Proposal

Parking Consulting Services
RFP #580-15

Attn:
City of Riviera Beach
600 W. Blue Heron Blvd
Riviera Beach, FL 33404
Pamela Daley
Senior Procurement Specialist
pdaley@rivierabch.com

Submitted on January 29, 2016 by:

DESMAN
Design Management

2881 East Oakland Park Boulevard
Suite 209
Fort Lauderdale, FL 33306
P: (954) 315.1797
E: cluz@desman.com
Contact: Mr. Christian R. Luz, AICP
www.DESMAN.com

In Association with:

Sprinkle Consulting
Active Transportation Planners+Engineers

PTC
Transportation Consultants

DESMAN
Design Management

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January 29, 2016

City of Riviera Beach
Office of the City Clerk
600 West Blue Heron Boulevard, Suite 140
Riviera Beach, FL 33404

RE: TRANSMITTAL LETTER
PROPOSAL SUBMISSION: Parking Consultant Services, RFP# 580-15

Dear Ms. Daley,

DESMAN adheres to all submittal requirements and respectfully submits one original hard copy, seven (7) bound copies and (5) set on CDS of a comprehensive proposal for Parking Consultant Services, RFP# 580-15.

It is the policy of DESMAN, Inc. (DESMAN) to provide equal employment opportunity to all persons without regard to their race, color, religion, sex, natural origin, ancestry, age or physical handicap, and to promote the full realization of equal employment opportuity through a positive continuing program. In the implementation of this policy, the firm will take every reasonable qualified persons from each ethnic group in order to attain racail parity within all position categories consistent with the distribution of minorities in the Metropolitan Area labor force. DESMAN reaffirms its commitment to this policy and further pledges to direct every possible good faith effort toward achieving the goals set forth in our Affirmative Action Program. A full copy of DESMAN's Affirmative Action Program will be provided upon request.

We are proud to submit our proposal in the order and fashion requested in the RFP.

Sincerely,

Christian, Luz, AICP
Principal

Timothy Tracy, PE
Executive Vice President

January 29, 2016

Ms. Pamela Daley, Senior Procurement Specialist
City of Riviera Beach

RE: RFP No. 580-15: Parking Consultant Services

Dear Ms. Daley

DESMAN is pleased to furnish you with our team's qualifications for the City of Riviera Beach Parking Consultant Services RFP. For those on your selection panel or committee who may not be familiar with us, DESMAN is a nationally recognized firm specializing in parking planning, parking facility design and restoration engineering, traffic and transportation improvements; and parking operations consulting services. DESMAN has been involved with more than 2,500 parking projects in its 40 plus years in business, including many municipalities in Florida and many seasonal communities across the country. We have worked for numerous oceanfront municipalities on similar assignments including the City of West Palm Beach, City of Pompano Beach, City of Hollywood, Town of Lauderdale-By-The-Sea, City of Miami Beach, the Miami Parking Authority, and Miami Dade County and were recently selected by the City of Delray Beach and City of St. Augustine to provide similar parking consulting services.

DESMAN has over 100 personnel including a specially selected group of licensed and professional parking planners, management and operations specialists, architects, structural engineers, and other technical support staff. For this important project, DESMAN has assembled a group of professionals that are uniquely skilled to address the specific needs and requirements of this undertaking.

Our proposal provides background about our staff's knowledge and experience with providing comprehensive parking consulting services, parking system evaluations, planning, design, procurement and implementation of leading edge parking technology and equipment for both on-street and off-street systems. DESMAN has a Fort Lauderdale office headed by Christian Luz, who will serve as the project manager for this assignment.

On behalf of DESMAN's staff of professionals, we thank you for this opportunity to submit our proposal for this project. We hope that you will find our submission to be worthy of your confidence and selection. Should you have any questions or require any additional information, please do not hesitate to contact Project Manager, Christian Luz at (954) 315-1797. Your consideration is most sincerely appreciated, and we look forward to the opportunity to provide our parking consulting expertise in the City of Riviera Beach.

Sincerely,

DESMAN, Inc.

Timothy Tracy
Executive Vice President

Christian R. Luz
Associate/Project Manager

DESMAN
Design Management

3 | Experience & Quals of Team

DESMAN is a premier parking study, planning, and architectural, structural, and restoration engineering firm. Our firm was founded in 1973 as an abbreviation for **Design Management** with the vision to combine creativity with innovation and sound design principles using reliable technical and organizational practices. Parking is our forte, and problem solving is our specialty. Our projects consistently reach a balance of efficiency, durability and value. Since the firm's inception, DESMAN has served public, private, and institutional Clients and Owners throughout the U.S. and abroad and has provided planning, design, and restoration services for over 5,000 parking and transportation projects. DESMAN is an employee-owned corporation that currently employs a staff of over 100 personnel and operates nationally from the following nine office locations: Fort Lauderdale, Boston, Chicago, Cleveland, Denver, Hartford, New York, Pittsburgh and Washington, DC.

DESMAN Fort Lauderdale
2881 East Oakland Park Blvd, Suite 209
Fort Lauderdale, FL 33306
Principal Contact: Christian R. Luz
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42 years in business

Mission Statement

Our firm is set up to encourage the creative process, to share ideas and talents among all of our offices and deliver an exceptional end-product to our clients. DESMAN embraces diversity and is committed to providing excellence in the design of parking facilities, rehabilitation programs for existing structures, and innovative parking studies for all market sectors.

Innovation through Collaboration, Success by Design

Internally, we strive to enrich the lives of our employees and embrace personal values. We care about serving our clients, and improving the communities in which we work. Our enduring client relationships reflect our ongoing commitment to the principles of collaboration, partnership, and hard work.

DESMAN's Studies and Operations Consulting Group has extensive experience in conducting a wide range of studies and investigations for municipalities, hospitals and medical centers, universities, airports, developers, etc. Our Studies and Operations Group, which consists of architects, transportation engineers, urban planners, and parking specialists, has completed the following types of parking and traffic studies:

- Best Practices/Peer Reviews
- Concept Designs
- Due Diligence Assessments
- Bond Financing/Feasibility Studies
- Functional System Capacity Analysis
- Guiding Principle/Policy Plans
- Lane/Queuing Analysis
- Market Studies
- Master Plans
- Organization/Administration Review
- Parking Management Reviews
- Parking Operations Assessments
- Parking Rates Analyses
- Parking Technology Audit
- Privatization Assessments/Plans
- Shared Use Analyses
- Site Evaluation
- Supply/Demand Studies
- Traffic Impact Analysis
- Transportation Demand Mgmt

DESMAN
Design Management

3 | Experience and Quals of Team

The principals and officers of DESMAN have an average of over 30 years of specialized experience in the planning, design, management, operations, revenue control, and restoration of parking facilities and entire parking programs. This has been attained in the completion of over 5,500 parking projects over a 42 year period. As a result of this extensive experience, they are intimately familiar with all facets of parking planning and design.

Where DESMAN Excels

Purpose: DESMAN is a company that cares. DESMAN cares about its employees and clients and invests in both of them so that we work together on projects driven by passion and not just results.

Depth of Experience: DESMAN is one of the nation's premier parking consulting firms, offering parking consulting services as well as planning, design, structural engineering, and restoration services of parking structures. DESMAN has completed over 2,000 parking studies, many of which have been very similar in scope to the proposed project.

Diversity: DESMAN is a very diverse firm that truly understands every aspect of parking related solutions from facility and system planning, design, management, project feasibility, facility inspections, restoration engineering, maintenance, and life-cycle cost analysis.

Creativity and Innovation: DESMAN challenges itself every day to come up with the most creative and innovative solutions possible, so that the projects that we work on show long-term improvement. Our projects shape lives.

Sustainability: DESMAN considers the environment, health and social matters to be integral and important parts of all our business activities. As such, DESMAN has made it our mission to utilize smart, innovative practices that will improve the quality of life for all those who partake in the design, construction, ownership or use of our projects.

Longevity of DESMAN Staff and Involvement: DESMAN prides itself on employee longevity. Our typical employees are with us on an average of 15-20 years.

Technology: DESMAN has long been on the forefront of building technology and as such has always invested in appropriate tools to best communicate our designs to owners, contractors and consultants. We also stay current on the latest parking management technology in order to suggest the most efficient, practical, user-friendly, and economical solutions to meet our client's parking needs.

Section 4b of this proposal includes several examples of projects that exhibit our expertise. We look forward to meeting in person so we can discuss this exciting project with you.

DESMAN has chosen two subconsultants to be a part of the DESMAN Team. Their company info is on the following page.



3 | Experience & Quals of Team

Sprinkle Consulting, Inc., established in 1979, is a planning, design and engineering firm serving all aspects of pedestrian, bicycle, and public transportation including long-range area-wide planning, facility design, research studies on safety and operational characteristics for non-motorized modes, and the development of new evaluative and predictive tools for use by planners and engineers. While they have experience throughout Palm Beach County, more importantly they bring to this contract broad experience, and proven and reliable design insight from their extensive work with other cities throughout Florida and across the U.S. With a strong foundation in traditional transportation planning and engineering, they develop and apply cutting-edge methods and technologies to provide innovative solutions to the common challenges faced by transportation agencies seeking to better integrate "active transportation" modes into their networks to help achieve what is now widely known as "Complete Streets". They are particularly skilled in developing solution for challenging and/or constrained streets and rights of way. Sprinkle Consulting staff work closely with client agencies to identify their needs based on objective evaluations of their existing facilities and trends. They then recommend and prioritize strategies for improvement within the context of the city's resources, processes and particular local constraints. Because of Sprinkle's innovative, yet practical approach to transportation planning, the plans produced by Sprinkle Consulting result in immediate projects being built.

Sprinkle's key staff is not only proficient in long-range planning, but they are also practitioners—and teachers—of non-motorized facility design, construction, and operations. Sprinkle Consulting is actively engaged in all phases of facility design, from feasibility studies to preparation of construction documents and construction administration. Their design projects include sidewalk design and construction along high-volume suburban arterials, bike lanes and shoulders, independently aligned pathways ("rail-trails") and pathways immediately adjacent to roadways ("sidepaths"). They are known as specialists in accommodating bicycles and pedestrians in especially challenging corridors: their recent projects include a bicycle-only pathway within the right-of-way of a principal downtown street and a shared use pathway within a right-of-way that includes an active rail line. Their designers share their expertise with local engineers across the country as principal instructors of the National Highway Institute's (NHI) Bicycle Facility Design and Pedestrian Facility Design courses.

2000 Palm Beach Lakes Blvd, Suite 1000
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Principal Contact: Bruce Landis,
P. 561.273.9958
37 years i business

Sprinkle CONSULTING
Active Transportation Planners+Engineers

Civil Engineering
Landscape Architecture
Pedestrian Connectivity
Parking Planning Support
Data Collection

Pinder Troutman Consulting, Inc. (PTC) is located in Palm Beach County. It offers a full range of transportation and traffic consulting services including traffic impact studies, parking studies, traffic signal warrant studies, signal timing and design, areawide studies, corridor studies and developments of regional impact (DRI) transportation studies. PTC is proud of its 15 years in Palm Beach County, providing detailed quality work, and sharing its traffic expertise with private and public clients alike.

2005 Vista Parkway, Suite 111
West Palm Beach, FL 33411
P. 561.296.9698
18 years in business

PTC
Transportation Consultants

Traffic
Data Collection
Parking Planning Support

4 | Project Understanding & Approach

Understanding of Scope

This section of DESMAN's proposal presents our understanding of the challenges facing the City of Riviera Beach, the goals and associated deliverables comprising the comprehensive Parking Master Plan, and the approach/methodology that DESMAN proposes to address these challenges.

As stated in the RFP, the City is seeking proposals for the development of a comprehensive Parking Master Plan (PMP). Based on our experience and the potential needs listed in the RFP, the framework of a successful PMP should include an assessment of the existing parking system including physical assets, management, operations, and policies. Concurrently, the City needs to identify the role of parking, expressed as goals and objectives that can be translated into policies. Those policies should then support the operations and management of the parking system. DESMAN's role is to provide feedback to the City on how parking is currently provided, identify deficiencies, and within the parameters of the City's goals and objectives, define a roadmap to provide the parking system that reflects the City's needs. In most cases, this is somewhat of an iterative process and will likely result in a staged approach that may take some time to achieve.

An important element of defining that roadmap is for DESMAN to gain an understanding of the potential future needs the City has relative to (re)development and the role parking needs to play. However, often there are a host of management, operational and financial issues that can be improved in the existing parking system regardless of other issues. These would likely include a review of the organizational structure and staffing, enforcement procedures, an assessment of current and future market conditions, review of the physical condition of assets, and specific recommendations representing best-practices for policies, all parking related procedures, rates and fees which would improve the parking system's performance both operationally and financially.

Other key elements of the PMP may entail (depending on City direction) an evaluation of privatization (in whole or in part) and often we help assess and develop technology specifications for office data management systems enabling electronic permitting, citation management, and associated enforcement, adjudication, and revenue collection. In short, DESMAN will provide the City an understanding of parking best management practices, market value, the role of the public sector in meeting their parking needs, the

potential role for outsourcing support services such as enforcement, valet operations, or other services.

Figure 1 – CRA Riviera Beach Marina Rendering

Many times the need to organize the parking system or better yet, prepare a PMP is generated by development, political or financial pressure. The City's Community Redevelopment Agency (CRA) is experiencing some of this pressure in terms of redevelopment and future success of the Marina and Ocean Mall areas. A common goal of a PMP is to remove parking as a barrier to economic development or even to use parking as an economic development tool. However, to do that, one needs to prepare a short- and long-term blueprint of the parking system that will allow the City to make informed decisions on how to position parking in the role that best meets your goals and objectives.

PARKING MASTER PLAN

We have taken your task list included in the RFP and re-organized it into categories we would propose in the PMP beginning with development of Goals and Objectives.

Task 1 - Parking Goals and Objectives

As mentioned previously, the first step is to define the role of parking in Riviera Beach. This is sometimes an iterative process depending on the specific needs of the community.

Figure 2 - Transformed Ocean Mall

If the desire is to organize parking services into an Enterprise Fund (a financially self-supporting system) than it is important to define both short-term and long-term management, operations and infrastructure needs and how parking revenue is anticipated to support those costs. The

role of the CRA's ability to provide financial support is also critical in this step. The details of how the financial system is created will be evaluated in other tasks of the PMP, however, the decision to create a self-supporting parking system is part of this task. Defining the role of parking needs to be further refined by setting standards and performance criteria, developing policies and procedures as well as assumptions as to how those services will be delivered.

- Parking program goals and objectives
- Parking standards and performance criteria
- Parking program policies and procedures
- Program and operating assumptions

Your DESMAN Project Manager, Christian Luz, has developed a particular and unique skill set in assisting communities that are evolving through early development of their parking systems. This can be seen with the success achieved by the Town of Lauderdale-By-The-Sea (LBTS) and City of Pompano Beach who have had great success with integrating a paid parking system with support of beachfront economic redevelopment. He is currently working with the City of Hollywood in implementing their Parking Master Plan (beachfront and downtown) developed by DESMAN and initiating a similar work assignment for the City of St. Augustine.

The findings of this Task will be summarized in a Technical Memorandum as presented in Task 6.

Task 2 - Physical Inventory and Analysis

Physical inventory and analysis includes a snapshot review of current City parking operations and characteristics and then explores changes to that system in response to growth and potential operational changes. Data collection activities include review and gathering of inventory and use data, financial information on the parking system, maps, previously prepared reports, user surveys and drawings.

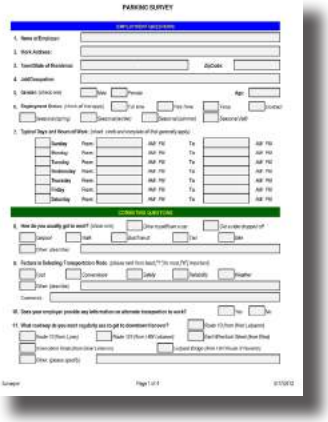
4 | Project Understanding & Approach

To most precisely estimate, or model, anticipated changes in parking demand, an accurate assessment of existing parking demand is critical. It is important to have existing on- and off-street public and private parking inventories and utilization. The parking use data should represent typical weekday and weekend peak periods, preferable during the tourist season. Parking space inventory should ideally be collected as part of a GIS based program so that block-by-block and/or sub-areas can be evaluated. Information available or included in current studies or previously prepared documents will be reviewed and incorporated, as appropriate, into the parking analysis. DESMAN will work with the City to identify the type of financial parking system data required.

The City may want to consider the conduct of business owner, employee and patron surveys, as well as windshield surveys to assist in confirming peak period parking during the day, by walk distance and from month to month. Although not critical, this type of information has proved helpful, particularly in gathering public support on other studies.

Finally, various development and redevelopment projects may significantly alter the parking demand as well as supply including residential and commercial projects, growing popularity of the Ocean Mall and marina areas as well as other redeveloping areas of the City. The City should provide DESMAN with a list of redevelopment projects grouped into four categories:

1. Projects under construction;
2. Projects programmed for construction;
3. Planned projects; and/or
4. Potential projects.


PARKING SURVEY

4 | Project Understanding & Approach

The parking system occupancy studies should include data collected during the following three or four time periods to accurately reflect changing parking conditions throughout a typical weekday:

- Prior to 9:00 am
- Peak mid-day period, from 11:00 am to 2:00 pm
- Late afternoon peak from 3:00 to 5:00 pm
- Late evening (in selected locations)

Parking Demand Model

If a parking demand model is to be developed, the City will need to work with DESMAN to create an inventory of existing buildings and the estimated number of employees present on a typical weekday, by block, to determine parking generation rates by type or employee, such as retail, commercial, government and private office. The data collection effort is critical because the parking model is only as accurate as the data on which it is based.

Suggested Weight	15%	15%	35%	10%	5%	5%	5%	5%	5%
Location	Net # of Spaces	Cost / Net Space	Jurisdictional Issues	Traffic Impact	Bus Circulation	Pedestrian Access	Park and Ride Access	Retail Visibility	Urban Design
Site #1 - West Hall of Fame Lot	1	1	3	2	1	1	1	2	2
Site #4 - East Hall of Fame Lot	2	1	3	2	3	3	3	3	3
Site #8 - Hester and University Lot	3	2	1	1	1	3	1	1	1
Site #11 - Monroe and Scott Street Lot	2	2	2	3	3	3	2	3	2
Site #12 - Hall of Fame and Walnut Lot	2	1	3	2	2	2	2	3	2

Data collected by the City will be analyzed and a parking model will be developed for use in evaluating peak parking demand as a function of the number of employees, by type of employment, by block and sub-area. Employees not only generate their own demand but also are the reason visitors, patrons and others visit the employment centers, whether retail, commercial, governmental or office establishments. Demand for beach visitors will be estimated based on our work in similar beachfront communities and rooted in occupancy counts of the Ocean Mall parking areas.

Although yet to be determined, employment and visitor data is the likely input into the parking model while parking demand is the calculated output. The parking demand output will then be compared against occupancy count data to determine if the model is accurately reflecting current parking demand. If it does not match current conditions within acceptable tolerance levels, then the model will need to be recalibrated through a review of the models assumptions. Some additional data collection may be required to modify the assumptions including review of existing studies were applicable and refined occupancy and beachfront studies.

The findings of this Task will be summarized in a Technical Memorandum as presented in Task 6.

Task 3 - Parking Management and Operations

The organizational structure used to deliver parking services is crucial to meeting its goals and objectives as well as management and operation of the system. The structure and organization of the parking structure most often dictates how parking is perceived in the community and how well it functions. Poorly crafted organizational structures are generally characterized by the inability of the parking system to meet basic performance objectives such as safety, fairness, fiscal controls or cleanliness. An ineffective structure is also unable to portray a strong public image, properly apply global parking management strategies, provide high quality facility maintenance, develop effective partnerships with the private sector and address capital improvement needs and control parking related processes. Well-crafted organizational structures establish budgets that correlate to parking system goals, set rates that are compatible with goals, control related processes, able to develop fair and effective partnerships and set aside revenue for ongoing maintenance requirements and capital improvements. The current process for delivering parking services will be reviewed and a plan created to provide the organizational structure that best fits the City's Goals and Objectives.

DESMAN also recommends that the City review options for delivering all or part of the parking program through outsourcing. Outsourcing is a broad term and can

have many implications as we discovered in the City of Hollywood and their specific collective bargaining agreement. Some municipalities with maturing parking systems like Pompano Beach and LBTS, have contracted parking enforcement with a third-party parking operator rather than continue to contract with the Broward County Sherriff's Department. The result has been a City-managed process (through outsourcing) to more effectively manage parking behavior as well as improved consistency of ticket writing policies and procedures and a significant change in net income associated with reducing enforcement costs while increasing fines revenue. The Cities of Pompano Beach and LBTS also use outsourcing for revenue collection and management of their paid parking system.

Once Tasks 1 and 2 has been evaluated, the City and DESMAN will have a thorough understanding of what the short- and long-term parking system should encompass to support development and meet the City's needs. Although there may be an immediate need for a parking structure already identified by the City for the Marina area plan, we believe the City should consider a feasibility study by DESMAN to review the site, number of spaces, constructability, program options, cost and financing to ensure the facility provides the best solution for the City. Furthermore, DESMAN needs to gain an understanding of the project so that it can be fully integrated into the PMP and supported by the recommendations in the most effective and efficient manner.

DESMAN has significant experience in strategizing the rollout or expansion of paid parking in a community, most recently in the Cities of Pompano Beach and downtown Hollywood and LBTS. Our approach to paid parking is that it most importantly provides a management tool that allows a city to manage parking behavior. Also of critical importance is that it creates a forecastable revenue source that can be used to financially support a parking system that meets the city's goals. We believe this is applicable to the City of Riviera Beach.

Figure 3 - Bicentennial Park Rendering

4 | Project Understanding & Approach

Review of current parking regulations, zoning codes and restrictions, and fee schedules need to be reviewed, or in some cases, created. Both the City, and particularly the CRA, have done a good job of defining their vision of parking as redevelopment occurs. This information will be reviewed and discussed with the City/CRA relative to the Goals and Objectives to determine the most effective recommendations for operational practices and policies regarding the following issues:

- Management and regulation of on-street parking (metered and unmetered parking policies ordinances, regulations, fines, time limits)
- Enforcement - ticket writing and fee collection procedures
- Off-street long-term (permit) parking policies (ordinances, regulations, policies, rates, fines)
- Zoning codes and regulations (including regulations for commercial parking)
- Parking permit program for City residents
- Enforcement of laws, regulations and codes concerning parking including adjudication
- Procedures to address security and safety of facilities (if warranted)

DESMAN will also review the connectivity of the pedestrian and vehicular system from parking areas to buildings, the beach or other destinations. Good connectivity (safety, lighting, shade, environment) can play a critical role in the success and effectiveness of a parking solution. DESMAN would evaluate pedestrian connectivity enhancements as a part of a PMP. Other components of the parking system that may need to be reviewed and recommendations developed should include:

- Anticipated changes in the parking system associated with paid parking in terms of demand, parking behavior and financial stability within the system
- Changes in policy and practice regarding the number and location of long-term (permits) spaces versus the number of short-term (visitor) spaces to be provided in parking facilities
- Potential for zoned parking fees reflecting supply/demand and destinations
- Guidelines for development of surface parking lots vs. structured parking
- Recommendations regarding the adequacy of mass transit or shuttle systems
- Vehicular access and circulation (including way-finding and mobile apps)
- Impact of technology on back office software, equipment (smart meters)
- Integration of mobile apps

Recommended changes in the parking system will be drafted and the impacts and benefits related to:

- The business community
- The beachfront and Ocean Mall area
- Streets, roadways, intersection operations
- Meeting the needs of the Ocean Mall and Marina projects
- Aesthetic considerations
- Land value and land use
- Actual cost of parking as related to payment in lieu of parking (PILOP)
- Identification of future parking expansion sites
- Ease and timing of implementation of improvements
- Construction cost estimates

The findings of this Task will be summarized in a Technical Memorandum as presented in Task 6.

Task 4 – PMP Needs and Financial Analysis

If the parking model and PMP analysis indicates that additional parking facilities or significant equipment or improvements having significant costs are recommended, DESMAN will incorporate those costs in a series of proformas that will model anticipated costs over time. If a parking structure is part of the recommendations (such as for the Marina area), then DESMAN would propose to conduct an evaluation to determine the most feasible and sustainable parking expansion.

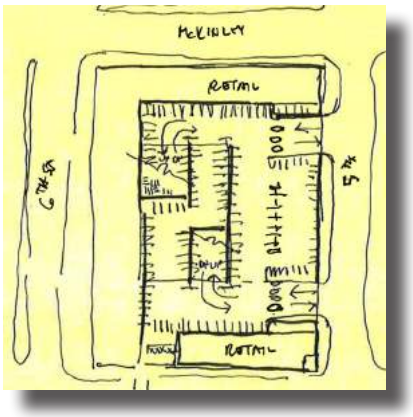
Feasibility recommendations and alternatives would likely include:

- Public parking opportunities throughout the City
- Parking solutions for specific public uses (parks, public facilities, beach)
- Site specific plans for Ocean Mall property
- Site specific plans for the Marina District
- Potential for P3 solutions

DESMAN
Design Management

4 | Project Understanding & Approach

Based on our experience in neighboring communities, we would suggest that a parking solution may exist in concert with a public private partnership that has not yet surfaced. LBTS continues to evaluate options that involve participation by the private sector. Pompano Beach, West Palm Beach, Miami Beach, Miami, North Miami Beach and Hollywood are all looking at P3 solutions. Since we are not intimately familiar with your system at this time, it may be that the CRA has already vetted all potential P3 solutions.



DESMAN's approach to parking facility and structure site feasibility studies involves the analysis of alternative sites interwoven with functional and aesthetic considerations. Often preliminary design analysis must often be performed to properly assess the suitability of alternate sites. DESMAN will analyze the potential placement of a building on the site, vehicular access points, adjacent roadway capacity and on-site vehicular and pedestrian circulation opportunities and constraints. Site availability constraints considered by DESMAN include site cost, public policy and regulations, highest and best use analysis, zoning restrictions, property easements and the character of the surrounding development.

The study will also address physical constraints such as existing site development demolition, drainage and utilities, excavation needs, other geotechnical requirements, surrounding elevations, space for construction staging, traffic management during construction and a minimum site footprint for efficient functional design of the parking structure.

DESMAN believes that the evaluation of potential parking expansion site alternatives must reflect the specific needs of the City. DESMAN will assist in evaluating each site in the most objective manner possible, weighting those criteria that are most important to the City. Tasks that may be appropriate

for a new parking structure include:

- Confirmation of the need to expand the parking system
- Review of existing vehicular and pedestrian access and circulation patterns for their relationship to existing and proposed facility sites
- Determination of whether any existing facilities can be expanded to meet area parking needs
- Evaluation of private sector participation (such as valet or potential for P3)
- Identification of possible sites for new parking facilities
- Design guidelines and scenario testing including development of conceptual layouts as well as cost estimates based on local unit costs per space
- Evaluation of various alternatives on the basis of criteria
- Operations and financial modeling and recommendations

Positive and negative aspects of each alternative will be identified and a preferred alternative(s) recommended to the City for comment. Construction and other related costs estimates will be based on typical parking related costs in the area.

	Projected Financial Performance				
	Year 1	Year 2	Year 3	Year 4	Year 5
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Garage & Lot Revenue	6,326,045	6,340,282	6,354,557	3,945,843	3,952,925
Parking Meters	4,629,051	4,642,608	4,656,205	4,669,843	4,683,523
Parking Ticket Revenue	**17,601,010**	**17,653,813**	**17,706,774**	**17,759,894**	**17,813,174**
Boot & Tow Revenue	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Other Revenue(5)					
Operating Revenue	29,756,106	29,836,703	29,917,536	27,575,581	27,649,621
Garage & Lot Expenses	(2,851,508)	(2,915,667)	(2,981,269)	(1,799,619)	(1,840,111)
Parking Meter Repair and Collections Expenses	(762,245)	(779,396)	(796,932)	(814,863)	(833,198)
Credit Card Processing Fees	(97,910)	(176,766)	(236,395)	(237,087)	(237,782)
On-Going Parking Meter Fees	(228,390)	(234,100)	(239,952)	(245,951)	(252,100)
Ticket Writing/Boot & Tow Expenses	(9,467,471)	(9,615,279)	(9,765,760)	(9,918,969)	(10,074,959)
Parking & City Admin Overhead	(2,599,008)	(2,657,486)	(2,717,279)	(2,778,418)	(2,840,932)
Operating Expenses	**(16,006,532)**	**(16,378,693)**	**(16,737,588)**	**(15,794,907)**	**(16,079,081)**
Net Profit (Loss)	1,594,478	1,275,120	969,186	1,964,987	1,734,093

The information and recommendations resulting from this task will be implemented into the financial proforma analysis. This financial analysis will identify the parameters and recommended changes to the parking system necessary to maintain a financially stable system.

A critical element of the study could be to identify funding mechanisms should the construction of one or more parking structures be recommended. Typically, communities like Riviera Beach rely on General Obligation Bonds for financing parking facilities. However, depending on the City's Goals and Objectives, the City may create a Parking Enterprise Fund with the goal of eventually funding projects supported by

parking system revenue. Other common methods of financing include:

- Parking revenue bonds (Parking Enterprise fund)
- Block grants
- Tax increment finance districts (CRA)
- Business improvement districts (usually only contributing towards financing)
- Special assessments against property owners (not likely a suitable solution because of the limited funds that can be generated and the small group of affected property owners)
- System revenue from user fees collected through the sale of permits, meters and fines

Although there is a limited history regarding parking system finances, we will want to review any available data for possible input to a pro forma baseline that will be developed in this task by DESMAN.

Forecasts of revenue, maintenance and operating costs, including the annual debt service associated with replacement or new construction and other system costs will be reviewed in the financial analysis.

These recommendations will provide the City with a methodology for their use in determining future rate changes as conditions dictate. Although we do not know the outcome at this point, it is likely that there will need to be a combination of paid parking and CRA financing to support the parking system PMP recommendations.

The study will examine these options and provide a recommendation as to the best financing option.

Task 5 – PMP Recommendations

Recommendations will be prepared and discussed with the City. Typically, recommendations go through several

iterations before a plan is set. Recommendations will address the analyses, findings and outcomes associated with each of the tasks listed above.

Peer City Rate Survey

To be clear, a proposal to conduct a peer city rate survey will be prepared based on the goals of the City. This task can be delivered in a number of different ways depending on what definition of the specific goals. The goal in the example shown in Table 1 was for LBTS to demonstrate that the rates being recommended were "in-line" and typical of the neighboring communities. There was a separate technical memorandum (later compiled into the PMP) addressing the rate study and how it was applicable to LBTS. DESMAN has conducted or gathered numerous rate studies including for Pompano Beach, LBTS, Coral Gables, Miami Beach, Hollywood and Fort Lauderdale.

Table 1 – Peer City Rate Survey for LBTS

Metric	City of Boca Raton	City of Delray Beach	City of Fort Lauderdale	City of Hollywood[1]	Town of Lauderdale-By-The-Sea	City of Pompano Beach[2]
Population	85,329	60,552	165,521	140,768	6,056	99,845
Metered Parking Spaces	369	646	10,396	4,164	540	1,105
Parking Rate	$1.00 to $2.00/hr	$1.50/hour	$1.75/hour	$2.00/hour	$1.25 - $1.50/hour	$1.25/hour
Standard hourly rates	City & Mizner lots $1.00 (7am-4:59pm), $2.00 (5pm-Midnight), east of A1A is $2.00	$1.50	On-street downtown ($1.25-$1.50), Beach $1.75	On-street free downtown (3hr limit 8am-8pm), Downtown garage ($1/hr $15max), Beachside $2.00	West Commercial $0.50, A1A $1.25, Beachside $1.50	$1.25 all meters on- and off-street. To be increased within 6 months
Beach Rates (per hour)	$2.00	$1.50	$1.75	$2.00	$1.50	1.25[1]
Parking citation fee	$35.00	$35.00	$32.00	$20.00	$25.00	$35.00
Parking citations projected in FY 2014	18,617	11,705	114,000	27,936	4,751	5,454
Parking citations revenue projected FY 2014	$651,602	$313,776	$2,850,000	$571,580	$123,400	$202,789
Total parking revenues projected FY 2014	$1,200,000	$1,242,361	$14,500,000	$6,551,550	$1,553,982	$1,684,274
Citations per space/year	50.45	18.12	10.97	6.71	8.80	4.94
Citation revenue as percent (%) of parking revenue	54%	25%	20%	9%	8%	12%
Parking citation written by	City Staff	Delray Police Dept and Police Volunteers	City Staff Only	Parking Staff and Police Staff	Third party - Standard Parking Inc.	BSO
Contact information	Chairman, Parking Admininistration	Clayton Gilbert, Scott Aronson (561) 243-7196	Brian McKelligett, Parking Services Mgr (954) 828-3792	Rosanne Regan Financial Analyst (954) 921-3566	Town Hall	Linda Dye, Revenue Collection Mgr

[1] Hollywood shows weekend rate, weekday is $1.50/hour Marina rate is $1/hour

[2] City of Pompano Beach will be increasing rates to $1.75 to $2.00 per hour in 2015.

Task 6 – Stakeholder Involvement

In some communities, stakeholder involvement is a critical element to implementing changes to a parking system. This may not be the case in Riviera Beach since the parking system is still in its early phases of development. However, if a stakeholder process is desired by the City, the following are the typical milestones for releasing information and obtaining feedback:

1. Project initiation: an opportunity for Stakeholder input and comment at the initial stages of the project in addition to an assessment of what is working and what isn't working
2. Preliminary study findings
3. Study findings
4. Presentation to Stakeholders
5. Presentation of Recommendations to City Planning or Council

As a minimum, we concur with the City that the PMP should include DESMAN's assistance in developing coalitions and partnerships with business community organizations and major stakeholders, specifically identifying opportunities for long-term parking leasing.

The lowest possible cost to the City of proving parking is to have someone else provide it or to share the use of existing surface lots to help meet the various needs of the City. We are actively pursuing these types of solutions in Pompano Beach, LBTS and Hollywood.

Deliverables and Reports

Development of a PMP typically has several milestones where documentation is necessary. Typically, the following would comprise the deliverables for a PMP:

- Workplan, including progress schedule (to be submitted before the kick-off meeting)

- Technical memoranda for major tasks (see description below)
- Study report (see description below)
- A color, reproducible electronic file of the report in Acrobat pdf format.

All geographic-based data is recommended as compatible with existing electronic mapping format (as appropriate).

- Technical Memorandum No. 1 clearly defining the City's ***Goals and Objectives*** as discussed above.

- Technical Memorandum No. 2 will identify and provide an analysis of the ***Physical Inventory and Analysis*** of the parking system including future development impacts.

- Technical Memorandum No. 3 will include the framework of the PMP by providing recommendations for the ***Parking Management and Operations*** of the parking system.

- Technical Memorandum No. 4 will document the ***PMP Needs and Financial Analysis*** including recommendations for financing improvements.

- Technical Memorandum No. 5 is a clear and concise summary of the ***PMP Recommendations*** as a stand-alone document, similar to an Executive Summary.

- Technical Memorandum No. 6 will summarize the ***Stakeholder Involvement Plan*** (before implementation) and the results, findings and recommendations.

DESMAN
Design Management

4b | Similar Project Experience

TOWN OF LAUDERDALE-BY-THE-SEA
Parking Strategic Plan
Lauderdale-by-the-Sea, FL

Reference:
Mr. Bud Bentley
Assistant Town Manager
4501 N. Ocean Drive
Lauderdale-by-the-Sea, FL 33308
p. 954.640.4212
e. BudB@lauderdalebythesea-fl.gov

Start/Completion Dates: May 2014 - Present (still under contract for continuing services)

Summary
The Town of Lauderdale-By-The-Sea is a coastal community of 6,135 year round residents, and a winter seasonal population of twice that amount. All public parking facilities and the Town's commercial district are located in the southern portion of the Town, which is the residential and commercial district bounded by Pine Avenue on the north, the southern boundary of the Town, which abuts Fort Lauderdale's Galt Ocean Mile area, the Atlantic Ocean on the east, and the Intracoastal Waterway on the west. The Town's economy is based on tourism and its seaside location. The prime demand for parking east of Seagrape Drive comes from day visitors who come to use the Town beach, patrons of the vibrant restaurant scene in Town, and people who enjoy the weekend outdoor entertainment that is offered by several restaurants. West of Seagrape Drive the parking demand is generated by employees of the businesses along the west Commercial Boulevard corridor, retail shops and restaurant patrons, a variety of medical and service businesses located in that area.

DESMAN spent approximately six months developing a Parking Strategic Plan (PSP) to address how the Town of Lauderdale-by-the-Sea (the Town) could best meet the public parking demand over the next five and ten year periods. The recommenation of this PSP were developed to support and reflect the Town's commitment to maintain and enhance its existing character, to resolve undersupply in parking in a financially feasible manner, and support the Town Commission's view of the role of public parking in promotion business development.

The Town Commission endorsed nearly all recommendations in the study. ***These recommendations are summarized in the Parking Strategic Plan included in the Appendix - Section 8 of this proposal. A market rate study was conducted as part of this study and can be found in Chapter 4. Parking Market Rates and Parking Management through Pricing.***

DESMAN
Design Management

4b | Similar Project Experience

CITY OF HOLLYWOOD
Parking Master/Management Plan
Hollywood, FL

Reference:
Tamikia Bacon
Interim Parking Manager
City of Hollywood
2600 Hollywood Blvd
Hollywood, FL 33020
p. 954.921.3548
e. TBacon@hollywoodfl.org

Start/Completion Dates: May 2014 - September 2015 (under contract for implementation)

Features
Key elements of the Management/Master Plan will be an evaluation of privatization (in whole or in part) and the development of specifications for a third-party data management system for e-permitting, citation management, and associated enforcement.

Summary
DESMAN was retained by the City of Hollywood to deliver to the Office of Parking a Management/Master Plan that outlines in detail the steps necessary to improve the efficiency and sustainability of the public parking system. The Plan assesses current and future market conditions, review of the physical condition of the Office of Parking's assets in downtown Hollywood and along the beach front, and makes policy, procedure, rates and fee recommendations which would improve the parking system's performance both operationally and financially. Key elements of the Plan was an evaluation of privatization (in whole or in part) and development of specifications for a third-party data management system for e-permitting, citation management, and associated enforcement, adjudication, and revenue collection. DESMAN provided the City Commission and the Office of Parking an understanding of parking best management practices, market value, the role of the public sector in meeting downtown and beach front parking needs, and how those responsibilities could be met through the use of in-house and/or contract management services, aka privatization.

A summary of the key findings conclusions and recommendations are included in the Appendix - Section 8 of this proposal. City of Hollywood Parking Management/Master Plan including a market rate study in Chapter D "Parking Market Rate Review."

DESMAN
Design Management

4b | Similar Project Experience

POMPANO BEACH COMMUNITY REDEVELOPMENT AGENCY (CRA)
Parking Enterprise Fund / Financing Mixed-Use Parking Studies
Pompano Beach, FL

Reference:
Mr. Christopher Brown/Kim Breismeister
Co-Executive Directors
Pompano Beach CRA
City of Pompano Beach
100 W. Atlantic Blvd, Room 276
City of Pompano Beach, FL 33060
p. 954.786.7834
e. chris@rma.us.com
e. kim@rma.us.com

Summary
DESMAN provided assistance to the Pompano Beach CRA to plan and implement a new parking enterprise fund to finance a series of parking garages that support the CRA's Master Plan. The team is currently focused on completing the financial aspects of the enterprise funding and specific project funding as well as determining the functional design and mixed-use opportunities related to programming three of the proposed garages.

One garage will serve a new City Performing Arts Center and Public Library as well as provide parking for the City Hall, a second garage will serve several new redevelopment projects and existing development located in the Beach District and a third garage will support the proposed Pier Development project.

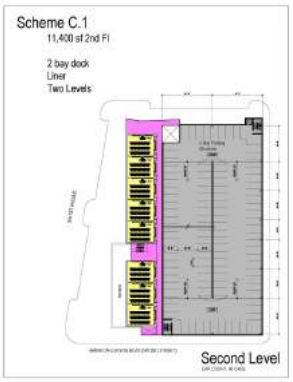
All three garages will likely involve additional uses. The design team (DESMAN, LMG and HOK) evaluated a 530 space garage and a 20,000 square foot liner along one edge that will provide future community college classroom space. This is the site located adjacent to the City Hall across a street from the new Performing Arts Center. The design team also evaluated several sites along Highway A1A in the East CRA across from the beach for the construction of a 500 space parking garage with the potential for a community center on the top level and/or incorporation of commercial uses located at-grade. While the third site is beachside and will include about 300 spaces and approximately 10,000 sf of commercial use.

The study was completed in mid-2013 and renderings and cost estimates were then prepared so that the Team and the City can evaluate the funding sources and financing options. Since that time, the City has started constructin of their first parking structure on the beachfront.

DESMAN
Design Management

4b | Similar Project Experience

POMPANO BEACH COMMUNITY REDEVELOPMENT AGENCY (CRA)
Site Feasibility Studies for Mixed Use Parking Faciities
Pompano Beach, FL



Reference:
Mr. Christopher Brown/Kim Breismeister
Co-Executive Directors
Pompano Beach CRA
City of Pompano Beach
100 W. Atlantic Blvd, Room 276
City of Pompano Beach, FL 33060
p. 954.786.7834
e. chris@rma.us.com
e. kim@rma.us.com

Summary
DESMAN provided assistance to the Pompano Beach CRA to determine the functional design and mixed-use opportunities related to two new proposed garages.

One garage will serve a new City Performing Arts Center and Public Library as well as provide parking for the City Hall, while the other proposed garage will serve several new redevelopment projects and existing development located in the Beach District.

Both garages will likely involve additional uses. The design team including DESMAN and HOK (and later Perkins and Will) evaluated several alternatives including a 530-space garage and a 20,000 square foot liner along one edge that will provide future community college classroom space or potentially other office uses. This is the site located adjacent to the City Hall across the street from the new Performing Arts Center.

The design team also evaluated several sites along Highway A1A in the East CRA across from the beach. This site was studied as a location for a 500-space parking garage with the potential for a community center on the top level and/or incorporation of commercial uses as liners located at-grade.

The study was completed and the City moved forward, secured funding and the garage is expected to be open by Summer 2016.

DESMAN
Design Management

4b | Similar Project Experience

CITY OF WEST PALM BEACH
Parking Operations and Management Plan
West Palm Beach, FL

Reference:
Mr. Christopher Zacharitz
Parking System Administrator
City of West Palm Beach
500 Banyan Blvd
West Palm Beach, FL 33401
p. 561.822.1508 e. czachritz@wpb.org

Summary
DESMAN was contracted by the City of West Palm Beach, Florida to develop a Parking Operations and Management Plan. The study included an analysis of the existing conditions of the parking program in the City of West Palm Beach with the goal of developing a plan that will cut annual operational costs, increased financial accountability, incorporates state-of-the-art parking industry technology and increased overall customer service levels for all divisions of this agency. As part of the analysis of the parking system, it was necessary to review programs, policies and management structures associated with the delivery of on and off-street parking services. This included an analysis of on-street and off-street parking rates, charges for parking violations, creation of valet parking ordinances, review the current management structure, and an analysis of the condition of the City's existing parking facilities. A goal of the study was to centralize the parking management responsibilities, return the parking system to profitability, and remove the financial responsibilities of the City with respect to operation of the parking system and transfer those responsibilities to a recreated Parking Department operating as a fully self-supporting Enterprise Fund.

Project Summary
Over the past decade, the City of West Palm Beach has undergone significant redevelopment changes. In 1996, the City of West Palm Beach decided to privatize its on-street and off-street program and reassign parking enforcement duties to the Police Department. The purpose of this exercise was to provide greater levels of operational flexibility and to possibly reduce annual operating costs.

During the initial conversion to private management of parking in the City of West Palm Beach, service levels and operational flexibility increased slightly. However, financial accountability...

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4b | Similar Project Experience

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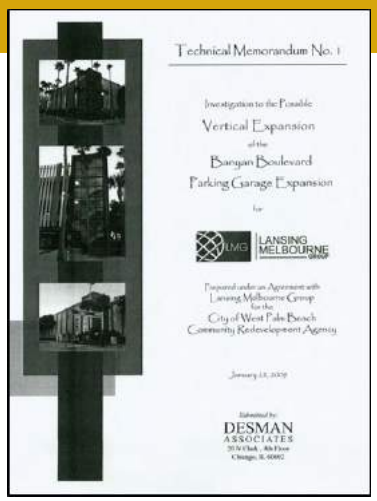
| City of West Palm Beach, Parking & Operations Management Plan |

and interaction between the Police Department and the on-street parking program suffered somewhat. Audits conducted by the City in association with DESMAN personnel indicated that if the City were to take a private-sector approach to parking management that the City itself could achieve the same results as the private-sector without sharing revenues generated by the parking program. In addition, parking rates and charges needed to be adjusted upward and become market driven for the parking system to maintain its ability to grow with the City's economic development initiatives. Recognizing the need for change, the City proposed the recreation of the Parking Department to improve the delivery of parking services and to remove shortfalls in annual revenue from the City's general fund budget.

DESMAN quantified the costs that would be incurred to make the Parking Department solvent. DESMAN'S financial analysis set forth a timeline and roadmap for the authority's future growth and activity. Changes in legislation were recommended that included on-street and off-street parking rates as well as rates for valet parking that was now becoming popular in the City.

DESMAN
Design Management

4b | Similar Project Experience



WEST PALM BEACH COMMUNITY REDEVELOPMENT AGENCY
The Banyon Street Garage
West Palm Beach, FL

Reference:
Ms. Kim Briesmeister,
Executive Director
West Palm Beach CRA
PO Box 3366
West Palm Beach, FL 33402
p. 561.822.1450 e. kim@rma.us.com

Summary
DESMAN was retained by the City as a sub consultant to Lansing Melbourne Group to investigate the possible vertical expansion to the existing Banyan Boulevard Parking Facility.

The Banyan Garage is located on the north half of the block fronted by Banyan Blvd. on the north, Olive to the west and Narcissus to the east. The deck was designed in 1978, and contains approximately 400 parking spaces on four parking levels. DESMAN provided an opinion of probable costs and feasibility of the expansion based upon information gathered at the site, review of the original construction documents as prepared in 1978 by Ramp Engineering, and the recent restoration drawings prepared by Slider Engineering Group.

DESMAN performed a preliminary analysis that indicated the addition of one additional level (120 new parking spaces) is achievable, while two levels is probably not realistic based on construction logistics and cost.

DESMAN
Design Management

709 ALTON ROAD MIXED USE PARKING FACILITY
and 1212 LINCON ROAD MIXED USE PARKING FACILITY
Miami Beach, FL

Reference:
Bob Bistry, AIA
Vice President/Practice Leader
Perkins + Will
806 Douglas Road
Suite 300
Coral Gables, FL 33134
p. 773.791.1287
e. Bob.Bistry@perkinswill.com

Summary
Crescent Heights Development is planning a multi-space state-of-art mixed use parking structure that will provide a unique development opportunity in the City of Miami Beach. This four level facility is proposed to provide approximately 30,000 square feet of ground floor commercial area that will have two levels of parking above which will be capped by 25,000 square feet of office and a green roof terrace.

Currently, it is envisioned that Baptist Health of South Florida will be the primary and maybe the sole tenant of the commercial and office space. As such, this becomes a BHSF facility that will provide emergency and walk-in health care for the immediate community. It is expected that the facility will provide approximately 200 spaces that will serve primarily the development and perhaps in off-park periods, the surrounding community. DESMAN is providing parking consulting and structural engineering services to the prime architect Perkins & Will.

DESMAN
Design Management

4b | Similar Project Experience

MIAMI-DADE COUNTY PARKING STUDY
Miami, FL

Reference:
Grisel M. Rodriguez
Zoning Information Supervisor
Miami Dade County - Dept of RER
111 NW First St, 11th Floor
Miami, FL 33128
p. 305.375.1806 e. griz@miamidade.gov

Summary
DESMAN was retained by the Miami Dade County Development Services Division, Department of Regulatory and Economic Resources to review and recommend updates to the current parking regulations with regard to parking ratios, implementation and application of shared parking and current administrative practices and procedures for review of development parking at the applicant permit stage.

As part of the study, DESMAN is charged with developing recommendations to update the County's somewhat outdated parking land use codes for all land use types throughout the County including highly urbanized areas as well as less intensely developed areas. DESMAN is working with the County and recommending some reorganization of the land use types including expansion and refinement to the current land use categories. The results of the study will have wide-ranging impacts on development in the county. The study recommendations have yet to be fully adopted by the County.

DESMAN
Design Management

4b | Similar Project Experience

TOWN OF JUPITER
Harbourside Place
Jupiter, FL

Reference:
Ryan Miller
Alied Capital and Development
of South Florida
1295 US Highway #1
North Palm Beach, Fl 33408
p. 561.799.0050
e. Ryan@acdofsouthflorida.com

Summary

DESMAN was retained by Allied Capital and Development of South Florida at the request of the Town of Jupiter to provide a review of two parking garages providing approximately 900 parking spaces. The parking garages were initially designed using parking geometrics that were not in compliance with Town standards nor were they similar to industry accepted best practices. DESMAN conducted a review of the Town's parking standards as they applied to the two parking garages.

The plans reviewed by DESMAN indicated a double-loaded two-way parking bay width of standard stall size of 9'0" x 17'6" and a drive aisle of 24'0" resulting in a double loaded two-way parking bay width of 59'0". A 59'0" wide double-loaded parking bay width with 90° parking and 9'0" wide stalls would provide between a medium and high level of comfort for parkers. The depth of the parking stalls was less critical given the 59'0" bay width and in fact worked more efficiently striped as 17'0" in length. The shorter stall length tends to encourage parkers to more fully pull up into the furthest point of the stall which maximizes the drive aisle width. A wider drive aisle enables parkers to more easily maneuver into a parking stall. Based on our experience and expertise, as well as recommendations developed by the Parking Consultants Council, the proposed geometry by DESMAN would be expected to provide between a medium and high level of comfort for parkers.

Following DESMAN's presentation, the Town Council requested that DESMAN provide a review of their current parking standards and recommend a new standard based on national norms and standards.

DESMAN
Design Management

4b | Similar Project Experience

TOWN OF BAR HARBOR
BACKYARD LOT PARKING STUDY
Supply/Demand Analysis, Alternatives Analysis, Site Feasibility, TDM Assessment, Policy Review, and Financial Feasibility Study
Bar Harbor, ME

Reference:
Mr. Paul Paradis
Chairman, Bar Harbor Town Council
93 Cottage Street
Bar Harbor, ME 04609
p. 207.288.8995
e. pparadis@barharbormaine.gov

Summary
In March of 2013, the Town of Bar Harbor issued a RFP inviting qualified firms to submit proposals to execute a feasibility study. Bermello Ajamil & Partners, Inc. (Bermello Ajamil) and DESMAN submitted a proposal to provide these services and were engaged under contract in June of 2013. The objective of this engagement was to determine if the area known at the 'backyard parking lot' could support development of a parking structure. This study was divided into four phases:

- Phase 1: Site Feasibility.
- Phase 2: Existing Conditions Assessment.
- Phase 3: Future Conditions and Alternatives Analysis.
- Phase 4: Financial Feasibility Assessment.

