles parked at meters daily at no charge (JFRD, JEA, Sheriff, etc.)
- Meters taken out of service regularly for parades, special events, press conferences, etc.
- Meters taken out of service at no charge for construction staging (Barnett, Ryan proposal)
- Meters taken out of service for construction within ROW
- Meters taken out of service for loading and staging (Florida Theater)
- Meters and entire roadways taken out of service for events (Jazz festival)

Need to decide if each program will continue and include authority in RFP; will impact revenue projection and valuation

On- Street: Future use of on-street parking lanes; transitioning curb space

- Trends moving toward elimination of on-street parking in favor of pick-up drop off locations for rideshare; autonomous vehicles; personal mobility stations; sidewalk cafes; and expanded bicycle and pedestrian facilities
- Length of term of any agreement would need to allow for changing designs and impact of cancellation or removal of assets from program

On- Street: Operational Control- Rate establishment; equipment selection, location

- Would the City/DIA retain control over meter rates? Rates are critical to turnover, retail development, etc.
- Would the City retain the right to designate loading zones, etc. and establish times for loading and unloading (impact of redevelopment/new development)
- Would the City/DIA retain a right to approve type of equipment, location of installation, etc.?

Off-Street: Which lots/garages should be included

- Library Garage and Ed Ball Garage have outstanding bonds that would have to be modified at a minimum or re-financed as taxable bonds depending on nature of any contract and prospective use
- Forsyth Lot is now under contract for sale to VyStar

- Bay and Ocean Lot and Landing lot may be offered for redevelopment-removal of assets impact revenue and valuation
 - Should newly acquired lots/garages/leased spaces be included; master leased spaces in VyStar garage; LaVilla parking for park
 - First Baptist Garages on the market and potential ownership of MPS garages in 2031 or sooner impact valuation and opportunities
 - Lots in violation of design standards required to be brought into conformity- who would bear the cost
- C. The opportunity for increased revenue generation (rate changes, elimination of discounts, installation of new meters, etc.) (January- February)
- D. The opportunities for improvement in efficiency and operational savings (cost savings analysis) (January- February)
- E. The opportunity for improved consumer experience and implementation of technology (January - February)
- F. The management of supply and demand and the impact on business incentives, future garage construction, and DIA future role (January - February)
- G. Geographic boundaries of any applicable programs or services (February -March)
- H. Applicable time period (February- March)
- I. Facilities and services for which RFP may be issued (February- March)

Elite Proposal

Programs offered:

- New facility Equipment upgrades (On and Off Street Equipment) Minimal information as to what and where
- Develop Parker Way Finding Enhancement Program – example of wall treatments in arena garage
- Provide Enhanced Parker Customer Service program. Jump starts, vehicle locate, tire inflations, fueling, parking lot transport
- Provide Custodial and Equipment Maintenance Program – custodial, pressure washing, line striping, PRCS routine maintenance
- Upgrade and replace all off street parking equipment –new PRCS equipment in all garages and lots
- Upgrade and replace all on-street parking equipment- pay by plate multi-space system
- Provide advanced customer friendly payment options
 - Pay by phone
 - Pay by Mobile App
- Provide Centralized Valet Parking program – vehicle detailing, text and go, etc.
- Provide Customer Park & Ride Option
 - Downtown Circulator including equipment, fuel and operators
 - Mobile and web based tracking of shuttle
- Provide alternative revenue enhancement strategies
 - Facility marketing Program
- Provide enhanced residential parking program- San Marco and Riverside
- Provide infrastructure capital improvements for Water Street Garage- not specified
- Expand on-street parking program to highly congested areas- authorizes meters in Southbank, San Marco and Riverside
 - Expand to Southbank with valet parking

Proposed Parking Facilities:

- On-Street parking
- Water Street Garage
- Library Garage
- Ed Ball Garage
- Yates garage
- Forsyth Street Lot (DIA has accepted Vystar offer for this lot)
- Bay & Ocean Lot
- The Landing Lot
- Any future facilities under City purview Request Right of first refusal on all new