The initial assessment demonstrated the Town was subject to substantial parking shortages during the summer months. The project team developed a number of options for addressing these issues, including scenarios for introducing structured parking, expanding existing parking, developing a satellite parking facility with shuttle service and developing infrastructure to better support bicycle travel and walking. The project team hosted a number of public forums and workshops to vet the options and identify a final scenario, which was the subject of the financial feasibility analysis. Feasibility of the project rested upon the Town converting from a 'free' to 'fee for use' parking environment and DESMAN prepared an analysis detailing how the Town to accomplish this in a step-by-step format which preserved the fiscal viability of the project while acknowledging the political ramifications of such a conversion.

DESMAN
Design Management

4b | Similar Project Experience

CITY OF NIAGARA FALLS
Parking Management Plan
Niagara Falls, NY

Reference:
Donna D. Owens, CPM
City Administrator
City of Niagara Falls
745 Main Street
Niagara Falls, NY 14302
p. 716.286.4320
e. donna.owens@niagarafallsny.gov

Summary

DESMAN was retained by the City of Niagara Falls to develop a comprehensive parking management program and associated procedures for the City's downtown tourist district. As the management program needed to be flexible to future changes in parking demand and utilization, the first phase of the assignment required an evaluation of the city's existing parking assets, recording parking utilization in both public and private lots/ramps, and assessing the impact that known, proposed, and potential development would have on the parking system.

DESMAN's study examines parking policies and regulations that influence or dictate parking enforcement strategies, parking lease agreements between the City and the private sector, and the form and function of private sector parking operations through zoning and code enforcement. This initial evaluation includes basic recommendations and alternatives for improvement. It identifies parking industry and municipal best management practices for parking operations, policy development, and the appropriate use of technology and access and revenue control. Finally, the program details operating strategies, equipment acquisition and installation, costs estimates, financial performance, and an identification of management roles and responsibilities.

The recommendations contained in the study were formulated based on the unique circumstances, resources, capabilities and opportunities of the City. The recommendations addressed how the parking system can be better organized, managed and regulated to support downtown commerce and achieve improved financial performance. It also presents recommendations for staffing and fee/rate changes, parking equipment procurement, contracted services, cost estimates, preliminary revenue projections, and an implementation schedule. DESMAN was subsequently rehired to assist the City with the procurement of parking access and revenue control equipment and multi-space parking meters.

4b | Similar Project Experience

PTC
Transportation Consultants

City of Wellington
Ongoing (1999-Today)
Pinder Troutman Consulting, Inc. (PTC) is currently providing transportation planning and traffic engineering services to Wellington. As part of this ongoing contract, PTC has completed reviews of traffic studies and site plans submitted by applicants for site plan approval. These reviews included a determination of compliance with traffic performance and access management standards. PTC also completed a detailed parking analysis of Wellington's new City Hall that was relocated next to the adjacent community center. Additionally, PTC has completed intersection crash data analysis, four-way stop warrant analyses, comprehensive plan transportation analyses and reviews, speed studies and short and long range traffic capacity analyses for the Evaluation and Appraisal Report. Participation at staff meetings, development review committee meetings and public hearings is also included in the services.

Hyatt Place Boca Raton
2007
PTC completed traffic concurrency, shared parking and site specific studies for a 170 room hotel located on Yamato Road, west of I-95 in the City of Boca Raton. The studies were conducted to determine compliance with Palm Beach County and City of Boca Raton Standards. A parking accumulation count was completed for the existing hotels on the site to determine the parking rate to be utilized. A parking garage with 309 spaces was reviewed for vehicular access, circulation and a functional analysis was performed.

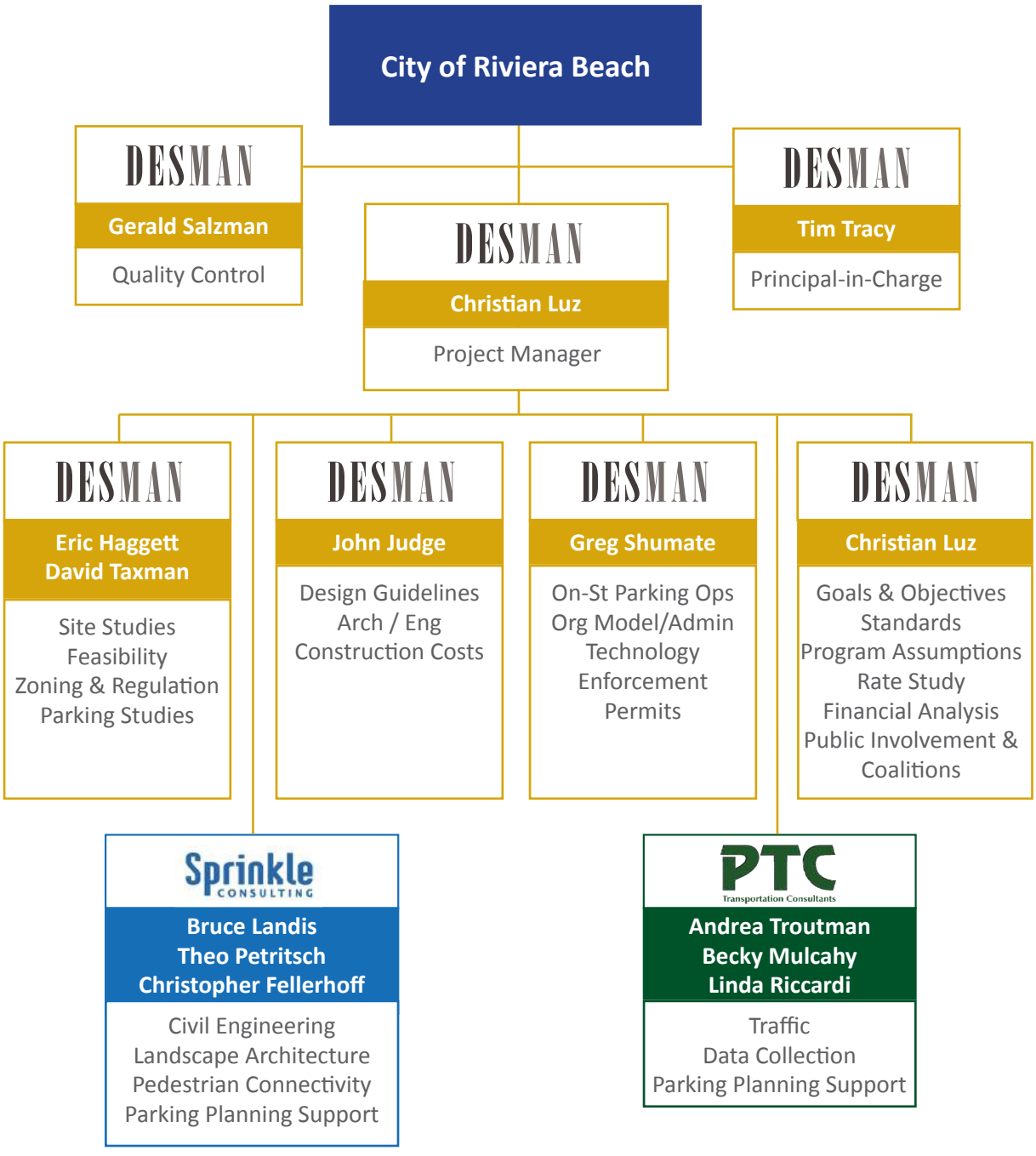
City of Palm Beach Gardens
Ongoing (2009-Today)
PTC is currently providing transportation planning and traffic engineering services to Palm Beach Gardens. As part of this contract, PTC has completed reviews of traffic studies, parking studies and site plans submitted by applicants for site plan approval. These reviews included a determination of compliance with traffic performance and access management standards. PTC also completed a detailed mobility plan for the main corridor in the City which addressed transit, bicycle and pedestrian users. The transit plan established routes, schedules, stops and headways for two trolley systems with examination of costs and potential funding sources.

DESMAN Design Management

Sprinkle CONSULTING Active Transportation Planners+Engineers

PTC Transportation Consultants

4c | Organization Chart



CHRISTIAN R. LUZ, AICP
Project Manager

Total Yrs Experience
32

Years at DESMAN
5

Education
University of Wisconsin
B.S., Civil and Environmental Engineer
M.S., Civil Engineering

Active Registrations
1P.E.- Wisconsin
AICP- American Institute of Certified Planners

Affiliations
Board Member- City of Fort Lauderdale Beach Redevelopment Advisory Board (CRA)

Urban Land Institute Shared Parking Special Advisor

American Planning Association PAS Technical Advisor

IPI Instructor-IPI-Certified Administrator of Public Parking (CAPP) Program

American Society of Civil Engineers

International Parking Institute

Mr. Luz is a Principal with DESMAN and leads their South Florida office. He has a BS in Civil and Environmental Engineering and a MS in Civil Engineering specializing in Planning. Mr. Luz is also a registered professional engineer (in WI) and a certified planner. He has extensive experience in the conduct of a wide variety of transportation planning, parking studies, financial feasibility and traffic engineering studies.

Mr. Luz has conducted hundreds of transportation planning and parking feasibility studies and one of his specialty areas includes parking master planning and associated development of financial analyses including pro formas necessary to support and/or address financing options for parking and transportation infrastructure improvements. His clients include downtown community colleges, universities, corporate and medical campuses, retail centers, shopping malls and centers, municipal economic development corporations, institutional and private sector clients, transit agencies, metropolitan planning organizations, including dozens of cities and parking authorities. His leadership, experience and continued involvement in professional societies and research keep Mr. Luz on top of current state-of-the-art traffic and parking practices.

Mr. Luz will be the Project Manager for this assignment. In addition to Project Manager, his role will also include: Goals and Objectives, Standards, Program Assumptions, Rate Study, Financial Analysis, and Public Involvement & Coalitions.

Similar Experience listed below and detailed profiles included in this proposal.

- Town of Lauderdale-By-The-Sea, FL - Parking Strategic Plan
- City of Hollywood, FL - Parking Master/Management Plan
- Pompano Beach Community Redevelopment Agency (CRA) - Parking Enterprise Fund/Financing Mixed-Use Parking Studies
- City of West Palm Beach, FL - Parking Supply & Demand and Feasibility Study; Parking Operations & Management Plan; Banyon Street Garage Expansion

CHRISTIAN R. LUZ, AICP
Project Manager continued

- Miami-Dade County, FL - Parking Study
- Town of Jupiter, FL - Harbourside Place Review

References

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3209 West Michigan Avenue
Lansing, MI 48917
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Arthur Noriega, Chief Executive Officer
Miami Parking Authority
Procurement Department
40 N.W. 3rd Street, Suite #1103
Miami, FL 33128
P: 954.786.5535 E: anoriega@miamiparking.org

Christopher Brown / Kim Breismeister - Co-Executive Directors
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City of Pompano Beach
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City of Pompano Beach, FL 33060
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Dan O'Neil, At-Large Alderman
City of Manchester
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Manchester, NH 03104
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4c | Key Personnel Resumes

TIMOTHY TRACY
Principal-in-Charge

Total Yrs Experience
29

Years at DESMAN
19

Education
NJ Institute of Technology
Newark, NJ
B.S. Civil Engineering

Previous Experience
Storch Associates, Sr. Engineer (1992-1994)
Simoff Engineering, Project Manager (1984-1992)

Affiliations
Institute of Transportation Engineers

National Parking Association

International Parking Institute

Mr. Tracy is an Executive Vice President and is involved with and oversees the transportation and parking planning assignments and project management for the firm. Mr. Tracy's experience is in transportation and parking planning and traffic engineering. He has worked on both public and private sector projects for the past fourteen years and has designed and managed a diversified number of projects. Through this involvement, he has developed a wide range of planning studies that include feasibility, master planning, traffic impact, parking demand and municipal parking programs.

Mr. Tracy has been involved in developing parking and transportation master plans for institutional, corporate, transportation agencies, municipal and medical facilities. Through this experience, conceptual and functional planning techniques have been applied to integrate internal roadway circulation and access, pedestrian movement and geometrics into short and long-range infrastructure improvements and master plans.

Additionally, Mr. Tracy has served as Project Manager and Principal-in-Charge on numerous parking projects ranging from feasibility studies, functional design planning to preparation of construction documents. Mr. Tracy is applying his transportation/parking expertise by providing his clients with infrastructure improvement programs, operational consulting and master plans.

Mr. Tracy has been involved with countless Municipal Parking Projects throughout the United States. This experience extends to both free standing and mixed-use projects. He will oversee this project assignment including the preparation of initial design concepts and cost estimates. Mr. Tracy's experience enables him to assume any and all responsibilities as is necessary throughout the duration of this project in support of the project team. He will ensure that the necessary corporate resources are available in the efficient and expeditious completion of these services and in ensuring Client satisfaction.

TIMOTHY TRACY
Principal-in-Charge continued

References

Mr. Salvatore Pinto, Mayor
City of Easton, PA
1 S. Third Street, 3rd Floor
Easton, PA 18042
P: 610.250.6620

Ms. Rita McNany, Parking Services Manager
City of Summit, NJ
512 Springfield Ave
Summit, NJ
P: 908.277.3423

Mr. Tony Perez, Executive Director
Paterson Parking Authority, PA
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Paterson, NJ
P: 973.977.3999

Ms. Carla Mazza, Executive Director
Elizabeth Parking Authority, Elizabeth, NJ
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Elizabeth, NJ
P: 908.353.0949

Mr. Norman Guerra, CEO
Hudson County Improvement Authority
830 Bergen Ave, 9th Floor
Jersey City, NJ 07306
P: 201.324.6222

DESMAN
Design Management

GERALD SALZMAN, AICP
Quality Control

Total Yrs Experience
30

Years at DESMAN
11

Education
Master of Urban Planning, Transportation, Texas A&M University, 1979

Master of Arts, Urban History, University of Houston, 1975

Bachelor of Arts, Economic History, University of Rochester, 1973

Active Registrations
Registered Planner, American Institute of Certified Planners (AICP)

Affiliations
Member, International Parking Institute

Fellow, Institute of Transportation Engineers

Mr. Salzman has been conducting parking and traffic studies at consulting firms for 30 years. He brings vast experience in planning effective parking and traffic systems for cities, suburbs, industrial corridors, mixed-use developments, hospital and medical center campuses, and colleges and universities across the country. Mr. Salzman has been extensively involved in the sale or long-term lease of parking assets (privatization) by cities and universities. He is also currently working with Cornell University to help them obtain Green certification for two parking garages on campus. The proposed garage certification is the initial step in Cornell's goal to obtain Green certification for the entire parking and transportation system.

Some of Mr. Salzman's other project experience includes:

Downtown Parking and Transportation Planning

- Bricktown Area - Oklahoma City, OK
- City of St. Louis, MO
- University Circle Neighborhood - Cleveland, Ohio
- City of McCall, ID
- City of Evanston, IL
- Village of Western Springs, IL
- Village of Arlington Heights, IL
- Village of Cary, IL
- City of Stamford, CT
- City of Milwaukee, WI
- Texas Medical Center - Houston, TX

Neighborhood Parking and Traffic Planning

- Village of Frankfort, IL
- City of Chicago, IL
- City of Geneva, IL
- City of St. Charles, IL
- German Village - Columbus, OH

GERALD SALZMAN, AICP
Quality Control continued

References

Mr. L. Jared Boyd, Chief of Staff and Counsel
City of St. Louis Treasurer's Office
133 South 11th Street, Suite 530
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Mr. Norman L. White, Director
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1600 West Lafayette Avenue
P: 313-221-2516 E: norwhi@detroitmi.gov

Mr. Hugh E. Kierig, AICP
Director of Parking & Transportation
West Virginia University
3040 University Avenue
PO Box 6561
Morgantown, WV 26506-8561
P: 304.293.9095 E: hugh.kierig@mail.wvu.edu

Ms. Claire Goodman, Senior Managing Consultant
Public Financial Management, Inc.
222 North LaSalle Street, Suite 910
Chicago, IL 60601
P: 312.523.2433 E: GOODMANC@pfm.com

Mr. David G. Onorato, Executive Director
Pittsburgh Parking Authority
232 Boulevard of the Allies
Pittsburgh, PA 15222
P: 412.560.2511 E: donorato@pittsburghparking.com

DESMAN
Design Management

ERIC HAGGETT
Parking Planner

Total Yrs Experience
8

Years at DESMAN
8

Education
Ohio University
Athens, Ohio
B.B.A. Finance and Economics

Active Registrations
Green Garage Assessor

Mr. Haggett provides analytical and planning services for DESMAN. Specifically, Mr. Haggett has been involved in parking needs analysis, financial feasibility analysis, revenue analysis, and shared use parking analysis. As a certified Green Garage Assessor, Mr. Haggett acted as a consultant to Cornell University during the recent certification of their Forest Home Garage as a Certified Green Garage and is also currently working with California Polytechnic University (Cal Poly), Pomona, which is attempting to earn Green Garage Certification for a new 1,800-space parking facility currently under construction. Eric's role on this assignment will include: Site Studies, Feasibility, Zoning & Regulation and Parking Studies.

The following are some of the projects Mr. Haggett has worked on with DESMAN:

- Cornell University Green Garage Certification, Ithaca, NY
- California State Polytechnic University Green Garage Certification, Pomona, CA
- Yankee Stadium Parking System Operations Analysis, Bronx Parking Development Company, LLC, New York, NY
- Quincy Center Redevelopment Project Parking Demand Study, Quincy, MA
- Veterans Administration Parking Demand Model and Design Guide, U.S. Department of Veterans Affairs, Office of Construction and Facilities Management, Nationwide
- Nashville Airport Parking Operational Review, Nashville, Tennessee
- McGill University Health Center Glen Campus Study, Montreal, Quebec, Canada
- Humber River Regional Hospital Parking Study, Toronto, Ontario, Canada
- Financial Review of the Long-Term Concession and Lease of the Chicago Metered Parking System, Morgan Stanley Infrastructure Partners, Chicago, IL
- Financial Analysis and Condition Appraisal of the Los Angeles Public Parking System, Los Angeles, CA

ERIC HAGGETT
Parking Planner continued

References

Mr. Eric Twarog, AICP
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Pkg Depts
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Mr. Norman White, Director
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DESMAN
Design Management

DAVID TAXMAN, P.E.
Parking Planner

Total Yrs Experience
10

Years at DESMAN
10

Education
University of Wisconsin
Madison, Wisconsin
Graduated in Dec. 2004
B.S. in Civil Engineering

Univ of Illinois – Chicago
Chicago, Illinois
Graduated in Aug. 2010
Master of Arts Real Estate

Northwestern University
Evanston, Illinois
Traffic and Transportation Engineering Seminar

Licensed Professional Engineer in Illinois, Virginia, Maryland, and D.C.

Licensed Green Garage Assessor

Affiliations
Member, Institute of Transportation Engineers

Member, American Planning Association

Mr. Taxman provides analytical and planning services for DESMAN. He is involved with all technical aspects of the planning and management of parking and traffic studies, including data collection supervision, data analysis, and report production. He has also been project manager for a variety of traffic and parking study projects. David's role on this assignment will include: Site Studies, Feasibility, Zoning & Regulation and Parking Studies.

Mr. Taxman has been involved in a parking study which has analyzed the entire parking conditions for the City of Waukegan, Illinois and the Bricktown area in Oklahoma City, Oklahoma. This included an analysis of the existing and future parking supply/demand relationship, parking rates, shared parking opportunities, ideal future locations for parking and recommendations for the management/organization of on and off-street parking. He has also performed comprehensive transportation studies for the following projects: University Circle area in Cleveland, Ohio, the downtown area of Leonardtown, Maryland, the downtown area of Rockville, Maryland, Saadiyat Island in Abu Dhabi, UAE, and Dhahran Health Center, Saudi Arabia.

- St. Louis Treasurer's Dept Parking Study - St. Louis, MO
- Downtown Waukegan Parking Study - Waukegan, IL
- Chicago Park District Parking Study - Chicago, IL
- City of Wildwood Parking Study - Wildwood, NJ
- Bricktown Parking Study - Oklahoma, OK
- Oklahoma State University Parking Study - Stillwater, OK
- Erie Parking Authority Parking Study - Erie, PA
- Various Traffic Impact Analyses - City of Chicago, IL
- City of Los Angeles Parking System - Los Angeles, CA
- Ballpark Village Feasibility Study - St. Louis, MO
- The Boulevards Shared Parking Analyses - St Louis, MO
- Scottsdale Crossing Shared Parking Analyses - Scottsdale, AZ
- MPEA McCormick Place and Navy Pier Revenue Control Study - Chicago, IL
- ICON Center Shared Parking Analyses - Dallas, TX

DAVID TAXMAN, P.E.
Parking Planner

continued

Publications

Parking Today, Nov. '07
"Elevator Parking in Residential Buildings – Is This a Trend?"

Parking Today Nov. '09
"The Consultants Role in Parking Privatization"

Government Finance Review, June '10 "Examining Parking Privatization as a Fiscal Solution"

Parking, Oct. '15
"Transportation Demand Management and Parking Management Plans Work in Tandem"

References

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Mr. Jeremy Souders, Senior Planner - Parking Management Division
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Department of Management and Budget
Loudoun County Government
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GREGORY SHUMATE
Senior Parking Planner

Total Yrs Experience
38

Years at DESMAN
20

Education
University of Cincinnati
Cincinnati, OH
B.A., Urban Planning & Design

Previous Experience
Senior City Planner
City of Cincinnati

Senior City Planner
City of Cleveland

Assistant Economic Development Director
City of Cleveland

Parking Commissioner
City of Cleveland

Affiliations
International Parking Institute

International Parking Institute- CAPP Certification

American Planning Association

Council on Urban Economic Development

Mr. Shumate has over 38 years of professional experience as a public administrator in urban planning, economic development and enterprise management. Through his years in municipal he served as a project manager or key team member involved in the design, financing and implementation planning of a variety public sector supported commercial, industrial, residential and waterfront projects.

As Parking Commissioner for the City of Cleveland between 1990 and 1995, Mr. Shumate was the chief operations administrator for the City's parking enterprise, which at time, consisted of on-and off-street parking system comprised of nearly 12,000 spaces generating $5.3 million in gross revenue.

Since joining DESMAN Associates in 1995 he has authored a broad range of parking studies that have addressed master planning, supply/demand, site selection, facility staffing, management and maintenance strategies, parking meter systems, operational audits and the economic feasibility of parking projects and program initiatives. Mr. Shumate was granted the designation of a Certified Administrator of Public Parking (CAPP) by the International Parking Institute in cooperation with the University of Virginia in 2000. Greg's role on this assignment will include: On-St Parking Ops, Org Model/Admin, Technology, Enforcement and Permits.

Operations and Management Studies

- Town of Lauderdale-By-The-Sea, FL - Parking Strategic Plan
- City of Hollywood, FL - Parking Master/Management Plan
- Pittsburgh Parking Meter System Automation Plan, Public Parking Authority of Pittsburgh, PA
- Parking System & Transportation Program Operational Audit, University Circle Inc., Cleveland, OH
- Bronx (Yankee Stadium) Parking System Monthly Operational Audits, New York, NY
- Parking Meter System Operational Audit, Montgomery, County, MD
- East Lansing Parking System Management Study, East Lansing, MI
- DT Covington Parking Demand & Mgmt Study, Covington, KY
- Niagara Falls Downtown Parking Program Study, Niagara Falls, NY

GREGORY SHUMATE
Senior Parking Planner

continued

References

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Glenn Steckman, City Administrator
City of Easton
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DESMAN
Design Management

JOHN H. JUDGE, P.E.
Design, Inspection, Evaluation

Total Yrs Experience
30

Years at DESMAN
22

Education
Syracuse University
Syracuse, NY
B.S. in Civil Engineering

Active Registrations
Virginia
Maryland
North Carolina
Connecticut
New York
NCEES 49454

Affiliations
American Society of Civil Engineers

Precast/Prestressed Concrete Institute

International Concrete Repair Institute

International Code Council

Green Parking Council

American Concrete Institute

Mr. Judge has extensive experience in the design, inspection, evaluation, and rehabilitation of structures with an emphasis on transportation facilities including parking structures, bridges, retaining walls, tunnel portal buildings, viaducts, wharves, and train station platforms.

Recently, he has combined his parking industry knowledge bases of durability, user acceptance, and sustainability by authoring parking design guides for a number of organizations including:

- U.S. Department of Veterans Affairs Office of Construction and Facilities Management
- Maryland Transit Administration
- City of Virginia Beach
- Virginia Polytechnic Institute and State University

His current responsibilities with DESMAN include oversight of all technical production in the Virginia office and hands-on project management. During his career with DESMAN, he has been involved in the field investigation, new design, construction administration and restoration of several parking facilities, bridges and buildings. Some recent projects include:

- Oak Ridge National Lab Enhanced Parking Capacity, Oak Ridge, TN
- Dunbar Street Parking Garage, Spartanburg, SC
- Obermyer Street Parking Garage, Greensboro, NC
- Northern Virginia Community College Deck, Annandale, VA
- Germanna Community College Deck, Fredericksburg, VA
- J. Sargeant Reynolds Community College Deck, Richmond, VA
- George Mason University Parking Garage 3, Fairfax, VA
- University of Mary Washington Eagle Village Mixed Use Building, Fredericksburg, VA
- Richmond Int'l Airport North Parking Expansion, Richmond, VA

JOHN H. JUDGE, P.E.
Design, Inspection, Evaluation continued

References

Mr. Robert Burris
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Facilities Engineering
Maryland Transit Administration
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Mr. Mark Wawner
Economic Development
City of Virginia Beach
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Mr. Zoltan Nagy
Central Facilties Management
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PTC
Transportation Consultants

Traffic
Data Collection
Parking Planning Support

References for all PTC Key Personnel on one page at end of PTC resumes

ANDREA TROUTMAN, P.E.
President

WORK EXPERIENCE

Ms. Troutman is responsible for the daily management of the office, including all financial aspects, completing proposals, bids and overseeing staff. In addition to office management, Ms. Troutman is responsible for traffic engineering and transportation planning analysis for both private and public sector projects including the technical analysis, report preparation and presentation at agency review meetings. Ms. Troutman has extensive experience with various computer programs including FSUTMS, Highway Capacity Software and FDOT LOS software including ART-PLAN.

REPRESENTATIVE PROJECTS

Corridor Studies

Ms. Troutman has completed numerous corridor analyses throughout Palm Beach County. These studies include traffic projections and analyses for CRALLS designations and Corridor Master Plans including most recently SR 7 and Belvedere Road. PTC was also selected by Palm Beach County to complete the Boynton Beach Corridor Master Plan. Other studies include the analysis of the extension of Australian Avenue north of Blue Heron Boulevard. Long range modeling was undertaken to determine the impacts of the extension.

Wellington Review

PTC is the general consultant for Wellington, responsible for reviewing traffic concurrency statements for compliance with Wellington's comprehensive plan and concurrency regulations. The firm also advises Wellington on other transportation issues regarding circulation, access and traffic calming. The transportation impacts of Wellington's EAR were completed by PTC. Ms. Troutman is the firm's representative to Wellington.

Palm Beach County Continuing Services

PTC has been a sub-consultant for Palm Beach County's Facilities and Property Real Estate Management Divisions for over eight years, addressing traffic engineering and transportation planning issues. Ms. Troutman has completed numerous due diligence traffic analyses for property acquisition and development for libraries, jails, parks, sheriff's substations and fire stations. The completion of transportation analyses for the DRI submittal land use amendments and concurrency for the Scripps site at Mecca were included in this contract.

Traffic Impact Studies

Ms. Troutman has completed numerous concurrency traffic studies in Palm Beach, Martin and St. Lucie Counties. These analyses include determination of impacts and capacity analyses of roadways and intersections within each project's study area. Roadway and intersection improvements, mitigation strategies and proportionate share calculations were often included to address any level of service deficiencies.

PROFESSIONAL HISTORY

Ms. Troutman has 28 years of traffic and transportation engineering experience. Before founding Pinder Troutman Consulting, Inc. in 1998, she worked for nearly ten years on projects throughout South Florida for another consulting firm. Her experience included the preparation of signing and marking plans and signalization plans for several projects. She performed technical analyses for traffic impact studies including intersection and roadway link capacity analyses, as well as traffic modeling.

REGISTRATION:

Professional Engineer:
State of Florida #45409

EDUCATION:

Bachelor of Science
Civil Engineering:
University of Miami / 1987

AFFILIATIONS:

- *Institute of Transportation Engineers*
- *Florida Engineering Society*
- *Palm Beach County Planning Congress*

TOTAL YEARS OF EXPERIENCE: 28

PTC
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33411
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www.pindertroutman.com

PTC
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Traffic
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Parking Planning Support

References for all PTC Key Personnel on one page at end of PTC resumes

REBECCA J. MULCAHY, P.E.
Vice President

WORK EXPERIENCE

Ms. Mulcahy is responsible for traffic engineering and transportation planning analysis for both private and public sector projects including the technical analysis, report preparation and presentation at agency review meetings. Ms. Mulcahy has an extensive background in traffic signal warrant studies, traffic signal design, signal timing, and traffic operations. She has experience in various computer programs including Highway Capacity Software, Synchro, and FDOT LOS software, including ART-PLAN and HIGHPLAN.

REPRESENTATIVE PROJECTS

Traffic Impact Studies
Ms. Mulcahy has completed numerous traffic studies in Palm Beach, Martin, St. Lucie and Indian River Counties. As part of a few traffic impact studies, Ms. Mulcahy has developed site circulation and traffic operations plans for project events. Among these are schools, churches and theaters. Ms. Mulcahy also conducted a comprehensive areawide study of the future buildout conditions of the Town of Jupiter. The analysis included determination of impacts on roadways and intersections and development of mitigation alternatives.

City of Palm Beach Gardens Review
PTC is the general consultant for the City of Palm Beach Gardens, responsible for reviewing traffic concurrency statements for compliance with the City of Palm Beach Gardens' concurrency regulations. Ms. Mulcahy has reviewed traffic studies for private development projects, such as daycare facilities and a charter school, which included traffic concurrency, traffic circulation, and access.

School Traffic Studies
Ms. Mulcahy has completed numerous concurrency traffic impact studies for new and expanded public schools and private schools. The majority of these projects were for the Palm Beach County School District. As part of these studies, Ms. Mulcahy developed site circulation plans for vehicular traffic, including buses, staff and parents. Traffic operation issues at school driveways were also addressed. One traffic study, the new Suncoast High School, also included an areawide traffic study of the three schools located within close proximity.

Traffic Signal Warrant Studies
Ms. Mulcahy has conducted and reviewed hundreds of signal warrant studies within Palm Beach County involving State, County and local roads. Prioritization lists were developed on a yearly basis for all studies performed. Currently, she conducts signal warrant analyses for private developments and public agencies.

PROFESSIONAL HISTORY

Ms. Mulcahy has 30 years of traffic and civil engineering experience. She has been with Pinder Troutman Consulting, Inc. for fourteen years. Prior to that, Ms. Mulcahy worked for Palm Beach County for over nine years as the County's Traffic Signal Engineer. She also worked for another consulting engineering firm involved with roadway design, signing and pavement marking plans, transportation planning and site planning. Ms. Mulcahy also has experience working for a public utility company in Illinois.

REGISTRATION:

Professional Engineer: State of Florida #42570

EDUCATION:

Bachelor of Science Civil Engineering: University of Missouri – Rolla / 1985

AFFILIATIONS:

- *Institute of Transportation Engineers*
- *American Society of Civil Engineers*

TOTAL YEARS OF EXPERIENCE: 30

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PTC
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Traffic
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References for all PTC Key Personnel on one page at end of PTC resumes

LINDA RICARDI, P.E.
Project Manager

WORK EXPERIENCE

Ms. Riccardi is responsible for traffic engineering and transportation planning analysis for both private and public sector projects. She has an extensive background in Florida Department of Transportation Project Development & Environment Studies in Palm Beach, Martin, Okeechobee and Manatee Counties. These include preparation of alignment studies, Preliminary Engineering Reports and the determination of environmental and community impacts. Her experience also includes preparation of Public Involvement Plans and Public Hearing presentation materials. Ms. Riccardi has experience with various computer programs including FSUTMS, Highway Capacity Software and FDOT LOS software, including ART-Plan. Her engineering background also involves the design and permitting of land development, public utility, and civil engineering projects.

REPRESENTATIVE PROJECTS

Traffic Impact Studies
Ms. Riccardi has completed numerous traffic impact studies in Palm Beach, St. Lucie and Indian River Counties. These studies have included concurrency and comprehensive plan amendment traffic studies as required by different municipal and county governments. These studies are comprised of project trip generation, internalization, and distribution, as well as roadway and intersection analyses, driveway needs determination, and potential for off-site roadway improvements.

City of Palm Beach Gardens Review
PTC is the general consultant for the City of Palm Beach Gardens, responsible for reviewing traffic concurrency statements for compliance with the City of Palm Beach Gardens' comprehensive plan and concurrency regulations. Ms. Riccardi has reviewed traffic studies for private and public development projects, including traffic concurrency, traffic circulation, and access.

School Traffic Studies
Ms. Riccardi has completed numerous concurrency traffic impact studies for new and expanded public schools and private schools. The majority of these projects were for the Palm Beach County School District. As part of these studies, Ms. Riccardi developed site circulation plans for vehicular traffic, including buses, staff and parents. Traffic operation issues at school driveways were also addressed.

Parking Studies
Ms. Riccardi has completed comprehensive parking studies for expansions to existing sites as well as future developments. Parking utilization surveys and shared parking analyses were included in these studies.

PROFESSIONAL HISTORY

Ms. Riccardi has 30 years of traffic and civil engineering experience. She is in her eighth year with PTC. Prior to that Ms. Riccardi worked for a West Palm Beach consulting firm for seven (7) years, involved with a variety of private and public sector traffic impact and transportation planning studies. She also worked for thirteen (13) years for a West Palm Beach consulting firm involved with a variety of projects including transportation planning and civil engineering for both the private and public sectors.

REGISTRATION:

Professional Engineer: State of Florida #45359

EDUCATION:

Bachelor of Science Civil Engineering: Duke University / 1983

M.S. Engineering Management / 1986 Florida Institute of Technology

AFFILIATIONS:

- *American Society of Civil Engineers*
- *Commercial Real Estate Women*

TOTAL YEARS OF EXPERIENCE: ***30***

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5 REFERENCES for Andrea Troutman, Rebecca Mulcahy and Linda Ricardi

References

1. **Village of Wellington**
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   Director of Planning and Development Services
   12300 W. Forest Hill Boulevard
   Wellington, Florida 33414
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2. **City of Palm Beach Gardens**
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5. **School District of Palm Beach County**
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Sprinkle CONSULTING
Active Transportation Planners+Engineers

Civil Engineering
Landscape Architecture
Pedestrian Connectivity
Parking Planning Support

BRUCE LANDIS, P.E., AICP
Vice President

Mr. Landis is a nationally known pedestrian, bicycle, and urban pathways planner and engineer with extensive experience throughout North America. His analysis, planning, engineering design and construction project experience with corridors, intersections, bicycle & pedestrian and transit facilities, and trails (both paved and unpaved) totals in the hundreds. This experience, coupled with his nationwide transportation safety, operational studies and intersection and urban streetscape designs, roadway designs and traffic operational studies encompassing approximately 300,000 miles of facilities, qualifies him as among the most widely experienced professionals in the United States.

Bruce Landis is trusted by agencies across North America in leading their system-wide planning, mainstreaming and implementation of bicycling, walking and other forms of active transportation and recreation facilities into the fabric of their overall community. His nationwide expertise in pedestrian, bicycle and trail facilities planning, design and operations led to his being selected by FHWA to develop the national curriculum for the National Highway Institute's popular Pedestrian and Bicycle Facilities Design Courses. He is a lead instructor training municipal, state DOT and Eastern Federal Lands engineers throughout the United States.

Select Project Experience

Maryland Statewide Bicycle & Pedestrian Plan – Planner/Engineer

MARC Complete Streets Planning Services – Led suburban corridor and downtown redesign projects that implemented the regional complete streets vision.

Dale Mabry Highway, Sidewalk Design Feasibility Project – Chief Engineer

NCHRP 3-70 Multi-modal Level of Service for Urban Roadways

Pedestrian Bicycle Promenade (Branson, MO) – Project Director and Chief Engineer

Courtney Campbell Causeway Multi-Use Trail Feasibility Study (Clearwater, FL, FDOT)

References

Doug Koennicke, Town Engineer – Town of Jupiter, FL
(p) 561.740.2258 (e) dougk@jupiter.fl.us

Mighk Wilson, Smart Growth Planner – MetroPlan Orlando
(p) 407.481.5672 ext. 318 (e) mwilson@metroorlando.com

Cheryl Stacks, Transportation Manager – City of St. Petersburg
(p) 727.892.5328 (e) cheryl.stacks@stpete.org

Marlie Sanderson, Dir. of Transportation Planning – MTPO for Gainesville, FL
(p) 352.955.2200 (e) sanderson@ncfrpc.org

Joe Kubicki, Former Dir. of Transportation and Parking, City of St. Petersburg, FL
(p) 727.580.0445 (e) joe.kubicki.ret@gmail.com

Sprinkle CONSULTING
Active Transportation Planners+Engineers

CERTIFICATION

Professional Engineer
Florida: 41968
Maryland: 24562
Virginia: 0402036061
W. Virginia: 20478
Delaware: 10952
Georgia: 027540
Kansas: 19056
Louisiana: 30634
Colorado: 41980
Alabama: 31019
Arizona: 46079

American Institute of Certified Planners: 8934

EDUCATION

Master of Science of Civil Engineering, University of South Florida

Bachelor of Civil Engineering, Georgia Institute of Technology, graduated w/ Highest Honors

Years with Firm: 24
Total Experience: 28

To view Mr. Landis's complete resume. visit: sprinkleconsulting.com

Sprinkle CONSULTING
Active Transportation Planners+Engineers

Civil Engineering
Landscape Architecture
Pedestrian Connectivity
Parking Planning Support

THEO PETRITSCH, P.E., PTOE
Senior Transportation Engineer

Mr. Petritsch is a registered Professional Engineer and Professional Traffic Operations Engineer with extensive experience in traffic and roadway safety engineering. He is a core instructor for the National Highway Institute's Bicycle and Pedestrian Facility Design Courses, teaching roadway design engineers of state DOTs throughout the U.S. He developed the scope and outline of the AASHTO Guide for the Development of Bicycle Facilities. He is the Consultant Project Manager and Principal Investigator for the NCHRP project to update the AASHTO *Guide for the Planning, Design and Operations of Pedestrian Facilities*.

Mr. Petritsch served for six years as Florida's Pedestrian and Bicycle Coordinator in the Florida Department of Transportation Safety Office in addition to five years as a Traffic Operations Engineer. He has worked on the local, state, and national levels developing plans and guidelines for the development, design, and operation of pedestrian and bicycle facilities. Mr. Petritsch has authored more than twenty papers and reports published by the Transportation Research Record, Public Roads Magazine, ITE (Issue Briefs),NCHRP. FHWA, and on the Pedestrian and Bicycle Information Clearinghouse website.

Select Project Experience

AASHTO *Guide for the Development of Pedestrian Facilities*, Update – Lead author

St. Augustine Bicycle and Pedestrian Route Plan

MetroPlan Orlando **Long Range Transportation Plan Update,** Bicycle and Pedestrian Component

FHWA: **Pedestrian Safety Engineering and ITS-Based Countermeasures Program for Reduced Pedestrian Fatalities, Injuries, Conflicts and Other Surrogate Measures**

FHWA & National Highway Institute (NHI): **National Bicycle & Pedestrian Facilities Design Courses** – Course Development and Core Instructor

AASHTO **Strategic Highway Safety Plan Pedestrian Strategic Plan**

NCHRP 3-70 **Multi-modal Level of Service for Urban Roadways**

Friendship Trail Extension, Crossing of Gandy Boulevard, FDOT

References

Laura Minns, Sr. Project Manager – LYNX
(p) 407841.2279 (e) lminns@golynx.com

Jeff Sheffield, Planning Director – North Florida TPO
(p) 904.305.7501 (e) jsheffield@northfloridatpo.com

Ryan Kordek – Polk County TPO
(p) 863.534.6486 (e) ryankordek@polk-county.net

Ken Jefferies, Transportation Planner – FDOT, District 6
(p) 305.470.5445 (e) Ken.Jeffries@dot.state.fl.us

Ray Derr, -- National Cooperative Highway Research Program
(p) 202.334.3231 (e) rderr@nas.edu

Sprinkle CONSULTING
Active Transportation Planners+Engineers

CERTIFICATION

Professional Engineer
Florida: 48857
Kansas: 18987
Colorado: 46943
Georgia: 32984

Professional Traffic Operations Engineer
No. 1766

LAB, League Cycling Instructor: 859

FHWA National Highway Institute, Certified Instructor and Instructor of Excellence
2009 - 2013

EDUCATION

Bachelor of Civil Engineering, University of Florida, 1990

DESMAN
Design Management

4d | Litigation Statement

DESMAN, Inc. hereby states that all members of the DESMAN Team have not been involved in any disputes, suits, judgments and liens during the preceding three (3) years, or currently pending or threatened in conjunction with the types of services we would be providing for this assignment.

DESMAN
Design Management

5 | Principal Office Location and Local Participation

The DESMAN Team consists of experts from three firms located in Southeast Florida.

The Principal Office is DESMAN.

DESMAN
Design Management

Christian Luz, Project Manager
2881 East Oakland Park Blvd
Suite 209
Fort Lauderdale, FL 33306
p. 954.315.1797 e. cluz@desman.com
www.DESMAN.com

Local Participation includes Pinder Troutman Consulting, Inc. (PTC) and Sprinkle Consulting.

PTC
Transportation Consultants

2005 Vista Parkway
Suite 111
West Palm Beach, FL 33411
p. 561.296.9698
www.pindertroutman.com

Sprinkle
CONSULTING
Active Transportation
Planners+Engineers

2000 Palm Beach Lakes Blvd.
Suite 1000
West Palm Beach, FL 33409
p. 561.273.9958

DESMAN
Design Management

6 | Required Forms

Attached are the required forms as requested in the RFP.

REFERENCES

Bidders shall submit as part of the bid package four (4) business references with the name of the business, address, contact person and telephone number.

REFERENCES for DESMAN

Lansing Township DDA
3209 West Michigan Ave
Lansing, MI 48917
P. 941.954.4151
Steven Hayward, Executive Director
E. shayward@lansingtownship.org

Miami Parking Authority
Procurement Department
40 N.W. 3rd Street, Suite 1103
Miami, FL 33128
P. 954.786.5535
Arthur Noriega
E. anoriega@miamiparking.com

Pompano Beach Community Redevelopment Agency
City of Pompano Beach
100 W. Atlantic Blvd, Room 276
City of Pompano Beach, FL 33060
P. 954.786.7834
Christopher Brown/Kim Breismeister
E. chris@rma.us.com E. kim@rma.us.com

Town of Lauderdale-by-the-Sea
4501 N. Ocean Drive
Lauderdale-by-the-Sea, FL 33308
P. 954.640.4212
Bud Bentley
E. BudB@lauderdalebythesea-fl.gov

REFERENCES

Bidders shall submit as a part of the bid package four (4) business references with the name of the business, address, contact person, and telephone number.

SPRINKLE CONSULTING

Name: North Florida TPO

Address: 1022 Prudential Dr., Jacksonville, FL 32207

Tel. No.: (904) 305-7501

Contact: Jeff Sheffield, Planning Director

Email: jsheffield@northfloridatpo.com

Name: Town of Jupiter, FL

Address: 210 Military Trail, Jupiter, FL 33458

Tel. No.: (561) 741-2258

Contact: Doug Koennicke, Town Engineer

Email: dougk@jupiter.fl.us

Name: Central Florida Regional Transportation Authority, LYNX

Address: 455 North Garland Avenue, Orlando, FL 32801

Tel. No.: (407) 841-2279

Contact: Laura Minns, Sr. Project Manager

Email: lminns@golynx.com

Name: City of St. Augustine, FL

Address: 15 Mircula Ave, St. Augustine, FL 32080

Tel. No.: (904) 806-6203

Contact: Nancy Sikes-Kline, Commissioner

Email: NSikesKline@citystaug.com

REFERENCES

PINDER TROUTMAN

1. **Village of Wellington**
   Mr. Robert Basehart, AICP
   Director of Planning and Development Services
   12300 W. Forest Hill Boulevard
   Wellington, Florida 33414
   Telephone: (561) 753-2578
   rbasehart@wellingtonfl.gov

2. **City of Palm Beach Gardens**
   Ms. Natalie Crowley, AICP
   Director of Planning & Zoning
   10500 North Military Trail
   Palm Beach Gardens, Florida 33410
   Telephone: (561) 799-4243
   ncrowley@pbgfl.com

3. **Minto Companies, LLC**
   Mr. John F. Carter
   Vice President
   200-4400 West Sample Road
   Coconut Creek, Florida 33073
   Telephone: (954) 551-8340
   jcarter@mintofla.com

4. **Cypress Realty**
   Mr. Nader Salour
   1907 Commerce Lane, Suite 103
   Jupiter, Florida 33458
   Telephone: (561) 768-9288
   salour@cypressrealtyfl.com

5. **School District of Palm Beach County**
   Mr. Michael Owens
   3320 Forest Hill Boulevard, C-110
   West Palm Beach, Florida 33406
   Telephone: (561) 434-8962
   owensmi@palmbeach.k12.fl.us

DRUG FREE WORKPLACE

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).

4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

THIS CERTIFICATION is submitted by STEPHEN J. PETORA the
(INDIVIDUAL'S NAME)

PRESIDENT of DESMAN, INC.
(TITLE/POSITION WITH COMPANY/VENDOR) (NAME OF COMPANY/VENDOR)

who does hereby certify that said Company/Vendor has implemented a drug free workplace program which meets the requirements of Section 287.087, Florida Statutes, which are identified in numbers (1) through (6) above.

SIGNATURE

1/28/16
DATE

CITY OF RIVIERA BEACH

NOTIFICATION OF PUBLIC ENTITY CRIMES LAW

Pursuant to Section 287.133, Florida Statutes (1995), you are hereby notified that a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases or real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 [F.S.] for CATEGORY TWO [$10,000.00] for a period of 36 months from the date of being placed on the convicted vendor list.

Acknowledged by:

DESMAN, INC.
Firm Name

Signature

STEPHEN J. REBORA, PRESIDENT
Name & Title (Print or Type)

TRUTH IN NEGOTIATIONS CERTIFICATE

This is to certify that, to best of my knowledge and belief, the cost or pricing data submitted, either actually or by specific identification in writing, to the Contracting Officer or the Contracting Officer's representative in support of RFP NO 580-15

Parking Consultant Services *

are accurate, complete, and current as of January 28, 2016 **

This certification includes the cost or pricing data supporting any advance agreements and forward pricing rate agreements between proposer and the City that are part of the proposal.

FIRM: DESMAN, INC.

SIGNATURE: [signature]

NAME: STEPHEN J. REBORA

TITLE: PRESIDENT

DATE: 1/28/16 ***

*Identify the proposal, request for price adjustment, or other submission involved, giving the appropriate identifying number (e.g., RFP No.).

** Insert the day, month, and year when price negotiations were concluded and price agreement was reached, of, if applicable, an earlier date agreed upon between the parties that is as close as practicable to the date of agreement on price.

*** Insert the day, month, and year of signing, which should be as close to practicable to the date when the price negotiations were concluded and the contract price was agreed to.

SCHEDULE 1

PARTICIPATION FOR M/WBE CONTRACTORS/PROPOSERS

RFP TITLE: Parking Consultant Services **RFP NUMBER:** 580-15

NAME OF PRIME BIDDER: DESMAN, INC. **RFP OPENING DATE:** 1/29/2016

CONTACT PERSON: CHRIS LUZ **TELEPHONE NO.** 954.315.1797 **DEPARTMENT:** _____

CONTRACT AMOUNT - MBE / WBE

NAME, ADDRESS & TELEPHONE NUMBER OF MINORITY CONTRACTOR WOMEN	TYPE & DESCRIPTION OF WORK TO BE PERFORMED	% OF TOTAL WORK TO BE PERFORMED BLACK	HISPANIC	OTHER
1.		%	%	%
2.		%	%	%
3.		%	%	%
4.		%	%	%
5.		%	%	%
	TOTAL:	%	%	%

TO BE COMPLETED BY PRIME PROPOSER:

TOTAL % PARTICIPATION: 0

RFP NUMBER: _____

SCHEDULE 2

LIAISON: _____

LETTER OF INTENT TO PERFORM AS A MINORITY/SUBCONTRACTOR

TO:_____
(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above RFP as (Check one):

_____**an individual** _____**a corporation** _____**a partnership** _____**a joint venture**

_____The undersigned is certified as an M/WBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

_____

_____

_____

_____

at the following price: $_____.
(amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**

_____% of the projected project work the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

_____
(NAME OF MINORITY CONTRACTOR)

DATE:_____ BY:_____
(SIGNATURE OF MINORITY/WOMAN CONTRACTOR)

SCH-2

SCHEDULE 3

PARTICIPATION FOR SBE CONTRACTORS/PROPOSERS

RFP TITLE: Parking Consultant Services RFP NUMBER: 580-15

NAME OF PRIME PROPSOER: DESMAN, INC RFP OPENING DATE: 1/29/16

CONTACT PERSON: CHRIS LUZ TELEPHONE NO. 954.315.1797 DEPARTMENT: _____

CONTRACT AMOUNT – SBE

	NAME, ADDRESS & TELEPHONE NUMBER OF SBE CONTRACTOR	TYPE & DESCRIPTION OF WORK TO BE PERFORMED	CERTIFICATION		
1.	Sprinkle Consulting, Inc 2000 Palm Beach Lakes Blvd Suite 1000 West Palm Beach, FL 33409 P. 561.273.9958	Parking Studies Support Standards review	PALM BEACH COUNTY ____	STATE X	OTHER ____
2.			PALM BEACH COUNTY ____	STATE ____	OTHER ____
3.	Pindel Trautman Consulting, Inc. 2005 Vista Parkway Suite 11 West Palm Beach, FL 33411 P. 561.296.9698	traffic studies parking studies transportation planning pkg standards review	PALM BEACH COUNTY X	STATE ____	OTHER ____
4.			PALM BEACH COUNTY ____	STATE ____	OTHER ____
5.			PALM BEACH COUNTY ____	STATE ____	OTHER ____

TO BE COMPLETED BY PRIME BIDDER:

RFP PRICE: $ N/A

TOTAL % PARTICIPATION: 40%

SCHEDULE 4

RFP NUMBER: 580-15

LIAISON: _____

SCHEDULE 4

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: DESMAN DESIGN MGMT.
(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

____**an individual** __X__**a corporation** _____**a partnership** _____**a joint venture**

__X__ The undersigned is certified as a SBE.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):
TRANSPORTATION PLANNING, TRAFFIC STUDIES, PARKING STUDIES, PARKING STANDARDS REVIEW.

as the following percentage of the project work: %_____.

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**

__10__ % of the project work of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

DATE: 1/28/16

PINDER TROUTMAN CONSULTING, INC
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

BY: Andrea M. Troutman
(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

SCHEDULE 4

LETTER OF INTENT TO PERFORM AS A SMALL BUSINESS ENTERPRISE

TO: Desman Design Management
(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above BID as (Check one):

____ an individual ✓ a corporation ____ a partnership ____ a joint venture

X The undersigned is certified as a SBE. * see attached/accompanying FDOT Pre-qualified Small Business Report Jan 27, 2016

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):

Parking studies, parking standards review, technical support

as the following percentage of the project work: %_____.

You have projected the following commencement date of such work and the undersigned is projecting completion of such work as follows:

Items	Projected Commencement Date	Projected Completion Date

30 % of the project work of the subcontract will be sublet and/or awarded to non-minority contractors and/or non-minority suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

Sprinkle Consulting, Inc.
(NAME OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

DATE: 1-28-16

BY: _____
(SIGNATURE OF SMALL BUSINESS ENTERPRISE CONTRACTOR)

PROCUREMENT OFFICE
Prequalified Small Businesses Report
Updated on: 27JAN2016

Note: This Small Business listing provides a list of firms that have self-certified with the Department as small businesses by completing Small Business Affidavit form No. 275-000-03 (Small Business Affidavit for Prequalified Professional Services Firms). It is provided for informational purposes and is not intended to constitute an all-inclusive list of small businesses. The Department takes no responsibility for the information certified by firms in the Small Business Affidavit Form. Small businesses firms included on this list are required to annually submit a new Small Business Affidavit to remain active on the Small Business List.

All Prequalified Small Businesses
Qualified in Work Type: 2.0

Consultant Name	Mailing Address	Contact Person	Position / Title	Telephone No.
BMA CONSULTING ENGINEERING, INC.	3 SW 129TH AVE, STE 201A PEMBROKE PINES, FL 33027	MS. LUCY BECERRA	PRESIDENT	(954)744-4691
Prequalified Types of Work: 2.0 3.1 3.2 3.3 4.1.1 4.1.2 4.2.1 4.2.2 5.1 5.2 5.3 5.4 7.1 10.1 10.3				
CTS ENGINEERING, INC.	8095 NW 12TH ST, STE 315 DORAL, FL 33126	MR. SHENG YANG	PRESIDENT	(305)599-8698
Prequalified Types of Work: 2.0 3.1 3.2 3.3 6.1 6.2 7.1 7.2 7.3 13.3 13.4 13.5 13.6 13.7				
DAVID H. MELVIN, INC.	4428 LAFAYETTE ST, PO BOX 840 MARIANNA, FL 32447	MR. LEON NOBLES	VICE PRESIDENT	(850)482-3045
Prequalified Types of Work: 2.0 3.1 3.2 4.1.1 6.1 6.2 7.1 7.3 10.1 10.3 13.5 13.6 15.0				
E SCIENCES, INCORPORATED	34 E PINE ST ORLANDO, FL 32801	MR. JAMES BASSETT	VICE PRESIDENT	(407)481-9006
Prequalified Types of Work: 2.0				
ENVIRONMENTAL AND GEOTECHNICAL SPECIALISTS, INC.	104 N MAGNOLIA DR TALLAHASSEE, FL 32301	MS. JUDITH HAYDEN	PRESIDENT	(850)386-1253

Prequalified Types of Work: 2.0 3.1 9.1 9.2 9.3 9.4.1 9.4.2 9.5				
FLORIDA TRANSPORTATION ENGINEERING, INC.	8250 PASCAL DR PUNTA GORDA, FL 33950	MR. RAVI DEVAGUPTAPU	PRESIDENT	(941)639-2818
Prequalified Types of Work: 2.0 3.1 3.2 3.3 6.1 6.2 6.3.1 7.1 7.2 7.3 8.1 8.2 8.4 10.1 10.3 13.4 13.5 13.7 15.0				
GOAL ASSOCIATES, INC.	14750 NW 77TH CT, STE 320 MIAMI LAKES, FL 33016	MR. GEOFFREY LAMPTEY	PRESIDENT	(786)282-4137
Prequalified Types of Work: 2.0 3.1 3.2 3.3 6.1 6.2 7.1 7.2 7.3 13.3 13.4 13.5 13.6				
KENNEDY ENGINEERING & ASSOCIATES GROUP, LLC	6300 POWERS FERRY RD,BLDG600-341 ATLANTA, GA 30339	MS. LORI KENNEDY	PRESIDENT	(678)904-8591
Prequalified Types of Work: 2.0 3.1 3.2 4.1.1 4.1.2 5.1 5.3 5.4 7.1 10.1 13.5 13.6				
MARLIN ENGINEERING, INC.	1700 NW 66TH AVE, STE 106 PLANTATION, FL 33313	MR. RAMON SORIA	PRESIDENT	(305)477-7575
Prequalified Types of Work: 2.0 3.1 3.2 3.3 5.1 5.2 5.3 5.4 6.1 6.2 7.1 7.2 7.3 8.1 8.2 10.1 10.3 10.4 13.3 13.4 13.5 13.6 13.7				
METRO CONSULTING GROUP, LLC	604 COURTLAND ST, STE 140 ORLANDO, FL 32804	MR. JOSEPH DARBONNE	MANAGING MEMBER	(407)960-3973
Prequalified Types of Work: 2.0 3.1 3.2 3.3 4.1.1 4.1.2 5.4 6.1 6.2 6.3.1 6.3.2 7.1 7.3 13.4 13.5 13.6 13.7 15.0				
MILLER, LEGG & ASSOCIATES,INC.	5747 N ANDREWS WAY FORT LAUDERDALE, FL 33309	MS. CARA PASQUALE	DIRECTOR OF BUSINESS DEV.	(954)436-7000
Prequalified Types of Work: 2.0 3.1 3.2 6.1 6.2 7.1 7.2 7.3 8.1 8.2 8.4 13.6 15.0				
OSIRIS 9 CONSULTING, LLC	10151 DEERWOOD PARK BLVD BLDG 200, STE 250 JACKSONVILLE, FL 32256	MR. IMRAN GHANI	PRESIDENT	(904)469-0221
Prequalified Types of Work: 2.0 6.1 13.3 13.4 13.5 13.6				
PROSSER, INC. D/B/A PROSSER HALLOCK, INC.	13901 SUTTON PARK DR S, STE 200 JACKSONVILLE, FL 32224	MR. BRAD DAVIS	PRINCIPAL	(904)739-3655
Prequalified Types of Work: 2.0 3.1 3.2 6.1 7.1 7.3 13.6 15.0				
QUIGG ENGINEERING, INC.	2351 S DIRKSEN PKWY SPRINGFIELD, IL 62703	LORI QUIGG	PRESIDENT	(217)670-0563

Prequalified Types of Work: 2.0 3.1 3.2 3.3 4.1.1 4.1.2 5.1 5.4 6.1 7.1 7.3 10.1 10.3				
REGISTE SLIGER ENGINEERING, INC.	3370 CAPITAL CIR NE, STE J TALLAHASSEE, FL 32308	MR. JACQUES REGISTE	PRESIDENT	(850)894-4521
Prequalified Types of Work: 2.0 3.1 3.2 3.3 4.1.1 4.1.2 5.1 5.4 7.1 10.1				
SCALAR CONSULTING GROUP INC.	4152 W BLUE HERON BLVD, STE 119 RIVIERA BEACH, FL 33404	MR. ANIRUDDHA GOTMARE	PRESIDENT	(561)429-5065
Prequalified Types of Work: 2.0 3.1 3.2 3.3 6.1 6.2 7.1 7.2 7.3 13.5				
SPECCO ENVIRONMENTAL, INC.	1073 WILLA SPRINGS DRIVE SUITE 2045 WINTER SPRINGS, FL 32708	MR. JUSTINO FERRER	PRINCIPAL	(321)418-8994
Prequalified Types of Work: 2.0 13.6				
SPRINKLE CONSULTING INC.	18115 US HWY 41 N, STE 600 LUTZ, FL 33549	MS. JODY CHESSON	FINANCIAL CONTROLLER	(813)949-7449
Prequalified Types of Work: 2.0 3.1 6.1 13.3 13.4 13.5 13.6				
TEAM ENGINEERING, LLC	3433 LITHIA PINECREST ROAD, #244 VALRICO, FL 33596	MR. MIKE CRAWFORD	PRINCIPAL	(813)382-5390
Prequalified Types of Work: 2.0 3.1 6.1 6.2 6.3.1 6.3.2 7.1 7.2 7.3 13.4 13.5				
THE HEIMBURG GROUP, INC.	5461 W WATERS AVE, STE 910 TAMPA, FL 33625	MS. LISA HEIMBURG	PRESIDENT	(813)749-0823
Prequalified Types of Work: 2.0 3.1 3.2 3.3 4.1.1 4.1.2 7.1 13.4 13.5 13.6				
WBQ DESIGN & ENGINEERING, INC.	201 N MAGNOLIA AVE, STE 200 ORLANDO, FL 32801	MS. JENNIFER QUIGLEY	PRINCIPAL	(407)839-4300
Prequalified Types of Work: 2.0 3.1 3.2 3.3 6.1 7.1 7.3 8.1 8.2 8.4 10.1				

SCHEDULE 5

PARTICIPATION FOR LOCAL BUSINESSES AS SUB-CONTRACTOR AT LEAST 25%

RFP TITLE: Parking Consultant Services RFP NUMBER: 580-15

NAME OF PRIME PROPOSER: DESMAN, INC RFP OPENING DATE: 1/29/16

CONTACT PERSON: Chris Luz TELEPHONE NO. 954.315.1797 DEPARTMENT: _____

CONTRACT AMOUNT – LOCAL BUSINESSES

	NAME, ADDRESS & TELEPHONE NUMBER OF LOCAL CONTRACTOR	TYPE & DESCRIPTION OF WORK TO BE PERFORMED	% TO BE PERFORMED BY LOCAL BUSINESS	ESTIMATED DOLLAR VALUE
1.	Pindel Trautman Consulting Inc 2005 Vista Parkway Suite 111 West Palm Beach, FL 33411 P. 561.296.9698	traffic studies parking studies transportation planning parking standards review	% _____	$ N/A
2.			% _____	$ N/A
3.			% _____	$ N/A
4.			% _____	$ N/A
5.			% _____	$ N/A
		TOTAL:	% _____	$ N/A

TO BE COMPLETED BY PRIME PROPOSER:

RFP PRICE: $ N/A

TOTAL % PARTICIPATION: _____
SCHEDULE 6

RFP NUMBER: _____ LIAISON: _____

LETTER OF INTENT TO PERFORM AS A LOCAL BUSINESS

TO: DESMAN DESIGN MGMT.
(NAME OF PRIME PROPOSER)

The undersigned intends to perform work in connection with the above RFP as (Check one):

____**an individual** __X__**a corporation** _____**a partnership** _____**a joint venture**

X The undersigned is a qualified Local Business.

The undersigned is prepared to perform the following described work in connection with the above project (specify in detail particular work items or parts thereof to be performed):
TRANSPORTATION PLANNING, TRAFFIC STUDIES, PARKING STUDIES, REVIEW PARKING STANDARDS REVIEW.

as the following percentage of work: %_____.
(Amount must match subcontractor's quote)

You have projected the following commencement date of such work, and the undersigned is projecting completion of such work as follows:

Items	**Projected Commencement Date**	**Projected Completion Date**

_____% of the project work the subcontract will be sublet and/or awarded to local contractors and/or local suppliers. The undersigned will enter into a formal agreement for the work with you, conditioned upon your execution of a contract with the City of Riviera Beach.

PINDER TROUTMAN CONSULTING, INC.
(NAME OF LOCAL CONTRACTOR)

DATE: 1/28/16

BY: Adam M. Irons
(SIGNATURE OF LOCAL CONTRACTOR)

7 | Addenda

NOTICE

ADDENDUM NO. ONE (1) **JANUARY 11, 2016**

CITY OF RIVIERA BEACH
RFP NO. 580-15

UTILITY DISTRICT UNDERWRITERS

TO ALL PROPOSERS ON THE ABOVE PROJECT: PLEASE NOTE CONTENTS HEREIN AND AFFIX (PASTE OR STAPLE) TO PROPOSAL DOCUMENTS YOU HAVE ON HAND.

The following statements supersede and supplant corresponding items in the above subject proposal as follows:

GENERAL INFORMATION:

CHANGE: SUBMITTAL DUE DATE FROM FRIDAY, JANUARY 15, 2016 AT 1:00 PM TO: FRIDAY, JANUARY 29, 2016 AT 1:00 PM.

BID FORM:

SPECIFICATION:

It will be required that Addendum No. 1 be signed in acknowledgment of receipt and that it be attached to the proposal when same is submitted at **1:00 p.m., Friday, January 29, 2016** at the office of the City Clerk's Office, 600 W. Blue Heron Boulevard, Suite 140, Riviera Beach, Florida. For information on this solicitation, please contact:

Dean Mealy, Purchasing Manager
2391 Avenue L
Riviera Beach, FL 33404
Dmealy@rivierabch.com

DESMAN
NAME OF COMPANY

PROPOSER'S SIGNATURE

DATE: 1/29/16

DESMAN
Design Management

8 | Appendix

The following pages of the appendix includes the following Master Plan Studies that each have a chapter on Market Rate Studies that were conducted.

PARKING STRATEGIC PLAN
Lauderdale-by-the-Sea

Description of Project:
Comprehensive parking study conducted by DESMAN in 2014/2015 proposing a Parking Strategic Plan (PSP) to address how the Town of Lauderdale-By-The-Sea (the Town) could best meet the public parking demand over the next five and ten year periods. The recommendations of this PSP were developed to support and reflect the Town's commitment to maintain and enhance its existing character, to resolve undersupply in parking in a financially feasible manner, and support the Town Commission's view of the role of public parking in promoting business development. The study included the following elements:

- Existing Conditions Parking Supply and Demand Analysis
- Peak Parking Occupancy during Peak Season
- Parking Occupancy Year-Round
- Restaurant Parking Exemption Program
- Parking Market Rates and Parking Management through Pricing
- Parking Management through Pricing
- Market Rate Study
- Impacts from Conversion in Land Use from Retail to Restaurant 26
- Private Development of Public Parking
- Options for Expanding the Parking System
- Options for Financing Parking Improvements
- Financial Proforma Alternatives Analysis

Reference:
Mr. Bud Bentley
Assistant Town Manager
4501 N. Ocean Drive
Lauderdale-by-the-Sea, FL 33308
p. 954.640.4212 e. BudB@lauderdalebythesea-fl.gov

Start Date: May 2014
Completion Date: April 2015 (although DESMAN is still under contract for continuing services)

8 | Appendix

PARKING MANAGEMENT/MASTER PLAN
City of Hollywood, FL

Description of Project:
This report presents the findings of an evaluation of existing and future parking conditions, including an analysis of physical conditions, review of operational effectiveness, policies, organizational structure, and financial performance of the City-owned parking system and programs. The report also provides a broad spectrum of recommendations covering most areas of the parking system services. The physical study area includes the on-street spaces and the off-street lots and garages located in two distinct areas, described and referred to herein as the Downtown Area and the Beach Area. A listing of topics covered taken from the Table of Contents follows.

- **Parking Operations and System Overview**
  - -On-Street Parking Use
  - - Off-Street Parking Use
  - - Parking Garage Use
  - - Valet Parking
  - -Beach Area Parking
- **Parking Market Rate Study**
- **Permit Program Review**
  - -City-Wide Permit
  - -Guest Permit
  - -Hotel/Motel/Condo Permits
  - -Employee Permits
  - -Lakes Community Resident Permit
  - -Pre-Paid Meter Parking Permits
  - -Downtown Garage Access Permits
- **Recommendations and Comments on Administration of the HOP**
  - -Parking Garage Operations Unit
  - -Meter Maintenance & Collections Operations Unit
  - -Enforcement Operations Unit
  - -Customer Service Operations Unit
  - -Administrative Unit
- **Multi-space Parking Meters**
- **Single-space Parking Meters**
- **Parking Garage Operations**

8 | Appendix

-Parking Garage Access and Revenue Control (PARCS)
-PARCS Recommendation
-Automated Parking Garage Operations
-Technology Enhancement Budget

- **Impacts and Consequences of Privatization**
- **Out-Sourcing Parking Operations**
- **Recommended Parking Management Plan**
  - -Comprehensive Parking System Management Software
  - -License Plate Recognition (LPR) Enforcement Technology
  - -Plan And Budget For The Replacement of Existing Multi-Space Meter Units
  - -Reintroduce On-Street Meter Parking In The Downtown Area
  - -Implement New Enforcement and Parking Rate Zones
  - -Downtown and Beach Area Parking Rate Recommendations
  - -Future Parking Development Opportunities

Reference:
Tamikia Bacon
Interim Parking Manager
2600 Hollywood Blvd, Annex Suite 17
P.O. Box 229045
Hollywood, FL 33022

Start Date: May 2014
Completion Date: Present

REPORT

Lauderdale-By-The-Sea

Parking Strategic Plan

April, 2015

Prepared for:
Lauderdale-By-The-Sea

Submitted by:

DESMAN ASSOCIATES

2881 East Oakland Park Boulevard
Suite 209
Fort Lauderdale, FL 33306
p: 954.315.1797
www.desman.com

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APPENDIX CHARTS

1. EXECUTIVE SUMMARY

Over the last six months or so, DESMAN developed a Parking Strategic Plan (PSP) to address how the Town of Lauderdale-By-The-Sea (the Town) could best meet the public parking demand over the next five and ten year periods. The recommendations of this PSP were developed to support and reflect the Town's commitment to maintain and enhance its existing character, to resolve undersupply in parking in a financially feasible manner, and support the Town Commission's view of the role of public parking in promoting business development.

This report is the compilation of a series of technical memoranda (listed in the Table of Contents) that address the work scope tasks prepared by the Town and included in the agreement between the Town and DESMAN. The recommendations included in this document were presented at a Town Commission Special Meeting and Public Meeting held on December 9, 2014. The Town Commission endorsed nearly all recommendations in the study as summarized below and cross referenced to the Chapter in this document where additional information is presented.

Summary of Findings and Recommendations supported by Town Commission

1.	The Parking Fund is currently well-financed and self-supporting. The parking system is been well-managed and the Town continually reviewing its policies, goals and operations to provide the most efficient and effective parking supply.	Chapters 6. 7 and 8
2.	The current parking supply is sufficient to meet the parking demand during the majority of the time. However, during tourist season the parking system nears capacity on Friday and Saturday evenings, especially in the beach and entertainment areas.	Chapter 1
3.	Construction of a parking garage is not justified based on current demand. However, the Parking System can financially support the construction of a garage. Rates and the need for a garage should be revisited every two to three years to determine if parking demand has increased to the point that a parking garage is warranted at some time in the future.	Chapter 1
4.	Should the Town continue to approve additional restaurant or entertainment uses in the beach area, additional parking will be required to meet the estimated increases in parking demand. This could require acquisition of additional sites for surface parking or the construction of a new garage.	Chapters 3, 4 and 6
5.	The Town should continue to explore additional opportunities to acquire/lease property to develop surface parking lots and/or add spaces. Adding 100 new spaces over the next two to three years would provide enough parking to accommodate the majority of the peak parking conditions.	Chapter 6
6.	Parking rates should be increased to better manage parking demand, increase efficiency and help finance needed parking system improvements and/or support other public improvements.	Chapter 3

2. EXISTING CONDITIONS PARKING SUPPLY AND DEMAND ANALYSIS

Summary and Recommendations

A parking lot or parking along a block face is considered fully occupied once it reaches about 85 percent occupancy. Therefore, occupancy of 85 percent will serve as the reference criteria for purposes of evaluating the parking demand in this study. Based on the peak occupancy counts and evaluation of the pay station and pay-by-phone data, the following conclusions can be reached:

- There is available parking capacity system-wide during all times of the year including during peak season. The data collection during peak season for the parking system did not indicate the system was at 85 percent "full" level;
- However, the Beach Area parking lots and on-street spaces are at or nearing capacity during peak season on Friday, Saturday and Sunday peak season periods;
- The data collected during peak season for the parking system did not indicate the system was at the 85 percent "full" level; and
- Generally, there is available capacity overall between the Beach Area and the West Commercial Area during the entire year.

No-Build Scenario

Based on a strictly technical analysis, the parking demand can likely be managed through introduction of higher rates to change parking behavior, the potential introduction of a trolley route to reduce parking demand or serve more remote parking, or other measures such as implementation of space counting systems or a sophisticated wayfinding system.

Build a Parking Garage

The Town has been very successful at creating a unique and desirable brand by providing dining and entertainment venues at the beach. Since there has been significant investment by the Town and the private sector, we believe that the Town should protect that investment and ensure control over their own destiny by preserving the option to build a parking garage on the A1A Lot in the near future. The preliminary financial analysis presented in Memo 7 - Proforma Alternatives and Rate Study (discussed in Chapter 9 of this report) indicates a garage on the A1A Lot is financially feasible ***if*** supported by revenue generated by the entire Parking Fund. The garage, however, would come at a very high cost per net space gained and is likely to be underutilized most of the year.

Ultimately, the decision to build or not to build a garage is a policy decision. When we presented our findings to the Town Commission in December, they determined they did not want to proceed with construction of a garage and would prefer to acquire an additional surface lot site to meet high season demand.

More Detailed Examination of Parking Demand

This report provides a summary of parking data collection and analysis performed for the Town of Lauderdale-By-The-Sea (LBTS), Florida. This includes an analysis of the existing on-street and off-street parking inventory, occupancy, and turnover of public parking spaces between El Mar Drive and the Intracoastal Waterway (east to west) and the Village of Sea Ranch Lakes and the City of Fort Lauderdale (north to south) shown in Figure 1.

The parking data collection was evaluated for two geographic areas; 1) the Beach Parking Area, from Bougainvilla Drive to El Mar Drive as shown in Figure 2; and 2) the Commercial Boulevard District, west of Bougainvilla Drive as shown in Figure 3.

A parking lot or parking along a block face is considered fully occupied once it reaches about 85 percent occupancy. Therefore, an occupancy of 85 percent will serve as the reference criteria for purposes of evaluating the parking demand in this study (typically occurring in peak season). Evaluation and analysis of parking use data was required to determine the effectiveness and efficiency of the system. One goal was to determine not only when the system was full, but also when and how often the system was underutilized during the year. Consequently, two analysis periods and two methods were developed to collect and analyze parking data:

1. Estimate peak occupancy (use) during peak season. To accomplish this, field studies were conducted to collect peak parking occupancy during several weekdays and weekends in March and April, 2014; and
2. Estimate peak parking occupancy during the entire year. This was done by identifying how often the Town's largest parking lots, the El Mar, El Prado, Minto and A1A Lots, were 85 percent or more occupied for at least three hours of a day.
3. Using pay station and pay-by-phone data to identify the use by day of week and time of day for the four largest parking lots, the A1A lot, the El Prado Lot, the El Mar Lot and the Minto Lot.

That information is summarized below.

Peak Parking Occupancy during Peak Season

The peak season parking data was collected and is summarized in the following table and bullets listed below:

- On Saturday, the peak hour was 1 PM at 81 percent occupancy;
- On Sunday, the peak hour was 2 PM at 84 percent occupancy;
- Both the field and the pay station data match expectations and observations, showing that the parking occupancy tends to be higher during the weekend compared to weekdays;
- Most of the Beach Parking Lots were at capacity for long periods of time during the weekends, with parkers waiting for parking spaces to become available; and
- Parking outside the Beach District has significant capacity available relative to demand.

		At 1 PM								At 2 PM	
		Wednesday 4/2		Thursday 4/3		Friday 3/23		Saturday 4/5		Sunday 3/25	
Parking Area	No. of Spaces	Occupancy	%	Occupancy	%	Occupancy	%	Occupancy	%	Occupancy	%
Beach Parking Lot Peak	312	232	74%	231	74%	281	90%	312	100%	312	100%
Beach On-Street Parking	135	100	74%	110	81%	104	77%	117	87%	112	83%
Other On-street Meters	107	42	39%	47	44%	60	56%	69	64%	71	66%
CBD Parking	209	117	56%	112	54%	147	70%	119	57%	149	71%
Totals	**763**	**491**	**64%**	**500**	**66%**	**592**	**78%**	**617**	**81%**	**644**	**84%**

Parking Occupancy Year-Round

Data was collected from pay stations and pay-by-phone records for four of the Town's largest parking lots to determine how many days of the year were the lots at or above 85 percent occupancy for three or more hours during the day. Although this information does not include every parker in the system, it

includes the majority of the parking system (almost 300 of 500 spaces located in the Beach Parking Area) and is where the vast majority of parking transactions occur so it was considered representative of the entire system.

The next two tables show the number of days each lot was full at least three hours during the 24-hour day. The first table lists the number of days the lot was 85 percent or more full between 9 AM and 5 PM, while the second table lists the number of days the lot was 85 percent or more full between 6 PM and 11 PM.

Parking Use from 9 AM to 5 PM

	Days of the Week							
Lot	**M**	**T**	**W**	**Th**	**Fr**	**Sat**	**Sun**	**Total**
El Mar	41	37	39	41	41	42	41	282
El Prado	20	9	7	13	22	37	42	150
A1A	4	1	0	0	1	23	33	62
Minto	3	1	1	1	2	22	28	58

Parking Use from 6 PM to 11 PM

	Days of the Week							
Lot	**M**	**T**	**W**	**Th**	**Fr**	**Sat**	**Sun**	**Total**
El Mar	39	37	39	40	26	42	41	264
El Prado	8	3	4	9	34	35	39	132
A1A	3	0	0	0	15	26	25	69
Minto	2	0	0	0	4	9	17	32

For ease of calculation and for comparison purposes, it is assumed that the peak season is approximately three months or twelve weeks in duration and there are three peak days/evenings during the peak season, including Friday, Saturday and Sunday. The result is a total of 36 Fridays, Saturdays and Sundays in a peak season and about 48 weekdays comprised of Monday, Tuesday, Wednesday and Thursday. The following is an evaluation of the data available for each of the four lots.

El Mar Lot

The El Mar Lot has 25 spaces. It has very high utilization year round with 282 days at capacity (77 percent of the year) and 264 evenings at capacity (72 percent of the year). Because of the proximal location of the parking to businesses, restaurants and the beach, utilization is evenly distributed throughout the week both during the day and in the evening, year-round.

El Prado Lot

The El Prado Lot has 90 spaces and has the second highest usage with 150 days at capacity and 132 evenings at capacity. Over 100 of the capacity days occur on Friday, Saturday and Sunday during both weekdays and weekends. While this lot is typically thought of as providing beach parking, the data indicates it is very active during the evenings as well, likely related to entertainment and/or dining use. One hundred capacity days is equivalent to about 2/3's of the weekends throughout the year (52 weeks x 3 weekend days/evenings per week = 156 weekend days/evenings).

During the weekdays, the El Prado Lot reaches capacity during the majority of the peak season but has capacity available during the other nine months of the year.

A1A Lot

The A1A Lot has 95 spaces and has the third highest usage with 62 days at capacity and 69 evenings at capacity. Between 57 and 66 of the capacity days and evenings occur on Fridays, Saturdays and Sundays (92 and 96 percent on Saturday and Sunday, respectively). The A1A Lot has available capacity most weekdays throughout the year including peak season.

Minto Lot

The Minto Lot (now closed) had 78 spaces and had the lowest usage of the four lots with 58 days at capacity and 32 evenings at capacity. Almost all of the capacity days and evenings occur on Fridays, Saturdays and Sundays (90 and 94 percent on Saturday and Sunday, respectively). The Minto Lot was used primarily as an overflow lot when the Beach Area Parking system was at high use during the peak season. Loss of the 78 spaces in the Minto Lot will likely increase use and occupancy of the A1A Lot, as well as create demand for the new 4312 Ocean Lot.

Like the A1A Lot, the Minto Lot also had available capacity during most weekdays throughout the year.

2014 Parking Lot Revenue Generation

The following table list the revenue generation for each of the lots and it aligns with the use data. The highest per space revenue generation was in the El Mar Lot, the second, the El Prado Lot and so forth.

	No. of	2014 Revenue		
Lot	Spaces	Annual	Per Space	Per Month
El Mar	25	$185,679	$7,427	$619
El Prado	90	$311,510	$3,461	$288
A1A	95	$210,792	$2,219	$185
Minto	78	$124,780	$1,600	$133
Total	288	$832,761	$2,892	$241

The table also makes it apparent that the El Mar Lot has highest intensity use, generating about $618/space per month (average).

Study Area

This report provides a summary of parking surveys performed for the Town of Lauderdale-By-The-Sea (LBTS), Florida. This includes an analysis of the existing on-street and off-street parking inventory, occupancy, and turnover of spaces between El Mar Drive and the Intracoastal Waterway (east to west) and the Village of Sea Ranch Lakes and the City of Fort Lauderdale (north to south). The study area is defined by two specific areas:

1. The Beach Parking Area; and
2. The Commercial District CBD.

Figure 1 illustrates the 22 block study area where the parking surveys were conducted. The block numbers referenced in **Figure 1** correlate with parking occupancy tables provided later in the report.

Figure 2 displays the Beach Parking Area, which is defined by Washingtonia Avenue to the north, Bougainvilla Drive/Poinciana Street to the west, Hibiscus Avenue to the south, and the beach to the east. This portion of the study area includes the primary area where people visiting the beach and the entertainment areas are parking.

Figure 3 displays the Commercial District CBD, which is defined by West Tradewinds Avenue to the west, Harbor Drive to the north, the Intracoastal Canal (IC) to the east, and Basin Drive to the south. This portion of the study area includes parking areas for employees of both the beach and commercial areas and primarily visitors/shoppers to the CBD area.

Figure 4 shows the locations of the six surface parking lots that were surveyed in the study area. Except for the Sea Grape Lot (which is located in the West Commercial area), each of the surface lots are located in the Beach Parking Area.

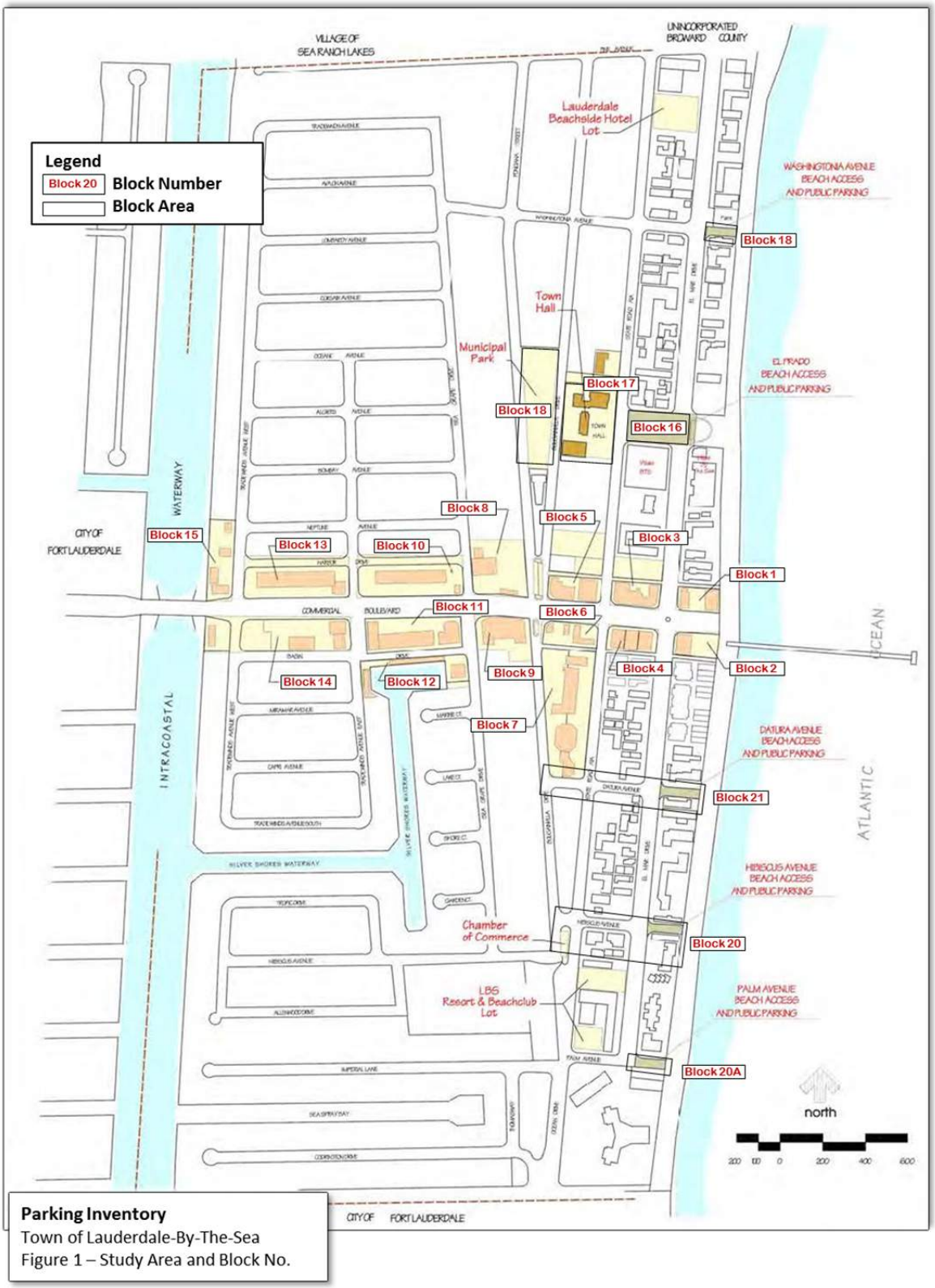
Parking Inventory

Parking inventory counts in the study area were validated against Town's inventory for both the on-street areas and surface lots. The type of spaces was also validated and included: pay parking (Pay), handicap parking (HC), employee parking (Empl), Freidt Park parking (Open), restricted parking (Res.), and electric vehicle parking (mini spaces).

Table 1 provides a summary of the on-street and off-street parking supply in the study area. A detailed parking inventory by street and off-street facility is provided in the Appendix. As shown in Table 1 there are a total of 763 spaces in the study area, with 554 in the Beach Parking Area and 209 in the CBD. The "Other On-Street Meters" designation includes the meters along Bougainvilla Drive and Poinciana Drive. These streets are located on the edge of the Beach Parking Area.

The majority of the spaces (658 spaces) are pay public parking. In the Beach Parking Area there no employee parking spaces. A substantial amount (40 spaces) of the parking in the CBD is reserved for employee only parking, including 18 spaces in the Seagrape Lot, 15 on Harbor Drive and 7 on East Tradewinds Drive (north of Commercial, west side). There are an additional 63 dual use on-street spaces that can be used by either the public (pay) or by employee permit including 25 along Commercial Boulevard, 24 on Bougainvilla Drive and 14 on East Tradewinds Drive (north of Commercial, east side).

Figure 1 - Study Area



Parking Inventory
Town of Lauderdale-By-The-Sea
Figure 1 – Study Area and Block No.

Figure 2 - Beach Parking Areas

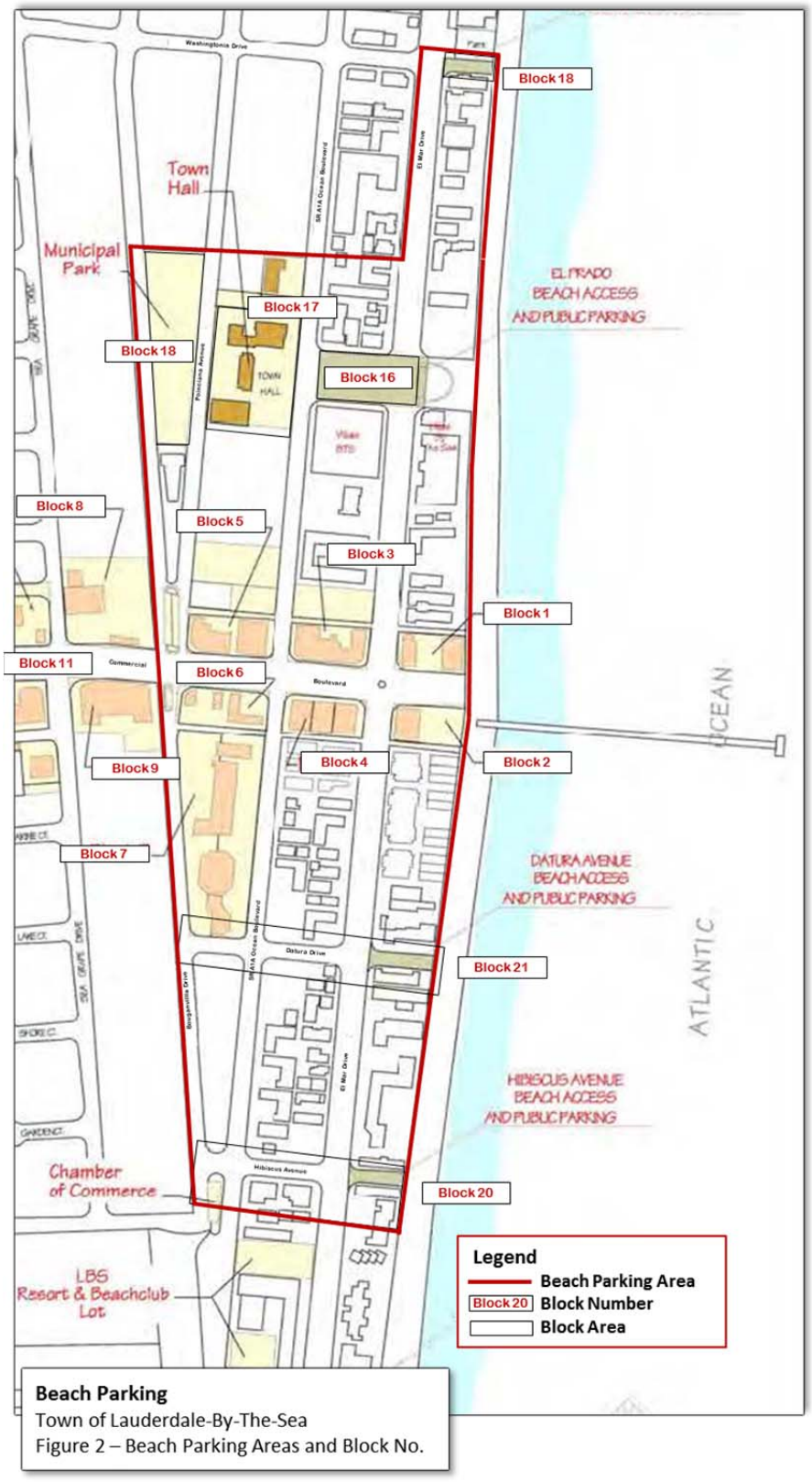
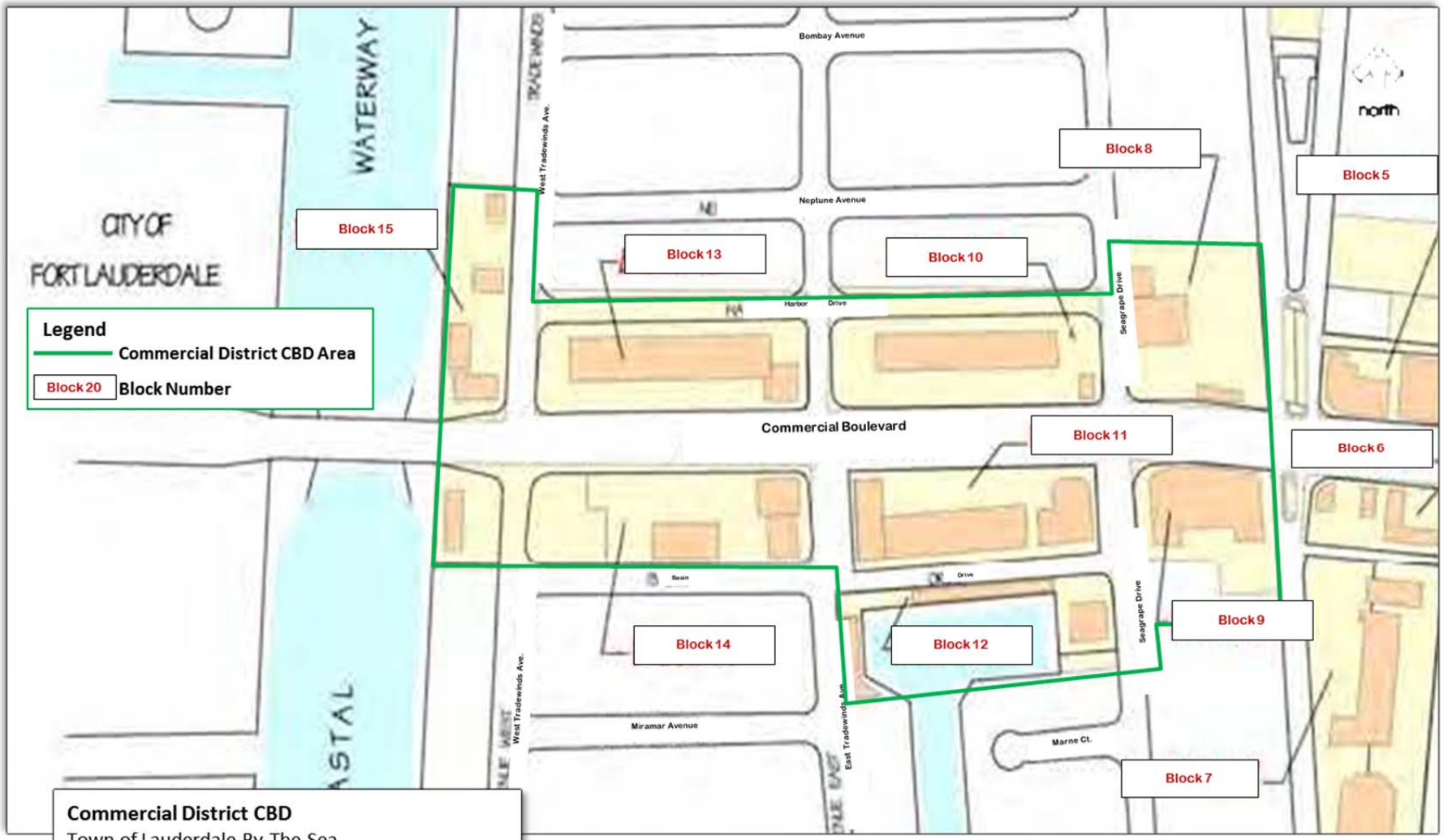


Figure 3 - Commercial District / CBD



Commercial District CBD
Town of Lauderdale-By-The-Sea
Figure 3 – Commercial District CBD and Block No.

Figure 4 - Surface Parking Lots

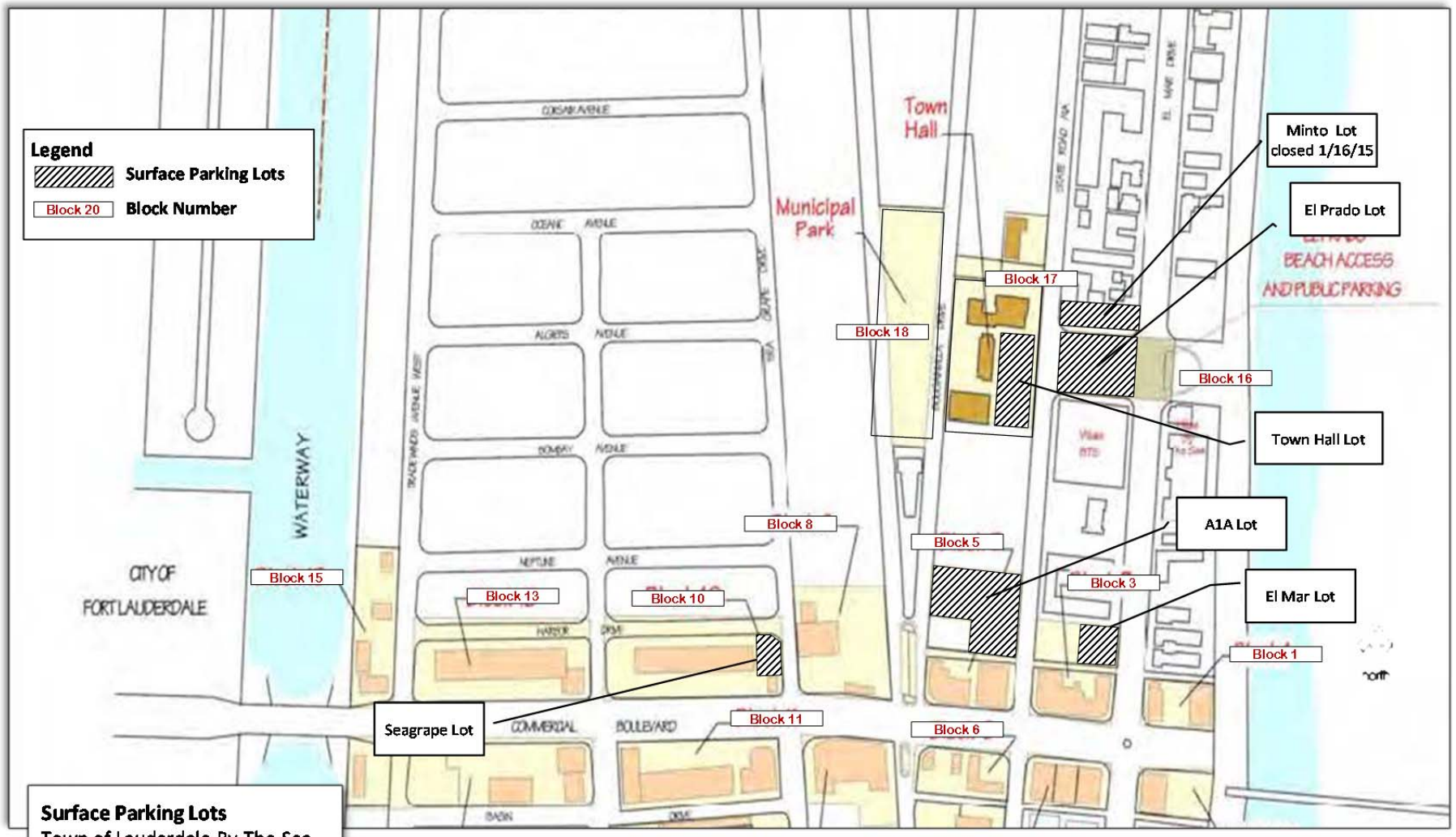


Table 1 - Summary of Parking Inventory

Parking Facility	Pay	HC	Empl	Unmetered	Res. Permit	Mini
Beach Parking Area						
Minto Lot	78	0	0	0	0	0
AIA Lot	91	4	0	0	0	0
El Mar Lot	24	1	0	0	0	0
El Prado Lot	86	4	0	0	0	0
Town Hall Lot	22	2	0	0	0	0
Public Safety Lot	0	0	0	0	0	0
Total Off-Street Lots	301	11	0	0	0	0
Beach On-Street Parking	112	8	0	0	7	8
Other On-Street Meters	80	3	0	8	16	0
Total On-Street Parking	192	11	0	8	23	8
Total Beach Parking Area	493	22	0	8	23	8
Central Business District						
Sea Grape Lot	0	0	18	0	0	0
Plaza Parking	62	4	0	0	0	0
Commercial Boulevard	32	0	0	0	0	0
Other On-Street Parking	71	0	22	0	0	0
Total CBD Parking Area	165	4	40	0	0	0
Total Parking in Study Area	658	26	40	8	23	8

Figure 5 shows the type and number of on-street spaces provided in the Beach Parking Area for each street surveyed. Most of the parking that was surveyed was pay public parking (192 spaces). There are a few groupings of residential parking areas (16 spaces in total) on El Mar Drive, Bougainvilla Drive and Poinciana Drive that are permit parking. In addition, there are eight (8) unmetered spaces along the Municipal Park along Bougainvilla Drive and 11 handicap parking spaces distributed throughout the area.

Figure 6 shows the type of parking and number of spaces for on-street parking as well as the Sea Grape Lot in the CBD parking area.

Figure 5 - Beach and Other On-Street Parking Area (242 spaces)

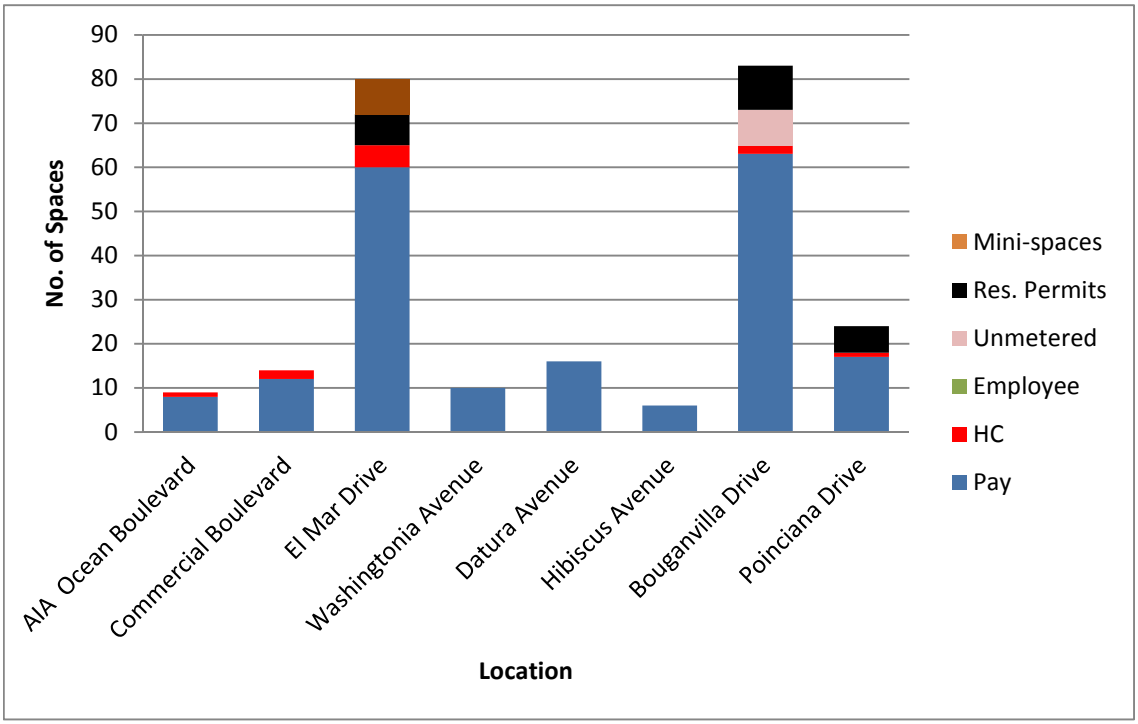
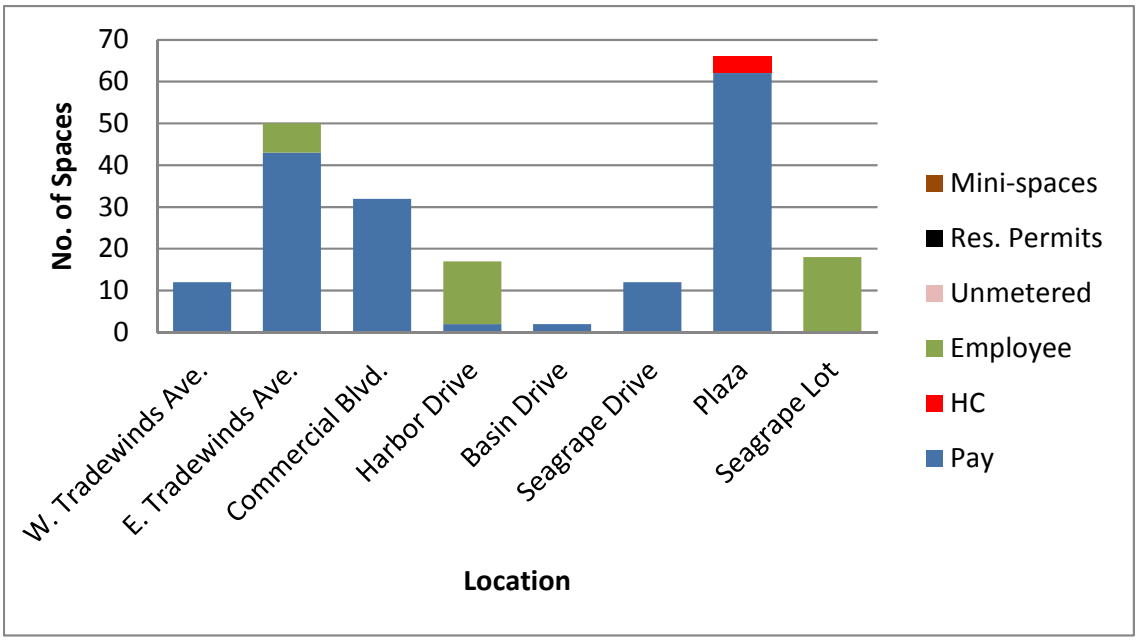


Figure 6 - CBD Parking Area (209 spaces)



Parking Occupancy

Hourly parking occupancy counts were performed during the following time periods:

- Friday, March 21, 2014 between 12 PM and 12 AM;
- Sunday, March 23, 2014 between 9 AM and 6 PM;
- Wednesday, April 2, 2014 between 9 AM and 7 PM;
- Thursday, April 3, 2014 between 9 AM and 8 PM; and
- Saturday, April 5, 2014 between 9 AM and 9 PM.