Term: 30 Years

Compensation:

- Average of past 5 year NOI (at SIC meeting presented as 500,000k per year)
- Share profitability with DIA after fixed expense - % of share and amount of fixed expense not specified

Hypothetical 5 year projections assume increase in rates per study but rates and assumptions not provided

Enforcement:

- Mentions adoption of enforcement strategy that will enhance DIA ability to attract retail- (FL law requires enforcement must be conducted by employees of government agency)

Downtown Public Parking Strategy and Implementation Plan Final Report
(Haahs Report)
Dated: March 20, 2019
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, the Haahs Report recommends the following modifications:

1. **Immediately disable on-street credit card transactions below \$1.00.**
 - ◇ These \$1.00 transactions may actually cost the City more to process than is receiving from the transaction.
2. **Implement a mobile payment option.**
 - ◇ Provides additional payment method to customers and the ability to implement paid parking without adding parking meters
 - ◇ The City is not currently utilizing the most efficient tools available in their parking operations
3. **Activate the stadium parking areas as new economy parking facilities to accommodate downtown employees and customers and distribute the parking demand to these underutilized parking assets.**
 - ◇ Activating these underutilized parking assets is the first step to update the parking system.
4. **Coordinate with JTA to implement a circulator/shuttle to quickly move users from the economy parking facility(s) to the core Central Business District.**
 - ◇ A shuttle connecting the economy parking facilities to downtown is the second step to update the parking system.
 - ◇ The shuttle should focus on providing a user-friendly experience with frequent service.
5. **Increase the parking rates as follows:**
 - ◇ Price adjustments are the third and final step to updating the parking system by organically distributing demand via pricing. Properly valuing the core parking assets will shift users to other low-cost parking alternatives.
 - ◇ **On-Street: increase hourly rate to at least \$2.00 per hour**
 - To distribute the current parking demand into the off-street parking facilities, which are priced considerably more than on-street;
 - “The current downtown pricing structure is similar to if the Jacksonville airport charged more for their remote economy lot than their garage that is located right next to the terminal – everyone would be crowding into the garage.”
 - To increase turnover, which enables those spaces to be utilized by many different users throughout the day;
 - To reduce traffic congestion by discouraging motorists from excess driving and “circling” the blocks in search of a vacant on-street parking space; and
 - To remove vehicles from the roadways and converting the motorists to pedestrians as quickly as possible, which in turn reduces the number of vehicular-pedestrian conflicts, reduces carbon emissions, and increases pedestrian activity (improving the overall safety and the economic vitality of the local businesses).
 - ◇ **Off-Street: Increase \$1.00 per hour; increase permits \$10.00 to \$30.00 per month based on location, historical occupancy, and capacity.**