Table 2 provides a summary of the peak parking occupancy, by hour, for each of the daily counts that were collected. The complete set of parking occupancy counts is included in the **Appendix**. For every survey day, except Sunday, the peak hour was at 1 PM. On Sunday the peak hour was at 2 PM. Some of the weekdays had more than one peak hour. This shows that the peak parking occupancy in the study area is generally during the early afternoon period.

On Sunday at 2 PM, 84 percent of the parking in the study area was occupied. The data follows trends that match expectations and observations, showing that the parking occupancy tends to be higher during the weekend compared to weekdays. Most of the parking lots in the Beach Parking Area were parked beyond capacity during the weekends, with parkers waiting for parking spaces to become available. Overall, it appears the CBD area has adequate parking, but the Beach Parking Area is operating close to capacity for long periods of time during peak days.

Figures 7, 8, and 9 illustrate the variations in hourly occupancy for the Beach On-Street Parking, Beach Area Parking Lots, Other On-Street Meters in Beach Parking Area and CBD Parking Area Parking areas, respectively. It is quite apparent in the charts that the Beach Parking Lot areas remain at 100 percent occupancy for much of the day.

Table 2 - Summary of Peak Parking Occupancy for Each Survey Day

		At 1 PM								At 2 PM	
		Wednesday 4/2		Thursday 4/3		Friday 3/23		Saturday 4/5		Sunday 3/25	
Parking Area	No. of Spaces	Occupancy	%	Occupancy	%	Occupancy	%	Occupancy	%	Occupancy	%
Beach Parking Lot Peak	312	232	74%	231	74%	281	90%	312	100%	312	100%
Beach On-Street Parking	135	100	74%	110	81%	104	77%	117	87%	112	83%
Other On-street Meters	107	42	39%	47	44%	60	56%	69	64%	71	66%
CBD Parking	209	117	56%	112	54%	147	70%	119	57%	149	71%
Totals	**763**	**491**	**64%**	**500**	**66%**	**592**	**78%**	**617**	**81%**	**644**	**84%**

Figure 7 - Occupancy for Beach Area On-Street Parking

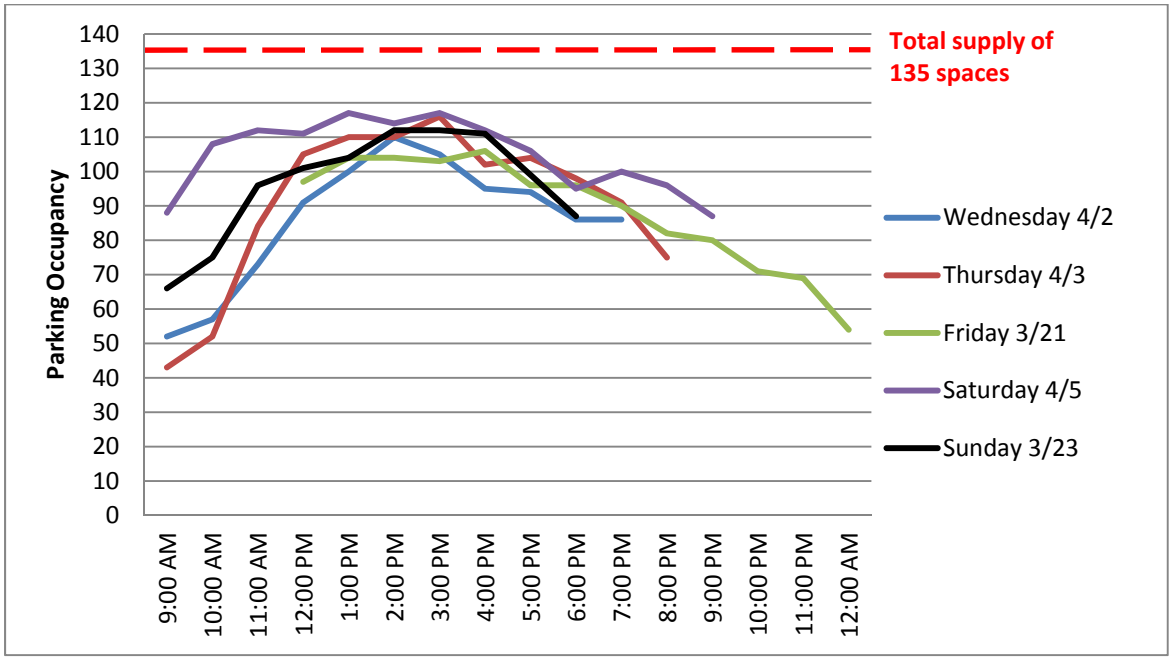


Figure 8 - Occupancy for Beach Area Parking Lots

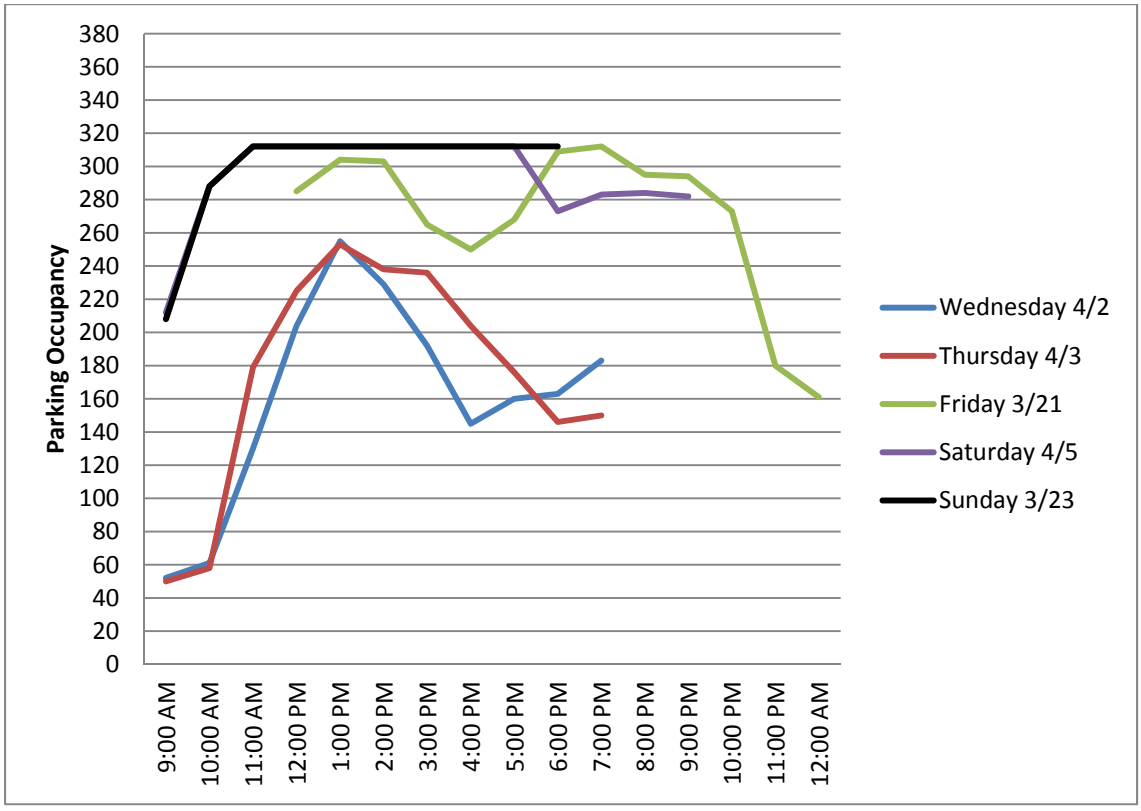


Figure 9 - Occupancy for Other On-Street Meters

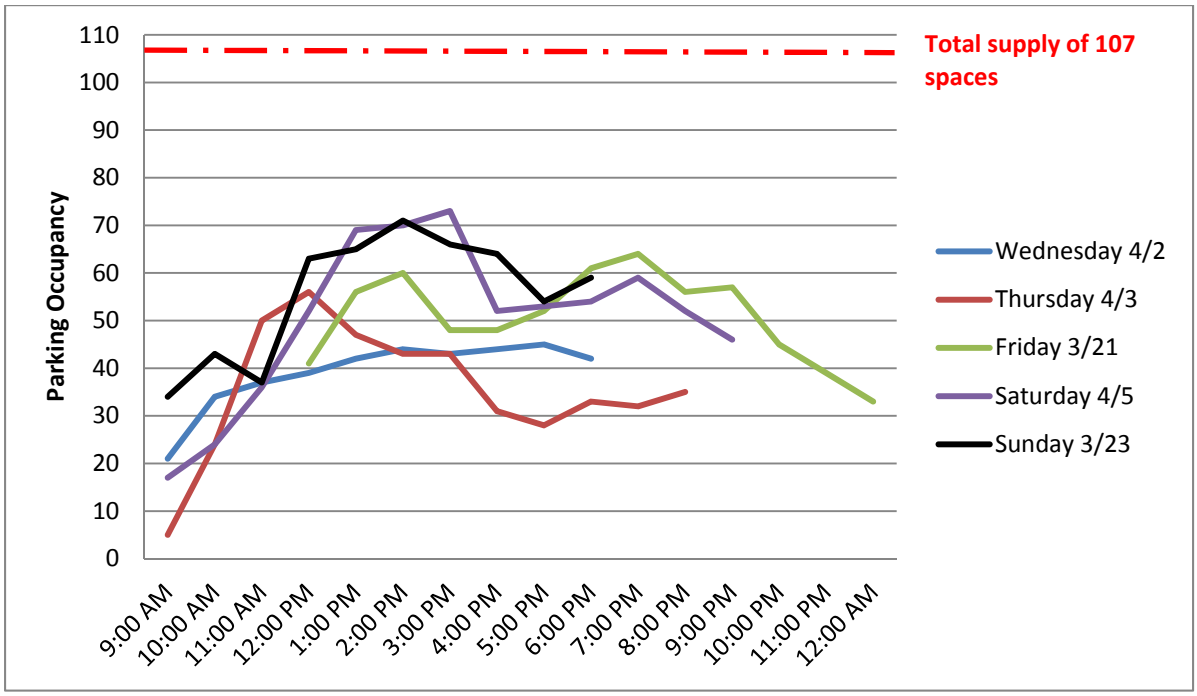
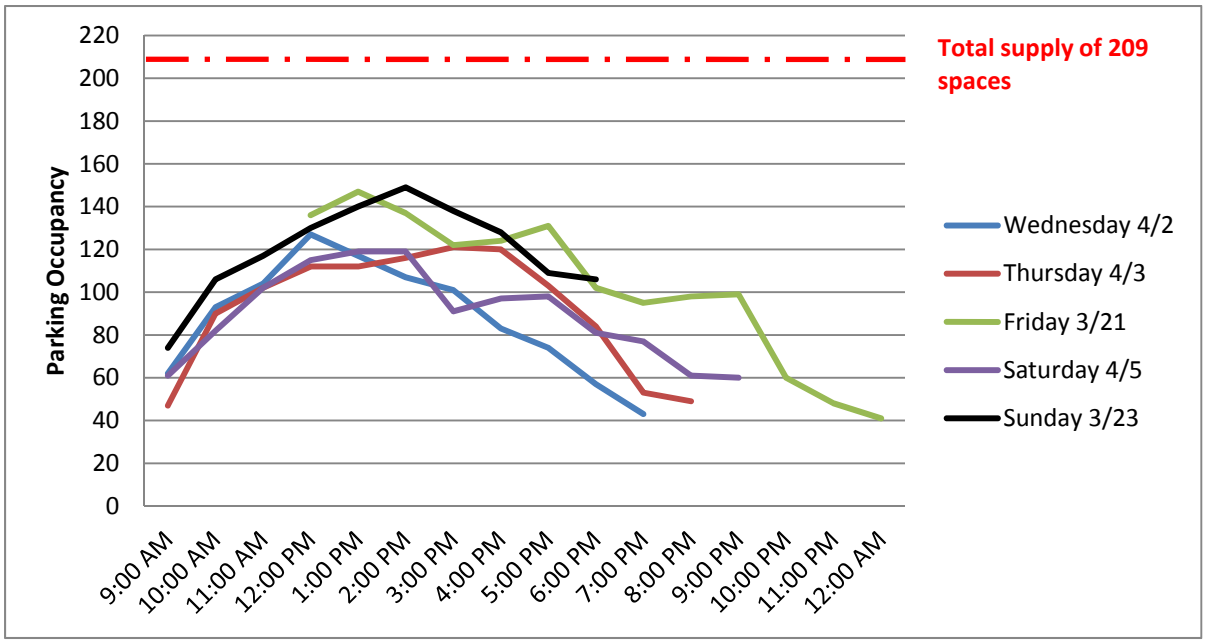


Figure 10 - CBD Parking Area Parking Occupancy



Parking Turnover

Parking turnover counts were performed in the study area to understand the frequency of use (turnover) of parking spaces and the average parking duration of visitors to the area. The turnover counts were performed at the following locations during the listed time periods:

- Thursday, April 3, 2014, between 9 AM and 7 PM
  - El Mar Drive (3 spaces)
  - Datura Beach Portal (3 spaces)
  - Commercial Boulevard, west of El Mar Drive (3 spaces)
- Friday, April 4, 2014, between 12 PM and 8 PM
  - El Mar Drive (3 spaces)
  - Bougainvilla, south of Commercial Boulevard
  - Commercial Boulevard, west of El Mar Drive
- Sunday, March 23, 2014, between 11 AM and 6 PM
  - AIA Lot
  - El Prado Lot
  - Commercial Boulevard, North of AIA – Eastbound and Westbound

Table 3 shows a summary of the parking turnover counts for each location. Shown in Table 3 are the number of vehicles surveyed, total vehicle hours surveyed, average turnover per space, and the average parking duration. The complete set of parking turnover data is provided in the Appendix.

Table 3 - Summary of Parking Turnover Survey

Date and Location	Vehicles Surveyed	Vehicle Hours	Avge Turnover per Space	Average Duration (hrs)
Thursday, April 3, 2014				
El Mar Drive	16	32	5.33	2.0
Datura Beach Portal	13	30	4.33	2.3
Commercial Boulevard	14	34	4.67	2.4
Friday, April 4, 2014				
El Mar Drive	15	27	5.00	1.8
Bouganvillea Drive	13	26	3.25	2.0
Commercial Boulevard	10	18	3.33	1.8
Sunday, March 23, 2014				
AIA Lot	36	79	3.60	2.2
El Prado Lot	37	106	3.08	2.9
Commercial Blvd - westbound	35	94	2.33	2.7
Commercial Blvd - eastbound	42	97	2.47	2.3

Based on the turnover survey data, the average parking duration in the study area ranges between 1.8 hours and 2.9 hours. Parkers tended to stay a little longer in the surface lots compared to parking on-street. The on-street spaces also have a higher turnover compared to the surface lots. Turnover was simply the number of unique vehicles that parked in a space (or group of spaces) during the survey period. Neither the AIA Lot nor the El Prado Lot have employee parking, which would have potentially skewed the results by including longer durations. It is unlikely there were many employees parking on-street as the turnover rate is higher and duration lower (relative to employee parking).

3. RESTAURANT PARKING EXEMPTION PROGRAM

Based on the analyses conducted in Chapter 1 as well as several other chapters in this report, DESMAN has prepared the following recommendations regarding the Restaurant Exemption Program.

Recommendations

Although the sunset date of the program is March 15, 2015, we recommend the Town suspend the program now and allow the Program to expire March based on the following:

1. Ocean District - Town staff reports that 113 of the 120 available parking exemptions for the Ocean District have been allocated, and the seven remaining space exemptions are expected to be used by a new restaurant under design. Consequently, beyond allocation of those seven spaces, there is no continued need for the program to remain in-place. The program has achieved the goal the Town established and there is little capacity in the existing parking system at peak restaurant demand times (weekends) during high season to accommodate additional exemptions, particularly since restaurants place a heavy demand on parking and more of a demand than the Town code requires them to provide. To grant additional exemptions only places more pressure on the Town to acquire additional parking spaces, a costly proposition.
2. Commercial District - Though Town staff indicates that only three of the 105 available exemptions in this district have been allocated, we believe the Program should be terminated in this District as well considering:
   - A number of the 105 parking spaces that originally comprised the available public parking exemption spaces were removed as part of the Town's streetscape project.
   - The parking exemption program in the Ocean District has increased the demand for employee parking permits, which is placing greater pressure on parking in this district.
   - Granting an exemption in this District to an eligible applicant for as many as 50 spaces could have a significant and inequitable impact on existing businesses by usurping the remaining limited parking supply.
   - There are no pending applications for exemptions, so suspending the program in Commercial Districts should not have a negative effect on any pending real estate transaction.

Background and Analysis

DESMAN has reviewed the Town's Parking Exemption Program (Program), discussed the Program with Town staff and has developed several recommendations for the Town to consider prior to terminus of the Program on March 7, 2015.

The recent Program Bi-annual Report prepared by the Town was reviewed (see Appendix 1, dated 7-18-14) along with the parking supply and demand analysis prepared by DESMAN (*Memo 1 - Parking Demand and Supply Analysis*), and the Town's land use regulations (Appendix 2) were used as a basis for the analysis and recommendations provided herein.

In addition, the Town's most recent Bi-annual Report on the Program included the following list of benefits and impacts of the Program to the Town.

Benefits and Impacts[1]

Since its inception, the Parking Exemption Program has provided the following benefits:

- Allowed eight existing restaurants to expand or relocate;
- Allowed seven new restaurants to locate into the Town;
- Created jobs for the additional restaurant employees and for the construction required for the build-out of the space; and
- Added new users for the Town's parking spaces creating additional revenue

Since its inception, the Parking Exemption Program has provided the following impacts:

- Increased demand for limited parking spaces;
- Existing businesses are impacted as new restaurants utilize parking in front of commercial storefronts; and
- Added additional employee parking permits for new restaurants.

The Cost of the Program

The value to the property owners who got the 116 spaces exempted in the Program so far is about $4 million. (That represents the cost of providing that number of spaces in a surface parking lot, including land acquisition.)

Furthermore, if the Town was to extend the Program, the cost to provide additional parking during peak season would be in the range of $34,000 to $43,800 per space exempted and that is a high cost to serve a limited group of property and restaurant owners.

[1] Modified slightly by DESMAN

4. PARKING MARKET RATES AND PARKING MANAGEMENT THROUGH PRICING

The following presents a summary of parking rates and data collected from peer markets in South Florida and then presents a discussion of how parking behavior can be modified through pricing (setting of a rate schedule). Also, additional information and recommendations regarding rates are also presented in other sections of this report.

Parking Market Rates

For purposes of understanding market position, the cities of Boca Raton, Delray Beach, Pompano Beach, Lauderdale-By-The-Sea (LBTS), Fort Lauderdale and Hollywood were surveyed and asked a series of questions regarding their respective parking systems. With the exception of the City of Fort Lauderdale, most of these cities generate the majority of their revenue from beach parking. Also, because the City of Fort Lauderdale parking system is much larger than any of the others, the data is illustrated in the summary charts with and without Fort Lauderdale data to offer more clarity and comparative graphic analysis. With regard to the items surveyed, the Town of Lauderdale-By-The-Sea has the:

- Lowest population
- Second lowest number of metered spaces
- Second lowest (least expensive) rate per hour
- Lowest in citation revenue
- Lowest in projected citation revenue
- Second lowest in amount of citation fee
- On par with Pompano Beach in total revenue
- In the mid-range for citations per space per year
- Lowest citation revenue as a percent (%) of total parking revenue

A summary of the survey data that was collected follows in both tables and charts in this section.

Parking Management through Pricing

Parking pricing can be used to effectively manage parking behavior (management) almost anywhere parking is congested. Experts recommend setting prices to maintain 85-90 percent occupancy of spaces or a "district" during peak periods of use. This is referred to as performance-based or responsive pricing[2]. Parking pricing may also result in longer-term benefits such as decreased vehicle ownership, increased use of alternative modes of transportation such as walking, biking, and transit and reallocation in the way parking is used. That is, short-term, high turn-over parking in the most convenient, proximal and highest priced parking spaces and long-term parking in off-street, less convenient, lower priced parking locations.

[2] Donald Shoup, The High Cost of Free Parking, 2005

Table 4 - Parking Rate Survey

Data Requested	City of Boca Raton	City of Delray Beach	City of Fort Lauderdale	City of Hollywood[1]	Town of Lauderdale-By-The-Sea	City of Pompano Beach
Population	85,329	60,552	165,521	140,768	6,056	99,845
Metered Parking Spaces	369	646	10,396	4,164	540	1,105
Parking Rate[1]	$1 - $2/hr	$1.50/ hour	$1.75/ hour	$2/ hour	$.50 - $1.50/ hour	$1.25/hour
Standard hourly rates	City & Mizner lots $1.00 (7am-4:59pm), $2.00 (5pm-Midnight), east of A1A is $2.00	$1.50	On-street downtown ($1.25-$1.50), Beach $1.75	On-street free downtown (3hr limit 8am-8pm), Downtown garage ($1/hr $15max), Beachside $2.00	West Commercial $0.50, A1A $1.25, Beachside $1.50	$1.25 all meters on- and off-street. To be increased within 6 months
Beach rates	$2.00	$1.50	$1.75	$2.00	$1.50	1.25[2]
Private Off-Street Overnight Rates	N/A	$19.00	$25.00	$17.00	N/A	free for hotel guests at The Sands
Private Off-Street Hourly Rate	N/A	N/A	$5.00 to $10.00	$2.00 (2 hour minimum)	$5.00 to $10.00 (depending on season and location)	free for hotel guests at The Sands
Parking citation fee	$35.00	$35.00	$32.00	$20.00	$25.00	$35.00
Parking citations projected in FY 2014	18,617	11,705	114,000	27,936	4,751	5,454
Citations per space/year	50.45	18.12	10.97	6.71	8.80	4.94
Parking citations revenue projected FY 2014	$651,602	$313,776	$2,850,000	$571,580	$123,400	$202,789
Total parking revenues projected FY 2014	$1,200,000	$1,242,361	$14,500,000	$6,551,550	$1,553,982	$1,684,274
Citation revenue as percent (%) of parking revenue	54%	25%	20%	9%	8%	12%
Parking citation written by	City Staff	Delray Police Dept and Police Volunteers	City Staff Only	Parking Staff and Police Staff	Third party - Standard Parking Inc.	BSO
Contact information	Charmain - Parking Administration	Clayton Gilbert, Scott Aronson (561) 243-7196	Brian McKelligett Parking Services Mgr (954) 828-3792	Rosanne Regan Financial Analyst (954) 921-3566	Town Hall	Linda Dye Revenue Collection Mgr

[1]Hollywood shows weekend rate, weekday is $1.50/hour Marina rate is $1/hour

[2]City of Pompano Beach will be increasing rates to $1.75 to $2.00in 2015.

Management of parking spaces through parking pricing is highly recommended in LBTS to encourage a greater shift of long-term parkers (primarily beachgoers) from short-term parking areas (such as on-street spaces on El Mar Drive), to off-street parking lots (such as the El Prado Lot). The overall approach to doing this is to create enough differential in the rate structure to incentivize long-term parkers to park in parking facilities with lower rates. One of the primary goals of doing this is to make the on-street spaces more available to customers and shoppers in the downtown.

The way to create a differential in pricing is to set a rate structure that increases the rate for the most convenient short-term parking spaces relative to the rates for less convenient, off-street, long-term parking spaces. A result of increasing rates is a projected increase in parking revenue. The increase in parking revenue can be redeployed back into the parking system as well as for various other public improvements that benefit the residents and business community of LBTS.

Market Rates

A review of peer beachfront communities was conducted to determine how the Town of Lauderdale-By-The-Sea's (LBTS) parking rates compare to neighboring communities and help determine if market conditions would support an increase in rates. The term "market rate" reflects a rate charged for parking that is consistent with and acceptable to the users. Market rates are set by supply/demand, the

higher the demand for visitors to an area (dependent on parking) relative to the parking supply (in most cases fixed), the greater the opportunity to increase rates. It is important to note that there are several critical reasons for evaluating the need to increase rates:

1. An increase in parking rates can increase parking system revenue and consequently, increase the annual bottom line or net operating income, and ultimately parking system reserves.
2. Increases in fund reserves can be redeployed into maintaining, upgrading, improving the parking system lots and facilities.
3. Many parking systems fund capital and operating improvements related to transportation and parking with reserves or annual revenues including:
    - Support of alternative modes of transportation such as expansion of transit or trolley access including the SunTrolley or Pelican Hopper;
    - Safer bike paths/routes and potential bike racks/storage facilities;
    - Improvement of pedestrian routes, including lighting or other options so that walking to less convenient parking or transit/taxi stops is feasible;
    - Improved public amenities, signage and way-finding to reduce traffic congestion, and upgrades in technology.
4. Parking rates can be used to limit parking demand. In other words, the rates can be adjusted to a level that reduces parking demand. Parking elasticity models generally specify that a 10 percent increase in cost (rates and/or fuel or other auto related costs), would decrease demand by two percent. This means if the cost to park increased, then the parker may find a less costly alternative. That model does not fit areas like LBTS and neighboring communities in Broward and Miami Dade County where the demand is quite inelastic. If you want to be near the beach and the entertainment and dining venues offered, the competition is limited and therefore alternatives limited and consequently the demand is inelastic. This is of note in that the rates charged for premium parking need to be substantially higher than less convenient parking to change parking behavior, that is, move long-term parkers from premium short-term parking spaces to off-street facilities.
5. The ability to create differential rates in the parking schedule of rates can help incentivize long-term parkers (e.g. beachgoers) move to off-street facilities (cheaper long-term), thereby creating opportunities to create accessible, convenient, high turn-over, on-street short term parking (for business and store customers and patrons). This allows the Town to direct beachgoers (through pricing) to slightly less convenient parking so that highly desirable on-street parking along Commercial Boulevard (beachside), A1A and El Mar Drive, as well as off-street parking in the El Mar Lot are available for short-term business patrons
6. Parking rates are being increased throughout South Florida. The increases reflect both an opportunity by owners to recover some or all of the high cost of providing parking from the users of the parking system. This approach is reliant on the condition that there has to be an attraction or destination that the user is willing to visit regardless of the cost of parking (assuming the price of parking is about market rate). The attraction in peer communities, as in LBTS, is the ocean. In the specific case of LBTS, the entertainment and tourist area that comprises the downtown has been very successful because of its uniqueness and brand.

Tables 4 and 5 provide a summary of specific rate information provided by neighboring beachfront communities. The full table with additional information is provided in the appendix of this report along with charts comparing the peer city data graphically.

Table 5 - Summary of Peer City Beachside Parking Rates

Metric	City of Boca Raton	City of Delray Beach	City of Fort Lauderdale	City of Hollywood	Town of Lauderdale-By-The-Sea	City of Pompano Beach
Population	85,329	60,552	165,521	140,768	6,056	99,845
Metered Parking Spaces	369	646	10,396	4,164	540	1,105
Beach Rates (per hour)	$2.00	$1.50	$1.75	$2.00	$1.50	1.25[1]

[1] City of Pompano Beach will be increasing rates to $1.75 to $2.00 per hour in 2015.

It is somewhat difficult to compare metrics city to city because there are many variables that are quite different. The size of the parking supply relative to demand varies, ownership of the parking facilities is both public and private in some cities, the type and density of development varies, the market targeted by the various beachside communities also varies. However, the one constant is the attraction of beachside entertainment, dining and the ocean itself creates a demand that seems somewhat resilient to parking pricing. Population and density is increasing, and in several of the cities, the availability of parking is actually decreasing.

As a result, beachside parking rates range from a low of $1.25 per hour in Pompano Beach to $2.00 per hour in Boca Raton and Hollywood. There are also private operators and small lot owners in Hollywood, Fort Lauderdale to name two cities, who are selling parking in peak season for between $10 and $20 for a space, regardless of duration. Furthermore, the City of Pompano Beach will be increasing their rates to $1.75 to $2.00 per hour throughout their system in medium and high use areas.

Current LBTS Parking Rates

Table 6 lists the current parking rates for metered parking in LBTS which range from a low of $0.50 per hour in the Commercial District to $1.00 per hour for the Tradewinds and Municipal Park parking, $1.25 per hour in the A1A Lot and the highest rate of $1.50 per hour for Beach District on-street parking, and the El Mar, Town Hall and El Prado Lots. Relative to the rates shown for peer communities in Table 4, $1.75 to $2.00 per hour would put LBTS on a competitive level with other communities.

Table 6 - Current Parking Rate Schedule

Meter Rates	Current Rates Hourly	Daily
Beach District	$1.50	
Bouganvilla Drive	$1.50	
Commercial District	$0.50	
West Tradewinds	$1.00	
Municipal Park	$1.00	
A1A Lot (Garage)	$1.25	$10.00
4312 Ocean Lot	n/a	n/a
El Mar Lot	$1.50	
El Prado Lot	$1.50	$10.00
Town Hall Lot	$1.50	$10.00

Recommended Minimum Parking Rates

Shown below in Table 7 are recommended minimum parking rates for the LBTS parking system. For purposes of this analysis, it was assumed that two sets of parking increases would be implemented, the first on March 1, 2015 and the second October 1, 2018. Proposing rate adjustments beyond 2020 are dependent on many variables and are not considered meaningful relative to implementing changes in 2015.

March 1, 2015 Rate Increase

For the assumed first rate increase in March, 2015, the following adjustments are recommended:

1. The lowest rate is for parking in the Commercial District which was left at $0.50 per hour (west of Bougainvilla Drive) to encourage higher use of the plaza and on-street spaces and continued economic investment in the west Commercial District.
2. On-street parking for Tradewinds parking was maintained at $1.00 per hour to encourage higher use.
3. The Municipal Park on-street rates were increased slightly from $1.00 to $1.20 per hour, once again to encourage higher use of those spaces.
4. On-street parking along Bougainvilla Drive was increased from $1.50 to $1.75 per hour, representing about a 17 percent increase in price.
5. Parking rates in the A1A Lot were increased from $1.25 to $1.50 per hour (a 20 percent increase) while the rates for off-street parking beachside, the El Mar Lot, the El Prado Lot and the Town Hall Lot were increased from $1.50 to $1.75 per hour.
6. Beach District on-street parking rates on Commercial Boulevard (east of A1A), A1A and El Mar Drive were increased from $1.75 to $2.00 per hour (about a 14 percent increase).
7. Finally, per agreement between the Town and the property owner, rates for the newly introduced 4312 Ocean Lot were set at a minimum of $2.00 per hour. There appears to be little resistance to the higher rate.

As shown, the highest proposed hourly rates are in the Beach District for both on-street and off-street parking. The on-street meters have the highest rates at $2.00 per hour relative to the off-street rates at $1.75 per hour to try and move longer term parkers (beachgoers) from the streets to the surface lots. Generally, the more desirable and convenient parking is, the higher the hourly rate should be.

Table 7 – Current vs Proposed Market Rates for Parking

Meter Rates	Current Rates		Market Rates					
			3/1/2015		10/1/2018		Avg. Increase/year	
	Hourly	Daily	Hourly	Daily	Hourly	Daily	Hourly	Daily
Beach District	$1.50		$2.00		$2.25		14.5%	
Bougainvilla Drive	$1.50		$1.75		$2.00		10.0%	
Commercial District	$0.50		$0.50		$0.75		14.5%	
West Tradewinds	$1.00		$1.00		$1.25		7.8%	
Municipal Park	$1.00		$1.20		$1.50		14.5%	
A1A Lot (Garage)	$1.25	$10.00	$1.50	$10.00	$1.75	$11.00	11.8%	9.2%
4312 Ocean Lot	n/a	n/a	$2.00	$10.00	$2.25	$11.00	6.7%	5.7%
El Mar Lot	$1.50		$1.75		$2.00		10.0%	
El Prado Lot	$1.50	$10.00	$1.75	$10.00	$2.00	$11.00	10.0%	9.2%
Town Hall Lot	$1.50	$10.00	$1.75	$10.00	$2.00	$11.00	10.0%	9.2%

Daily rates are also shown in Table 7. Typically, daily rates should be set at the equivalent of five to six hours of parking at off-street hourly rates. Consequently, the daily rate was maintained at $10.00.

October 1, 2018 Rate Increase

Also shown above in Table 7, are the recommended rates that would be implemented in October, 2018 as described below:

1. The lowest rate is for parking is maintained in the Commercial District which was increased to $0.75 to continue to encourage higher use of the plaza and on-street spaces and continued economic investment in the west Commercial District.
2. On-street parking for Tradewinds parking was increased to $1.25 per hour to encourage higher use.
3. The Municipal Park on-street rates were once again increased slightly from $1.20 to $1.50 per hour, once again to encourage higher use of those spaces.
4. On-street parking along Bougainvilla Drive was increased from $1.75 to $2.00 per hour, representing a 20 percent increase in price.
5. Parking rates in the A1A Lot were increased from $1.50 to $1.75 per hour (about a 17 percent increase) while the rates for off-street parking beachside, the El Mar Lot, the El Prado Lot and the Town Hall Lot were increased from $1.75 to $2.00 per hour.
6. Beach District on-street parking rates on Commercial Boulevard (east of A1A), A1A and El Mar Drive were increased from $2.00 to $2.25 per hour (about a 12½ percent increase).
7. Finally, to maintain the relative proportion between rates between the 4312 Ocean Lot and the Beach District surface lots, the 4312 Ocean Lot rate was increased from $2.00 to $2.25 per hour.

As shown, the highest hourly rates would be in the Beach District for both on-street and off-street parking. The on-street meters have the highest rates at $2.25 per hour relative to the off-street rates at $2.00 per hour to try and move longer term parkers (beachgoers) from the streets to the surface lots. The daily rates were increased slightly from $10 to $11 to encourage long-term parking in the surface lots.

Summary on Parking Rates

Between 2014 and 2018, a period of three years, eight of the ten parking rates listed in Table 3 have annual increases of between 10 and 14.5 percent. This is a fairly rapid increase in rates although it actually reflects an adjustment to bring current parking rates to a level compatible to peer communities and with the South Florida market in general. Market rates will provide an opportunity to:

1. Maintain relatively low rates in the Commercial District to attract users;
2. Maintain rates lower than in prime parking spaces and lots to push beachgoers to surface lots such as El Prado Lot and the A1A Lot;
3. Increase the cost of the most proximal business and beach parking locations to reduce duration, increase turnover and increase revenue to business owners;
4. More importantly, a rate increase will provide additional revenue available for redeployment into the parking system (or elsewhere) to fund improvements necessary to help LBTS maintain a viable downtown destination in the marketplace.

5. IMPACTS FROM CONVERSION IN LAND USE FROM RETAIL TO RESTAURANT

Introduction

The following section discusses the theoretical differences between restaurant use and retail use for a hypothetical 5,000 square foot building. This analysis is particularly relevant for Lauderdale-By-The-Sea (LBTS), given the trend to convert retail space to food service establishments over the years. As with all real estate development trends, the market forces that cause the trend tend to accelerate with success and momentum in LBTS has intensified in recent years. The parking exemption program in past years has likely accelerated the trend, resulting in a critical mass of restaurants and entertainment that has established a clear brand for LBTS as a dining destination.

The Scenario

For purposes of discussion, this evaluation scenario is based on a 5,000 square foot storefront with little to no on-site parking. Although larger than most available space, this example is used to illustrate the impact of conversion rather than the feasibility. As a retail use, this space would very likely be primarily devoted to customer display area, with little storage and perhaps a single employee bathroom. If converted to a restaurant, this space would be reconfigured as 2,000 square feet for kitchens, bar, restrooms and other non-customer spaces, leaving 3,000 square feet for tables and seating. In both cases, we assume that the building virtually fills its land parcel, leaving little or no room for parking areas or valet operations.

Parking Requirements – Code

The intent of this analysis is to examine actual impacts of the change, so we begin with code considerations and will comment on demand expected in the field. The existing code of ordinances requires parking for these uses as follows:

> *Sec 30-318.q*
>
> *Restaurants, including customer service areas of outside cafes on private property, sandwich shops, coffee shops, and any establishment or portion of an establishment dedicated to preparing and serving food to the public: One parking space for each 50 square feet of gross floor area excluding food preparation areas, drink preparation areas, bathrooms, storage areas, and other areas not directly utilized by the public in patronizing such establishments,*
>
> *Sec 30-318.r*
>
> *Retail stores: One parking space for each 225 square feet of floor area.*
>
> Note we have excluded language on the parking exemption which expires in March of 2015 since it is moot when comparing one use to another for actual impact.

The resulting change in parking required under the code is therefore as illustrated below:

Land Use	Gross Area	Customer Area	Code	Required
Retail	5,000 sf	5,000 sf	1 per 225 sf	23 spaces
Restaurant	5,000 sf	3,000 sf	1 per 50 sf	60 spaces

Under the code, the restaurant parking requirements are nearly triple the retail parking requirements. Assuming that little to no on-site parking exists and peak season demands, LBTS would need to provide

the parking infrastructure in one of two options; 1) a surface parking lot in land that would have to be acquired and improved by the Town; or 2) a parking garage constructed on the A1A Lot.

For purposes of this analysis, the cost for new parking spaces will be based on the estimates presented in other sections of this report. Based on typical land cost in the downtown, an improved site would cost about $33,300 per space for a 50 to 75 space surface parking lot and spaces in a garage on the A1A Lot would cost about $44,000 per net new space. The difference in parking need between the retail and restaurant uses (about 37 spaces) would translate to between $1.2 MM and $1.6 MM in additional parking infrastructure costs. To bring the incremental cost into perspective, using typical financing costs for public debt at four percent interest over a 15 year term, a construction cost of $1.2 MM would result in a debt service payment of about $110,800 per year or about $3,000 per space. This is about twice the revenue generation per space of the highest revenue generating parking in the Town.

Parking Requirements – True Demand

Based on our experience in other communities in Broward County along with guidelines published by the Urban Land Institute, we believe that the retail parking requirements in the code are reasonable and reflect the likely demand experienced by a successful retailer and the employees associated with a store.

Restaurant parking demand is likely higher than the code requirements. Recent demand studies in Fort Lauderdale are resulting in restaurant parking demand calculated at approximately 15 parkers per thousand square feet of gross leasable area (GLA). In the above example and using the same cost model, this would result in a parking demand for 75 spaces, rather than 60 spaces increasing infrastructure construction costs from $1.7 MM to $2.3 MM or about $150,000 to $200,000 in debt service per year over a 15 year term ($2.3 to $3.0 MM)

Fiscal Impact to LBTS

An analysis of relative real estate values for retail and restaurant operations in LBTS was conducted through the Broward County Property Appraiser records. The analysis focused on Commercial Boulevard, primarily within two blocks of A1A and isolated buildings that could be determined as predominantly restaurant or predominantly retail. A sampling of these buildings indicates that the value assigned to this real estate by the property appraiser is as follows:

Land Use Type	Surveyed Value	Surveyed Size	Average Value	Average Size
Restaurant	$4,261,410	21,022	$202/sf	7,007 sf
Retail	$2,024,420	13,249	$152/sf	4,416 sf

As a note, the Property Appraiser values the restaurant buildings approximately 33 percent higher per square foot than retail buildings. At an average millage of 3.8, LBTS would collect an increase in annual property tax revenue of $0.19 per square foot if a property converted from retail to restaurant use. If this were applied to our 5,000 square foot example described above, the increase in annual tax revenue would be less than $1,000.

The financial impact to LBTS to consider subsidizing the conversion of retail space to restaurant space would place a heavy burden on the parking system with little increase in property taxes or parking revenue to offset the enormous cost of structured parking.

In addition, LBTS would be required to build the garage in advance of conversions so that the parking infrastructure would be in-place so rather than the impact of an additional 37 spaces in the example, LBTS would be paying the cost of a much larger facility, closer to 325 spaces and a cost exceeding $10,000,000. Furthermore, the construction cost is just one aspect of the impact, there is also on-going maintenance, repair, security and lighting costs to consider.

There are alternatives to having the Town subsidize the cost of parking that provides a specific benefit to a land owner or business. These options are discussed in other sections of this report.

6. PRIVATE DEVELOPMENT OF PUBLIC PARKING

Introduction

Both DESMAN and Lansing Melbourne Group (LMG) have had substantial experience in the involvement of private interests in public parking facilities. In order to familiarize the reader with the economics of parking facility development, the following section will describe some universal concepts regarding such project development and apply local knowledge regarding cost and revenue models.

Capital Costs

The development of a real estate project, regardless of use, is generally divided into two categories: soft costs and hard costs. Soft costs are those incurred for activities that do not directly translate into the hard asset or real estate itself, such as architectural and engineering fees, feasibility studies, financing costs, taxes, and other similar items. Hard costs generally are made up of the construction of the building itself, site preparation, the land, and any offsite improvements necessary to accommodate the project (like turn lanes for access, sewer extensions, etc.).

Most cities develop parking garages on land they already own, whether on what is now a surface parking lot or through redevelopment of another parcel. When land costs have to be added to a parking project, financial feasibility can be very quickly eroded. Construction costs in today's market are ranging between $55 and $60 per square foot for a very basic garage, with $80 not unusual. At 350 to 400 square feet per parking space (gross area), pricing in the mid to upper $20,000 per space is to be expected. As an example, Pompano Beach is currently negotiating a contract to construct a parking garage at their pier at a cost of over $30,000 per space (does not reflect net cost per new space which would be a higher cost).

For purposes of this exercise, we have constructed a model for capital costs of a 300 space garage as follows in Table 1.

Financing Costs

Commercial real estate projects are typically financed through a combination of debt and equity, together known as the "capital stack". The debt is secured through a mortgage instrument and holds the first right to any income from the property, and has rights to wipe out any equity in the case of default. Therefore it is often referred to as "first position". Because of its first position, it earns the lowest level of interest payment. In a project such as this, one could reasonably expect that if there were no guarantees from public agencies for parking revenue or debt service that the first mortgage rates would be in the range of 5.0% (assuming a project in 2015). This is a slight premium to rates experienced by public sector borrowers. This debt could comprise as much as 65% of the cost of the project.

Table 8 - Hard and Soft Costs for 300 space Garage

Hard Costs		
Construction	300 spaces at $29,000/space	$8,700,000
Off Site Items	lump sum	$870,000
Site Work	lump sum (includes any demo)	$250,000
	Subtotal	$10,750,000
Soft Costs		
Design	10% of Base Construction	$870,000
Testing and Admin	4% of Base Construction	$348,000
Financing	3% of Base Construction	$261,000
Permits/Inspections	5% of Base Construction	$435,000
Entitlements	2% of Base Construction	$174,000
		$2,088,000
Contingency	10% of Base Construction	$870,000
Total without Land		$13,708,000

The balance of the project would be funded by "equity". This portion of the capital stack is "at risk", and is typically the first in line to be wiped out in case of a default, and is also generally responsible for any operating shortfalls or cost overruns. Therefore, this portion of the project funding is generally expensive, earning a preferred return and often an ongoing share of the cash flow. In today's market this funding earns approximately 12 percent annually.

Given these components, the debt service costs of this example facility would be as illustrated below:

Source	Split	Total Cost	Cost Split	Debt Service	Equity Repayment	Interest/Term
Debt	65%	$13,708,000	$8,910,200	$632,201		i=5%, t=25 years
Equity	35%	$13,708,000	$4,797,800		$611,719	i=12%, t= 25 years
			Total Debt	$632,201 +	$611,719 =	$1,243,920

This translates to a debt service cost of $346 per space per month ($1,243,920 divided by 300 divided by 12).

Operating Costs

Based on similar facilities in the market, we would anticipate an operating cost in the range of $12,000 per year ($40 per month per space) and a repair reserve of approximately $36,000 per year ($10 per month per space). This includes a small reserve which would be adequate for a new facility.

Total Costs and Feasibility

The estimates above suggest that the total cost to open a new facility without land would be in the range of about $400 per month per space at breakeven. If land were to be obtained at approximately 10 percent of the project cost, that would add another $40, or $440 per month per space at breakeven. This is far above the revenue generation rates of existing off street parking in LBTS with the average revenue per month for the five beach lots (El Mar, El Prado, Town Hall, Minto, A1A) at about $220 per space per month. This is also consistent with our experience that in anything but the most dense or captive markets, parking garages do not pay for themselves, but must be part of a system that includes on street meter revenue to be financially feasible or offer ancillary vertical development opportunities to generate air rights income.

7. OPTIONS FOR EXPANDING THE PARKING SYSTEM

Introduction

As the Town of Lauderdale-By-The-Sea (LBTS) optimizes the operation of the parking system, there were several potential sites that were considered including, but not limited, to the:

- El Prado Lot;
- Benihana parking lot;
- Town Hall site;
- 4312 Ocean Drive site;
- A1A Lot; and
- Other Surface Lot Options.

Each of the options listed above are discussed below:

El Prado Lot

The 86 space El Prado Lot was briefly considered as an expansion site for three primary reasons:

1. The Town already owns the site;
2. The site is large enough to potentially accommodate a parking garage; and
3. The site is located in close proximity to beach access and would provide convenient and expanded capacity for beachgoers.

Conversely, there are numerous reasons the site was removed as a viable option for consideration including:

1. Use data evaluated from the Minto Lot and the El Prado Lot suggests that this lot would be used by both beachgoers during the daytime and in the evening by visitors and patrons to the downtown; and
2. One of the Town's most valued view corridors from Town Hall to the Ocean would be lost with new construction. Furthermore the site would be bordered by condominium projects which would visually "wall-off" the ocean from Ocean Drive for several blocks.

The Benihana Parking Lot Site

There is a fairly large parcel of land used located immediately east of the Benihana's Restaurant that provides over 50 spaces in a surface parking lot. This site was considered as a possible site for a public/private joint venture garage where Benihana's would replace or expand their parking needs and lease any remaining parking to the Town to support development of the West Commercial District. No conversations have been initiated with Benihana's to gauge their level of interest, if any. There are a couple of reasons why this option was considered:

1. Development of the surface lot into a parking garage would provide a mechanism for Benihana's to potentially increase their parking supply in a new garage; and
2. The site could provide additional parking capacity to provide support for redevelopment of the West Commercial District.

There were also at least two reasons this option was removed from further consideration:

1. The cost to build a parking garage on this site would be very high, because like the A1A Lot, the existing surface parking spaces would need to be reconstructed within the garage at a high cost before any new parking was added. Although a small garage may fit on this site, it would likely be less efficient than desired and due to the Town's height limitations, the number of floors and ultimately the number of spaces would be restricted to 150 spaces or less without a larger footprint. The entire cost of the garage would likely be passed on to the Town since it seems unlikely that Benihana's would pay to replace surface parking as structured parking unless there was an economic incentive for doing so. Furthermore, Benihana's would lose all of the parking during construction which is likely not feasible. If this was a reasonable development opportunity, the private sector would likely have proposed a solution.
   In this case, assume the cost per space of $31,000 is similar to the A1A Garage example (see the A1A Garage option later in this memo). At 150 spaces, the garage cost would be about $4.65 MM and the Town, at best would have use of about 90 spaces. This would put the cost per space for the Town at about $52,000. There are likely better solutions to spending $52,000 per space or $4.56 MM.
2. The site seems to be in a convenient location to serve the West Commercial District. However, since it is located very close to the Intracoastal Bridge, there may be challenges in directing parkers to the garage. However, this could likely be overcome for the most part through design and wayfinding.

Town Hall Site

Town Hall sits on one of the most desirable sites in the downtown area. It's a relatively large parcel under the Town's ownership and has unobstructed views of the Ocean through the El Prado Avenue corridor. The site is only one of a few parcels under control of the Town that could accommodate a garage. If at such time it made economic sense for the Town to replace their current building facilities elsewhere, this site could serve as a valuable development site including the potential to add new general public parking spaces. The location of this site would do more to serve beachgoers than the downtown business community. Consequently, this site is not under consideration.

4312 Ocean Drive

The Town has recently entered into an agreement with the owners of a parcel at 4312 Ocean Drive for the construction of a temporary surface parking lot, referred to herein, as the 4312 Ocean Lot. The site is currently a vacant parcel located in the northeast quadrant of 4312 Ocean Drive (State Route A1A) and Datura Avenue (see Figure 11).

The Town will improve the site and add approximately 55 grassed surface parking spaces and will be used for a temporary parking lot until such time the owner of the parcel decides to sell or develop the site. The cost to provide the grassed surface lot is estimated at about $25,000.

Figure 12 shows one possible parking layout and that the site is well situated because drivers from the south can be captured before they arrive at the congested intersection at Commercial Boulevard. Also, this lot is very close to direct beach access provided at the Datura Avenue portal as well as access to the center of the downtown via a convenient walk along El Mar Drive. This lot will likely serve a higher demand related to beachgoers than shoppers or restaurant patrons.

Figure 11 - 4312 Ocean Lot Site

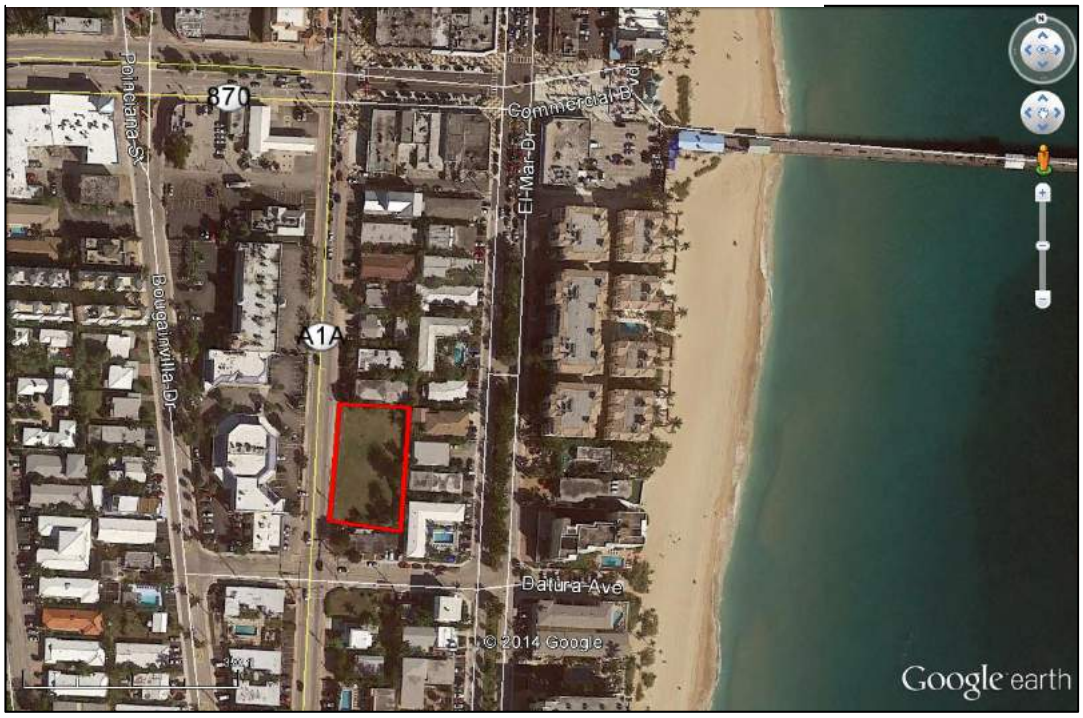
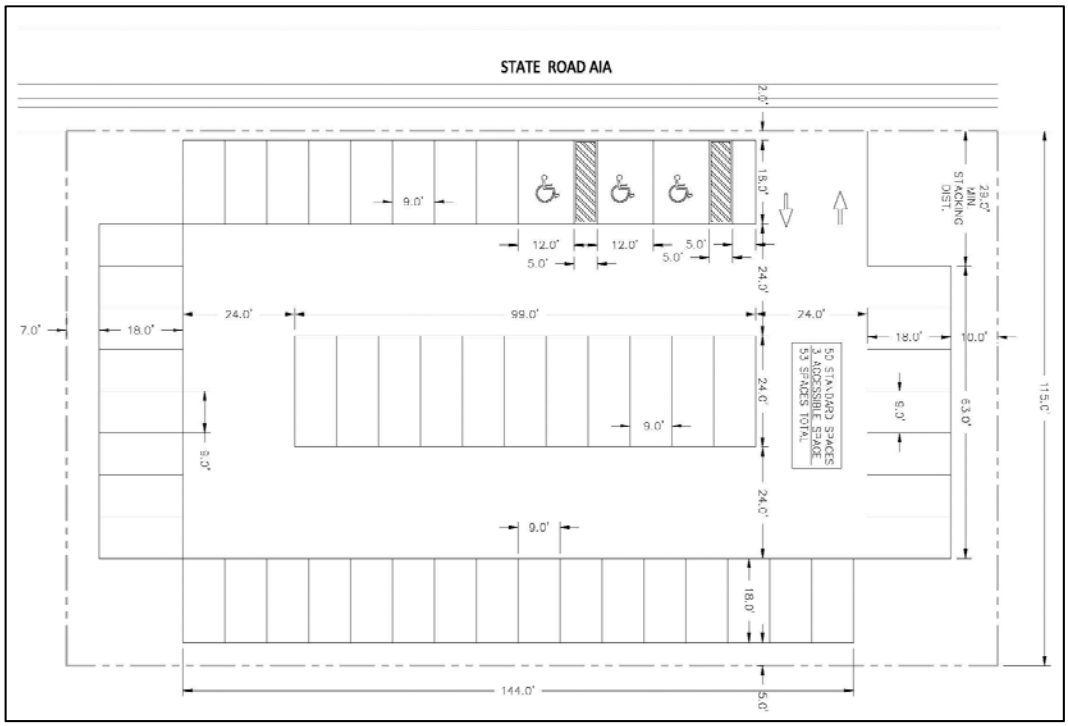


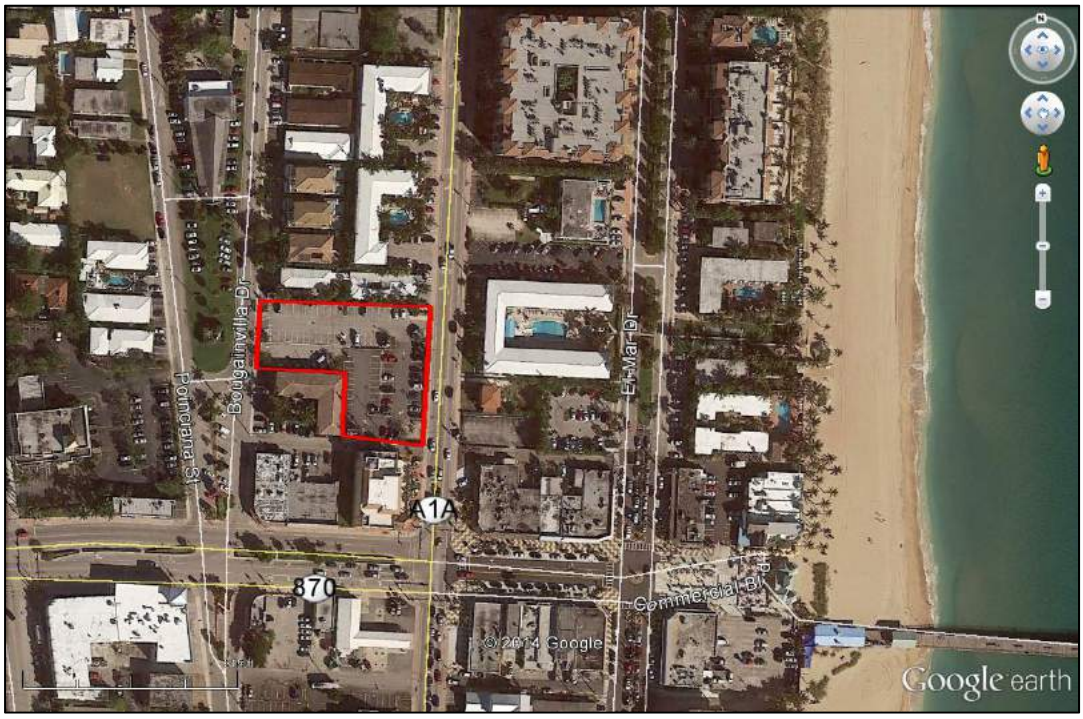
Figure 12 - 4312 Ocean Lot Parking Layout Option



A1A Garage

As shown in Figure 13, the current A1A surface parking lot is located between A1A and Bougainvillea Drive, north of Commercial Boulevard. There are currently approximately 95 parking spaces in this lot. In FY2014, the estimated revenue generation was about $210,000 or about $2,210 per space per year. This is one of only a few potential sites that could serve as a site for a new parking garage.

Figure 13 - A1A Surface Parking Lot Site Map



Site Plan

Figure 14 depicts the overall site plan for the A1A Garage while Figures 15, 16 and 17 illustrate the circulation and parking space layout for various levels of the garage. The entire garage provides about 325 spaces in three elevated levels and an elevation of 41.5’ at the Forth Level (Roof) slab.

First Level Layout

Figure 15 – the Level one (grade) plan shows access to both Commercial Boulevard and Bougainvillea Drive. The grade level elevation at Commercial Boulevard is approximately 10’ with the site sloping east to west and the west elevation towards Bougainvillea Drive elevation at approximately 8.5’. There is a double-loaded westbound one-way angled parking aisle on the north side of the lot with an exit to Bougainvillea Drive. There is a separate entrance from Bougainvillea Drive as a single-loaded eastbound one-way angled parking aisle on the south portion of the site.

Traffic enters the structured portion of the garage at elevation 10’ through a two-way, double-loaded sloped floor running north to south with 90 degree parking to an elevation of 15.25’ at the south edge of the site and then turns north and begins to travel up the easternmost sloped bay. The First floor (grade level) provides about 80 spaces.

Figure 14 – A1A Garage Site Plan

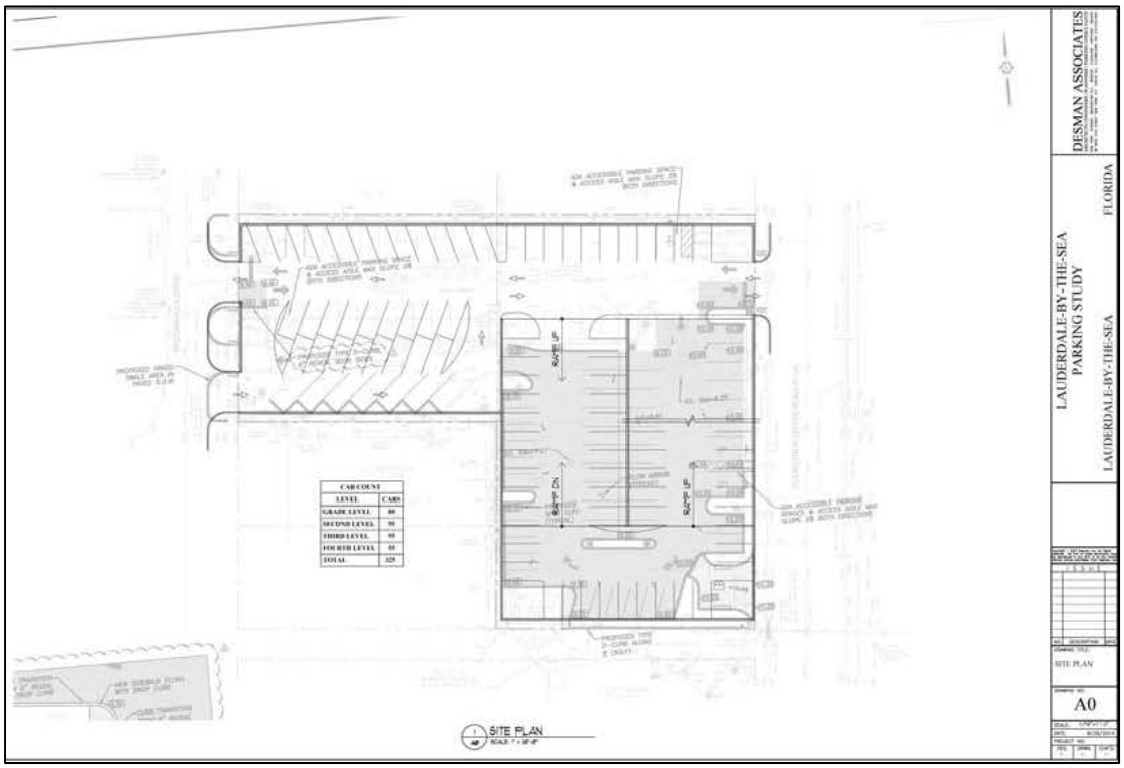
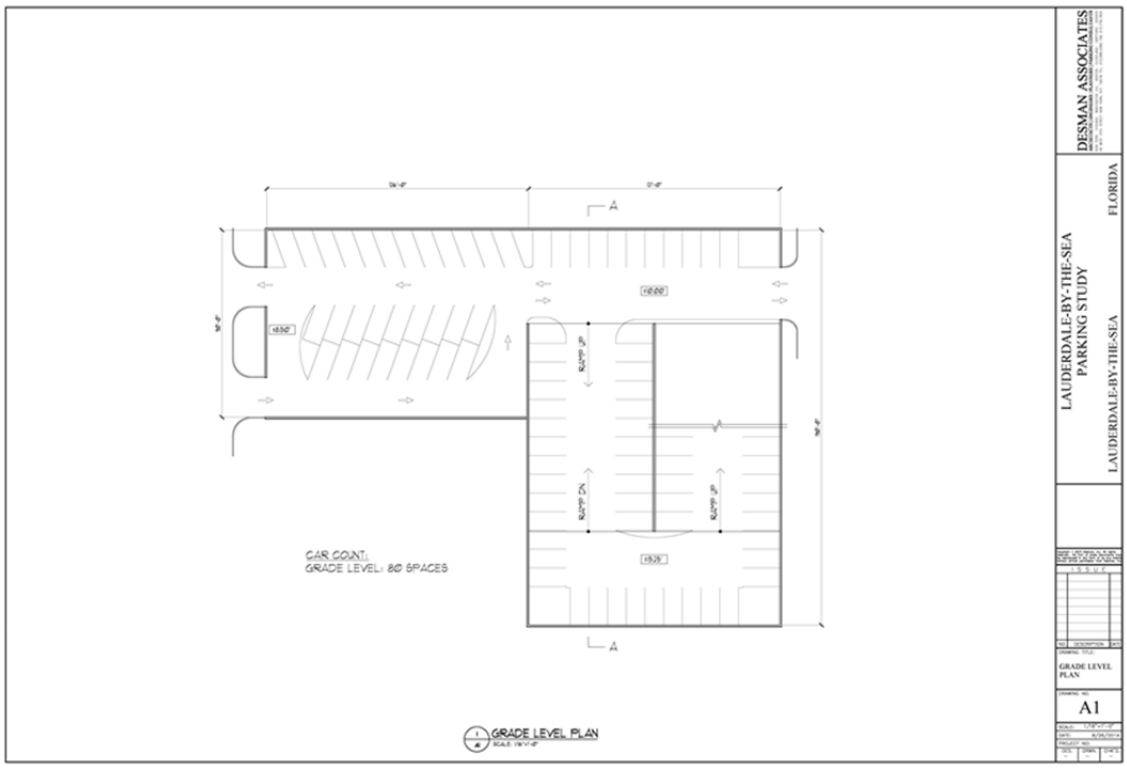


Figure 15 - A1A Garage Grade Level Layout



Second and Third Floor Layouts

Figure 16 shows the typical floor layouts for Levels Two and Three. Traffic enters Level Two from the westernmost sloped parking bay coming up from grade to an elevation of 20.5', enough clearance for vehicle circulation at the First Level. At elevation 20.5', the structure parking is extended over the angled portion of the site to the west (elevation 19.0'). The set of sloped floors on the southwest quadrant of the site continue up, each climbing about 5' for a total of about 10' floor-to-floor (north to south, then south to north) to Level Three. Level Three runs from an elevation of 31' at the Commercial Boulevard to about 29.5' at the Bougainvillea Drive end of the garage. The Second and Third Level each provide about 95 spaces for a total of 190 spaces.

Fourth (Roof) Level

Figure 17 shows the Roof Level and Return Circulation. In order to stay below the maximum height limits specified in the LBTS code, the Roof Level of the garage is comprised only of the balance of the sloped floor from the Third Level, at elevation 41.5', running to the rectangular section towards Bougainville Drive, elevation of 40'.

There is also a section (Building section A-A) shown at the top of Figure 17 depicting the anticipated elevations from the First Level at 10' to the Roof Level at 41.5'. The ramps from the third level provide access but also terminate at the Roof Level, which provides about 55 spaces.

Parking Spaces and Costs

While the A1A Garage could provide 325 spaces, there are already 95 spaces in the A1A surface parking lot, so the net number of new spaces is 230 as shown below:

A1A Garage	325 spaces
A1A Surface Lot	95 spaces
Net New	230 spaces

Table 9 provides an opinion of probable costs for the A1A Garage design and construction.

Table 9 - Opinion of Probable Costs (2014)

Construction cost	$8,700,250
Design fees (@10%)	$870,025
Construction cost	$9,570,275
Misc. site contingencies	$500,000
Total project cost	$10,070,275

Cost per space (325 spaces)	$30,985
Net cost per new space (230 spaces)	$43,784

As shown in Table 9, the total construction cost for the garage is estimated at $10,070,275 for 325 parking spaces. That translates to a cost per space, for 325 spaces, of about $31,000 including design and miscellaneous site contingencies. However, when the cost per space is calculated to represent the cost for the number of *net new spaces* added to the site, the cost is about $43,800 per space. This is because the 95 existing spaces are eliminated as surface parking and constructed again as part of the garage.

Figure 16 - A1A Garage Second and Third Floors

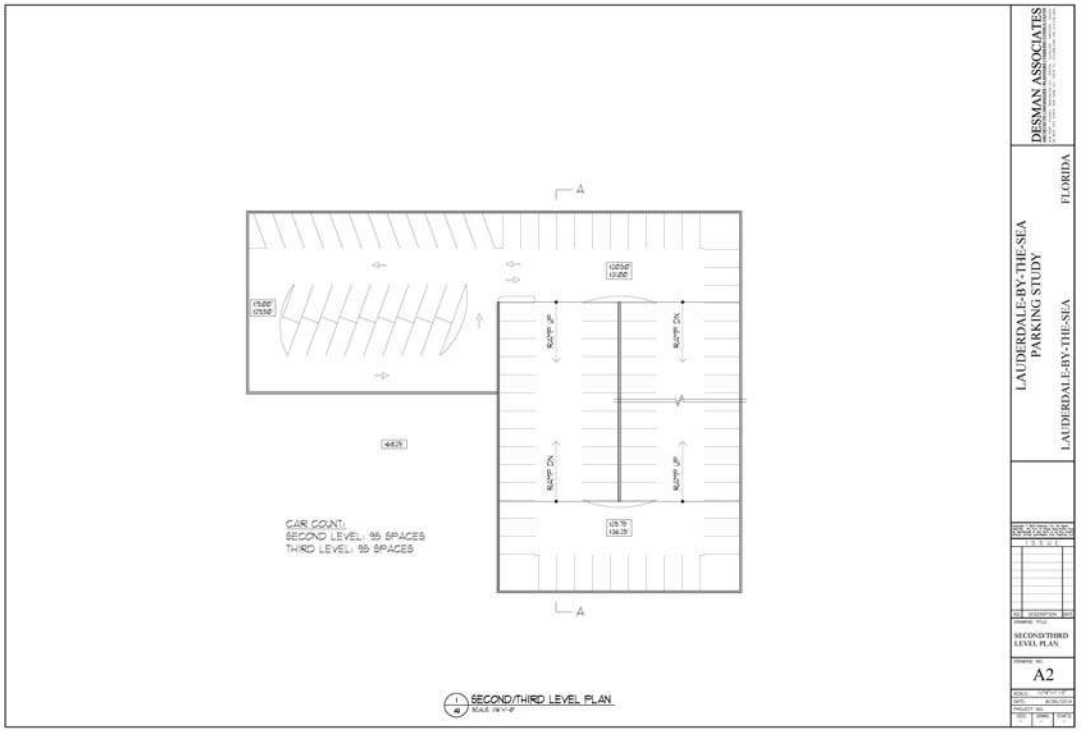
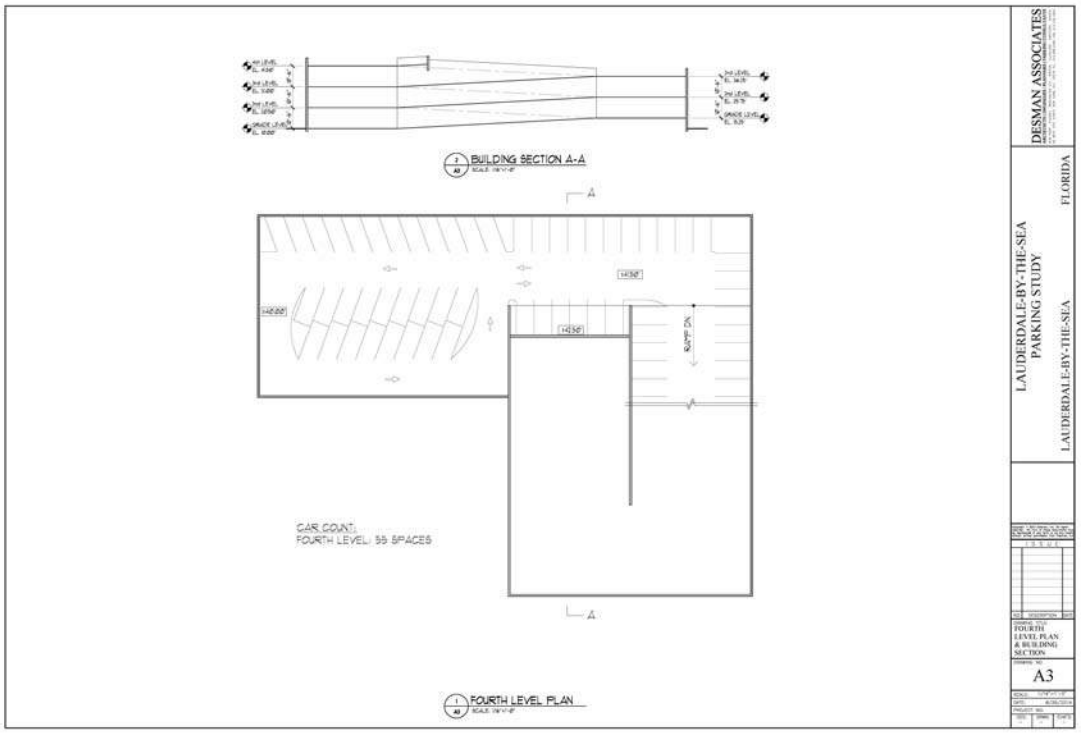


Figure 17 - A1A Garage Roof Level and Section



Additional Financial Impacts

In addition to construction costs are costs associated with financing as well as new annual expenses (such as operating, utility, repair and reserve for structural parking, maintenance and cleaning) associated with both a new surface lot (4312 Ocean Lot) and structured parking (A1A Garage). There is also new revenue generated by these facilities as well as a loss of revenue related to the Minto Lot (January 16, 2015). In addition, there would be a loss of parking revenue as a result of taking the A1A Lot out of service for 1 ½ years for construction of the garage, or about $315,000. Estimates for both additional expenses and revenue are detailed in other sections of this report.

Other Surface Lot Options

As discussed in a previous section of this report, the development of a real estate project, regardless of use and ownership (public or private), is generally divided into two categories: soft costs and hard costs. Soft costs are those incurred for activities that do not directly translate into the hard asset or real estate itself, such as architectural and engineering fees, feasibility studies, financing costs, taxes, and other similar items. Hard costs generally are made up of the construction of the building itself, site preparation, the land, and any offsite improvements necessary to accommodate the project (like turn lanes for access, sewer extensions, etc.).

Most cities develop parking garages on land they already own, whether on what is now a surface parking lot or through redevelopment of another parcel. When land costs have to be added to a parking project, financial feasibility can be very quickly eroded. In the example of development of a surface parking lot (rather than a garage), the land costs are the dominant cost item and all other costs are a fraction of the land costs. Construction costs vary depending on the level of site amenities and soil conditions, but typically range between $1800 and $2500 per space for permanent surface (versus a temporary parking lot such as the 4312 Ocean Lot). Acquisition and use of a typical land parcel in LBTS would likely include an existing business use and require demolition and site preparation to provide about 55 to 65 parking spaces. Based on other land use parcels that have sold are are for sale in LBTS, an example of typical site development costs has been prepared. Table 10 provides a brief summary of anticipated hard and soft costs for acquisition and development of a surface parking lot in LBTS.

Table 10 - Example of Land Acquisition and Development of Surface Parking Lot

Hard and Soft Costs			
Land Acquisition	Typical Downtown Parcel	$	1,800,000
Construction	60 spaces at $2,500/space	$	162,500
Site Work	Site demo and prep	$	130,000
Design and Permits	Design and permits	$	50,000
	Total	$	2,142,500
	Cost per Space	$	33,000

As shown in the example illustrated in Table 10, an estimate of the typical cost for acquisition of land and development of a surface parking lot is about $33,000 per space, dependent to a large extent on the cost of the land. In this example, a 20 percent increase in *just* the land cost shown in Table 10 would increase the cost per space to $38,500 (about 17 percent).

8. OPTIONS FOR FINANCING PARKING IMPROVEMENTS

Recommendations

The cost to operate and maintain the Town's parking system should be supported by revenues generated by users of the system. The Town has done well in this regard and the parking system is self-supporting and financially strong. However, unanticipated development growth may require the Town to expand the parking system by acquiring land and building surface parking lots or by constructing a new parking garage which would put a high level of stress on parking system finances.

An example of this would be if a parking reduction is requested by a developer but the development parking demand cannot be accommodated by the existing parking system, than a PILOP may be warranted. If a PILOP were to be used to support new development growth in LBTS, the recommended approach would be to use the Parking Strategic Plan (PSP) as a guiding tool that:

- Sets a five to 10 year development and parking needs plan;
- Estimates the cost to develop the parking infrastructure in the plan, including land costs and lost opportunities, to support the development growth;
- Estimates a timeframe or other trigger when parking infrastructure would be required;
- Recommends a PILOP fee that correlates development parking demand and the cost of expanding the parking system on a per space basis;
- Commits the Town to making the improvements so that they are in-place regardless of whether or not there are adequate PILOP funds to cover the cost; and
- Continue to assess the PILOP and use funds to offset any shortfall in parking infrastructure costs.

Based on the current PSP, the cost to construct new parking facilities ranges between $33,500 (surface parking lot) and $44,000 per space (A1A Garage) depending on whether the facility is a garage or a surface lot. All or a subsidized portion of this cost can be used as a PILOP for new development. A subsidy can usually be justified since use of the subject parking spaces is shared by other parkers visiting the downtown and beach.

Introduction

The cost of parking has increased dramatically over the past decade and this increase has had an enormous impact on development projects. The information provided in this memo provides a brief discussion of typical financing alternatives of which, perhaps only a couple are applicable in LBTS. Many of the financing options have been eliminated because of the low density and restricted development opportunities in LBTS.

General Obligation (GO) Bonds

GO bonds are the most likely approach that should be considered by LBTS. GO bonds can be issued by a municipality for parking improvements and repaid with revenue generated by the parking system. This form of financing typically has the lowest interest rate since they are backed by the full faith and credit of the public entity. This approach can be used by the LBTS with repayment from negotiated payments, leases, tax increment finance revenue, and/or special or parking district assessment fees assessed on the private sector by the Town and pledged towards bond debt. More on these revenue streams in the following sections.

Payment in Lieu of Parking (PILOP)

A payment in lieu of providing parking is allowed and used cities throughout Florida. The PILOP financing approach was initially created as an incentive to support (re)development for several reasons:

- by relieving the private sector from the burden of financing parking;
- to create or maintain enough of a development site to accommodate higher density development; or
- As a mechanism to construct a central parking facility that can serve development within its service area.

The concept was, in theory, to collect enough funds from (re)development for a municipality to finance the cost of constructing a parking lot or garage that would then serve the development that had paid into the program.

Usually, PILOP programs have a pre-set payment amount that serves to incentivize development. The PILOP typically has no true relationship to the actual cost to develop parking facilities. Historically, this was especially true when a municipality had an excess of parking and low utilization. Over time as a downtown develops the utilization of the parking system increases and at some point may need to be expanded to accommodate new growth. If the PILOP has been set at an artificially low value and cannot be used to fund the necessary parking improvements in full, than the municipality has the obligation to fund any shortfall.

The payment is usually determined in two ways: 1) a fixed amount that incentivizes development but by reducing the full cost of parking improvements (with a subsidy); or 2) the actual cost of providing a new parking facility, which is usually a higher amount. Typically, developers will choose a fixed amount because they usually require certainty in assembling their financing or determining feasibility of a proposed development or redevelopment. This approach can be problematic unless the municipality has already provided the "subject spaces" in a parking facility or has the ability to construct coincident with the development proposal that justifies the municipality's investment.

If a PILOP were to be used to support new development growth in LBTS, the recommended approach would be to use the Parking Strategic Plan (PSP) as a guiding tool that:

- Sets a five to 10 year development and parking needs plan;
- Estimates the cost to develop the parking infrastructure in the plan, including land costs and lost opportunities, to support the development growth;
- Estimates a timeframe or other trigger when parking infrastructure would be required;
- Recommends a PILOP fee that correlates development parking demand and the cost of expanding the parking system on a per space basis;
- Commits the Town to making the improvements so that they are in-place regardless of whether or not there are adequate PILOP funds to cover the cost; and
- Continue to assess the PILOP and use funds to offset any shortfall in parking infrastructure costs.

Based on the current PSP, the cost to construct new parking facilities ranges between $33,500 (surface parking lot) and $44,000 per space (A1A Garage) depending on whether the facility is a garage or a surface lot. All or a subsidized portion of this cost can be used as a PILOP for new development. A

subsidy can usually be justified since use of the subject parking spaces is shared by other parkers visiting the downtown and beach.

Utility Assessment District (Parking Assessment District)

The creation of a parking assessment district may be possible in LBTS. One or more Parking Assessment Districts could be created (West Commercial District and Beach District) where a tax is levied on taxpayers within that district (typically non-residential uses) and reinvested into the parking system for improvements that benefit businesses in that specific district. This can be one of several combined sources of revenue used by the Town and is subject to existing State of Florida enabling legislation. There may be a similar mechanism in-place in Florida that was initially created to finance more typical utility improvements for Counties. The assessment could be implemented in several ways depending on state statute, but there would likely include a credit in some form for those businesses that have provided their own parking in one way or another.

Tax Increment Finance Bonds

Although a common funding approach, the implementation of a TIF is likely not a likely financing tool for LBTS, primarily because the Town is not necessarily interested in this approach to redevelopment. The construction of parking structures is usually an authorized use for tax increment financing (TIF) since the improvement is generally viewed as an economic development generator that is used to support commercial redevelopment. A geographic area is identified, typically meeting specific criteria for redevelopment and a baseline is set for the property values at that time. Bonds are issued and the funds used to provide infrastructure that enables redevelopment, ultimately increasing property values. The net increment of increased value is captured by the TIF and is used to pay the bond debt.

Revenue Bonds

Revenue bonds are taxable or tax-exempt bonds that rely upon parking revenues or other parking related fees and/or commitments to repay the bonds. In principle, revenue bonds would rely on parking system revenues and would not require the full faith and credit of the Town. However, the Town's Parking Fund does not have the historical track record that would be required by rating agencies to issue revenue bonds. Typically, revenue bonds have higher risk associated with them than General Obligation (GO) bonds which is generally reflected in higher interest rates.

Information that may be useful in the future if the Town did consider revenue bonds is that the revenue sources used to pay the debt for revenue bonds can be pledged from different income streams such as:

- Parking fees and fines;
- Leases and/or Negotiated Payments; and
- Parking Taxes.

Although parking fines revenue cannot be used to calculate the debt service coverage, they can be used to offset costs. Otherwise, all parking meter revenue and permit fees can be used to service the debt. Like the private sector, revenue generated from leased commercial space, lease of parking spaces, payments in lieu, or air rights can be used to service the debt.

Public Private Partnerships

Because development opportunities in the downtown are limited, this approach is likely not a suitable mechanism for LBTS. Previous sections provide an analysis of why this would be challenging in LBTS. However, in more urban developing environments there are greater opportunities for developers to

integrate garage spaces, or commercial uses into the garage, commonly referred to as mixed-use development, to offset the costs of constructing and operating the parking component. In addition, developers can sell development rights, lease or sell parking spaces, as well as lease "garage" space built out as tenant space, and lease air-rights.

Development Partners

Quite often a legal relationship is created between the local public entity and a private developer to advance a project that neither may be able to accomplish independently. In the cities of Arlington Heights, Illinois, Miami Beach, Florida, Lansing, Michigan, a request for qualifications (RFQs) was issued by the city requesting land owners and developers to design a public/private partnership that involved a parking component that benefited more than just the "project". Once teams are deemed "qualified" than the city entered into negotiations with each of the development teams to identify the commitment of the developer, the level of support and participation needed from the city as well as the benefit returned to the city. In some instances, the city was able to expedite the development process, in others the city contributed land and still others, the city participated by providing a new revenue source or density bonuses or commitments to lease space. This approach has been used quite successfully. One major benefit is that the development community typically understands what to bring to the market better than the public sector, which is one of the reasons for success in this approach.

Sale-Leaseback Financing

In this approach, an investment group provides capital in the form of a sale-leaseback agreement to an entity. The amount of capital available is based on the ability of the parking system to service the repayment. The investment group typically uses the entity's parking assets as collateral and requires the full faith and credit of the entity to guarantee the repayment. As an example, a net revenue stream of $2,000,000 per year will generate $30,000,000 or more in capital to the entity for improvement projects. In reality, the entity sells a 20-50 year revenue stream to an investment group at a discount rate and uses the funds typically for parking improvements. The parking system than repays the capital through lease payments over time. The advantage of this approach is that it can be executed far faster than revenue bonds, the proceeds have no restrictions like bond caveats, the net cost of money is very close to the cost of money in tax exempt financing. Washington, DC is one of many public entities negotiating a similar arrangement with private investment groups. Since LBTS has limited existing revenue, this is not a viable option.

Density Bonuses

Because this approach is not aligned with the goals of LBTS, it is not a likely approach. It works by the local jurisdiction granting a density bonus in the way of increased floor area ratios (FAR) to offset the cost of structured parking by increasing the development profitability[3]. As an example, the cities of Suffolk, Virginia, San Antonio, Texas and Charlotte, NC offer a density bonus as an incentive for converting surface parking to structured parking. As an example, for each 100 spaces converted from surface to structured parking on an area not exceeding 20 percent of the site area, an additional 20,000 square feet (SF) of new building area may be constructed.

[3] A density bonus also creates additional parking demand.

9. FINANCIAL PROFORMA ALTERNATIVES ANALYSIS

This memorandum provides a summary of the anticipated financial performance of the Town's parking system under several evaluation scenarios. The goals of the proforma analysis are listed below.

1. If the Town had a desire to expand the parking system, could the expansion be funded by the parking system under the current rate schedule; and
2. What is the opportunity to increase parking rates based on what the market will bear as well as using rates as a means to more effectively manage parking demand through pricing.

The make-up of the various proforma analyses are summarized in the following sections. Each of the alternatives is discussed and the detailed proforma for each alternative is referenced in the appendix. Unless otherwise stated, the reference to years is assumed as the Town's fiscal year. The following scenarios are summarized below and explained in greater detail in the following section:

1. Adjusted Existing Conditions Proforma – based on historical performance of the Parking Fund and projecting FY2015 forward with adjustments incorporated. This scenario assumes no increase in the current rates.
2. Adjusted Existing Conditions Proforma with Market Rate Increases – this analysis is based on Scenario 1 but adjusted to model the anticipated financial outcome if parking rates were increased to reflect market conditions as well as more effectively manage parking behavior through pricing.
3. A1A Garage Proforma with No Increase in Rates – this scenario is based on the Scenario 1. plus incorporation of the expenses (e.g. construction costs, operating expenses) and revenue anticipated with the construction of a 325 space parking garage located on the A1A Lot.
4. A1A Garage Proforma with Market Rate Increases - this analysis is based on Scenario 3, but adjusted to model the anticipated financial outcome if the parking rates were increased to reflect market conditions as well as more effectively manage parking behavior through pricing.

Adjusted Existing Conditions Proforma

The Town provided actual figures for the past four years of financial performance for the Parking Fund through FY2014 (shown in Appendix Table 6). The Adjusted Existing Conditions Proforma (shown in Appendix Table 7) was developed to assess the financial performance of the Parking Fund through 2035 given anticipated program and budget changes that affect both revenue and expenses. The proforma assumptions, program and budget changes that were incorporated into this proforma model are discussed below:

1. Parking demand stays relatively constant and parking rates are not increased. No changes in the current parking rate structure are included nor changes in system revenue with the exception of elimination of the Minto Lot and addition of the 4312 Ocean Lot in 2015 and 2016. Starting in 2016, the total Parking Fund revenue is assumed to be flat;
   - The Minto Lot (78 spaces) is assumed to be taken out of service April 1, 2015, decreasing Parking Fund revenue by a total of $124,780 a year, starting in the last six months of 2015 ($62,390);
   - The 4312 Ocean Lot (55 spaces) is placed in-service on January 1, 2015 and the proforma reflects an increase in annual revenue of $117,314 beginning in 2016 with a partial year

increase of $58,657 from January through the balance of 2015. The Minto Lot is located on private property and treated as a grassed temporary lot that will remain in-service as long as the contract with the property owner is maintained;

- There is a $25,000 capital outlay expense shown in the Parking Fund for construction of the temporary grassed lot at 4312 Ocean Boulevard for the 55 spaces;
- Revenue for the 4312 Ocean Lot was estimated at the same annual revenue per space generated at the Minto Lot but adjusted to reflect the difference in parking rates from the current rate of $1.50 per hour at the Minto Lot to $2.00 per hour at the 4312 Ocean Lot;
- A pay out of 50 percent of the revenue generated by the 4312 Ocean Lot to the property owner is shown as an expense to the Parking Fund (shown in line Dept. 306 - Miscellaneous Revenues);

2. Common to each scenario is the assumption that expenses increase at three percent per year through the financial horizon period (2035).
3. General overall annual Parking Fund expenses were adjusted to reflect both anticipated and potential expenses related to parking operations, including (these items also shown in yellow highlighter in Appendix Table 6):
   - $50,000 was added to expenses in 2015 for parking lot maintenance for all parking system lots;
   - Expenses for professional services were increased to $50,000;
   - A $50,000 line item for contingencies is included;
   - $500 in fuel costs plus $500 in auto, property and liability insurance related to parking operations were added; and
   - As mentioned above, a capital outlay of $25,000 was allocated for construction of the temporary 4312 Ocean Lot improvement.

Appendix Table 7 - Existing Conditions Adjusted Proforma illustrates the resulting financial performance of the Parking Fund through 2035 based on the above listed assumptions, line items, adjustments and actions. Table 11 below shows a summary of the annual expenses, revenue, system surplus or shortages and estimated accumulated revenue.

Table 11 - Adjusted Existing Conditions Proforma

Scenarios	2014	2015	2016	2017	2018	2020	2025	2030	2035
Adjusted Existing Conditions - No Rate Increase									
Revenues	$1,613,247	$1,579,205	$1,546,144	$1,546,144	$1,546,144	$1,546,144	$1,546,144	$1,546,144	$1,546,144
Expenses	$1,538,233	$535,549	$551,615	$568,164	$585,209	$620,848	$719,733	$834,368	$967,261
Net Operating Income	$75,014	$1,043,657	$994,529	$977,980	$960,935	$925,296	$826,411	$711,776	$578,883
Accumulated Reserves	$1,384,862	$2,428,518	$3,423,047	$4,401,027	$5,361,963	$7,230,638	$11,566,308	$15,361,234	$18,529,291

The figures shown for 2014 are actual and the revenue is assumed to remain constant with the exception of adjustments made to remove the Minto Lot and add the 4312 Ocean Lot. There is a significant decrease in expenses between 2014 and 2015 because the 2014 figures included cost for acquisition of land and debt service costs. Over time the net operating income decreases as expenses continue to escalate at three percent per year while revenues remain constant (no rate increases). However, the accumulated reserves grow throughout the horizon period to over $18.5 MM in 2035.

As listed above, three additional proformas were developed modelling the Parking Fund under different operating assumptions including evaluating the impact of increasing parking rates on the financial performance of the system. However, prior to presenting additional scenarios, a discussion of parking rates and what is referred to herein as, market rates, is presented so there is an understanding of the parking rates assumed for each proforma.

Parking Rates

A review of peer beachfront communities was conducted to determine how LBTS's parking rates compare to neighboring communities and help determine if market conditions would support an increase in rates. The term "market rate" reflects a rate charged for parking that is consistent with and acceptable to the users. Market rates are set by supply/demand, the higher the demand for visitors to an area (dependent on parking) relative to the parking supply (in most cases fixed), the greater the opportunity to increase rates. It is important to note that there are several critical reasons for evaluating the need to increase rates:

1. An increase in parking rates can increase parking system revenue and consequently, increase the annual bottom line or net operating income, and ultimately parking system reserves.
2. Increases in fund reserves can be redeployed into maintaining, upgrading, improving the parking system lots and facilities.
3. Many parking systems fund capital and operating improvements related to transportation and parking with reserves or annual revenues including:
    a. Support of alternative modes of transportation such as expansion of transit or trolley access including the SunTrolley or Pelican Hopper;
    b. Safer bike paths/routes and potential bike racks/storage facilities;
    c. Improvement of pedestrian routes, including lighting or other options so that walking to less convenient parking or transit/taxi stops is feasible;
    d. Improved public amenities, signage and wayfinding to reduce traffic congestion, and upgrades in technology.
4. Parking rates can be used to limit parking demand. In other words, the rates can be adjusted to a level that reduces parking demand. Parking elasticity models generally specify that a 10 percent increase in cost (rates and/or fuel or other auto related costs), would decrease demand by two percent. This means if the cost to park increased, then the parker may find a less costly alternative. That model does not fit areas like LBTS and neighboring communities in Broward and Miami Dade County where the demand is quite inelastic. If you want to be near the beach and the entertainment and dining venues offered, the competition is limited and therefore alternatives limited and consequently the demand is inelastic. This is of note in that the rates charged for premium parking need to be substantially higher than less convenient parking to change parking behavior, that is, move long-term parkers from premium short-term parking spaces to off-street facilities.
5. The ability to create differential rates in the parking schedule of rates can help incentivize long-term parkers (e.g. beachgoers) move to off-street facilities (cheaper long-term), thereby creating opportunities to create accessible, convenient, high turn-over, on-street short term parking (for business and store customers and patrons). This allows the Town to direct beachgoers (through pricing) to slightly less convenient parking so that highly desirable on-

street parking along Commercial Boulevard (beachside), A1A and El Mar Drive, as well as off-street parking in the El Mar Lot are available for short-term business patrons

6. Parking rates are being increased throughout South Florida. The increases reflect both an opportunity by owners to recover some or all of the high cost of providing parking from the users of the parking system. This approach is reliant on the condition that there has to be an attraction or destination that the user is willing to visit regardless of the cost of parking (assuming the price of parking is about market rate). The attraction in peer communities, as in LBTS, is the ocean. In the specific case of LBTS, the entertainment and tourist area that comprises the downtown has been very successful because of its uniqueness and brand.

Table 12 provides a summary of specific rate information provided by neighboring beachfront communities. The full table with additional information is provided in a previous section of this report (Table 4 - Parking Rate Survey).

Table 12 - Summary of Peer City Beachside Parking Rates

Metric	City of Boca Raton	City of Delray Beach	City of Fort Lauderdale	City of Hollywood	Town of Lauderdale-By-The-Sea	City of Pompano Beach
Population	85,329	60,552	165,521	140,768	6,056	99,845
Metered Parking Spaces	369	646	10,396	4,164	540	1,105
Beach Rates (per hour)	$2.00	$1.50	$1.75	$2.00	$1.50	1.25[1]

[1] City of Pompano Beach will be increasing rates to $1.75 to $2.00 per hour in 2015.

It is somewhat difficult to compare metrics city to city because there are many variables that are quite different. The size of the parking supply relative to demand varies, ownership of the parking facilities is both public and private in some cities, the type and density of development varies, the market targeted by the various beachside communities also varies. However, the one constant is the attraction of beachside entertainment, dining and the ocean itself creates a demand that seems somewhat resilient to parking pricing. Population and density is increasing, and in several of the cities, the availability of parking is actually decreasing.

As a result, beachside parking rates range from a low of $1.25 per hour in Pompano Beach to $2.00 per hour in Boca Raton and Hollywood. There are also private operators and small lot owners in Hollywood, Fort Lauderdale to name two cities, who are selling parking in peak season for between $10 and $20 for a space, regardless of duration. Furthermore, the City of Pompano Beach will be increasing their rates to $1.75 to $2.00 per hour.

Current Parking Rates

Table 13 lists the current parking rates for metered parking in LBTS which range from a low of $0.50 per hour in the Commercial District to $1.00 per hour for the Tradewinds and Municipal Park parking, $1.25 per hour in the A1A Lot and the highest rate of $1.50 per hour for Beach District on-street parking, and the El Mar, Town Hall and El Prado Lots. Relative to the rates shown for peer communities in Table 12, $1.75 to $2.00 per hour would put LBTS on a competitive level with other communities.

Table 13 - Current Rate Structure

Meter Rates	Current Rates Hourly	Daily
Beach District	$1.50	
Bouganvilla Drive	$1.50	
Commercial District	$0.50	
West Tradewinds	$1.00	
Municipal Park	$1.00	
A1A Lot (Garage)	$1.25	$10.00
4312 Ocean Lot	n/a	n/a
El Mar Lot	$1.50	
El Prado Lot	$1.50	$10.00
Town Hall Lot	$1.50	$10.00

Market Parking Rates

Shown below in Table 14 are the new recommended minimum parking rates for the LBTS parking system. For purposes of this analysis, it was assumed that two sets of parking increases would be implemented, the first on March 1, 2015 and the second October 1, 2018. Proposing rate adjustments beyond 2020 are dependent on many variables and are not considered meaningful relative to implementing changes in 2015.

March 1, 2015 Rate Increase

For the assumed first rate increase in March, 2015, the following adjustments are recommended:

1. The lowest rate is for parking in the Commercial District which was left at $0.50 per hour (west of Bougainvilla Drive) to encourage higher use of the plaza and on-street spaces and continued economic investment in the west Commercial District.
2. On-street parking for Tradewinds parking was maintained at $1.00 per hour to encourage higher use.
3. The Municipal Park on-street rates were increased slightly from $1.00 to $1.20 per hour, once again to encourage higher use of those spaces.
4. On-street parking along Bougainvilla Drive was increased from $1.50 to $1.75 per hour, representing about a 17 percent increase in price.
5. Parking rates in the A1A Lot were increased from $1.25 to $1.50 per hour (a 20 percent increase) while the rates for off-street parking beachside, the El Mar Lot, the El Prado Lot and the Town Hall Lot were increased from $1.50 to $1.75 per hour.
6. Beach District on-street parking rates on Commercial Boulevard (east of A1A), A1A and El Mar Drive were increased from $1.50 to $2.00 per hour (about a 14 percent increase).
7. Finally, per agreement between the Town and the property owner, rates for the newly introduced 4312 Ocean Lot were set at a minimum of $2.00 per hour.

As shown, the highest hourly rates are in the Beach District for both on-street and off-street parking. The on-street meters have the highest rates at $2.00 per hour relative to the off-street rates at $1.75

per hour to try and move longer term parkers (beachgoers) from the streets to the surface lots. Generally, the more desirable and convenient parking is, the higher the hourly rate.

Table 14 - Market Rate Parking Rate Schedule

Meter Rates	Current Rates		Market Rates					
			3/1/2015		10/1/2018		Avge Increase/year	
	Hourly	Daily	Hourly	Daily	Hourly	Daily	Hourly	Daily
Beach District	$1.50		$2.00		$2.25		14.5%	
Bouganvilla Drive	$1.50		$1.75		$2.00		10.0%	
Commercial District	$0.50		$0.50		$0.75		14.5%	
West Tradewinds	$1.00		$1.00		$1.25		7.8%	
Municipal Park	$1.00		$1.20		$1.50		14.5%	
A1A Lot (Garage)	$1.25	$10.00	$1.50	$10.00	$1.75	$11.00	11.8%	9.2%
4312 Ocean Lot	n/a	n/a	$2.00	$10.00	$2.25	$11.00	6.7%	5.7%
El Mar Lot	$1.50		$1.75		$2.00		10.0%	
El Prado Lot	$1.50	$10.00	$1.75	$10.00	$2.00	$11.00	10.0%	9.2%
Town Hall Lot	$1.50	$10.00	$1.75	$10.00	$2.00	$11.00	10.0%	9.2%

Daily rates are also shown in Table 14. Typically, daily rates should be set at the equivalent of five to six hours of parking at off-street hourly rates. Consequently, the daily rate was maintained at $10.00.

October 1, 2018 Rate Increase

Also shown above in Table 14, are the recommended rates that would be implemented in October, 2018 as described below:

1. The lowest rate is for parking is maintained in the Commercial District which was increased to $0.75 to continue to encourage higher use of the plaza and on-street spaces and continued economic investment in the west Commercial District.
2. On-street parking for Tradewinds parking was increased to $1.25 per hour to encourage higher use.
3. The Municipal Park on-street rates were once again increased slightly from $1.20 to $1.50 per hour, once again to encourage higher use of those spaces.
4. On-street parking along Bougainvilla Drive was increased from $1.75 to $2.00 per hour, representing a 20 percent increase in price.
5. Parking rates in the A1A Lot were increased from $1.50 to $1.75 per hour (about a 17 percent increase) while the rates for off-street parking beachside, the El Mar Lot, the El Prado Lot and the Town Hall Lot were increased from $1.75 to $2.00 per hour.
6. Beach District on-street parking rates on Commercial Boulevard (east of A1A), A1A and El Mar Drive were increased from $2.00 to $2.25 per hour (about a 12½ percent increase).
7. Finally, to maintain the relative proportion between rates between the 4312 Ocean Lot and the Beach District surface lots, the 4312 Ocean Lot rate was increased from $2.00 to $2.25 per hour.

As shown, the highest hourly rates are in the Beach District for both on-street and off-street parking. The on-street meters have the highest rates at $2.25 per hour relative to the off-street rates at $2.00 per hour to try and move longer term parkers (beachgoers) from the streets to the surface lots. The daily rates were increased slightly from $10 to $11 to encourage long-term parking in the surface lots.

Summary on Parking Rates

Between 2014 and 2018, a period of three years, eight of the ten parking rates listed in Table 13 have annual increases of between 10 and 14.5 percent. This is a fairly rapid increase in rates although it actually reflects an adjustment to bring current parking rates to a level compatible to peer communities and with the South Florida market in general. Market rates will provide an opportunity to:

1. Maintain relatively low rates in the Commercial District to attract users;
2. Maintain relatively low rates for beachgoers in surface lots such as 4312 Ocean Lot and in the A1A Lot/Garage compared to parking areas where the rates were increased significantly;
3. Increase the cost of the most proximal business and beach parking locations to reduce duration, increase turnover and increase revenue to business owners;
4. More importantly, a rate increase will provide additional revenue available for redeployment into the parking system (or elsewhere) to fund improvements necessary to help LBTS maintain a viable downtown destination in the marketplace.

Adjusted Existing Conditions Proforma with Market Rate Increases

A detailed financial proforma was developed to illustrate the financial impact of implementing the rate schedule shown in Table 14 to the Existing Conditions Proforma presented earlier to obtain Appendix Table 8 – Existing Conditions Adjusted Proforma with Market Rates.

Table 15 below, provides a summary of the Existing Conditions Proformas with and without market rate increases. The revenue, expenses, net operating revenue and accumulated reserves are shown for each scenario, as is the net differential between the two financial evaluations.

As shown the annual expenses are identical and increase at three percent per year. The revenues show a slight increase in 2015 of $164,633 when the first rate increase is implemented and the Minto Lot is removed and 4312 Ocean Lot placed in-service. The full year's impact of the rate increase is shown as a net positive increase of $282,228 in 2016 and again, in 2017. The impact of the second rate increase is shown as $522,639 in 2018 and remains constant through 2035.