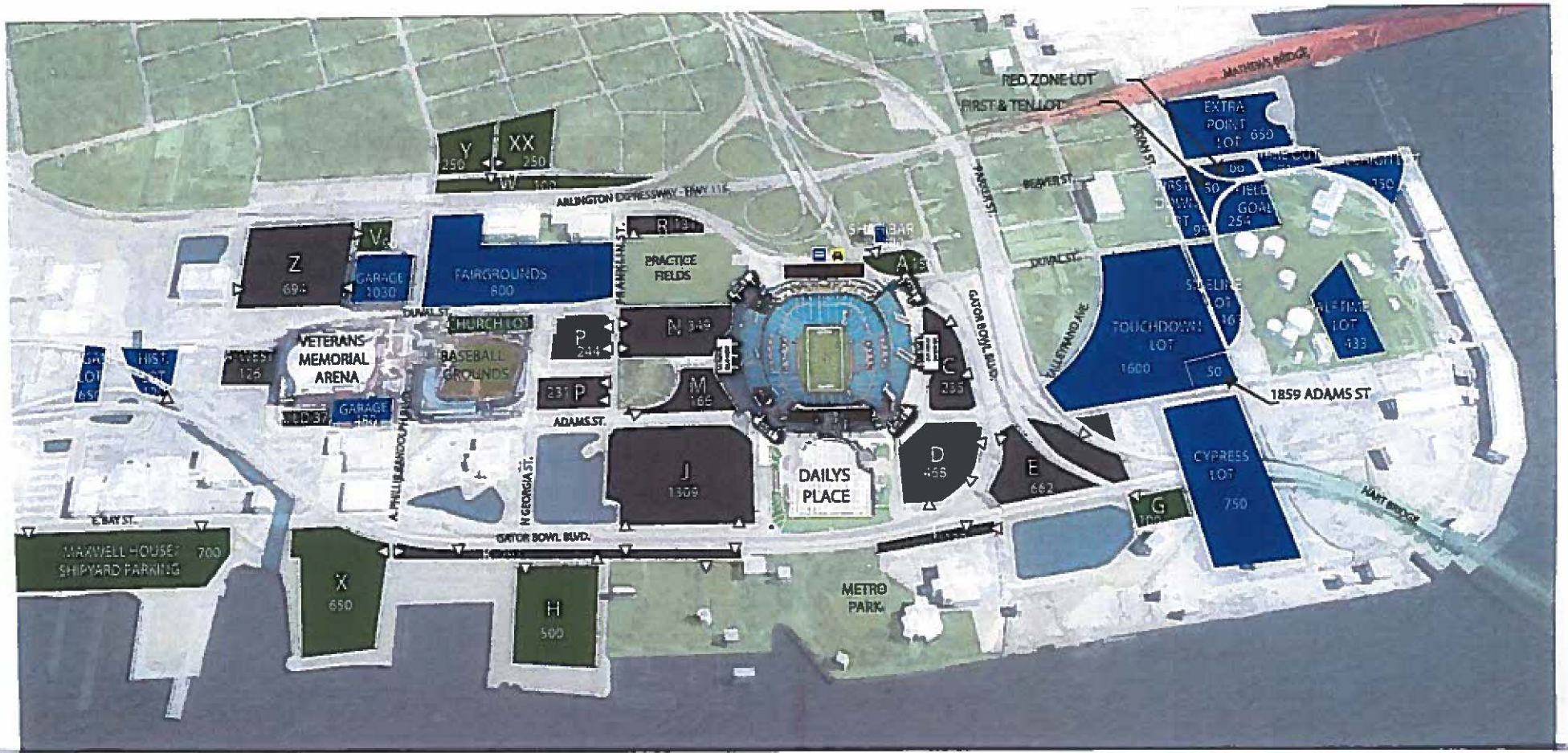
- To distribute the parking demand to underutilized parking assets located outside of the core area;
 - To encourage the use of the newly-activated economy parking locations;
 - To provide new resources for office leasing agents to secure nearby parking for new tenants;
 - To appropriately value the existing parking resources; and
 - To generate additional revenue that is needed for ongoing maintenance, capital improvement projects, and reinvested into the management and operation of the parking system.
- ◊ **Economy Parking Facilities: Charge \$20.00 per month**
- 6. Relocate Juror parking to the economy parking locations.**
- ◊ 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 more for a more convenient location.
 - ◊ 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.
- 7. Encourage the MPS Courthouse Garage to sell additional monthly parking permits and reduce the City's required subsidy.**
- ◊ Increased revenue at the Courthouse Garage will reduce the City's financial obligation.
- 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 in prime parking facilities would pay the market rate consistent with the overall transit and mobility plan.
- 9. Evaluate the current fees associated with the existing parking meters that accept credit cards.**
- ◊ It may be possible to reduce fees by using a different credit card clearing house process.
- 10. Evaluate parking equipment vendor pricing for cost-savings.**
- ◊ A cost savings may be realized by renegotiating the current single-space meter vendor agreement, or by changing vendors.
 - ◊ As technology improves and competition increases, lower expenses may be achieved.
- 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 events.
 - ◊ Estimated Cost: None
- 12. 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.
- 13. 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.