Table 15 - Comparison of Existing Conditions Proforma Metrics with and without Market Rates

Scenarios	2014	2015	2016	2017	2018	2020	2025	2030	2035
Adjusted Existing Conditions - No Rate Increase									
Revenues	$1,613,247	$1,579,205	$1,546,144	$1,546,144	$1,546,144	$1,546,144	$1,546,144	$1,546,144	$1,546,144
Expenses	$1,538,233	$535,549	$551,615	$568,164	$585,209	$620,848	$719,733	$834,368	$967,261
Net Operating Income	$75,014	$1,043,657	$994,529	$977,980	$960,935	$925,296	$826,411	$711,776	$578,883
Accumulated Reserves	$1,384,862	$2,428,518	$3,423,047	$4,401,027	$5,361,963	$7,230,638	$11,566,308	$15,361,234	$18,529,291
Adjusted Existing Conditions - Market Rates						$0	$0	$0	
Revenues	$1,613,247	$1,743,838	$1,828,372	$1,828,372	$2,068,783	$2,068,783	$2,068,783	$2,068,783	$2,068,783
Expenses	$1,538,233	$535,549	$551,615	$568,164	$585,209	$620,848	$719,733	$834,368	$967,261
Net Operating Income	$75,014	$1,208,290	$1,276,757	$1,260,208	$1,483,575	$1,447,935	$1,349,050	$1,234,416	$1,101,523
Accumulated Reserves	$1,384,862	$2,593,151	$3,869,908	$5,130,116	$6,613,691	$9,527,644	$16,476,510	$22,884,632	$28,665,885
Net Differences									
Revenues	$0	$164,633	$282,228	$282,228	$522,639	$522,639	$522,639	$522,639	$522,639
Expenses	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Operating Income	$0	$164,633	$282,228	$282,228	$522,639	$522,639	$522,639	$522,639	$522,639
Accumulated Reserves	$0	$164,633	$446,861	$729,089	$1,251,728	$2,297,006	$4,910,202	$7,523,398	$10,136,594

As shown, the resultant 2020 accumulated revenue with current rates is projected at about $7.2 MM compared to $9.5 MM with market rates increasing to $18.5 with current rates compared to $28.7 MM with market rates, a difference of over $10.1 MM.

A1A Garage Proforma with No Increase in Rates

Appendix Table 9 – A1A Garage Proforma with No Rate Increases – provides the results of a detailed evaluation of the financial performance of the parking system if the A1A Garage was constructed on the A1A Surface Lot. To estimate the financial performance of the system assuming a parking garage is constructed, the following additions and assumptions were made to the Existing Conditions Adjusted Proforma with No Rate Increases:

1. The A1A Surface Lot would be taken out of service for site preparation and construction six months into FY 2016;
2. Although the garage would be paid for through a combination of cash and debt, the Parking Fund was assumed to bear the entire cost of the garage through revenues collected in the entire system. While, it is premature to identify a financing mechanism at this point in time, for purposes of this analysis, a traditional tax-exempt bond financing approach was used to evaluate the financial feasibility of a proposed garage;
3. It is assumed that the total project cost is $10,120,275 (Table 16) and the garage will be open by the beginning of 2018 (a construction period of 18 months);
   - The Town will provide $3,000,000 from Parking Funds cash reserves, while maintaining at least $500,000 of reserves;
   - Design fees of $920,025 will be paid from Parking Fund cash over two years (2/3's in 2016 and 1/3 in 2017);
   - A $65,000 structural repair and reserve sinking fund expense starts in FY 2018 and like all expenses increases annually by three percent;
   - Operating costs were increased by $5,500 per year above the 2017 costs;
   - The remaining cost of $6,200,250 is modeled at an interest rate of 4 percent over 10 and 15 year terms. The details of the financing are shown in Table 6 including a calculation of the level debt service payment of $764,435 for a 10 year financing term and a level debt service payment of $577,657 for a 15 year term.
4. The expense for lighting was increased from $2,194 in 2017 to $10,970 in 2018 due to the A1A Garage.
5. The A1A Garage is anticipated to generate the equivalent of the $211,000 generated by the A1A Surface Lot in FY 2014 plus an additional 50 percent comprised, in part, from parkers lost when Minto Lot was removed plus additional demand generated by providing additional parking capacity in a highly desirable location of the downtown; and

As shown in Appendix Table 9 (and later in this section), assuming a continuation of current demand and trends, the costs associated with the A1A Garage can be supported financially by the parking system with no increases in the current rate schedule.

Table 16 - A1A Garage Project Financing

Total project cost	$10,120,275
Paid out of reserves	($3,000,000)
Design fees paid out of reserves	($920,025)
Amount financed	$6,200,250
interest rate	4.0%
10 YR level debt service	$764,435
15 YR level debt service	$557,657

Please see previous sections of this report for a more detailed analysis of construction and financing costs for the A1A garage. This scenario is discussed in more detail and in comparison to the other alternatives in the next few sections of this document.

A1A Garage Proforma with Market Rates

Appendix Table 10 – A1A Garage Proforma with Market Rates provides a detailed illustration of the financial performance of the parking system if the A1A Garage was constructed on the A1A Surface Lot. The results are summarized in Table 17 below and discussed following the table.

Table 17 - Adjusted Existing Conditions Comparison with A1A Garage with Market Rates

Scenarios	2014	2015	2016	2017	2018	2020	2025	2030	2035
Adjusted Existing Conditions - Market Rates									
Revenues	$1,613,247	$1,743,838	$1,828,372	$1,828,372	$2,068,783	$2,068,783	$2,068,783	$2,068,783	$2,068,783
Expenses	$1,538,233	$535,549	$551,615	$568,164	$585,209	$620,848	$719,733	$834,368	$967,261
Net Operating Income	$75,014	$1,208,290	$1,276,757	$1,260,208	$1,483,575	$1,447,935	$1,349,050	$1,234,416	$1,101,523
Accumulated Reserves	$1,384,862	$2,593,151	$3,869,908	$5,130,116	$6,613,691	$9,527,644	$16,476,510	$22,884,632	**$28,665,885**
A1A Garage Proforma with Market Rates									
Revenues	$1,613,247	$1,579,205	$1,440,748	$1,335,352	$1,651,540	$1,651,540	$1,651,540	$1,651,540	$1,651,540
Expenses	$1,538,233	$535,549	$1,169,600	$879,613	$3,669,501	$708,586	$756,206	$941,889	$1,016,278
Net Operating Income	$75,014	$1,043,657	$271,148	$455,739	($2,017,961)	$942,954	$895,334	$709,651	$635,262
10 Year Debt Service	n/a	n/a	n/a	n/a	($764,435)	($764,435)	($764,435)	n/a	n/a
Accumulated Reserves	$1,384,862	$2,428,518	$2,699,666	$3,155,406	$373,010	$805,324	$1,556,085	$3,959,600	**$7,287,009**
15 Year Debt Service	n/a	n/a	n/a	n/a	($557,657)	($557,657)	($557,657)	($557,657)	n/a
Accumulated Reserves	$1,384,862	$2,428,518	$2,699,666	$3,155,406	$579,787	$1,425,656	$3,210,304	$4,354,402	**$6,566,497**

As discussed previously, the Adjusted Existing Conditions Proforma with Market Rates is estimated to generate approximately $28.6 MM in accumulated reserves. The following discusses the A1A Garage Proforma with Market Rates evaluated over a 10 and a 15 year financing term.

A1A Garage Alternative – 10 Year Debt

As shown, the 10 year debt scenario depicts an accumulated reserve that grows slower than the 15 year term because the annual debt service payment is higher ($764,435 versus $557,657). However, the last payment of the 10 year term is made in 2027 and the reserve grows substantially through 2035 horizon to about $7.2 MM.

A1A Garage Alternative – 15 Year Debt

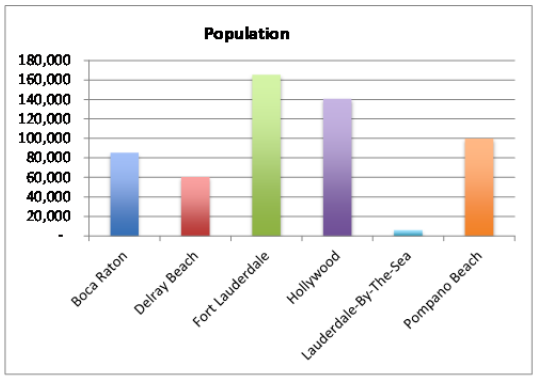
As stated above, the 15 year debt scenario depicts an accumulated reserve that grows at a higher rate than the 10 year term. However, the last payment of the 15 year term is made in 2032 and the reserve grows substantially through 2035 horizon to within 11 percent of the 10 year debt term, $6.6 MM to $7.2 MM.

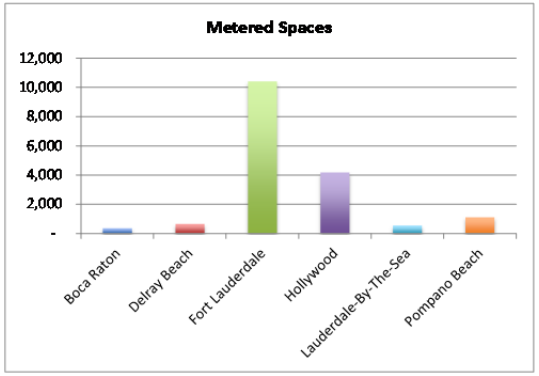
Summary

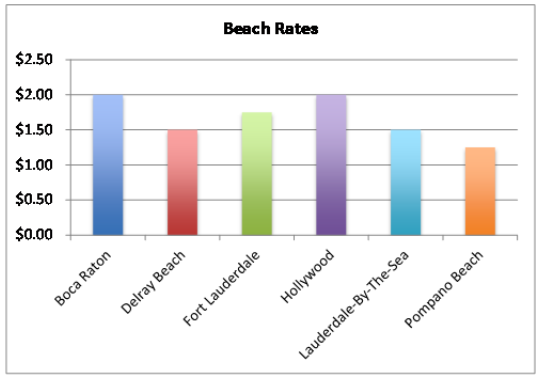
Based on the analysis and evaluation presented herein, the following conclusions and recommendations are provided for consideration:

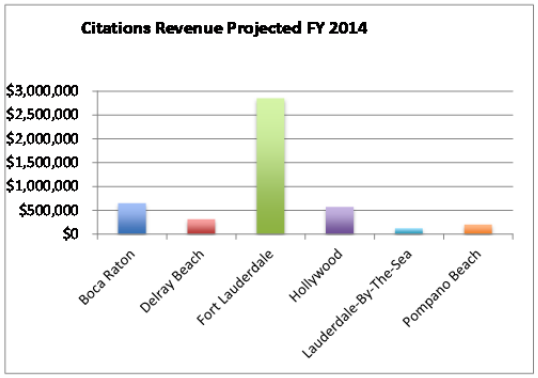
1. Increase rates to market rate conditions. In fact, there may be an opportunity to increase the most convenient on-street parking in the Beach District to higher rates, from $2.25 to $2.50. This decision should be considered over time as the peer communities begin to increase their rates over the next few years.
2. The Town should be able to support the development and operating costs associated with a new garage on the A1A Lot. The decision to build a garage should be based on both technical and financial merits as well as policy decisions regarding the provision of excess capacity in the short-term, support of redevelopment, and/or encouragement of more daytime parkers.
3. Development of a garage may help the Town maintain their position in the marketplace by guaranteeing they will always have sufficient parking in the Beach District. It may be impossible to add parking in five, 10 or 15 years, either because of cost or lack of feasible sites.
4. Parking demand can be managed through technology. If the Town has a desire to reduce or maintain current levels of long-term daytime peak season parking, it is possible to do so by increasing the differential price of parking to the user. The differential in rates may need to be adjusted over time depending on how parking behavior reacts to the rate changes. At the same time, taxpayers, business owners, patrons to the businesses and residents can be offered a reduced parking rate through a combination of permit, validation and discount programs.

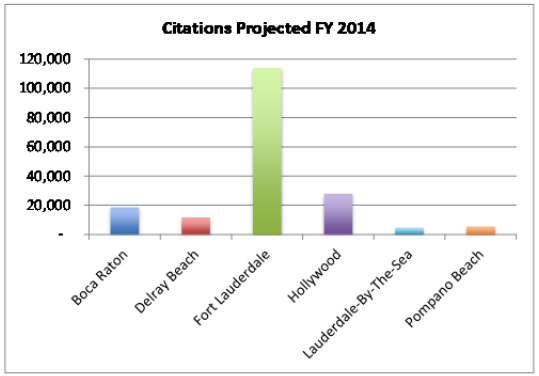
Appendix Chart 1 - Peer City Parking Data

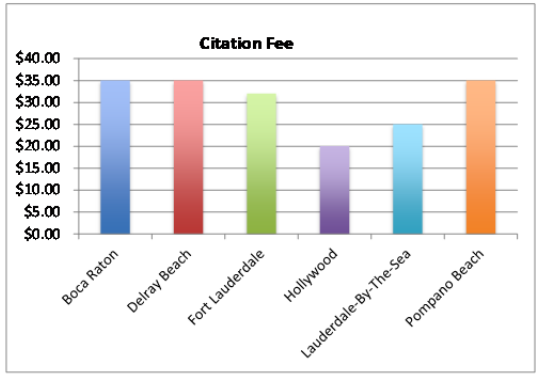


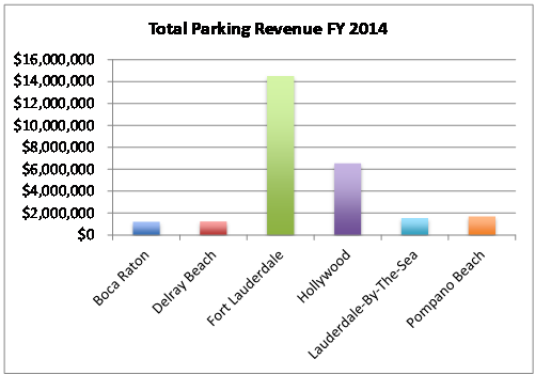


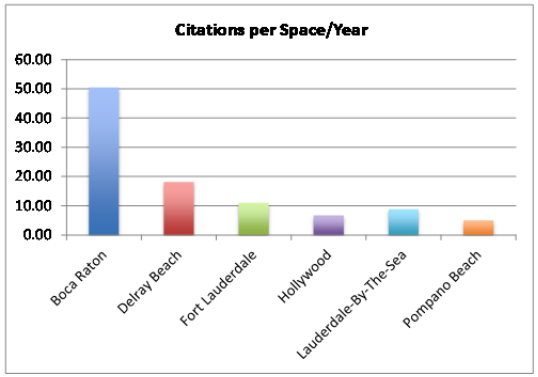


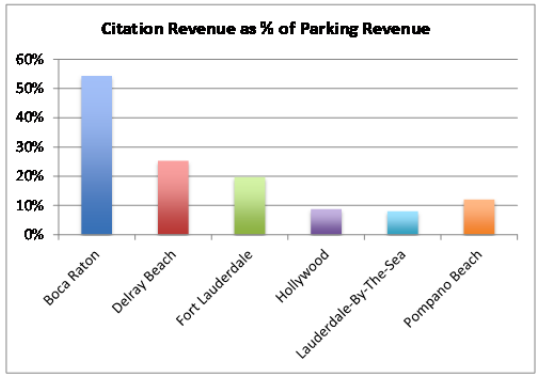




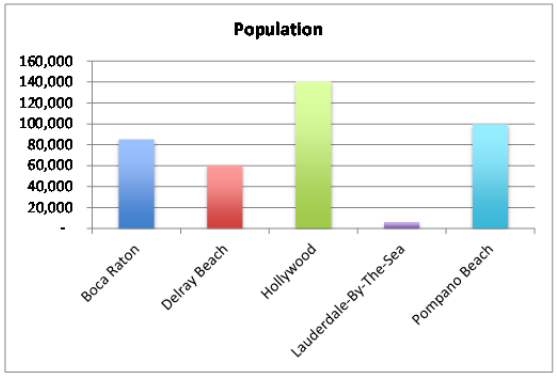


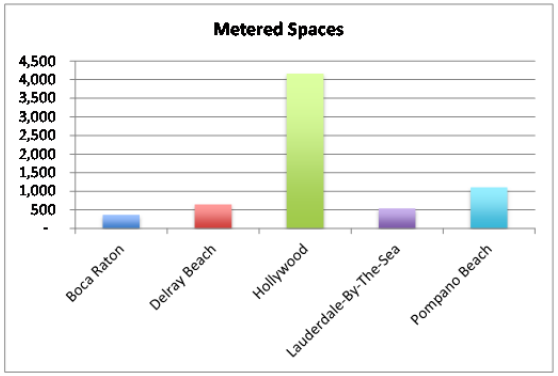


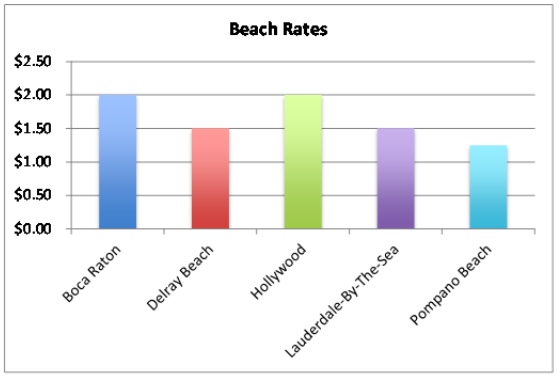


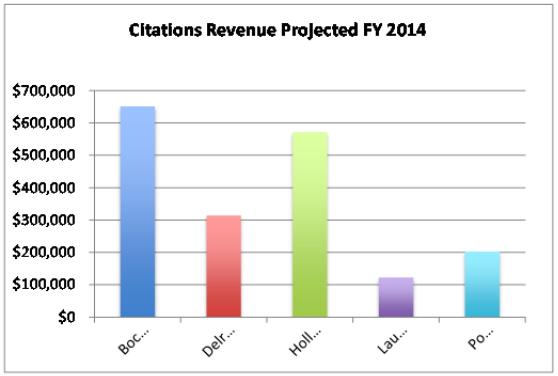


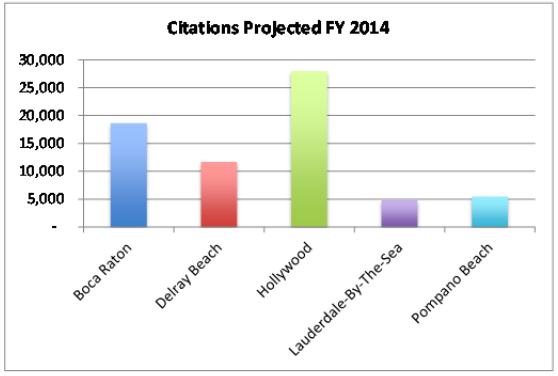
Appendix Chart 2 – Peer City Parking Data without Fort Lauderdale

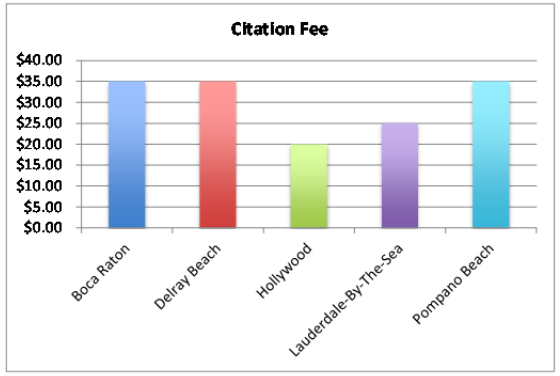


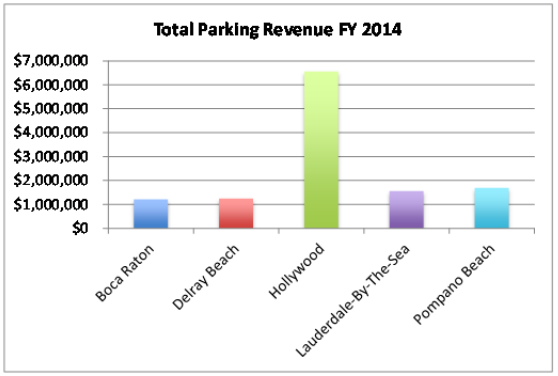


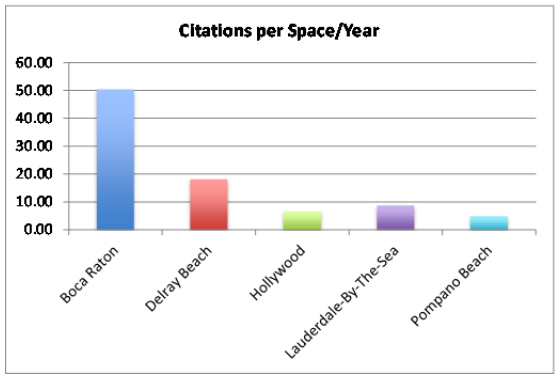


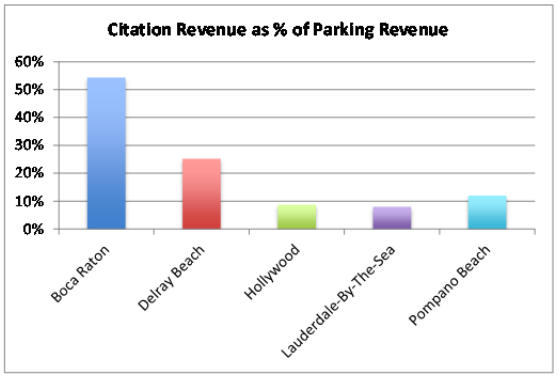












Appendix Table 1 - Parking Inventory and Occupancy Data

Town of Lauderdale-By-The-Sea 5/27/14

2014 - Parking Inventory REV. 8-14-14 Source: LBTS/DESMAN

Block	Face	Location	Pay	HC	Empl	Open	Res.	Mini	Total	Friday 3/21												
										12	1	2	3	4	5	6	7	8	9	10	11	12
On-Street and Portal Parking																						
AIA Ocean Boulevard																						
3	W	No. of Commercial	3	1	0	0	0	0	4	4	4	4	3	4	4	4	4	4	4	4	4	4
4	W	So. of Commercial	5	0	0	0	0	0	5	4	5	5	2	4	5	4	5	5	5	5	5	5
Commercial Boulevard																						
3	S	W. of El Mar	5	2	0	0	0	0	7	7	7	7	7	7	7	7	7	7	7	5	4	4
4	N	W. of El Mar	7	0	0	0	0	0	7	7	7	7	7	7	7	7	7	7	7	7	7	7
El Mar Drive																						
20	B	Washingtonia Portal	5	1	0	0	0	0	6	2	2	2	1	3	4	3	2	3	5	4	3	1
16	E	at El Prado Park	0	0	0	0	6	0	6	3	2	2	3	3	4	5	5	3	4	2	3	0
1	B	No. of Commercial	17	1	0	0	0	4	22	18	20	19	19	19	5	9	13	13	13	10	13	12
2	B	So. of Commercial	22	1	0	0	0	4	27	23	24	22	24	22	23	23	14	11	12	10	11	11
21	N	Datura Portal	9	1	0	0	0	0	10	10	10	10	9	8	10	8	6	5	6	3	2	0
20	B	Hibiscus Portal	7	0	0	0	0	0	7	4	4	6	7	7	6	3	4	4	3	3	0	0
20A	W	Palm Avenue Portal	0	1	0	0	1	0	2	0	0	1	1	1	0	2	2	1	1	0	0	0
Washingtonia Avenue																						
19	B	El Mar to Ocean Dr.	10	0	0	0	0	0	10	5	6	7	5	2	2	2	2	4	4	5	4	3
Datura Avenue																						
21	B	El Mar to Ocean Dr.	10	0	0	0	0	0	10	6	7	7	8	10	10	10	10	8	5	7	7	4
21	B	Ocean Dr. to Bouganvilla Dr.	6	0	0	0	0	0	6	1	2	2	3	4	4	4	6	3	2	3	2	1
Hibiscus Avenue																						
20	N	El Mar to Ocean Dr.	6	0	0	0	0	0	6	3	4	3	4	5	5	5	3	4	2	3	4	2
Total - On-Street w/o Parking on El Mar Drive Median			112	8	0	0	7	8	135	97	104	104	103	**106**	96	96	90	82	80	71	69	54
Parking Lots																						
19	N	Minto Lot	78	0	0	0	0	0	78	65	79	80	76	39	45	78	86	79	68	60	31	30
5	N	AIA Lot	91	4	0	0	0	0	95	80	82	82	61	79	88	93	91	85	91	89	64	62
3	E	El Mar Lot	24	1	0	0	0	0	25	25	25	25	23	22	24	26	25	23	24	24	19	17
16	B	El Prado Lot	86	4	0	0	0	0	90	82	80	81	72	84	81	84	87	80	87	76	43	29
17	B	Town Hall Lot	22	2	0	0	0	0	24	11	15	15	14	10	8	5	7	6	4	4	3	3
17	E	Public Safety Lot	0	0	0	0	0	0	0													
Total - Parking Lots			**301**	**11**	**0**	**0**	**0**	**0**	**312**	263	281	283	246	234	246	286	**296**	273	274	253	160	141
On-Street Meters																						
Bouganvilla Drive																						
18	E	Municipal Park	14	2	0	8	8	0	32	7	11	10	9	11	10	9	8	8	8	6	6	4
5	W	No. of Commercial	14	0	0	0	0	0	14	10	12	12	10	12	12	12	12	12	13	12	9	9
6	M	So. of Commercial	4	0	0	0	0	0	4	2	2	3	4	4	3	4	4	4	4	3	4	4
21	M	No. of Datura to Hibiscus	24	0	0	0	0	0	24	10	11	12	10	8	8	8	10	10	10	8	8	6
20	W	So. of Hibiscus	7	0	0	0	2	0	9	3	4	4	3	6	6	6	8	6	6	4	4	4
		subtotal	63	2	0	8	10	0	83	32	40	41	36	41	39	39	42	40	41	33	31	27
Poinciana Drive																						
18	W	Municipal Park	0	0	0	0	6	0	6	2	2	3	3	4	6	4	4	4	4	3	3	1
5	W	No. of Commercial	17	1	0	0	0	0	18	7	14	16	9	3	7	18	18	12	12	9	5	5
		subtotal	17	1	0	0	6	0	24	9	16	19	12	7	13	22	22	16	16	12	8	6
Total - Other On-Street Meters			**80**	**3**	**0**	**8**	**16**	**0**	**107**	41	56	60	48	48	52	61	**64**	56	57	45	39	33
Central Business District																						
Northwest																						
13	W	W. Tradewinds - No. of Commercial	12	0	0	0	0	0	12	6	6	6	6	6	6	2	2	2	2	2	2	2
13	S	Harbor Drive (& Ped Wa;lkway)	1	0	3	0	0	0	4													
13	S	Plaza	15	1	0	0	0	0	16	12	17	12	8	12	15	5	4	4	4	1	1	0
13	S	Commercial Boulevard	8	0	0	0	0	0	8	4	1	2	3	2	3	3	3	7	6	2	0	0
13	E	E. Tradewinds - No. of Commercial	0	0	7	0	0	0	7	5	5	5	2	4	4	4	4	2	2	0	0	0
		subtotal	36	1	10	0	0	0	47	27	29	25	19	24	28	14	13	15	14	5	3	2
Northeast																						
10	W	E. Tradewinds - No. of Commercial	14	0	0	0	0	0	14	1	2	1	2	2	2	2	1	0	0	2	2	2
10	W	Seagrape Lot	0	0	18	0	0	0	18	18	18	18	18	18	18	18	18	18	18	12	12	12
10	N	Plaza	16	1	0	0	0	0	17	8	6	8	6	6	8	3	3	7	9	3	1	0
10	S	Commercial Boulevard	7	0	0	0	0	0	7	7	7	7	7	7	7	7	7	7	7	7	7	7
10	S	Harbor Drive - W. of Seagrape & Ped Walkw	1	0	12	0	0	0	13	10	12	12	12	12	10	9	6	7	7	2	2	2
		subtotal	38	1	30	0	0	0	69	44	45	46	45	45	45	39	35	39	41	26	24	23
Southwest																						
14	N	Plaza	16	1	0	0	0	0	17	12	17	12	8	12	15	13	13	12	10	2	1	0
14	S	Ped Walkway	1	0	0	0	0	0	1													
14	N	Commercial Boulevard	9	0	0	0	0	0	9	2	2	5	5	5	6	7	7	5	9	6	4	4
14	E	E. Tradewinds - So. Of Commercial	13	0	0	0	0	0	13	6	6	6	6	4	4	3	3	3	2	2	2	0
		subtotal	39	1	0	0	0	0	40	20	25	23	19	21	25	23	23	20	21	10	7	4
Southeast																						
11	W	E. Tradewinds - So. of Commercial	16	0	0	0	0	0	16	14	14	12	12	9	8	8	6	4	4	4	2	2
11	N	Plaza	15	1	0	0	0	0	16	10	11	14	10	11	10	5	6	7	9	6	4	2
11	N	Commercial Boulevard	8	0	0	0	0	0	8	7	7	6	8	6	7	8	8	8	8	8	8	8
11	E	Seagrape - So. Of Commercial	12	0	0	0	0	0	12	12	13	8	6	6	6	5	1	2	1	1	0	0
12	N	Basin Drive & Ped Walkway	1	0	0	0	0	0	1	2	3	3	3	2	2	0	3	3	1	0	0	0
		subtotal	52	1	0	0	0	0	53	45	48	43	39	34	33	26	24	24	23	19	14	12
		Parking Lots	62	4	18	0	0	0	84	42	51	46	32	41	48	26	26	30	32	12	7	2
		Commercial Boulevard	32	0	0	0	0	0	32	20	17	20	23	20	23	25	25	27	30	23	19	19
		Other	71	0	22	0	0	0	93	74	79	71	67	63	60	51	44	41	37	25	22	20
Total - Central Business District			**165**	**4**	**40**	**0**	**0**	**0**	**209**	136	**147**	137	122	124	131	102	95	98	99	60	48	41
Total Number of Parking Spaces			**658**	**26**	**40**	**8**	**23**	**8**	**763**	537	**588**	584	519	512	525	545	545	509	510	429	316	269

Block	Face	Location	Sunday 3/23										Wednesday 4/2										
			9	10	11	12	1	2	3	4	5	6	9	10	11	12	1	2	3	4	5	6	7
On-Street and Portal Parking																							
AIA Ocean Boulevard																							
3	W	No. of Commercial	3	2	4	4	4	4	4	4	2	3	0	0	3	4	4	4	4	3	4	4	4
4	W	So. of Commercial	2	3	5	5	5	5	5	4	3	3	0	0	2	4	4	5	5	2	4	5	4
Commercial Boulevard																							
3	S	W. of El Mar	7	7	7	7	7	7	7	7	7	7	6	6	6	6	7	7	7	7	7	7	7
4	N	W. of El Mar	7	7	7	7	7	7	7	7	7	7	1	1	4	5	7	7	7	7	7	7	7
El Mar Drive																							
20	B	Washingtonia Portal	0	0	3	2	3	3	2	2	1	0	2	3	3	3	2	1	3	4	3	2	3
16	E	at El Prado Park	0	0	0	2	2	2	1	3	2	0	2	2	3	3	2	2	3	4	3	2	2
1	B	No. of Commercial	18	18	22	21	22	22	22	22	20	19	16	14	15	17	19	19	19	18	19	19	19
2	B	So. of Commercial	22	21	27	24	26	27	27	27	25	23	13	15	17	20	20	24	22	23	22	22	24
21	N	Datura Portal	4	6	5	5	5	8	8	8	6	2	5	6	7	8	9	9	9	7	7	6	6
20	B	Hibiscus Portal	3	5	5	6	6	7	7	7	7	6	3	4	4	4	4	6	7	7	6	3	2
20A	W	Palm Avenue Portal	0	0	1	1	1	1	1	0	0	0	0	0	1	1	1	1	1	1	1	0	0
Washingtonia Avenue																							
19	B	El Mar to Ocean Dr.	0	2	2	4	4	5	5	3	2	3	2	2	3	5	6	7	5	2	2	2	2
Datura Avenue																							
21	B	El Mar to Ocean Dr.	0	2	5	6	6	7	9	10	10	6	0	2	3	8	10	10	8	7	7	7	5
21	B	Ocean Dr. to Bouganvilla Dr.	0	0	1	2	2	4	4	5	6	6	0	0	1	2	2	2	1	1	1	0	1
Hibiscus Avenue																							
20	N	El Mar to Ocean Dr.	0	2	2	5	4	3	3	2	1	2	2	2	1	1	3	6	4	2	1	0	0
Total - On-Street w/o Parking on El Mar Drive Median			66	75	96	101	104	**112**	**112**	111	99	87	52	57	73	91	100	**110**	105	95	94	86	86
Parking Lots																							
19	N	Minto Lot	14	59	85	88	98	91	96	95	89	87	2	2	14	28	44	28	30	16	12	7	9
5	N	AIA Lot	53	79	83	92	92	92	92	89	91	92	9	11	29	50	63	63	45	38	53	60	75
3	E	El Mar Lot	24	26	27	27	28	29	29	25	25	25	7	12	19	23	25	25	25	25	25	25	25
16	B	El Prado Lot	93	92	103	98	104	105	102	109	103	98	4	7	36	72	90	85	65	45	44	44	47
17	B	Town Hall Lot	4	13	23	23	24	24	24	22	18	14	9	8	11	9	10	8	8	5	4	4	4
17	E	Public Safety Lot																					
Total - Parking Lots			188	269	321	328	**346**	341	343	340	326	316	31	40	109	182	**232**	209	173	129	138	140	160
On-Street Meters																							
Bouganvilla Drive																							
18	E	Municipal Park	4	4	6	12	17	18	12	12	10	8	2	11	5	5	5	5	6	7	7	6	6
5	W	No. of Commercial	12	13	13	14	14	14	14	13	11	13	1	2	8	9	11	11	11	11	11	11	9
6	M	So. of Commercial	2	1	4	4	4	4	4	4	4	4	0	1	4	4	4	4	3	2	2	3	3
21	M	No. of Datura to Hibiscus	8	8	6	8	8	10	10	9	9	12	8	9	9	10	11	12	10	8	8	8	9
20	W	So. of Hibiscus	2	2	4	4	2	4	4	4	4	5	2	3	3	3	3	2	3	6	6	9	9
		subtotal	28	28	33	42	45	50	44	42	38	42	13	26	29	31	34	34	33	34	34	37	36
Poinciana Drive																							
18	W	Municipal Park	2	2	3	3	2	3	4	4	2	2	2	2	2	2	2	4	4	2	3	3	3
5	W	No. of Commercial	4	13	1	18	18	18	18	18	14	15	6	6	6	6	6	6	6	8	8	2	3
		subtotal	6	15	4	21	20	21	22	22	16	17	8	8	8	8	8	10	10	10	11	5	6
Total - Other On-Street Meters			34	43	37	63	65	**71**	66	64	54	59	21	34	37	39	42	44	43	44	**45**	42	42
Central Business District																							
Northwest																							
13	W	W. Tradewinds - No. of Commercial	0	0	0	1	1	1	0	0	3	3	0	7	7	11	5	5	5	2	2	2	2
13	S	Harbor Drive (& Ped Wa;lkway)																					
13	S	Plaza	2	3	5	16	15	16	16	10	7	4	6	6	6	3	6	7	7	7	4	1	2
13	S	Commercial Boulevard	0	7	6	6	5	5	5	5	5	5	1	1	2	4	4	4	2	2	1	1	1
13	E	E. Tradewinds - No. of Commercial	0	2	2	4	4	4	4	4	4	4	0	2	3	3	3	2	2	2	3	3	3
		subtotal	2	12	13	27	25	26	25	19	19	16	7	16	18	21	18	18	16	13	10	7	8
Northeast																							
10	W	E. Tradewinds - No. of Commercial	0	2	2	1	2	2	2	2	2	2	0	2	2	1	2	2	2	2	2	2	2
10	W	Seagrape Lot	18	18	18	18	18	18	18	18	18	18	18	18	18	19	18	18	18	18	18	18	12
10	N	Plaza	0	0	0	1	0	3	3	3	3	4	1	4	4	15	10	10	7	5	5	2	2
10	S	Commercial Boulevard	7	7	7	7	7	7	7	7	5	4	1	5	5	7	7	6	6	5	4	2	2
10	S	Harbor Drive - W. of Seagrape & Ped Walkw	4	8	8	8	9	9	11	11	6	6	0	10	10	10	12	12	12	12	10	9	6
		subtotal	29	35	35	35	36	39	41	41	34	34	20	39	39	52	49	48	45	42	39	33	24
Southwest																							
14	N	Plaza	5	13	14	11	13	13	6	2	0	2	3	3	4	4	3	3	4	4	3	1	0
14	S	Ped Walkway																					
14	N	Commercial Boulevard	0	1	0	0	0	2	2	2	0	0	3	2	2	3	2	2	3	3	3	2	0
14	E	E. Tradewinds - So. Of Commercial	0	0	1	1	0	0	0	0	0	0	2	2	6	6	6	4	4	5	5	0	0
		subtotal	34	49	50	47	49	54	49	45	34	36	8	7	12	13	11	9	11	12	11	3	0
Southeast																							
11	W	E. Tradewinds - So. of Commercial	2	4	4	6	6	6	6	4	4	3	12	12	14	14	14	12	12	9	8	8	6
11	N	Plaza	1	0	2	1	5	7	4	5	3	3	2	8	8	10	10	8	6	2	2	1	1
11	N	Commercial Boulevard	2	2	5	5	8	6	7	6	5	4	2	2	4	5	4	4	3	1	1	1	1
11	E	Seagrape - So. Of Commercial	4	4	6	6	8	8	5	6	8	8	9	6	6	6	7	4	4	1	1	2	1
12	N	Basin Drive & Ped Walkway	0	0	2	3	3	3	1	2	2	2	2	3	3	6	4	4	4	3	2	2	2
		subtotal	9	10	19	21	30	30	23	23	22	20	27	31	35	41	39	32	29	16	14	14	11
		Parking Lots	8	16	21	29	33	39	29	20	13	13	12	21	22	32	29	28	24	18	14	5	5
		Commercial Boulevard	9	17	18	18	20	20	21	20	15	13	7	10	13	19	17	16	14	11	9	6	4
		Other	28	38	43	48	51	51	47	47	47	46	43	62	69	76	71	63	63	54	51	46	34
Total - Central Business District			74	106	117	130	140	**149**	138	128	109	106	62	93	104	**127**	117	107	101	83	74	57	43
Total Number of Parking Spaces			362	493	571	622	655	**673**	659	643	588	568	166	224	323	439	**491**	470	422	351	351	325	331

Block	Face	Location	Thursday 4/3												Saturday 4/5 Event Parking along El Mar												
			9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9
On-Street and Portal Parking																											
AIA Ocean Boulevard																											
3	W	No. of Commercial	0	2	3	4	3	2	4	4	4	4	4	4	3	3	4	3	4	4	4	4	4	4	4	4	4
4	W	So. of Commercial	0	3	4	3	3	3	4	3	5	5	5	5	4	5	5	4	5	5	5	5	5	2	4	4	5
Commercial Boulevard																											
3	S	W. of El Mar	2	4	6	7	7	7	7	6	7	7	7	7	4	7	7	7	7	7	7	7	7	7	7	7	7
4	N	W. of El Mar	3	3	3	6	6	6	6	7	7	7	7	7	3	7	7	7	7	7	7	7	7	7	7	7	7
El Mar Drive																											
20	B	Washingtonia Portal	0	0	3	4	6	4	4	3	3	3	2	0	6	6	5	5	6	4	4	6	3	3	2	2	0
16	E	at El Prado Park	0	0	0	0	3	3	3	4	2	2	2	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
1	B	No. of Commercial	12	10	17	19	20	17	17	16	18	20	19	18	15	14	17	17	17	17	17	17	17	17	17	17	17
2	B	So. of Commercial	16	13	18	24	23	23	23	24	23	23	19	18	22	22	23	21	22	22	25	26	24	24	26	26	26
21	N	Datura Portal	3	4	10	10	9	9	9	6	10	9	9	7	10	10	10	10	10	10	9	8	10	8	10	5	3
20	B	Hibiscus Portal	3	3	5	6	5	6	7	7	6	3	2	0	6	6	7	7	7	7	7	7	5	5	4	4	3
20A	W	Palm Avenue Portal	1	1	0	0	1	1	1	1	0	0	0	0	0	2	2	1	1	1	1	1	1	1	1	0	0
Washingtonia Avenue																											
19	B	El Mar to Ocean Dr.	0	4	6	8	8	10	10	7	5	3	3	2	6	8	10	10	10	10	10	10	6	2	1	1	1
Datura Avenue																											
21	B	El Mar to Ocean Dr.	1	2	6	9	9	10	10	5	5	9	8	5	8	10	10	9	10	11	10	9	10	7	10	9	6
21	B	Ocean Dr. to Bouganvilla Dr.	0	1	2	4	5	5	5	3	5	1	3	1	1	5	3	6	7	6	7	3	4	5	4	6	5
Hibiscus Avenue																											
20	N	El Mar to Ocean Dr.	2	2	1	1	2	4	6	6	4	2	1	1	0	3	2	4	4	3	4	2	3	3	3	4	3
Total - On-Street w/o Parking on El Mar Drive Median			43	52	84	105	110	110	**116**	102	104	98	91	75	88	108	112	111	**117**	114	**117**	112	106	95	100	96	87
Parking Lots																											
19	N	Minto Lot	5	5	22	37	47	54	53	44	28	9	12	12	18	59	62	80	98	91	96	95	70	45	56	55	54
5	N	AIA Lot	5	7	32	43	60	45	45	47	45	38	42	45	53	79	83	92	95	93	90	89	85	82	84	85	86
3	E	El Mar Lot	6	7	18	24	25	25	25	22	22	24	24	24	24	26	27	27	25	25	23	25	25	25	25	25	26
16	B	El Prado Lot	6	8	72	84	84	80	80	65	58	52	50	50	93	92	103	98	95	95	87	109	92	88	82	83	82
17	B	Town Hall Lot	3	5	11	15	15	15	14	10	5	5	4	4	4	13	23	23	24	24	24	22	16	11	14	14	12
17	E	Public Safety Lot																									
Total - Parking Lots			25	32	155	203	**231**	219	217	188	158	128	132	135	192	269	298	320	337	328	320	**340**	288	251	261	262	260
On-Street Meters																											
Bouganvilla Drive																											
18	E	Municipal Park	0	2	6	11	9	10	10	4	4	4	4	4	2	2	8	12	19	17	19	15	12	9	8	6	6
5	W	No. of Commercial	0	8	14	13	10	8	9	14	11	11	9	9	4	5	8	14	14	14	14	14	12	12	13	10	10
6	M	So. of Commercial	0	2	4	4	4	4	2	4	3	4	4	4	4	4	4	4	3	4	4	4	4	4	3	4	3
21	M	No. of Datura to Hibiscus	3	6	7	7	7	7	6	2	0	0	2	6	5	7	10	11	11	10	11	8	8	12	11	11	11
20	W	So. of Hibiscus	2	2	3	3	4	4	4	5	5	6	7	6	0	0	0	2	2	4	4	4	4	5	4	3	0
		subtotal	5	20	34	38	34	33	31	29	23	25	26	29	15	18	30	43	49	49	52	45	40	42	39	34	30
Poinciana Drive																											
18	W	Municipal Park	0	4	5	5	5	4	5	0	2	3	2	2	2	2	2	2	2	3	6	4	6	4	6	6	4
5	W	No. of Commercial	0	0	11	13	8	6	7	2	3	5	4	4	0	4	4	7	18	18	15	3	7	8	14	12	12
		subtotal	0	4	16	18	13	10	12	2	5	8	6	6	2	6	6	9	20	21	21	7	13	12	20	18	16
Total - Other On-Street Meters			5	24	50	**56**	47	43	43	31	28	33	32	35	17	24	36	52	69	70	**73**	52	53	54	59	52	46
Central Business District																											
Northwest																											
13	W	W. Tradewinds - No. of Commercial	0	7	7	7	7	8	8	5	5	2	2	2	0	0	0	1	1	2	2	2	2	3	4	4	4
13	S	Harbor Drive (& Ped Wa;lkway)																									
13	S	Plaza	2	6	8	9	8	10	12	10	8	4	2	2	0	1	2	4	4	4	1	1	1	1	0	0	0
13	S	Commercial Boulevard	2	2	6	6	6	4	4	4	4	3	1	1	1	2	3	5	5	3	3	3	5	5	5	3	3
13	E	E. Tradewinds - No. of Commercial	0	2	4	5	5	8	8	8	4	3	1	1	0	3	3	5	5	5	2	4	4	4	5	5	5
		subtotal	4	17	25	27	26	30	32	27	21	12	6	6	1	6	8	15	15	14	8	10	12	13	14	12	12
Northeast																											
10	W	E. Tradewinds - No. of Commercial	0	1	2	2	4	6	8	6	6	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
10	W	Seagrape Lot	18	18	18	18	18	18	18	18	12	10	8	8	16	16	18	18	17	17	17	17	18	18	18	18	14
10	N	Plaza	0	6	8	7	9	9	11	11	8	8	6	6	6	6	7	7	7	8	4	6	8	8	6	6	6
10	S	Commercial Boulevard	0	4	4	3	4	4	2	4	5	5	4	4	1	4	7	7	7	7	6	6	6	3	3	3	3
10	S	Harbor Drive - W. of Seagrape & Ped Walkw	0	10	11	11	10	10	9	12	12	8	6	6	6	8	8	8	9	9	11	11	10	6	7	4	4
		subtotal	18	39	43	41	45	47	48	51	43	33	26	26	31	36	42	42	42	43	40	42	44	37	36	33	29
Southwest																											
14	N	Plaza	2	2	2	2	2	2	2	4	4	5	2	2	12	12	12	8	5	5	0	2	2	2	7	4	4
14	S	Ped Walkway																									
14	N	Commercial Boulevard	0	2	2	2	2	2	3	4	4	6	6	2	1	3	3	4	4	5	4	6	6	5	4	2	2
14	E	E. Tradewinds - So. Of Commercial	2	6	6	10	10	8	7	5	4	2	0	0	1	3	6	10	10	8	7	6	3	3	2	0	0
		subtotal	4	10	10	14	14	12	12	13	12	13	8	4	14	18	21	22	19	18	11	14	11	10	13	6	6
Southeast																											
11	W	E. Tradewinds - So. of Commercial	13	12	10	8	8	8	8	8	10	10	4	4	2	6	6	8	8	8	8	6	6	5	5	2	2
11	N	Plaza	0	1	2	4	4	6	8	8	8	9	6	6	3	6	8	10	11	14	10	11	10	5	6	7	9
11	N	Commercial Boulevard	3	4	4	7	7	6	6	6	4	4	3	3	2	2	5	5	8	6	7	6	5	4	1	1	2
11	E	Seagrape - So. Of Commercial	5	5	4	4	4	4	3	3	2	0	0	0	8	8	10	10	13	13	6	6	8	5	1	0	0
12	N	Basin Drive & Ped Walkway	0	2	4	7	4	3	4	4	3	3	0	0	0	0	2	3	3	3	1	2	2	2	1	0	0
		subtotal	21	24	24	30	27	27	29	29	27	26	13	13	15	22	31	36	43	44	32	31	31	21	14	10	13
		Parking Lots	4	15	20	22	23	27	33	33	28	26	16	16	21	25	29	29	27	31	15	20	21	16	19	17	19
		Commercial Boulevard	5	12	16	18	19	16	15	18	17	18	14	10	5	11	18	21	24	21	20	21	22	17	13	9	10
		Other	38	63	66	72	70	73	73	69	58	40	23	23	35	46	55	65	68	67	56	56	55	48	45	35	31
Total - Central Business District			47	90	102	112	112	116	**121**	120	103	84	53	49	61	82	102	115	**119**	**119**	91	97	98	81	77	61	60
Total Number of Parking Spaces			120	198	391	476	**500**	488	497	441	393	343	308	294	358	483	548	598	**642**	631	601	601	545	481	497	471	453

Notes: Sunday, 3/23/14 parking counts for Seagrape Lot were estimated.
Red numbers signify highest count recorded.

Appendix Table 2 - Turnover/Data for El Mar Dr, Datura Beach Portal & Commercial Blvd - 4/3/14

El Mar Drive

spaces	Pking Space No.	8am	9am	10am	11am	Noon	1pm	2pm	3pm	4pm	5pm	6pm	7pm	Turnover	Letters in table are the first 3 letters of parked vehicle license plate
1		468	468	468	BTX	BTX	BTX	D19	D19	D19	D19	D19	EKR	4.0	
2		-	-	P47	KIL	530	530	AQG	VHL	BAF	BAF	BAF	154	7.0	
3		-	-	AKJ	911	911	DN6	DN6	I34	I34	I34	AWZ	AWZ	5.0	
														5.33	average veh turnover / space during the time period studied

spaces	Pking Space No.	1	2	3	4	5	6	7	8	9	10	11	12	Total Vehicles	Veh hours	Avg Duration for space (hrs)	
1		1		2		1								4	12	3.0	
2		5	1	1										7	10	1.4	
3		1	3	1										5	10	2.0	
													totals	16	32	**2.0**	average duration / vehicle for the spaces counted during the time period

Datura Beach Portal

spaces	Pking Space No.	8am	9am	10am	11am	Noon	1pm	2pm	3pm	4pm	5pm	6pm	7pm	Turnover	Letters in table are the first 3 letters of parked vehicle license plate
1		-	V29	V29	V29	V29	BKS	BKS	BKS	X17	355	T38	GHH	6.0	
2		-	-	-	971	971	971	971	971	-	SP6	S87	S87	3.0	
3		-	JF1	JF1	CND	JF1	JF1	JF1	JF1	JF1	417	417	471	4.0	
														4.33	average veh turnover / space during the time period studied

spaces	Pking Space No.	1	2	3	4	5	6	7	8	9	10	11	12	Total Vehicles	Veh hours	Avg Duration for space (hrs)	
1		4		1	1									6	11	1.8	
2		1	1			1								3	8	2.7	
3		1	1	1		1								4	11	2.8	
													totals	13	30	**2.3**	average duration / vehicle for the spaces counted during the time period

Commerical Boulevard, west of El Mar Drive

spaces	Pking Space No.	8am	9am	10am	11am	Noon	1pm	2pm	3pm	4pm	5pm	6pm	7pm	Turnover	Letters in table are the first 3 letters of parked vehicle license plate
1		M13	M13	PIQ	PIQ	PIQ	PIQ	PIQ	PIQ	PIQ	MYJ	MYJ	MYJ	3.0	
2		311	311	311	L26	L26	424	424	424	424	RWP	G55	G55	5.0	
3		-	-	EVM	678	AFI	824	824	824	824	824	G88	371	6.0	
														4.67	average veh turnover / space during the time period studied

spaces	Pking Space No.	1	2	3	4	5	6	7	8	9	10	11	12	Total Vehicles	Veh hours	Avg Duration for space (hrs)	
1			1	1				1						3	12	4.0	
2		1	2	1	1									5	12	2.4	
3		5				1								6	10	1.7	
													totals	14	34	**2.4**	average duration / vehicle for the spaces counted during the time period

Appendix Table 3 - Turnover/Duration for El Mar Dr, Bougainvillea and Commercial Blvd, 4/4/14

El Mar Drive

spaces	Pking Space No.	Noon	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	Turnover	Letters in table are the first 3 letters of parked vehicle license plate
1		306	V83	V83	V83	V83	CEL	CEL	827	827	4.0	
2		BPL	B56	B56	CLP	BYC	HU6	HU6	AIQ	AIQ	6.0	
3		AMO	CQR	CQR	489	489	V39	V39	V64	V64	5.0	
											5.0	average duration / vehicle for the spaces counted during the time period

El Mar Drive

spaces	Pking Space No.	1	2	3	4	5	6	7	8	9	Total Vehicles	Veh hours parked	Avg Duration for space (hrs)	
1		1	2		1						4	9	2.3	
2		3	3								6	9	1.5	
3		1	4								5	9	1.8	
										totals	15	27	**1.8**	average duration / vehicle for the spaces counted during the time period

Bouganvilla, south of Commerical

spaces	Pking Space No.	Noon	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	Turnover	Letters in table are the first 3 letters of parked vehicle license plate
1		-	-	069	069	-	306	306	CFY	CFY	3.0	
2		-	-	PA7	PA7	PA7	PA7	PA7	PA7	PA7	1.0	
3		-	-	TWW	BDS	BDS	BVV	BVV	LAS	334	5.0	
4		-	-	ASA	ASA	ASA	89	-	48	ANH	4.0	
											3.25	average duration / vehicle for the spaces counted during the time period

Bouganvilla, south of Commerical

spaces	Pking Space No.	1	2	3	4	5	6	7	8	9	Total Vehicles	Veh hours parked	Avg Duration for space (hrs)	
1			3								3	6	2.0	
2								1			1	7	7.0	
3		3	2								5	7	1.4	
4		3		1							4	6	1.5	
										totals	13	26	**2.0**	average duration / vehicle for the spaces counted during the time period

Commercial Boulevard, west of El Mar Drive

spaces	Pking Space No.	Noon	1pm	2pm	3pm	4pm	5pm	6pm	7pm	8pm	Turnover	Letters in table are the first 3 letters of parked vehicle license plate
1		-	-	-	X90	X90	178	178	BWJ	BWJ	3.0	
2		-	-	-	AFK	936	437	437	BQD	BQD	4.0	
3		-	-	-	CX5	P78	BNZ	BNZ	BNZ	BNZ	3.0	
											3.33	average veh turnover / space during the time period studied

Commercial Boulevard, west of El Mar Drive

spaces	Pking Space No.	1	2	3	4	5	6	7	8	9	Total Vehicles	Veh hours parked	Avg Duration for space (hrs)	
1			3								3	6	2.0	
2		2	2								4	6	1.5	
3		2			1						3	6	2.0	
										totals	10	18	**1.8**	average duration / vehicle for the spaces counted during the time period

Appendix Table 4 - Turnover/Duration for A1A and El Prado Parking Lots

AIA Lot

spaces	Pking Space No.	11am	Noon	1pm	2pm	3pm	4pm	5pm	6pm	Turnover
1	374	S63	S63	792	792	792	T16	V97	238	5.0
2	375	744	744	744	744	P04	P04	P04	P04	2.0
3	376	AVX	ARZ	768	BDA	BDA	BDA	BDA	007	4.0
4	377	JHP	JHP	JHP	JHP	JHP	143	H13	H13	3.0
5	378	K38	K38	254	254	254	254	254	T73	3.0
6	379	AQD	J64	J64	J64	564	J70	J70	J70	4.0
7	380	425	425	425	Q27	Q27	Q27	V29	V29	3.0
8	381	616	G89	G89	G89	G89	M93	M93	116	4.0
9	382	Q44	N91	N91	N91	-	E09	130	130	4.0
10	383	408	BB7	BB7	BB7	BB7	504	273	273	4.0
										3.60

average veh turnover / space during the time period studied

AIA Lot

spaces	Pking Space No.	1	2	3	4	5	6	7	8	Total Vehicles	Veh hours parked	Avg Duration for space (hrs)
1	374	3	1	1						5	8	1.6
2	375				2					2	8	4.0
3	376	2	1		1					4	8	2.0
4	377	1	1			1				3	8	2.7
5	378	1	1			1				3	8	2.7
6	379	2		2						4	8	2.0
7	380		1	2						3	8	2.7
8	381	2	1		1					4	8	2.0
9	382	2	1	1						4	7	1.8
10	383	2	1		1					4	8	2.0
									totals	36	79	2.2

Letters in table are the first 3 letters of parked vehicle license plate

average duration / vehicle for the spaces counted during the time period

El Prado Lot

spaces	Pking Space No.	11am	Noon	1pm	2pm	3pm	4pm	5pm	6pm	7pm	Turnover
1	421	CFY	CFY	CFY	121	121	121	BCR	BCR	BCR	3.0
2	422	W81	W81	W81	W81	314	314	BKX	BKX	BKX	3.0
3	423	289	289	289	289	289	B82	B82	-	BAI	3.0
4	424	L91	322	322	322	W93	W93	169	169	169	4.0
5	425	E29	E29	570	570	570	570	F22	-	778	4.0
6	426	F22	F22	F22	F22	F22	F22	F22	F22	AUK	2.0
7	427	W71	W71	W71	W71	W71	AR2	AR2	BKT	BKT	3.0
8	428	AVE	AVE	AVE	AVE	AVE	AVE	629	629	322	3.0
9	429	427	Y33	Y33	Y33	Q40	Q40	Q40	Q40	127	4.0
10	430	FDM	411	411	411	411	059	059	059	059	3.0
11	431	V28	V28	V28	V28	327	327	327	327	327	2.0
12	432	AGI	AGI	F66	F66	F66	O69	O69	O69	O69	3.0
											3.08

Letters in table are the first 3 letters of parked vehicle license plate

average veh turnover / space during the time period studied

El Prado Lot

spaces	Pking Space No.	1	2	3	4	5	6	7	8	9	Total Vehicles	Veh hours parked	Avg Duration for space (hrs)
1	421			3							3	9	3.0
2	422		1	1	1						3	9	3.0
3	423	1	1			1					3	8	2.7
4	424	1	1	2							4	9	2.3
5	425	2	1		1						4	8	2.0
6	426	1							1		2	9	4.5
7	427		2			1					3	9	3.0
8	428	1	1				1				3	9	3.0
9	429	2		1	1						4	9	2.3
10	430	1			2						3	9	3.0
11	431				1	1					2	9	4.5
12	432		1	1	1						3	9	3.0
										totals	37	106	2.9

average duration / vehicle for the spaces counted during the time period

Appendix Table 5 - Turnover/Duration for Commercial Blvd, north of El Mar Dr

Commercial Boulevard - No. of El Mar / Westbound

spaces	Pking Space No.	Noon	1pm	2pm	3pm	4pm	5pm	6pm	Turnover
1		U23	U23	U23	U23	U23	U23	R32	2.0
2		BAI	BAI	BAI	BAI	BAI	F23	F23	2.0
3		307	307	307	307	C82	C82	AFA	3.0
4		559	-	ZDR	BDW	BDW	BDW	BDW	3.0
5		BQP	BUB	BUB	BUB	BUB	BUB	BUB	2.0
6		BKB	BKB	BKB	BKB	BKB	-	-	1.0
7		855	855	BVJ	BBB	534	534	-	4.0
8		J21	J21	WWJ	WWJ	-	-	-	2.0
9		J50	124	124	124	124	124	-	2.0
10		W34	L92	L92	313	313	-	-	3.0
11		238	238	238	238	W16	W16	W16	2.0
12		BLR	BLR	E31	E31	BP5	BP5	-	3.0
13		D58	D58	D58	D58	D58	V11	V11	2.0
14		V11	V11	V11	V11	V11	896	896	2.0
15		896	896	896	896	896	D58	D58	2.0
									2.33

Letters in table are the first 3 letters of parked vehicle license plate

average veh turnover / space during the time period studied

Commercial Boulevard - No. of El Mar / Westbound

spaces	Pking Space No.	1	2	3	4	5	6	7	Total Vehicles	Veh hours parked	Avg Duration for space (hrs)
1		1					1		2	7	3.5
2			1			1			2	7	3.5
3		1	1		1				3	7	2.3
4		2			1				3	6	2.0
5		1					1		2	7	3.5
6						1			1	5	5.0
7		2	2						4	6	1.5
8			2						2	4	2.0
9		1				1			2	6	3.0
10		1	2						3	5	1.7
11				1	1				2	7	3.5
12			3						3	6	2.0
13			1			1			2	7	3.5
14			1			1			2	7	3.5
15			1			1			2	7	3.5
								totals	35	94	**2.7**

average duration / vehicle for the spaces counted during the time period

Commercial Boulevard - No. of El Mar / Eastbound

spaces	Pking Space No.	Noon	1pm	2pm	3pm	4pm	5pm	6pm	Turnover
1		ABV	ABV	-	AFI	AFI	KDL	KDL	3.0
2		768	768	-	X30	X30	P78	L61	4.0
3		C61	-	434	434	966	966	966	3.0
4		CLZ	CLZ	275	275	-	BXF	BXF	3.0
5		165	165	496	496	876	876	-	3.0
6		-	-	G79	G79	-	-	140	2.0
7		AVC	IAY	IAY	BQA	-	-	-	3.0
8		C46	Y30	Y30	Y30	-	J72	-	3.0
9		BXV	390	390	390	-	-	-	2.0
10		CQW	CQW	CQW	CQW	CQW	CQW	CQW	1.0
11		G17	398	398	398	398	398	-	2.0
12		F24	F24	F24	F24	F24	525	525	2.0
13		H39	H39	PC3	PC3	623	623	623	3.0
14		I76	I76	I76	I76	I76	N84	N84	2.0
15		W65	F53	F53	F53	F53	-	CGH	3.0
16		CHJ	CHJ	CHJ	CHJ	CHJ	K99	K99	2.0
17		-	139	139	139	139	-	-	1.0
									2.47

Letters in table are the first 3 letters of parked vehicle license plate

average veh turnover / space during the time period studied

Commercial Boulevard - No. of El Mar / Eastbound

spaces	Pking Space No.	1	2	3	4	5	6	7	Total Vehicles	Veh hours parked	Avg Duration for space (hrs)
1			3						3	6	2.0
2		2	2						4	6	1.5
3		1	1	1					3	6	2.0
4			3						3	6	2.0
5			3						3	6	2.0
6		1	1						2	3	1.5
7		2	1						3	4	1.3
8		2		1					3	5	1.7
9		1		1					2	4	2.0
10								1	1	7	7.0
11		1				1			2	6	3.0
12			1			1			2	7	3.5
13			2	1					3	7	2.3
14			1			1			2	7	3.5
15		2			1				3	6	2.0
16			1			1			2	7	3.5
17					1				1	4	4.0
								totals	42	97	**2.3**

average duration / vehicle for the spaces counted during the time period

Appendix Table 6 - LBTS Financial Actuals

	Actual FY				
Fiscal Year	**2010**	**2011**	**2012**	**2013**	**2014**
Revenues (Dept: 304.00 Charges for Services)					
Parking Permits	$33,033	$47,609	$62,560	$82,610	$58,431
Parking Agreements	$0	$20,988	$41,975	$59,977	$45,950
Ocean Front Meters	$202,338	$335,097	$608,326	$418,037	$294,387
Commercial Blvd. Meters	$17,092	$15,361	$66,921	$56,359	$45,030
Parking Meters - Beach	$0	$32,980	$116,498	$120,625	$120,686
El Prado Parking Lot	$0	$187,656	$274,920	$323,913	$311,510
Town Hall Parking Lot	$0	$3,511	$12,801	$14,834	$8,731
El Mar Parking Lot	$56,322	$90,769	$159,892	$164,091	$185,679
A1A Parking Lot	$22,362	$25,802	$137,768	$153,574	$210,792
FDOT Right of Way	$0	$0	$0	$5,609	$4,588
Minto Parking Lot	$0	$0	$0	$7,000	$124,780
Bougainvilla/Poinciana	$0	$0	$0	$22,872	$114,454
Total Charges for Services	$331,146	$759,772	$1,481,659	$1,429,502	$1,525,017
Dept: 305.00 Fines & Forfeitures	$58,353	$188,127	$138,055	$123,400	$87,250
Dept: 306.00 Misc. Revenues					
Interest Earnings	$382	$406	$615	$1,080	$980
Miscellaneous Revenues	$23,679	$11,206	$25	$0	$0
Total Miscellaneous Revenues	$24,061	$11,611	$640	$1,080	$980
Total Revenues	**$413,560**	**$959,511**	**$1,620,354**	**$1,553,982**	**$1,613,247**
Expenses (Dept: 545.000 Parking Operations)					
Regular Salaries	$76,098	$165,441	$134,836	$16,389	$29,229
Overtime Salaries	$0	$414	$0	$0	$0
Employer FICA Taxes	$5,576	$11,847	$9,018	$822	$2,509
Retirement	$8,680	$15,252	$9,964	$1,751	$4,814
Group Insurance	$16,268	$31,114	$30,007	$4,542	$4,429
Professional Services	$10,973	$20,675	$1,160	$0	$14,800
Contractual Services	$4,617	$64,892	$160,594	$279,525	$251,203
Parking Alternatives	$0	$0	$0	$48,254	$62,900
Communications	$281	$3,613	$5,536	$5,728	$7,352
Electric Service	$2,573	$2,123	$2,162	$1,925	$2,008
Water Service	$2,664	$5,102	$5,427	$3,298	$485
Equipment Rental/Lease	$1,265	$320	$320	$0	$0
Parking Meter Maintenance	$0	$12	$204	$0	$0
Parking Lot Maintenance	$0	$0	$131	$0	$0
Auto, Property & Liability Ins.	$241	$0	$0	$0	$0
Worker's Compensation Ins.	$3,941	$1,825	$0	$0	$0
Equipment Maintenance	$0	$149	$0	$0	$0
Vehicle Maintenance	$173	$1,965	$208	$0	$4,442
Fuel	$3,033	$5,503	$3,727	$0	$0
Service Maintenance Contracts	$0	$11,024	$0	$0	$0
Printing & Binding	$0	$0	$477	$724	$205
Postage	$0	$0	$0	$150	$1,293
Office Supplies	$0	$65	$206	$0	$196
Uniform Expense	$580	$728	$559	-$90	$1,297
Parking Meter Parts/Supplies	$9,429	$7,753	$12,556	$5,974	$26,365
Training	$0	$0	$0	$4,296	$0
Operating Expenses	$1,887	$13,893	$13,670	$4,691	$19,755
Capital Outlay - Design/Permit	$0	$0	$5,697	$48,049	$0
Capital Outlay - Non-Bldg. Imp.	$0	$0	$0	$332,532	$51,391
Capital Outlay - Equip. & Mach.	$0	$34,450	$37,051		$89,388
Debt Service - Principal	$116,671	$326,320	$291,125	$252,357	$587,208
Debt Service - Interest	$60,454	$55,282	$38,129	$27,893	$31,116
Depreciation	$22,336	$15,084	$16,233	$16,233	$0
Total Parking Operations	$347,741	$794,846	$778,996	$1,055,041	$1,192,382
Dept: 545.152 Land Acquisition	$0	$0	$0	$0	$345,851
Dept: 581.100 Interfund Transfers	$165,645	$167,000	$167,000	$0	$0
Total Expenses	**$513,386**	**$961,846**	**$945,996**	**$1,055,041**	**$1,538,233**
Surplus/(Shortfall)	**($99,826)**	**($2,335)**	**$674,358**	**$498,941**	**$75,014**
Accumulated Surplus/(shortfall)	**$138,884**	**$136,550**	**$810,907**	**$1,309,848**	**$1,384,862**

Appendix Table 7 - Existing Conditions Proforma

	------ Actual ---																					
Fiscal Year	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**
Revenues (Dept: 304.00 Charges for Services)																						
Dept: 304.00 Charges for Services																						
Parking Permits	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431
Parking Agreements	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950
Ocean Front Meters	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387
Commercial Blvd. Meters	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030
Parking Meters - Beach	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686
El Prado Parking Lot	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510
Town Hall Parking Lot	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731
El Mar Parking Lot	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679
A1A Parking Lot	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792	$210,792
4312 Ocean Lot	n/a	$58,657	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314
FDOT Right of Way	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588
Minto Parking Lot	$124,780	$62,390	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Bougainvilla/Poinciana	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454
Total Charges for Services	$1,525,017	$1,521,284	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551	$1,517,551
Dept: 305.00 Fines & Forfeitures	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250
Dept: 306.00 Earnings on interest	$980	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	0	0	0	0	0	0	0	0	0	0
Dept: 306.00 Misc. Revenues	$0	($29,329)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)
Total Revenues	**$1,613,247**	**$1,579,205**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**	**$1,546,144**
Expenses (Dept: 545.000 Parking Operations)																						
Regular Salaries	$29,229	$30,106	$31,010	$31,940	$32,898	$33,885	$34,902	$35,949	$37,027	$38,138	$39,282	$40,460	$41,674	$42,924	$44,212	$45,539	$46,905	$48,312	$49,761	$51,254	$52,792	$54,375
Employer FICA Taxes	$2,509	$2,584	$2,662	$2,742	$2,824	$2,909	$2,996	$3,086	$3,178	$3,274	$3,372	$3,473	$3,577	$3,685	$3,795	$3,909	$4,026	$4,147	$4,272	$4,400	$4,532	$4,668
Retirement	$4,814	$4,958	$5,107	$5,260	$5,418	$5,580	$5,748	$5,920	$6,098	$6,281	$6,469	$6,663	$6,863	$7,069	$7,281	$7,499	$7,724	$7,956	$8,195	$8,441	$8,694	$8,955
Group Insurance	$4,429	$5,077	$5,229	$5,386	$5,548	$5,714	$5,886	$6,062	$6,244	$6,431	$6,624	$6,823	$7,028	$7,238	$7,456	$7,679	$7,910	$8,147	$8,391	$8,643	$8,902	$9,169
Professional Services	$14,800	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Contractual Services	$251,203	$258,739	$266,501	$274,496	$282,731	$291,213	$299,949	$308,948	$318,216	$327,763	$337,596	$347,723	$358,155	$368,900	$379,967	$391,366	$403,107	$415,200	$427,656	$440,486	$453,700	$467,311
Parking Alternatives	$62,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Communications	$7,352	$7,572	$7,799	$8,033	$8,274	$8,522	$8,778	$9,042	$9,313	$9,592	$9,880	$10,176	$10,482	$10,796	$11,120	$11,454	$11,797	$12,151	$12,516	$12,891	$13,278	$13,676
Electric Service	$2,008	$2,068	$2,130	$2,194	$2,260	$2,328	$2,397	$2,469	$2,543	$2,620	$2,698	$2,779	$2,863	$2,949	$3,037	$3,128	$3,222	$3,319	$3,418	$3,521	$3,626	$3,735
Water Service	$485	$500	$515	$530	$546	$562	$579	$597	$614	$633	$652	$671	$692	$712	$734	$756	$778	$802	$826	$850	$876	$902
Parking Lot Maintenance	$0	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Auto, Property & Liability Ins.	$0	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Vehicle Maintenance	$4,442	$4,576	$4,713	$4,854	$5,000	$5,150	$5,304	$5,464	$5,627	$5,796	$5,970	$6,149	$6,334	$6,524	$6,719	$6,921	$7,129	$7,343	$7,563	$7,790	$8,023	$8,264
Fuel	$0	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Service Maintenance Contracts	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Contingency	$0	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Printing & Binding	$205	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Postage	$1,293	$1,331	$1,371	$1,412	$1,455	$1,498	$1,543	$1,590	$1,637	$1,687	$1,737	$1,789	$1,843	$1,898	$1,955	$2,014	$2,074	$2,136	$2,201	$2,267	$2,335	$2,405
Office Supplies	$196	$202	$208	$214	$220	$227	$234	$241	$248	$255	$263	$271	$279	$287	$296	$305	$314	$323	$333	$343	$353	$364
Uniform Expense	$1,297	$1,336	$1,376	$1,417	$1,460	$1,504	$1,549	$1,595	$1,643	$1,692	$1,743	$1,795	$1,849	$1,905	$1,962	$2,021	$2,081	$2,144	$2,208	$2,274	$2,342	$2,413
Parking Meter Parts/Supplies	$26,365	$15,000	$15,450	$15,914	$16,391	$16,883	$17,389	$17,911	$18,448	$19,002	$19,572	$20,159	$20,764	$21,386	$22,028	$22,689	$23,370	$24,071	$24,793	$25,536	$26,303	$27,092
Operating Expenses	$19,755	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838	$45,153
Capital Outlay - Design/Permit	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Capital Outlay - Non-Bldg. Imp.	$51,391	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838	$45,153
Capital Outlay - Equip. & Mach.	$89,388	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service - Principal	$587,208	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service - Interest	$31,116	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Parking Operations	$1,192,382	$535,549	$551,615	$568,164	$585,209	$602,765	$620,848	$639,473	$658,657	$678,417	$698,770	$719,733	$741,325	$763,565	$786,471	$810,066	$834,368	$859,399	$885,181	$911,736	$939,088	$967,261
Total Land Acquisition	$345,851	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	$1,538,233	$535,549	$551,615	$568,164	$585,209	$602,765	$620,848	$639,473	$658,657	$678,417	$698,770	$719,733	$741,325	$763,565	$786,471	$810,066	$834,368	$859,399	$885,181	$911,736	$939,088	$967,261
Surplus/(Shortfall)	$75,014	$1,043,657	$994,529	$977,980	$960,935	$943,379	$925,296	$906,671	$887,487	$867,727	$847,374	$826,411	$804,819	$782,580	$759,673	$736,078	$711,776	$686,745	$660,963	$634,408	$607,056	$578,883
Accumulated Surplus/(shortfall)	$1,384,862	$2,428,518	$3,423,047	$4,401,027	$5,361,963	$6,305,342	$7,230,638	$8,137,309	$9,024,796	$9,892,522	$10,739,897	$11,566,308	$12,371,127	$13,153,707	$13,913,379	$14,649,458	$15,361,234	$16,047,980	$16,708,943	$17,343,351	$17,950,407	$18,529,291

Appendix Table 8 - Existing Conditions with Market Rate Increases

	---- Actual ----																					
Fiscal Year	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**
Revenues (Dept: 304.00 Charges for Services)																						
Parking Permits	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431
Parking Agreements	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950
Ocean Front Meters	$294,387	$351,515	$392,321	$392,321	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361	$441,361
Commercial Blvd. Meters	$45,030	$45,030	$45,030	$45,030	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544	$67,544
Parking Meters - Beach	$120,686	$144,106	$160,834	$160,834	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938	$180,938
El Prado Parking Lot	$311,510	$341,425	$362,793	$362,793	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398	$415,398
Town Hall Parking Lot	$8,731	$9,569	$10,168	$10,168	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642	$11,642
El Mar Parking Lot	$185,679	$203,510	$216,246	$216,246	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602	$247,602
A1A Parking Lot	$210,792	$235,301	$252,808	$252,808	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465	$289,465
4312 Ocean Lot	n/a	$58,657	$117,314	$117,314	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979	$131,979
FDOT Right of Way	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588
Minto Parking Lot	$124,780	$62,390	$0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Bougainvilla/Poinciana	$114,454	$125,445	$133,296	$133,296	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624	$152,624
Total Charges for Services	$1,525,017	$1,685,917	$1,799,779	$1,799,779	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523	$2,047,523
Dept: 305.00 Fines & Forfeitures	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250
Dept: 306.00 Earnings on interest	$980	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	0	0	0	0	0	0	0	0	0	0
Dept: 306.00 Misc. Revenues	$0	($29,329)	($58,657)	($58,657)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)	($65,989)
Total Revenues	**$1,613,247**	**$1,743,838**	**$1,828,372**	**$1,828,372**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**	**$2,068,783**
Expenses (Dept: 545.000 Parking Operations)																						
Regular Salaries	$29,229	$30,106	$31,010	$31,940	$32,898	$33,885	$34,902	$35,949	$37,027	$38,138	$39,282	$40,460	$41,674	$42,924	$44,212	$45,539	$46,905	$48,312	$49,761	$51,254	$52,792	$54,375
Employer FICA Taxes	$2,509	$2,584	$2,662	$2,742	$2,824	$2,909	$2,996	$3,086	$3,178	$3,274	$3,372	$3,473	$3,577	$3,685	$3,795	$3,909	$4,026	$4,147	$4,272	$4,400	$4,532	$4,668
Retirement	$4,814	$4,958	$5,107	$5,260	$5,418	$5,580	$5,748	$5,920	$6,098	$6,281	$6,469	$6,663	$6,863	$7,069	$7,281	$7,499	$7,724	$7,956	$8,195	$8,441	$8,694	$8,955
Group Insurance	$4,429	$5,077	$5,229	$5,386	$5,548	$5,714	$5,886	$6,062	$6,244	$6,431	$6,624	$6,823	$7,028	$7,238	$7,456	$7,679	$7,910	$8,147	$8,391	$8,643	$8,902	$9,169
Professional Services	$14,800	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Contractual Services	$251,203	$258,739	$266,501	$274,496	$282,731	$291,213	$299,949	$308,948	$318,216	$327,763	$337,596	$347,723	$358,155	$368,900	$379,967	$391,366	$403,107	$415,200	$427,656	$440,486	$453,700	$467,311
Parking Alternatives	$62,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Communications	$7,352	$7,572	$7,799	$8,033	$8,274	$8,522	$8,778	$9,042	$9,313	$9,592	$9,880	$10,176	$10,482	$10,796	$11,120	$11,454	$11,797	$12,151	$12,516	$12,891	$13,278	$13,676
Electric Service	$2,008	$2,068	$2,130	$2,194	$2,260	$2,328	$2,397	$2,469	$2,543	$2,620	$2,698	$2,779	$2,863	$2,949	$3,037	$3,128	$3,222	$3,319	$3,418	$3,521	$3,626	$3,735
Water Service	$485	$500	$515	$530	$546	$562	$579	$597	$614	$633	$652	$671	$692	$712	$734	$756	$778	$802	$826	$850	$876	$902
Parking Lot Maintenance	$0	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Auto, Property & Liability Ins.	$0	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Vehicle Maintenance	$4,442	$4,576	$4,713	$4,854	$5,000	$5,150	$5,304	$5,464	$5,627	$5,796	$5,970	$6,149	$6,334	$6,524	$6,719	$6,921	$7,129	$7,343	$7,563	$7,790	$8,023	$8,264
Fuel	$0	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Contingency	$0	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Printing & Binding	$205	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Postage	$1,293	$1,331	$1,371	$1,412	$1,455	$1,498	$1,543	$1,590	$1,637	$1,687	$1,737	$1,789	$1,843	$1,898	$1,955	$2,014	$2,074	$2,136	$2,201	$2,267	$2,335	$2,405
Office Supplies	$196	$202	$208	$214	$220	$227	$234	$241	$248	$255	$263	$271	$279	$287	$296	$305	$314	$323	$333	$343	$353	$364
Uniform Expense	$1,297	$1,336	$1,376	$1,417	$1,460	$1,504	$1,549	$1,595	$1,643	$1,692	$1,743	$1,795	$1,849	$1,905	$1,962	$2,021	$2,081	$2,144	$2,208	$2,274	$2,342	$2,413
Parking Meter Parts/Supplies	$26,365	$15,000	$15,450	$15,914	$16,391	$16,883	$17,389	$17,911	$18,448	$19,002	$19,572	$20,159	$20,764	$21,386	$22,028	$22,689	$23,370	$24,071	$24,793	$25,536	$26,303	$27,092
Operating Expenses	$19,755	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838	$45,153
Capital Outlay - Non-Bldg. Imp.	$51,391	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838	$45,153
Capital Outlay - Equip. & Mach.	$89,388	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service - Principal	$587,208	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service - Interest	$31,116	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Parking Operations	$1,192,382	$535,549	$551,615	$568,164	$585,209	$602,765	$620,848	$639,473	$658,657	$678,417	$698,770	$719,733	$741,325	$763,565	$786,471	$810,066	$834,368	$859,399	$885,181	$911,736	$939,088	$967,261
Total Land Acquisition	$345,851	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	$1,538,233	$535,549	$551,615	$568,164	$585,209	$602,765	$620,848	$639,473	$658,657	$678,417	$698,770	$719,733	$741,325	$763,565	$786,471	$810,066	$834,368	$859,399	$885,181	$911,736	$939,088	$967,261
Surplus/(Shortfall)	$75,014	$1,208,290	$1,276,757	$1,260,208	$1,483,575	$1,466,018	$1,447,935	$1,429,310	$1,410,126	$1,390,366	$1,370,014	$1,349,050	$1,327,458	$1,305,219	$1,282,312	$1,258,718	$1,234,416	$1,209,385	$1,183,603	$1,157,047	$1,129,695	$1,101,523
Accumulated Surplus/(shortfall)	$1,384,862	$2,593,151	$3,869,908	$5,130,116	$6,613,691	$8,079,709	$9,527,644	$10,956,954	$12,367,080	$13,757,446	$15,127,460	$16,476,510	$17,803,969	$19,109,187	$20,391,499	$21,650,217	$22,884,632	$24,094,017	$25,277,620	$26,434,667	$27,564,362	$28,665,885

Appendix Table 9 - A1A Garage with No Rate Increases

	---- Actual ----																					
Fiscal Year	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**
Parking Permits	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431
Parking Agreements	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950
Ocean Front Meters	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387
Commercial Blvd. Meters	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030
Parking Meters - Beach	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686
El Prado Parking Lot	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510
Town Hall Parking Lot	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731
El Mar Parking Lot	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679
A1A Parking Lot	$210,792	$210,792	$105,396	$0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
A1A Garage	n/a	n/a	n/a	n/a	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188
4312 Ocean Lot	n/a	$58,657	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314
FDOT Right of Way	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588
Minto Parking Lot	$124,780	$62,390	$0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Bougainvilla/Poinciana	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454
Total Charges for Services	$1,525,017	$1,521,284	$1,412,155	$1,306,759	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947
Dept: 305.00 Fines & Forfeitures	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250
Dept: 306.00 Earnings on interest	$980	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	0	0	0	0	0	0	0	0	0	0
Dept: 306.00 Misc. Revenues	$0	($29,329)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)
Total Revenues	**$1,613,247**	**$1,579,205**	**$1,440,748**	**$1,335,352**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**
Expenses (Dept: 545.000 Parking Operations)																						
Regular Salaries	$29,229	$30,106	$31,010	$31,940	$32,898	$33,885	$34,902	$35,949	$37,027	$38,138	$39,282	$40,460	$41,674	$42,924	$44,212	$45,539	$46,905	$48,312	$49,761	$51,254	$52,792	$54,375
Employer FICA Taxes	$2,509	$2,584	$2,662	$2,742	$2,824	$2,909	$2,996	$3,086	$3,178	$3,274	$3,372	$3,473	$3,577	$3,685	$3,795	$3,909	$4,026	$4,147	$4,272	$4,400	$4,532	$4,668
Retirement	$4,814	$4,958	$5,107	$5,260	$5,418	$5,580	$5,748	$5,920	$6,098	$6,281	$6,469	$6,663	$6,863	$7,069	$7,281	$7,499	$7,724	$7,956	$8,195	$8,441	$8,694	$8,955
Group Insurance	$4,429	$5,077	$5,229	$5,386	$5,548	$5,714	$5,886	$6,062	$6,244	$6,431	$6,624	$6,823	$7,028	$7,238	$7,456	$7,679	$7,910	$8,147	$8,391	$8,643	$8,902	$9,169
Professional Services	$14,800	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Contractual Services	$251,203	$258,739	$271,136	$279,270	$293,313	$302,113	$311,176	$320,511	$330,127	$340,030	$350,231	$360,738	$371,560	$382,707	$394,188	$406,014	$418,195	$430,740	$443,663	$456,972	$470,682	$484,802
Parking Alternatives	$62,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Communications	$7,352	$7,572	$7,799	$8,033	$8,274	$8,522	$8,778	$9,042	$9,313	$9,592	$9,880	$10,176	$10,482	$10,796	$11,120	$11,454	$11,797	$12,151	$12,516	$12,891	$13,278	$13,676
Electric Service	$2,008	$2,068	$2,130	$2,194	$10,970	$11,299	$11,638	$11,987	$12,347	$12,717	$13,099	$13,492	$13,897	$14,313	$14,743	$15,185	$15,641	$16,110	$16,593	$17,091	$17,604	$18,132
Water Service	$485	$500	$515	$530	$546	$562	$579	$597	$614	$633	$652	$671	$692	$712	$734	$756	$778	$802	$826	$850	$876	$902
Parking Lot Maintenance	$0	$50,000	$51,500	$53,045	$60,301	$5,665	$67,775	$11,500	$75,474	$17,510	$83,403	$23,700	$91,570	$30,076	$99,982	$36,644	$108,647	$43,408	$117,571	$50,375	$126,763	$57,551
Auto, Property & Liability Ins.	$0	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Vehicle Maintenance	$4,442	$4,576	$4,713	$4,854	$5,000	$5,150	$5,304	$5,464	$5,627	$5,796	$5,970	$6,149	$6,334	$6,524	$6,719	$6,921	$7,129	$7,343	$7,563	$7,790	$8,023	$8,264
Fuel	$0	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Contingency	$0	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Printing & Binding	$205	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Postage	$1,293	$1,331	$1,371	$1,412	$1,455	$1,498	$1,543	$1,590	$1,637	$1,687	$1,737	$1,789	$1,843	$1,898	$1,955	$2,014	$2,074	$2,136	$2,201	$2,267	$2,335	$2,405
Office Supplies	$196	$202	$208	$214	$220	$227	$234	$241	$248	$255	$263	$271	$279	$287	$296	$305	$314	$323	$333	$343	$353	$364
Uniform Expense	$1,297	$1,336	$1,376	$1,417	$1,460	$1,504	$1,549	$1,595	$1,643	$1,692	$1,743	$1,795	$1,849	$1,905	$1,962	$2,021	$2,081	$2,144	$2,208	$2,274	$2,342	$2,413
Parking Meter Parts/Supplies	$26,365	$15,000	$15,450	$15,914	$16,391	$16,883	$17,389	$17,911	$18,448	$19,002	$19,572	$20,159	$20,764	$21,386	$22,028	$22,689	$23,370	$24,071	$24,793	$25,536	$26,303	$27,092
Operating Expenses	$19,755	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838	$45,153
Capital Outlay - Design/Permit	$0	$0	$613,350	$306,675	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Capital Outlay - Non-Bldg. Imp.	$51,391	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838	$45,153
Capital Outlay - Equip. & Mach.	$89,388	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service - Principal	$587,208	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service - Interest	$31,116	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Deprec./Garage Repair Fund	$0	$0	$0	$0	$65,000	$66,950	$68,959	$71,027	$73,158	$75,353	$77,613	$79,942	$82,340	$84,810	$87,355	$89,975	$92,674	$95,455	$98,318	$101,268	$104,306	$107,435
Total Parking Operations	$1,192,382	$535,549	$1,169,600	$879,613	$675,166	$638,976	$720,085	$683,379	$767,509	$730,307	$817,584	$779,906	$870,462	$832,335	$926,309	$887,760	$985,297	$946,358	$1,047,609	$1,008,314	$1,113,441	$1,073,829
Total Land Acquisition	$345,851	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Interfund Transfers	$0	$0	$0	$0	$3,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	$1,538,233	$535,549	$1,169,600	$879,613	$3,675,166	$638,976	$720,085	$683,379	$767,509	$730,307	$817,584	$779,906	$870,462	$832,335	$926,309	$887,760	$985,297	$946,358	$1,047,609	$1,008,314	$1,113,441	$1,073,829
Surplus/(Shortfall)	$75,014	$1,043,657	$271,148	$455,739	($2,023,626)	$1,012,564	$931,455	$968,161	$884,031	$921,233	$833,956	$871,634	$781,078	$819,205	$725,231	$763,780	$666,243	$705,182	$603,931	$643,226	$538,099	$577,711
				TERM	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**
10 YEAR Financing - A1A Garage																						
Level Debt Service	n/a	n/a	n/a	n/a	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Accumulated Surplus/(shortfall)	$1,384,862	$2,428,518	$2,699,666	$3,155,406	$367,345	$615,474	$782,494	$986,220	$1,105,816	$1,262,614	$1,332,136	$1,439,335	$1,455,978	$1,510,748	$2,235,979	$2,999,759	$3,666,002	$4,371,184	$4,975,115	$5,618,341	$6,156,440	$6,734,151
15 YEAR Financing - A1A Garage																						
Level Debt Service	n/a	n/a	n/a	n/a	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	n/a	n/a	n/a
Accumulated Surplus/(shortfall)	$1,384,862	$2,428,518	$2,699,666	$3,155,406	$574,122	$1,029,029	$1,402,826	$1,813,330	$2,139,703	$2,503,279	$2,779,578	$3,093,554	$3,316,974	$3,578,522	$3,746,095	$3,952,218	$4,060,804	$4,208,329	$4,254,602	$4,897,828	$5,435,927	$6,013,638

Appendix Table 10 - A1A Garage with Market Rate Increases

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Fiscal Year	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**2034**	**2035**
Revenues																						
Parking Permits	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431	$58,431
Parking Agreements	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950	$45,950
Ocean Front Meters	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387	$294,387
Commercial Blvd. Meters	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030	$45,030
Parking Meters - Beach	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686	$120,686
El Prado Parking Lot	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510	$311,510
Town Hall Parking Lot	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731	$8,731
El Mar Parking Lot	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679	$185,679
A1A Parking Lot	$210,792	$210,792	$105,396	$0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
A1A Garage	n/a	n/a	n/a	n/a	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188	$316,188
4312 Ocean Lot	n/a	$58,657	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314	$117,314
FDOT Right of Way	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588	$4,588
Minto Parking Lot	$124,780	$62,390	$0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Bougainvilla/Poinciana	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454	$114,454
Total Charges for Services	$1,525,017	$1,521,284	$1,412,155	$1,306,759	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947	$1,622,947
Dept: 305.00 Fines & Forfeitures	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250	$87,250
Dept: 306.00 Earnings on interest	$980	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	0	0	0	0	0	0	0	0	0	0
Dept: 306.00 Misc. Revenues	$0	($29,329)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)	($58,657)
Total Revenues	**$1,613,247**	**$1,579,205**	**$1,440,748**	**$1,335,352**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**	**$1,651,540**
Expenses (Dept: 545.000 Parking Operations)																						
Regular Salaries	$29,229	$30,106	$31,010	$31,940	$32,898	$33,885	$34,902	$35,949	$37,027	$38,138	$39,282	$40,460	$41,674	$42,924	$44,212	$45,539	$46,905	$48,312	$49,761	$51,254	$52,792	$54,375
Employer FICA Taxes	$2,509	$2,584	$2,662	$2,742	$2,824	$2,909	$2,996	$3,086	$3,178	$3,274	$3,372	$3,473	$3,577	$3,685	$3,795	$3,909	$4,026	$4,147	$4,272	$4,400	$4,532	$4,668
Retirement	$4,814	$4,958	$5,107	$5,260	$5,418	$5,580	$5,748	$5,920	$6,098	$6,281	$6,469	$6,663	$6,863	$7,069	$7,281	$7,499	$7,724	$7,956	$8,195	$8,441	$8,694	$8,955
Group Insurance	$4,429	$5,077	$5,229	$5,386	$5,548	$5,714	$5,886	$6,062	$6,244	$6,431	$6,624	$6,823	$7,028	$7,238	$7,456	$7,679	$7,910	$8,147	$8,391	$8,643	$8,902	$9,169
Professional Services	$14,800	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Contractual Services	$251,203	$258,739	$271,136	$279,270	$293,313	$302,113	$311,176	$320,511	$330,127	$340,030	$350,231	$360,738	$371,560	$382,707	$394,188	$406,014	$418,195	$430,740	$443,663	$456,972	$470,682	$484,802
Parking Alternatives	$62,900	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Communications	$7,352	$7,572	$7,799	$8,033	$8,274	$8,522	$8,778	$9,042	$9,313	$9,592	$9,880	$10,176	$10,482	$10,796	$11,120	$11,454	$11,797	$12,151	$12,516	$12,891	$13,278	$13,676
Electric Service	$2,008	$2,068	$2,130	$2,194	$10,970	$11,299	$11,638	$11,987	$12,347	$12,717	$13,099	$13,492	$13,897	$14,313	$14,743	$15,185	$15,641	$16,110	$16,593	$17,091	$17,604	$18,132
Water Service	$485	$500	$515	$530	$546	$562	$579	$597	$614	$633	$652	$671	$692	$712	$734	$756	$778	$802	$826	$850	$876	$902
Parking Lot Maintenance	$0	$50,000	$51,500	$53,045	$54,636	$0	$56,275	$0	$57,964	$0	$59,703	$0	$61,494	$0	$63,339	$0	$65,239	$0	$67,196	$0	$69,212	$0
Auto, Property & Liability Ins.	$0	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Vehicle Maintenance	$4,442	$4,576	$4,713	$4,854	$5,000	$5,150	$5,304	$5,464	$5,627	$5,796	$5,970	$6,149	$6,334	$6,524	$6,719	$6,921	$7,129	$7,343	$7,563	$7,790	$8,023	$8,264
Fuel	$0	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Contingency	$0	$50,000	$51,500	$53,045	$54,636	$56,275	$57,964	$59,703	$61,494	$63,339	$65,239	$67,196	$69,212	$71,288	$73,427	$75,629	$77,898	$80,235	$82,642	$85,122	$87,675	$90,306
Printing & Binding	$205	$500	$515	$530	$546	$563	$580	$597	$615	$633	$652	$672	$692	$713	$734	$756	$779	$802	$826	$851	$877	$903
Postage	$1,293	$1,331	$1,371	$1,412	$1,455	$1,498	$1,543	$1,590	$1,637	$1,687	$1,737	$1,789	$1,843	$1,898	$1,955	$2,014	$2,074	$2,136	$2,201	$2,267	$2,335	$2,405
Office Supplies	$196	$202	$208	$214	$220	$227	$234	$241	$248	$255	$263	$271	$279	$287	$296	$305	$314	$323	$333	$343	$353	$364
Uniform Expense	$1,297	$1,336	$1,376	$1,417	$1,460	$1,504	$1,549	$1,595	$1,643	$1,692	$1,743	$1,795	$1,849	$1,905	$1,962	$2,021	$2,081	$2,144	$2,208	$2,274	$2,342	$2,413
Parking Meter Parts/Supplies	$26,365	$15,000	$15,450	$15,914	$16,391	$16,883	$17,389	$17,911	$18,448	$19,002	$19,572	$20,159	$20,764	$21,386	$22,028	$22,689	$23,370	$24,071	$24,793	$25,536	$26,303	$27,092
Operating Expenses	$19,755	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838	$45,153
Capital Outlay - Design/Permit	$0	$0	$613,350	$306,675	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Capital Outlay - Non-Bldg. Imp.	$51,391	$25,000	$25,750	$26,523	$27,318	$28,138	$28,982	$29,851	$30,747	$31,669	$32,619	$33,598	$34,606	$35,644	$36,713	$37,815	$38,949	$40,118	$41,321	$42,561	$43,838	$45,153
Capital Outlay - Equip. & Mach.	$89,388	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service - Principal	$587,208	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Debt Service - Interest	$31,116	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Deprec./Garage Repair Fund	$0	$0	$0	$0	$65,000	$66,950	$68,959	$71,027	$73,158	$75,353	$77,613	$79,942	$82,340	$84,810	$87,355	$89,975	$92,674	$95,455	$98,318	$101,268	$104,306	$107,435
Total Parking Operations	$1,192,382	$535,549	$1,169,600	$879,613	$669,501	$633,311	$708,586	$671,879	$749,999	$712,797	$793,883	$756,206	$840,386	$802,259	$889,665	$851,117	$941,889	$902,950	$997,234	$957,939	$1,055,889	$1,016,278
Total Land Acquisition	$345,851	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Interfund Transfers	$0	$0	$0	$0	$3,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Expenses	$1,538,233	$535,549	$1,169,600	$879,613	$3,669,501	$633,311	$708,586	$671,879	$749,999	$712,797	$793,883	$756,206	$840,386	$802,259	$889,665	$851,117	$941,889	$902,950	$997,234	$957,939	$1,055,889	$1,016,278
Surplus/(Shortfall)	$75,014	$1,043,657	$271,148	$455,739	($2,017,961)	$1,018,229	$942,954	$979,661	$901,541	$938,743	$857,657	$895,334	$811,154	$849,281	$761,875	$800,423	$709,651	$748,590	$654,306	$693,601	$595,651	$635,262
				TERM	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**
10 YEAR Financing - A1A Garage																						
Level Debt Service	n/a	n/a	n/a	n/a	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	($764,435)	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Accumulated Surplus/(shortfall)	$1,384,862	$2,428,518	$2,699,666	$3,155,406	$373,010	$626,804	$805,324	$1,020,550	$1,157,656	$1,331,964	$1,425,186	$1,556,085	$1,602,805	$1,687,651	$2,449,525	$3,249,949	$3,959,600	$4,708,190	$5,362,496	$6,056,097	$6,651,747	$7,287,009
15 YEAR Financing - A1A Garage																						
Level Debt Service	n/a	n/a	n/a	n/a	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	($557,657)	n/a	n/a	n/a
Accumulated Surplus/(shortfall)	$1,384,862	$2,428,518	$2,699,666	$3,155,406	$579,787	$1,040,359	$1,425,656	$1,847,659	$2,191,543	$2,572,628	$2,872,628	$3,210,304	$3,463,801	$3,755,424	$3,959,642	$4,202,408	$4,354,402	$4,545,334	$4,641,983	$5,335,584	$5,931,235	$6,566,497

10. APPENDIX 1 - PARKING EXEMPTION PROGRAM BI-ANNUAL REPORT[4]

The following includes the majority of the most recent bi-annual report for the Parking Exemption Program. Notes and slight modifications of the report have been made to improve the readability relative to ***Memo 2 – Restaurant Parking Exemption Recommendations***.

Background

In 2011 the Commission approved a code amendment to provide more flexibility and options for new and expanding restaurants to meet their required parking requirements.

The amendment included:

1. The restaurant parking exemption program (Section 30-318); and,
2. A modification to the Town's parking reduction procedure (Section 30-321), which applies to all businesses.

The exemption program requires reports to the Town Commission when spaces are allocated and also a bi-annual report that describes the utilization, effectiveness and impacts of the exemption program.

Utilization of the Parking Exemption Program – Section 30-318

The Parking Exemption Program is scheduled to end March 7, 2015. Under it, restaurant owners may apply for an exemption to the parking requirements, subject to some limitation, for both new and expanding restaurants. For the purposes of this program, the Town is divided into two districts - Oceanfront Center and Commercial Business District. Information on each district is listed below.

District 1 – Oceanfront Center

The "Oceanfront Center" district includes all B-1 and B-1A zoned land adjacent to North Ocean Drive and Commercial Boulevard, east of Seagrape Drive and, for the purposes of determining underutilized spaces, includes the El Prado and A1A parking lots. The Commission set 120 as the maximum number of exempted spaces available in this district and set the maximum allocation available per restaurant at thirty (30).

All but seven of the spaces in this district have been allocated. Gilligan's received seven (7) spaces in October 2102 and was replaced by Tutto Bene which closed this July. The detail for the Parking Exemption Program since its inception is shown in Table 1.

[4] January – June 2014 Parking Exemption Bi-Annual Report, Linda Connors, July 18, 2014.

Appendix Table 11 - Oceanfront Center District*

Business	Address	Request		Date of Application	Approval	
		Use	Spaces		Date	Spaces
Anglin Beach Café*	2 Commercial Blvd	Expansion	12	6-28-11	3-17-14	13
Delacaseas	4404 Bougainvilla Dr.	Expansion	10	8-11-11	2-15-12	10
Pa De Gannaros	4326 Bougainvilla Dr.	Expansion	17	10-12-11	2-15-12	17
The Daisy (Rhino)	107A Commercial Blvd.	New	8	10-26-11	2-15-12	8
Athena's	4400 Ocean Drive	Expansion	10	4-26-12	5-3-12	10
CocoYogurt	107 Commercial	Expansion	09	5-15-12	6-13-12	4
Gilligan's (Vacant)	112 A Commercial Blvd.	New	07	10-24-12	10-31-12	7
Azteca	112 Commercial Blvd.	New	8	10-24-12	10-31-12	8
Mulligan's	14 Commercial Blvd.	New	24	9-30-13	11-20-13	24
Gran Forno Pronto	222 Commercial Blvd.	New	8		3-14-14	6
Pump Sushi	222 Commercial Blvd	New	2		4-18-14	1
Basilic	218 Commercial Blvd	Expansion	3	3-14-14	5-14-14	3
Keese's	4350 N. Ocean Drive	Expansion	3	4-25-14	5-29-14	2
		Total	121		**Allocated**	113
					Remaining Balance	7

***H**ighlighted properties issued exemptions during the most recent bi-annual reporting period

District 2 – Commercial Business District

The "Commercial Business District" district includes all B-1 zoned land adjacent to Commercial Boulevard and west of Seagrape Drive. One hundred-five (105) parking spaces are available in this district, with 50 spaces the maximum allocation of spaces per eligible restaurant. The Town did not process applications for exemptions during this reporting period although there were several inquiries into establishing restaurants in the vacant commercial space in this district.

The detail for the Parking Exemption Program since its inception is shown in Appendix Table 7.

Appendix Table 12 - Commercial Business District

Business	Address	Request		Date of Application	Approval	
		use	Spaces		Date	Spaces
Genco	257B Commercial	New	1	5-14-12	5-22-12	1
LaSpada's	233 Commercial	Expansion/Relocation	1	11-21-13	11-22-13	2
Total			**1**	**Allocated**		**3**
				Remaining Balance		**102**

Effectiveness and Impacts

Since its inception, the Parking Exemption Program has provided the following benefits:

- Allowed eight existing restaurants to expand or relocate
- Allowed seven new restaurants to locate into the Town
- Created jobs for the additional restaurant employees and for the construction required for the build-out of the space.
- Added new users for the Town's parking spaces creating additional revenue

Since its inception, the Parking Exemption Program has provided the following impacts:

- Increased demand for limited parking spaces;
- Existing businesses are impacted as new restaurants utilize parking in front of commercial storefronts.
- Added additional employee parking permits for new restaurants.
- The avoided cost for the property owners who got the 116 spaces exempted in the Program so far is about $4 million. (That represents the cost of providing that number of spaces in a surface parking lot, including land acquisition.)

Policy discussions and recommendations regarding land use development and parking management is provided in other sections of this report.

11. APPENDIX 2 – CITY CODE REGARDING RESTAURANT PARKING REQUIREMENTS

Section 30-318, Minimum Parking requirements, (q) Restaurants

(q) *Restaurants, including customer service areas of outside cafes on private property, sandwich shops, coffee shops, and any establishment or portion of an establishment dedicated to preparing and serving food to the public:* One parking space for each 50 square feet of gross floor area excluding food preparation areas, drink preparation areas, bathrooms, storage areas, and other areas not directly utilized by the public in patronizing such establishments, except that from March 8, 2011, until March 7, 2015, and as further limited below, no parking spaces shall be required for new restaurants or the expansion area of existing restaurants. This suspension of the parking requirement shall be known as the "Parking Exemption Program."

(1) *Application required.* To qualify for the Parking Exemption Program, a Parking Exemption Application must be submitted, in a form to be approved by the Town, with all supporting documentation. The parking spaces shall be allocated on a first come, first serve basis, as measured by the Town's receipt of a complete application package.

(2) *Eligibility for program.* The application, and all supporting documents, including any applicable building permit or development approval applications, for the construction of a new restaurant or for a restaurant expansion, shall have been submitted and deemed to be complete by the Town prior to the program deadlines, and all required permits received and the restaurant subsequently built within the time periods specified in the Town's Code.