- 14. Consideration of a payment in lieu of parking (PILOP) program where developers would contribute a fixed amount per parking space not provided within their development.**
- ◇ PILOP programs reduce the burden to the City for subsidizing the parking associated with private development
 - ◇ PILOP funds are typically earmarked to support parking improvements, transit, and mobility initiative.
- 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.
 - ◇ Parking enforcement productivity can increase significantly.
 - ◇ Could remove the gates from off-street parking garages and lots.
- 16. Integrate a digital permitting system within the LPR System, where monthly parkers would purchase and manage their monthly permits online.**
- ◇ User would input their vehicle information including the license plate for their vehicles and submit payment.
 - ◇ Use of parking access equipment can be eliminated and the parking enforcement officer would be capable of easily patrolling facilities with an integrated (LPR) system to determine if all vehicles are authorized.
 - ◇ Reduces the administrative costs as physical permits, access cards, hashtags, and stickers are no longer necessary.
- 17. Convert monthly access cards to digital payments.**
- ◇ Eliminates the issuance of monthly access cards, allows customers to self-manage their parking transactions and account, and provides additional cost-saving options on the operation of parking facilities.
- 18. Convert all on-street parking areas from single space meters to a pay-by-plate (PBP) pay station or a mobile-payment zone**
- ◇ Further simplifies revenue control and enforcement.
 - ◇ Allows parking manager to integrate all of the revenue systems (digital monthly permits, mobile payment and pay station transactions) into a single database.
 - ◇ Parking manager can access real time data on the utilization and occupancy of various parking facilities, which allows for better decision making and future planning.
- 19. Consider implementing “mobile-pay only” parking zones using the mobile payment option.**
- ◇ 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
 - ◇ Will allow the City to quickly implement paid parking with a minimal capital investment and operational expenses.
 - ◇ For motorists without a mobile device, City can install 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)
- 20. When the City’s parking agreement with Citizens Property Corporation for the Water Street Garage expires on October 22, 2020, City should evaluate any requests for a renewal or new agreements based on the market rates and conditions at that time.**
- ◇ Citizens has a right to use 850 parking spaces (out of 1,497 total spaces).
 - ◇ Citizens pays the City \$45.00 per month per access card issued plus \$4.50 for each un-used parking space.

- ◊ All rates are adjusted annually by the lesser of the change in CPI index or 3% of the annual rent amount.
21. **When the City's parking agreement with the Jesse Ball DuPont Fund for the Yates Building Garage expires on December 31, 2020, the City should not enter into any additional agreements that would allocate free parking within a City parking facility.**
 - ◊ DuPont Fund has a right to use up to 200 spaces- 150 spaces on a monthly basis and 50 spaces- (out of 626 total spaces) on a voucher basis at no cost for a period of 5 years ending on March 21, 2020.
 - ◊ An amendment extended the agreement to December 31, 2020 and provided for an additional 50 spaces.
 22. **Monitor the evening and weekend parking demand surrounding each facility in order to gauge the benefit of extended hours of operation.**
 23. **Eliminate the parking subsidy completely or replacing it with a new program that only discounts employee parking in economy/remote parking facilities**
 24. **To accommodate more users using ride-sharing services and the future of autonomous vehicles, incorporate additional drop-off and loading zones, as appropriate, which will help alleviate roadway congestion as the number of trips increase in the future.**

(Additional recommendations from our research and not in Report)

1. Monthly shuttle fee for unlimited rides (See Nashville)
2. Coordinate with privately owned/operated parking facilities that offer public parking so that parking locations and rates can be found in one place- i.e. on a website or app (consider wayfinding signs for these facilities as well)
3. Have the ability to adjust rates for off-street and on-street spaces based on demand, such as increased for event pricing or reduced for other reasons, such as street activation
4. Allow motorists to reserve prime spaces for a premium (i.e. special event and want to park closer)



TIAA Bank Field PARKING MAP

- COJ/ASM PAVED LOTS
- COJ/ASM GRASS LOTS
- NON-ASM LOTS