(3) *Program guidelines.*

a. *Districts.* There are hereby created two separate and distinct Parking Exemption Districts as follows:

1. *Oceanfront Center.* The Oceanfront Center shall include all B-1 and B-1-A zoned land adjacent to State Road A1A or Commercial Boulevard, east of Seagrape and, for the purposes of determining underutilized spaces, shall include the El Prado and A1A parking lots.

2. *Commercial Business District.* The Commercial Business District shall include all B-1 and B-1-A zoned land adjacent to Commercial Boulevard, west of Seagrape.

b. *Exemption maximum.*

1. *District maximums.* The maximum number of spaces available for exemption in each parking district shall be established by resolution of the Town Commission.

2. *Oceanfront Center.* There shall be a maximum exemption of 30 parking spaces per eligible restaurant.

3. *Commercial Business District.* There shall be a maximum exemption of 50 parking spaces per eligible restaurant.

c. *Eligible restaurant.* An eligible restaurant shall be a commercial establishment, whether standing alone or accessory to another use, where food and beverages are ordered from individual menus, served at tables, and consumed on premises and serviced by its own kitchen. No restaurant kitchen may provide eligibility for parking exemption for more than one restaurant.

d. *Program duration.* The Parking Exemption Program shall last in each district for a period of four years, from March 8, 2011, to March 7, 2015, or until the maximum number of parking exemptions is allocated, whichever is earlier. However, during the four-year period, but after the initial allocation of the maximum number of parking exemptions in a district, the Parking Exemption Program may be reactivated in that district if additional parking spaces are added to the total number of spaces available within the district, either by action of the Town Commission or expiration or loss of parking exemptions. Notwithstanding the foregoing, the Town Commission, may, for any reason and in its sole discretion, discontinue this Parking Exemption Program at any point during the four years.

e. *Effect on 1995 exemption of pre-existing buildings, structures and uses from the parking requirement.* The Parking Exemption Program provided herein is supplemental to, and in no way changes the parking exemption established in 1995 in section 30-314(b). Any parking space exemptions provided under the Parking Exemption Program are in addition to any parking credits that may exist under the 1995 program.

(4) *Status following end of program.*

a. *Nonconforming.* At the end of the Parking Exemption Program, all restaurants built under the Parking Exemption Program will become nonconforming uses, and shall be subject to the requirements of the nonconforming use provisions of the Town's Code of Ordinances. Notwithstanding the foregoing, restaurants or expansions of restaurants built under the Parking Exemption Program may be completely remodeled or rebuilt without providing additional parking, as originally permitted through the Parking Exemption Program, as long as the square footage of customer service area is not increased.

b. *Availability of exemptions to successor restaurants.* If an eligible restaurant has opened and is operating with any exemptions obtained pursuant to the Parking Exemption Program but is later shut down, the exemptions shall remain available for the location of that restaurant for a two-year period after the restaurant closes, for the benefit of a new eligible restaurant.

c. *Increases in square footage.* Any increase in square footage of an eligible restaurant after the program has ended must comply with the parking requirements in effect at the time of construction of increased square footage.

(5) *Reports.*

a. *Notice prior to maximum utilization by district.* The Town Manager shall advise the Town Commission when spaces are allocated under this program, indicating the number of spaces allocated and the number of spaces available in each district.

b. *Bi-annual report.* The Town Manager shall provide a bi-annual report to the Commission that describes the utilization, effectiveness and impacts of the Parking Exemption Program.

(6) *Notice and hearing prior to expiration of program.* Following public notice, the Town Commission shall conduct a public hearing and evaluation of the program's impacts at least six months prior to its expiration on March 7, 2015.

CITY OF HOLLYWOOD, FLORIDA
PARKING MANAGEMENT/MASTER PLAN

Submitted to:

City of Hollywood, FL
Hollywood Office of Parking

Prepared by:

DESMAN
Design Management

September 2015

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LIST OF EXHIBITS

1. Executive Summary

This report presents the findings of an evaluation of existing and future parking conditions, including an analysis of physical conditions, review of operational effectiveness, policies, organizational structure, and financial performance of the City-owned parking system and programs. The report also provides a broad spectrum of recommendations covering most areas of the parking system services. The physical study area includes the on-street spaces and the off-street lots and garages located in two distinct areas, described and referred to herein as the Downtown Area and the Beach Area. A summary of the key findings, conclusions and recommendations follows.

A. Key Findings and Conclusions

The City parking inventory in the two study areas is comprised of 5,213 spaces (including 2,267 on-street and 2,946 off-street spaces). Of that inventory, the Downtown Area parking inventory includes about 3,136 spaces (1,149 on-street and 1,987 off-street spaces), while the Beach Area inventory includes 2,007 spaces (1,072 on-street and 935 off-street spaces).

Downtown Area

A summary of the Downtown Area parking supply and demand characteristics follows:

- On-street, weekday occupancy peaked at 61 percent;
- On-street, evening occupancy peaked at 84 percent;
- Off-street, weekday occupancy peaked at 18 percent;
- Off-street, evening occupancy peaked at 36 percent; and
- There are about 14 privately owned lots accounting for another 589 spaces in the Downtown Area and some of these lots are accessible to the general public during evenings and weekends.

Based on the data and analysis discussed in detail later within this report, the following conclusions were reached:

- There is significant available parking (at no fee) on-street and in the several off-street parking pods located around Young Circle;
- The most desirable on-street parking may be full in some areas during specific periods of time, but there was always a supply of slightly less convenient on-street and off-street parking available;
- Most notable is that the occupancy of the general public spaces in the Van Buren and Radius Garages was less than 25 percent at all times.

In summary, the Downtown Area has an adequate supply of parking based on the data collection and analyses conducted for the on-street and off-street parking facilities in the study area.

Beach Area

The scope of this study did not include an occupancy survey, identification of the peak period parking demand and documentation of other parking characteristics within the Beach Area. However, field observations and discussions with Hollywood Office of Parking (HOP) staff clearly document that peak

season demand for parking significantly exceeds the supply of public and private on-street and off-street parking throughout the area. The following provides a brief summary of our findings:

- Nearly all of the available on- and off-street spaces are occupied by mid-morning and remain highly utilized until the late afternoon hours;
- The lack of available parking results in significant traffic congestion from parkers searching for spaces; and
- It is a common occurrence for City Police to be assigned to assist in traffic control to maintain safe pedestrian and vehicular traffic flow.

While parking shortages in the Beach Area impact tourists, patrons, shoppers, business owners and residents, it is also becoming an impediment to hiring and retaining employees who work in the area. So while additional visitor parking is needed, so too is parking to serve the growing number of employees working in the Beach Area.

B. KEY RECOMMENDATIONS

In addition to the findings and conclusions presented above, the following recommendations were developed as an outcome of the study.

1) IMPLEMENT COMPREHENSIVE PARKING SYSTEM MANAGEMENT SOFTWARE

The HOP should adopt and implement a comprehensive management software program that will allow the administrators the ability to receive, retrieve, analyze, consolidate, and present real-time and historical operating data related to parking. Lacking such a software program, the administrative unit of the HOP has struggled to stay abreast of and fully comprehend the daily, month-to-month and annual performance of the parking system operation as a whole.

The procurement of such a software program is recommended to enhance the Parking Office's ability to understand, anticipate, forecast, and effectively react to market trends, budgetary mandates, funding constraints, inventory changes, and policy and program changes based on reliable, up-to-date, city-wide parking system information.

2) IMPLEMENT LPR TECHNOLOGY

The latest and most effective method for issuing parking citations is through the use of License Plate Recognition (LPR) technology. With this type of technology, license plates can be quickly and accurately scanned using camera-equipped handheld devices or vehicles with mounted cameras that automatically read license plates. With either method, the license plate scan is compared to real-time records of paid parking transactions to determine if a vehicle is parked in violation. The system is particularly effective in detecting overtime parking and the movement of vehicles from one parking space to another to avoid violating time limits (called shuffling). With this type of system, the ticket issuance process is over three times faster for enforcement staff to complete and no longer requires electronic chalking of tires.
The implementation of LPR, or license plate based enforcement, is predicated on the acquisition of a new parking management system and the adoption of a pay-by-plate protocol for the City's system of parking meters.

3) Plan and Budget for Replacement of Multi-Space Meters

The City of Hollywood's existing inventory of multi-space meters was acquired in 2008. Typically, it is advisable to replace such equipment after 7 to 10 years of service. Equipment upgrades are necessary to stay current with industry-wide advancements in software, changing operating protocols and even new regulatory compliance mandates. One of the most significant of such mandates come from the Payment Card Industry (PCI) credit card processing standards, which drive changes to both the hardware and software side of processing credit card payments. Staying current with the PCI mandates is critical for operators to minimize risk and liability issues associated with acceptance of credit card payments. The unit's software should allow for data and interface with at least one, and ideally, multiple, pay-by-phone service providers and with the recommended comprehensive parking system management software.

4) Reintroduce Paid On-Street Meter Parking in the Downtown Area

To better manage turnover, it is recommended to reintroduce paid, on-street meter parking in the Downtown Area using multi-space meters on Hollywood Boulevard, Tyler and Harrison Streets. In addition, paid parking is recommended for the off-street pods located around Young Circle, and potentially, throughout the entire Downtown Area. Properly priced on-street meter parking in these areas of downtown should create higher turnover, pushing long-term parkers into off-street facilities, while adequately providing for visitor parking needs. Additionally, this new source of revenue can be used to fund and implement the recommendations listed herein, can be reinvested in the Downtown Area or used for other needs the City may have.

5) Implement New Enforcement and Parking Rate Zones

The supply, availability and utilization of public parking in the Downtown Area of Hollywood is significantly different from that in the Beach Area. The distinct differences between these two high demand parking areas of the City clearly support the need for the establishment of separate strategies for managing and pricing public parking in each area. To that end, it is recommended that the Office of Parking maintain a separate set of historical records for each area so that the parking patterns, revenue generation, expenditures, and enforcement activities can be reviewed and analyzed to respond to conditions as demands change over time. There are three zones recommended: the Beach Area Zone, the Boat Ramp Facilities Zone and the Downtown Area Zone. These zones are defined as:

(A) Beach Area Parking Zone

The creation of a **Beach Area Parking Zone** is recommended that includes all on-street parking and City off-street facilities located between the Atlantic Ocean and the Intracoastal Waterway (ICW) comprised of three parking subareas that reflect the differences in land use density and parking dynamics along the City's coastline:

- The designation of **Beach Area North 1 (BN 1)** subarea is recommended for all City on-street and off-street facilities between Sheridan Street and Franklin Street;
- The designation of **Beach Area Commercial 2 (BC 2)** subarea is recommended for all City on-street and off-street facilities between Sheridan and Harrison Streets; and
- The designation of **Beach Area South 3 (BS 3)** subarea is recommended for all City on-street and off-street facilities between Harrison Street and the south City limits.

Please see **Executive Summary Exhibits 1, 2** and **3**.

Executive Summary Exhibit 1 – Beach Area North Subarea (BN 1)

Executive Summary Exhibit 2 – Beach Area Subarea (BC 2) & Boat Ramp Facilities Zone (BRF)

Executive Summary Exhibit 3 - Beach Area South Subarea (BS 3)

(B) Boat Ramp Facilities Zone

- The designation of **Boat Ramp Facilities (BRF)** is recommended for the Holland Park Lot and the Yacht Basin Lot (**Executive Summary Exhibit 2**).

(C) Downtown Area Parking Zone

The creation of a **Downtown Area Parking Zone** is recommended that includes all on-street parking and City off-street facilities located in the core downtown area, generally bounded by Polk Street to the north, Van Buren Street to the south, 21st Avenue to the west, and 17th Avenue to the east, as well as the on- and off-street parking located immediately west of the core downtown area. Subareas DC 1 and DC 2 are recommended to reflect land use intensity and block-by-block variances in parking demand in the downtown core area, while the DC 3 subarea is the designation for the balance of the downtown neighborhood outside the core area:

- The designation of **Downtown Area Core 1 (DC 1)** subarea is recommended for all City on-street and off-street parking facilities within the area generally bounded by Tyler Street, Harrison Street, 21st Avenue, and Federal Highway. This subarea of the Downtown Area has the highest demand for parking;
- The designation of **Downtown Area Core 2 (DC 2)** subarea is recommended for all City on-street and off-street parking facilities located between Van Buren Street and Harrison Streets and between Tyler Street and Polk Street running east/west from 21st Avenue to 17th Avenue, including the area outside of Young Circle; and
- The designation of **Downtown Area Neighborhood 3 (DN 3)** subarea is recommended to include all on-street spaces and off-street city facilities beyond the west limits of the Downtown Area core (Subareas DC 1 and DC 2).

Please see **Executive Summary Exhibit 4**.

Executive Summary Exhibit 4 – Downtown Area Parking Subareas (DC 1, DC 2 and DC 3)

6) Implement New Parking Rates

New parking rates are recommended for on-street meters and off-street facilities in both the Downtown and the Beach Areas. The recommended rates were developed in a coordinated manner so that the variance in pricing creates the most effective and efficient use of the system parking assets. Rates recommended for parking in the Beach Area are higher than for parking in the Downtown Area, reflecting both demand and supply differences. The recommended parking rates for the Beach Area and the Downtown Area are presented in the following tables along with reference to the existing rates. The recommendations are discussed in the following section and shown below for the Beach Area in **Executive Summary Tables 1** and **2** and for the Downtown Area in **Executive Summary Tables 3** and **4**.

Beach Area Parking Rates

The rationale for the differences in parking rates for the three subareas within the Beach Area Parking Zone is generally based on the law of supply and demand and to affect changes in parking behavior. In subareas with the highest land use intensity, the rates are generally higher. As one moves north or south away from the core tourist area (BN 2), land use and new development is less dense and the related public parking demand is lower.

- The **existing** on-street parking rates for all east-west streets is $1.50 per hour Monday through Thursday and $2.00 per hour Friday through Sunday with no time limitations;
- The **existing** off-street parking rates for in the Beach Area are about the same as on-street with some variations;

- No variation in rates for on-street versus off-street is recommended because there is little to no variance in the demand for parking either on-street or off-street;
- The **recommended** on- and off-street rate for the **Beach Area North 1 (BN 1)** subarea is $2.00 per hour Monday through Thursday and $3.00 per hour Friday through Sunday and holidays with no time limitations;
- The **recommended** on- and off-street rate for the **Beach Area Commercial 2 (BC 2)** subarea is $3.00 per hour Monday through Thursday and $4.00 per hour Friday through Sunday and holidays with no time limitations; and
- The **recommended** on- and off-street rate for the **Beach Area South 3 (BS 3)** subarea is $2.00 per hour Monday through Thursday and $3.00 per hour Friday through Sunday and holidays with no time limitations.

The BC 2 hourly rates of $3.00 and $4.00 are comparable to rates being charged at the Hollywood Beach Garage, the Hollywood Beach Marriott Garage and the Margaritaville Garage, which is also located in the BC 2 subarea.

- The all-day hourly maximum charge of $15.00 for parking at the **Garfield Garage** is recommended to be replaced with an hourly transaction rate with no maximum charge.; and
- A rate increase from $1.00 to $2.00 per hour is recommended for the Holland Park Lot and the Yacht Basin Lot in the Boat Ramp Facilities (BRF) Zone. The existing 72 hour (three days) parking time limit at both lots is recommended to be increased to a 106-hour time limit (four days). However, this change is can only be implemented after the acquisition and installation of more advanced meter equipment that will allow for three digit time limit programming.

The proposed on- and off-street parking rates for the BN 1 (north) and BS 3 (south) subareas are $1.00 per hour less than the rates for BC 2 (commercial core) for weekdays and weekends. This slightly lower rate may help to redistribute the prevailing demand for parking from BC 2 (commercial core) to the north and south subareas where the demand for parking is not as great.

Executive Summary Table 1 - Beach Area On-Street Parking Rates

Location and Subarea	Existing Rates M - Th	Existing Rates Fr - Su[2]	Recommended Rates[1] M - Th	Recommended Rates[1] Fr - Su[2]
Sheridan Street to North City Limit (BN 1)	$1.50	$2.00	$2.00	$3.00
Sheridan Street to Harrison Street (BC 2)	$1.50	$2.00	$3.00	$4.00
Harrison Street to South City Limit (BS 3)	$1.50	$2.00	$2.00	$3.00

[1] enforced 24/7
[2] and holidays

Executive Summary Table 2 - Beach Area Off-Street Parking Rates

	Existing Hourly Rates			Recommended Hourly Rates		
Off-Street Facilities[1]	**Spaces**	**M-Th**	**Fr-Su[4]**	**Subarea**	**M-Th**	**Fr-Su[4]**
North Beach Lots 1-5	155	$1.50	$2.00	**BN 1**	**$2.00**	**$3.00**
Garfield Garage	401	$1.50	$1.50	**BC 2**	**$3.00**	**$4.00**
Nevada Lot (Garage[2])	17	n/a	n/a	**BC 2**	**$3.00**	**$4.00**
Taylor Street Lot	37	$1.50	$2.00	**BC 2**	**$3.00**	**$4.00**
Hollywood Bridge Lot	45	$1.50	$1.50	**BC 2**	**$3.00**	**$4.00**
Summit Dunewalk Lot	121	$1.50	$2.00	**BS 3**	**$2.00**	**$3.00**
Beach Community Center East Lot	48	$1.50	$2.00	**BS 3**	**$2.00**	**$3.00**
Beach Community Center North Lot	58	$1.50	$2.00	**BS 3**	**$2.00**	**$3.00**
Keating Lot	52	$1.50	$2.00	**BS 3**	**$2.00**	**$3.00**
Holland Park Lot[3]	146	$1.00	$1.00	**BRF Zone**	**$2.00**	**$2.00**
Yacht Basin Lot[3]	76	$1.00	$1.00	**BRF Zone**	**$2.00**	**$2.00**

[1] enforced 24/7
[2] Nevada Garage to be constructed
[3] 106-hour maximum time limit
[4] and holidays

Downtown Area Parking Rates

The underlying objective of the proposed rate changes for the Downtown Area is to shift more of the daily demand for transient parking from on-street spaces to the City garages or other off-street facilities, which are generally underutilized. To accomplish this objective, the reintroduction of paid parking on-street is recommended. To modify behavior and incentivize long-term parkers to park in the City garages, the rate to park on-street must be higher than to park in either of the garages, consequently:

- No rate change is recommended for either of the **City garages**. The rates for both garages should be consistent because neither garage offers a significant benefit in terms of convenience or quality than the other;
- The on-street rates in the **DC 1** subarea are recommended at **$2.00 per hour**, seven days a week, 24 hours a day (24/7). The on-street rates in the **DC 2** subarea are recommended at **$1.50 per hour** (24/7). The highest price parking is located along the most desirable on-street curb spaces are on Hollywood Boulevard, Harrison Street, Tyler Street, as well as the Young Circle pods (where the majority of restaurants, entertainment establishment and commercial enterprises are located) in the Downtown;
- The rates for the City lots located in the **DC 1** and **DC 2** subareas should be consistent with the on-street rates at $2.00 and $1.50 per hour, respectively with the following exception for the Hollywood Boulevard Lot in **DC 1** and the **DC 2** subareas;
- The parking rate schedule for the Hollywood Boulevard Lot, located in the heart of **DC 1** subarea, should be $2.00 per hour with no limit. Permit parking should no longer be allowed in this lot;
- Between 8PM and 8AM, a flat rate of $4.00 is recommended for lots in **DC 2**; and
- Except for the RV Storage Lot and other designated areas, paid parking is not recommended for on-street or in City lots in the **DN 3** subarea outside of the Downtown Area core.

- However, the **DN 3** subarea designation should be used to record, analyze and document parking activity levels and citations issuance in this area. Paid parking may be evaluated in **DC 3** for future implementation as shifting parking patterns emerge.

After the re-introduction of multi-space meters and the adoption of the aforementioned rate changes, long-term downtown parkers who have been accustomed to parking on-street free with virtually no time limit should begin to migrate to available parking in the City garages.

Executive Summary Table 3 – Downtown Area On-Street Parking Rates

Street Segments	Existing M- Su	Recom. Hrly M-Su[1]	Recom. Subarea
Hollywood Blvd (21st Ave to Young Circle)	Free	**$2.00**	
Harrison Street (21st Ave to Young Circle)	Free	**$2.00**	
Tyler Street (21st Ave to Young Circle)	Free	**$2.00**	**DC 1**
19th Ave (Van Buren to Tyler)	Free	**$2.00**	
20th Ave (Van Buren to Tyler)	Free	**$2.00**	
21st Ave (Van Buren to Tyler)	Free	**$2.00**	
Young Circle Pods	Free	**$2.00**	**DC 1**
Van Buren Street	Free	**$1.50**	
Polk Street	Free	**$1.50**	
19th Ave (Tyler to Polk)	Free	**$1.50**	
20th Ave (Tyler to Polk)	Free	**$1.50**	
21st Ave (Tyler to Polk)	Free	**$1.50**	
19th Ave (Harrison to Van Buren)			**DC 2**
20th Ave (Harrison to Van Buren)			
21st Ave (Harrison to Van Buren)			
17th Ave (Van Buren to Polk)	Free	**$1.50**	
Tyler Street (Young Circle to 17th Ave)	Free	**$1.50**	
Harrison Street (Young Circle to 17th Ave)	Free	**$1.50**	

[1] multi-space meters and/or pay stations installed

The following additional recommendations regarding paid on-street meter parking in several areas adjacent to the Downtown Area core are provided:

- **21st Avenue south to Pembroke Road** - DESMAN did not review the parking activity in this part of the DN 3 subarea because it was outside of the contracted Scope of Services. Regardless, installation of parking meters is not recommended unless the occupancy is at least 60 percent during peak periods;

- **21st Avenue north to Fillmore Street -** DESMAN did survey the on-street parking activity along 21st Avenue from Van Buren to Fillmore Streets and found that the spaces between Tyler and Fillmore Streets was mostly vacant during weekday business hours and therefore, are not recommended to be metered. However, the spaces along 21st Avenue between between Tyler and Van Buren are recommended to be metered.

- **Hollywood Boulevard west from Dixie Highway to 28th Avenue** - DESMAN was not tasked with reviewing the parking activity in this part of the DN 3 subarea because it was outside of the contracted Scope of Services. However, it is recommended to postpone the installation of

meters in DN 3 until the impact and consequences of reintroducing meters in subareas DC 1 and DC 2 have been evaluated. As a rule, on-street meter installation is not recommended unless the occupancy is at least 60 percent during peak periods.

Executive Summary Table 4 - Downtown Area Off-Street Parking Rates

	Rates and Restrictions Monday thru Sunday					Recommended Restrictions Monday thru Sunday				
Faciliities	**8am-8pm**	**8pm-8am**	**Hrly Rate**	**Daily Max**	**Monthly**	**Subarea**	**8am-8pm**	**8pm-8am**	**Daily Max**	**Monthly**
Lots										
Hollywood Blvd Lot	3hr Limit	No Limit	Free	None	n/a	**DC 1**	**$2.00**	**No Limit**	n/a	**No Permits**
Polk/Tyler Lot	3hr Limit	No Limit	Free	None	n/a	**DC 2**	**$1.50**	**$4.00 Flat**	**$8.00**	n/a
Polk Lot #2	3hr Limit	No Limit	Free	None	n/a	**DC 2**	**$1.50**	**$4.00 Flat**	**$8.00**	n/a
Polk Lot #3	3hr Limit	No Limit	Free	None	n/a	**DC 2**	**$1.50**	**$4.00 Flat**	**$8.00**	n/a
RV Storage Lot - Annual	No Limit	No Limit	Annual fee based on size		n/a	**DC 3**	Annual fee based on size		n/a	n/a
Downtown Garages										
Radius Garage	No Limit	No Limit	$1.00	$15.00	$26, $55, $80	**DC 2**	$1.00		$15.00	**See Permit**
Van Buren Garage	No Limit	No Limit	$1.00	$15.00	$26, $55, $80	**DC 2**	$1.00		$15.00	**Rate Recom.**

Beach and Downtown Area Special Event Rates

Currently, special event rates are $5, $10 or $15, depending on the anticipated event attendance and the estimated event parking demand. No change is recommended for the special event rates until the rest of the recommended rate changes are implemented and resultant changes in parking behavior has been evaluated for a six month period. However, should the City desire to modify the special event rates, the rates should be made applicable to the entire zone where the special event is to be staged. It seems there should be some latitude for increasing of special event rates in the future, particularly in the Beach Area, after the HOP gains a better understanding of however the City's parking facilities are competing with the recently developed privately controlled parking facilities.

7) Parking Permit Program Changes and Rate Recommendations

The structure and rates recommended for the City's parking permit program has been redesigned for compatibility with recommended on-street and off-street parking rates. First, the number of permit classifications was reduced and redefined. Next, rate increases and revisions to eligibility requirements and facility use privileges were proposed for many of the permit classifications. Finally, the permit program was restructured to better differentiate the parking program offerings for city-wide residents, beach visitors, beach resident, employees, and non-residents.

The following table provides an overview of the proposed and recommended rates and parking privileges under the City's permit program. Aspects of the current permit program that are recommended to be eliminated are shown as crossed-out and new and modified program details and rates are shown in red text in the table.

City Residents

City residents should be allowed to register for a discount card that can be used at any pay station in order to receive a 25 percent reduction on the parking charge for each session. City residents that reside in the Beach Area should be eligible to purchase an annual permit that will allow them to park at any Beach Area metered space (including inside Garfield Garage). City residents should be allowed to purchase a discounted monthly permit to park at the Radius Garage, the Van Buren Garage or any of the City's downtown lots (which are proposed to be equipped with pay station meters). Lastly, the City's recently established residential parking program should remain in effect. These permit offerings are intended to give tangible benefits to Hollywood residents.

It is important that the City recognize that the circumstances that justified the creation of the Lakes Community Residential Parking Program (RPP) were unique and site specific due to its proximity to the beach. In the future, the City should strive to restrict RPPs to only areas where significant adverse conditions exist.

Beach Visitors

These permits would be offered if the City would like to continue to accommodate year-round beach patrons from outside the City but from the immediate region. These visitors help to support beach commerce particularly during the off-peak season. These regular Beach Area visitors should be able to purchase a permit that will allow them to park at any Beach Area metered space (including the Garfield Garage) without having to pay for each transaction. These permits should be sold on a month-to-month or week-to-week basis.

The proposed permit rate for a non-resident is recommended at $65/week or about $9.29/day which translates to a four hour stay. Similarly, visitors who purchase a $135/monthly permit pay about $4.50/day if they make 30 trips to the beach in a month. Consequently, the Beach Visitor permit is recommended to increase the revenue to the HOP, as well as, provide regular non-residents the convenience of having pre-paid arrangements. Those who purchase this permit will be more compelled to re-visit Hollywood rather than other beach communities.

Hotel/Motel Operators/Owners and Guests

The City should better control the sale, distribution and use of parking privileges currently extended to hotel and motel owners and operators. Currently, some hotel/motel operators resell the city permits for a profit. It is recommended that hotel and motel owners and operators submit a list of registered guests who desire to obtain a Beach Area metered parking permit. Guests should be directed to purchase a parking permit directly from the City. This permit should be limited to one week, but additional permits could be offered to the same guest if necessary. This change will allow the city to better manage and track the impact of these permits on parking availability throughout the central Beach Area.

Non-Resident, Business Owner, Employees, Patrons

The City should allow non-residents, business owners, employees and even regular patrons daily parking privileges in its downtown garages as monthly permit holders. Two types of monthly permits should be made available: a 12-hour permit that is valid Monday through Friday from 7AM to 7PM and a 24/7 unlimited permit. The permit holders should be prohibited from parking in metered on-street spaces in the Downtown Area. This permit offering is designed to provide a reasonable daily parking option for people who make frequent trips to downtown Hollywood. Further details on the Parking Permit Program recommendations are provided later in this report.

There is no recommendation to provide Beach Area employee discounted parking at this time because the City does not have the capacity to provide spaces. At such time the City can provide parking for Beach Area employees, a discounted employee permit can be re-instituted.

Executive Summary Table 5 - Parking Permit Program and Rates

Existing Permit Program Permits	Rates	Privileges	Proposed Permit Program Permits	Rates	Changes
City Wide Permit Resident (Annual)	$150	Beach metered spaces including beach city garage and downtown long-term permit areas	Replace with Annual Resident Parking Discount Card	$15.00 Admin. Fee	25% meter parking discount applicable to all on- and off-street meters in downtown and beach areas. (no special events)
City Wide Permit Non-Resident (Annual)	$300	Beach metered spaces including beach city garage and downtown long-term permit areas	Replace with Beach Community Resident Permit (Annual)	$300	Beach garages and metered spaces only (no downtown meter, lot or garage parking no special events)
Guest Permits (Monthly)	$50	Beach metered spaces including Garfield garage and downtown long-term on-street permit areas	Replace with Beach Permit Visitor (non-Resident)	$135/mth	No downtown meter, lot or garage parking and no special events)
Guest Permits (Weekly)	$20			$65/wk	
Employee Beach Street Permit (Monthly)	$30	Employee on-street Downtown and metered Beach spaces	Discontinue		see narrative for discussion
Hotel/Motel Owner/Operator Permit (Annual)	$150	Equal to City-Wide (Annual) permit privileges	Hotel/Motel Guest Permit (weekly)	$50	Beach garages and metered spaces only (no downtown meter, lot or garage parking no special events)
Hotel/Motel Owner/Operator Permit (Monthly)	$25	Equal to City-Wide (Annual) permit privileges			Beach garages and metered spaces only (no downtown meter, lot or garage parking no special events)
Prepaid Meter Permit	$20	May be restricted to specific areas	No Change	$35	No Change
Downtown Garage Permit Resident (Monthly/Annual) 24/7 Access Card	$55/mth $600/yr	Downtown city garages	Downtown Garage/Lot Permit Resident (Monthly/Annual) 24/7 Access Card	$55/mth $600/yr	Add lots and non-metered on-street spaces
Downtown Garage Non-Resident (Monthly) 24/7 Access Card	$80	Downtown city garages	Add City Lots	$100	Add non-metered on-street spaces
Downtown Garage Employee (Monthly) 24/7 Access Card	$80	Downtown city garages	Add City Lots	$100	Add non-metered on-street spaces
Downtown Garage Employee (Monthly) 12 Hour Access Card	$25	Downtown city garages	Downtown Garage/Lot Permit Non-Resident (Monthly) 12 Hour M-F Access Card	$85	Add Downtown lots and non-metered street spaces and no special events
Lakes Community Resident Permit (Annual)	$25	700 & 800 Blocks of Tyler, Hollywood & Harrison	No Change	$25	No Change

8) Upgrade PARCS Equipment at CBD Garages

The Van Buren and Radius garages are recommended to be converted to automated cashiered facilities. This change, which will only impact daily transient parkers, will require purchase of new Parking Access and Revenue Control (PARC) equipment to facilitate revenue collection without staffing on a 24/7 basis. The equipment installation plan consists of installing Ticket Dispensers (TD) at each entry lane, credit card only Pay-in-Lane (PNL) exit verifiers in each exit lane and credit card and cash enabled Pay-on Foot (POF) pay stations at each elevator lobby area on the ground floor in both garages. Additionally, both garages should be equipped with closed circuit television (CCTV) monitoring systems and a remote Voice-Over-Internet Protocol (VoIP) intercom system. The video equipment is required to be installed to monitor the

lane equipment and the POF Pay Stations near the elevator lobbies. The same system could also be expanded to monitor the stairwells and the inside of the elevator cabs at each garage. The VoIP intercom equipment is required to be integrated into the design and operations of the entry and exit lane access equipment and pay stations, including monthly access card readers, TDs, EVs, so there is some efficiency gained.

One HOP employee should be able to remotely monitor all activity and systems at both garages on a real-time basis. From this single post in the Radius Garage, an HOP employee can respond to customer assistance calls, monitor the status and service needs of the PARCS equipment, open and close access gates, and, if and when necessary, dispatch enforcement, maintenance or City Police. Through this technology enhancement program, the HOP will be able to terminate its existing contract with SP+. As an alternative, it is recommended that only maintenance personnel and a roving "parking ambassador" be stationed in the Van Buren Garage during peak parking activity periods to assist customers with the automated aspects of the operations until users become familiar with the new operations.

Automation Cost Recovery

In FY 2014 the City paid SP+ approximately $262,789 to provide parking garage attendant cashiers on a 24/7 basis at both the Radius and Van Buren Garages. The proposed automation of the downtown parking garages is estimated to cost approximately $584,464 (see sections later in this report). As a result, the ability to terminate the SP+ contract will allow the City to recover the cost of the new automation equipment in approximately 26 months. Beyond the 26 month payback period, the net savings, or revenue, will directly benefits the bottom line of the HOP.

2. Parking Operations and System Overview

The City of Hollywood, Florida ("City") is an Atlantic coast waterfront community located in southeastern Broward County, Florida about midway between Miami and Fort Lauderdale. Founded in 1925, the City grew rapidly in the 1950s and 1960s, and is now the twelfth largest city in Florida. According to the 2010 U.S. Census, the City has a permanent population of 140,768.

The Hollywood Office of Parking operates as an Enterprise Fund, which means that revenue generated by the enterprise is dedicated towards funding parking system operations, facility and equipment maintenance and replacement and the system debt obligations. This fiscal accounting aspect of the Enterprise Fund provides continuous business-like administration geared toward the implementation of actions aimed at achieving and maintaining financial solvency. The HOP is funded primary by revenue generated from parking fines, parking meter/garage/lot revenue and parking permits. In fiscal year 2013, (ending September 30, 2014) the HOP Enterprise Fund budget amounted to over $11 million dollars.

The HOP is responsible for the enforcement, management and operations of key City-owned and controlled off-street parking facilities located in two primary geographic locations, the Downtown Area and the Beach Area. The HOP's parking management and operating responsibilities include the development of parking policies and regulations, facility and meter system maintenance/repair, parking consumer program sales, parking rates and parking citation processing/adjudication.

A. City Parking Supply

The City parking inventory in the two study areas is comprised of 5,213 spaces, including 2,267 on-street and 2,946 off-street spaces. Of that inventory, the Downtown Area parking inventory includes about 3,136 spaces (1,149 on-street and 1,987 off-street spaces), while the Beach Area inventory includes 2,007 spaces (1,072 on-street and 935 off-street spaces). **Table 1** provides a summary of the inventory of public parking spaces controlled, regulated and enforced by the HOP.

Table 1 – Downtown and Beach Area Inventory

	Regulated & Enforced Public Parking	INVENTORY BY SPACE CLASSIFICATION					
		Cashiered Spaces	Permit Designated Spaces	Leased Condo Spaces *	Non-Metered Spaces	Metered Spaces	Public ADA Spaces
TOTAL INVENTORY BY SPACE	**5,213**	**535**	**97**	**740**	**1,694**	**2,025**	**122**
Off-Street	**2,946**	**535**	**58**	**740**	**563**	**981**	**69**
3 Garages	1,742	535	40	740	0	401	26
21 Lots	995	0	18	0	364	580	33
7 Pods	209	0	0	0	199	0	10
On-Street	**2,267**	**0**	**39**	**0**	**1,131**	**1,044**	**53**
Metered Spaces	1,068	0	0	0	0	1,044	24
Non-Metered Spaces	1,199	0	39	0	1,131	0	29

* Nested Parking Area leased to Condominium Associations comprised of both ADA and Non-ADA designated spaces.

B. Downtown Area Parking

The HOP defined the Downtown Area as being of most concern relative to the availability of public parking during peak periods. As a means to understanding the parking characteristics of the Downtown Area, DESMAN identified the subarea where the majority of prime parking is located. A parking occupancy

survey was then conducted of the Subarea to help define the demand for specific on-street areas and off-street parking facilities within the Subarea. **Exhibit 1** shows the Subarea boundary as Van Buren Street to the south, Polk Street to the north, Federal Highway/US1/Young Circle to the east, and 21st Avenue to the west). **Table 2** lists the approximate public *and* private parking inventory comprised of 2,017 on- and off-street public and private spaces including 584 on-street spaces, 835 off-street public spaces and 598 off-street private spaces.

The parking survey effort was originally scheduled to be conducted on Friday, August 1, 2014, between the hours of 8AM and 8PM pm and on Saturday, August 2nd between 8AM and 5PM. These dates and timeframes were chosen to observe the prevailing parking activities during regular weekday and weekend business hours and during the busiest nightly entertainment hours on Friday night. While the Friday survey was completed as planned, the Saturday survey had to be canceled because of an unanticipated demolition of a townhouse apartment building near Young Circle that significantly affected traffic circulation and parking activity in the area. During the Friday survey period, DESMAN documented the locations and counts of occupied parking spaces on the selected streets and in off-street parking facilities within the Subarea. Typically, DESMAN documents the turnover of on-street parking spaces as part of the hourly field survey effort, but the HOP's enforcement personnel undertook this task. The enforcement staff used handheld ticket writing devices to record the license plate numbers of vehicles parked on-street each hour during the survey period. The license plate data was collected on Friday, August 1st and a week later on Saturday, August 9th. The license plate data was tabulated and used by DESMAN to gain some sense of the hourly turnover of on-street parking spaces.

Exhibit 1 - Downtown Area Subarea

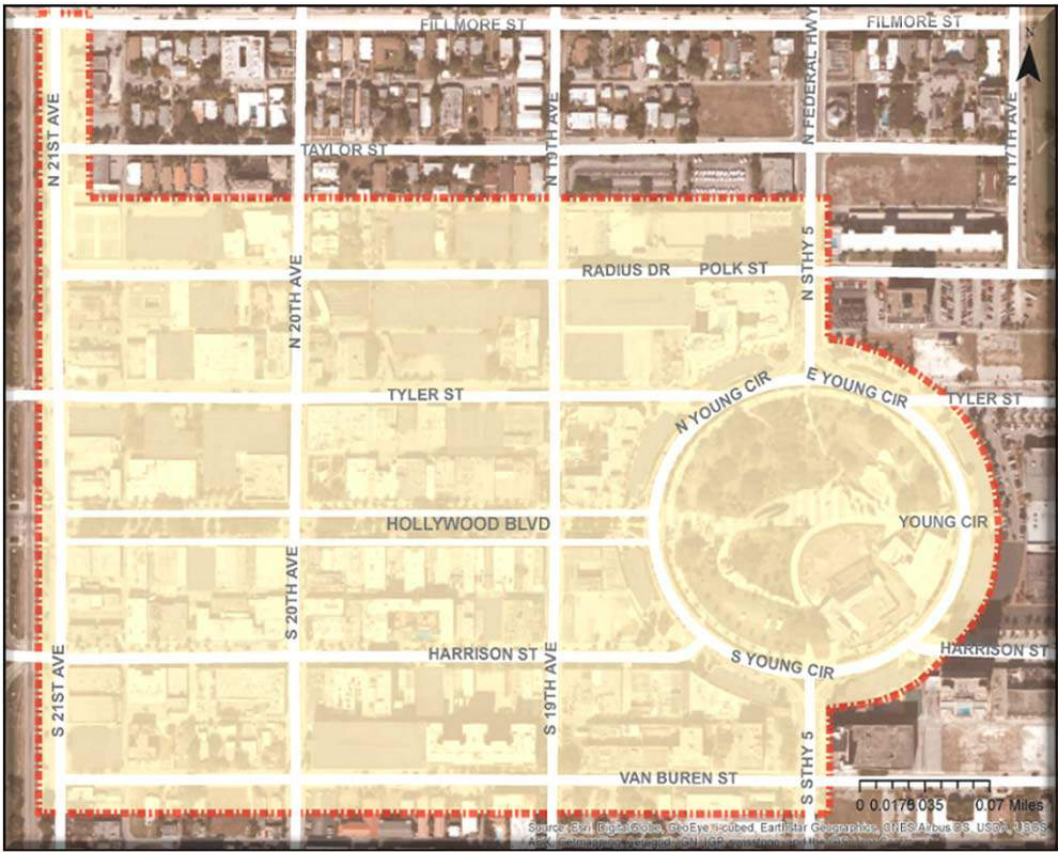
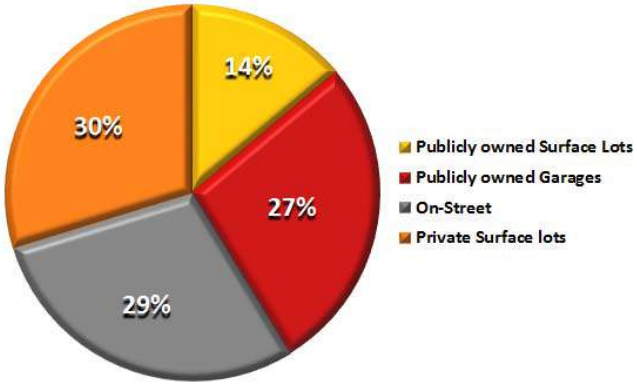


Table 2 – Parking Inventory and Ownership

Study Area Parking Ownership and Type	Total Spaces	% of Total Spaces
Ownership:		
Public On-Street	584	*29%*
Public Off-Street	830	*41%*
Private Off-Street	598	*30%*
Total Parking Inventory	**2012**	***100%***
Type:		
On-Street Spaces	584	*29%*
Lots Spaces	882	*44%*
Garage Spaces [1]	551	*27%*
Total Parking Inventory	**2017**	***100%***

Note: (1) The leased spaces in the Radius and Van Buren Garages not included in total.

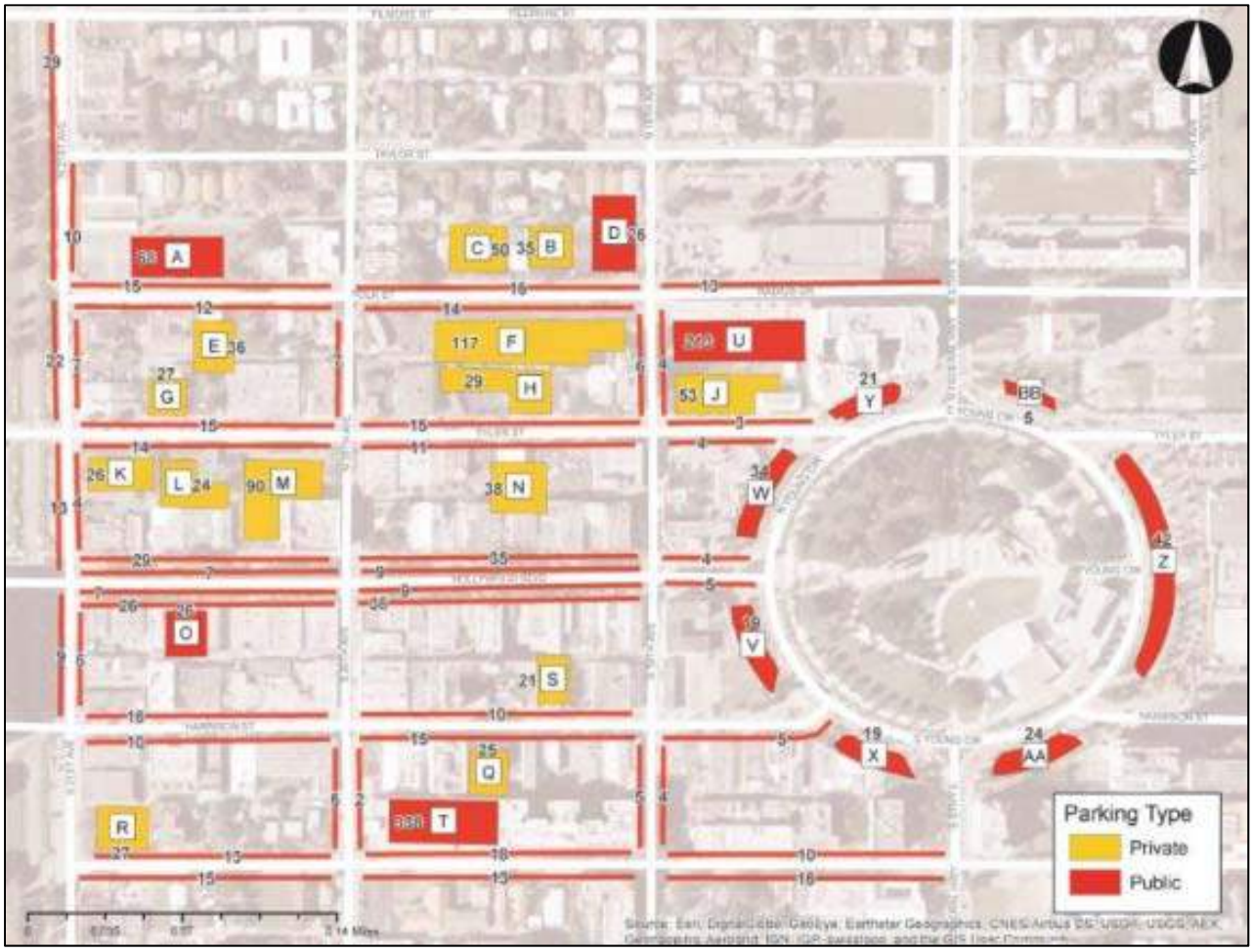


On-Street Parking Inventory - **Table 3** provides a breakdown of the 584 on-street parking spaces within the study subset area by street. All of the spaces are clearly delineated by pavement markings, however re-striping is needed in some areas. While the majority of on-street spaces in the study area are parallel to the curb, angled parking spaces line the median and curbside of Hollywood Boulevard and the west side of 21st Avenue.

Table 3 – Downtown Subarea On-Street Parking Inventory

Surveyed Streets	Between	Spaces
Hollywood Blvd (Eastbound)	21st Avenue and T. Young Circle	83
Hollywood Blvd (Westbound)	21st Avenue and T. Young Circle	84
Harrison Street	21st Avenue and T. Young Circle	56
Tyler Street	21st Avenue and T. Young Circle	62
Polk Street	21st Avenue and 18th Avenue	70
21st Avenue	Van Buren St. and Polk St.	110
20th Avenue	Van Buren St. and Polk St.	15
19th Avenue	Van Buren St. and Polk St.	19
Van Buren Street	21st Avenue and 18th Avenue	85
On-Street Inventory		**584**

Exhibit 2 – Downtown Subarea Inventory by Ownership



Off-Street Parking Inventory - **Table 4** provides a listing of 26 existing off-street facilities located in the downtown study area. There are 14 private facilities which account for 598 spaces, and 12 public facilities which account for 835 spaces. The listing includes the current ownership status, space capacity and type for each listed facility. Additionally, the table includes a facility categorization, namely "Unlimited", "Limited" or "Prohibited" that DESMAN adopted to signify the degree to which the public is able to access and park at each facility.

The ***"Unlimited"*** classification was used to reference facilities that appeared to have no posted parking rules that limit parking activity to specific users and certain time periods. For example, the two parking garages, each of the "pod" parking areas around Young Circle, the three City-owned surface Lots A, D and O, and the privately-owned meter lot "Q" on Harrison Street are always open and accessible to the general public.

The ***"Limited"*** classification was assigned to facilities where only customers and/or employees of a certain business are allowed to park during typical business hours. However, after business hours such restrictions are relaxed and the facilities are either accessible to the general public for free or for a fee or they are used for parking by valet operators in the area. The Sun Trust Lots are an example of off-street parking facilities where only customers and employees are allowed to park during business

hours, but after normal business hours, the lot is used as both a general public self-parking site and valet parking vehicle storage lot.

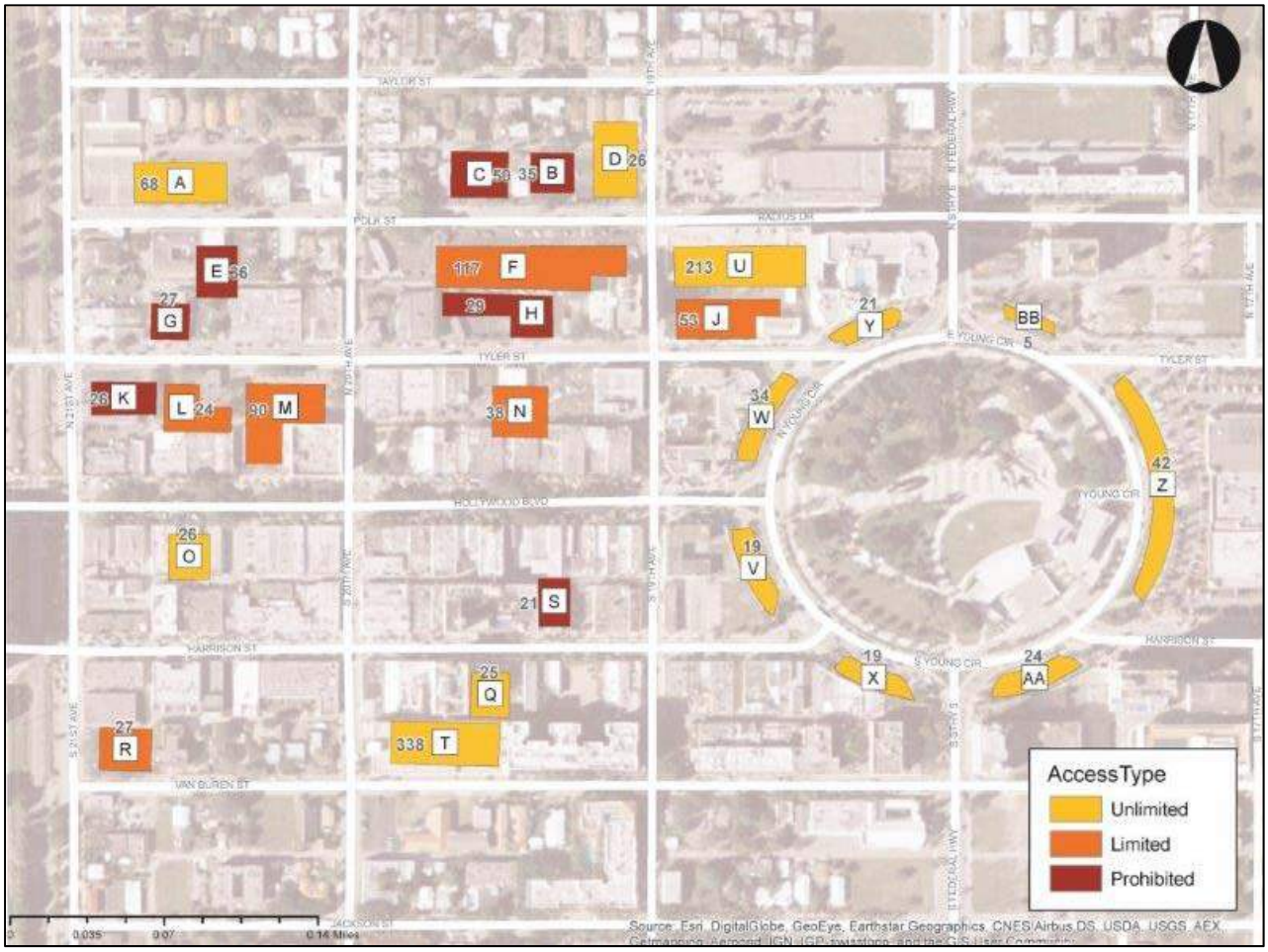
Lastly, the "**Prohibited**" classification is given to the other private facilities where parking by any unauthorized users is prohibited at any time and signage at the site warns that unauthorized vehicles will be towed at the owner's expense. **Exhibit 3** shows the existing on-street spaces and off-street parking facilities located in the subarea that are accessible to general public parkers.

Table 4 – Downtown Subarea Inventory of Off-Street Parking

I.D.	Off-Street Parking	Ownership Status	Type	Space Capacity	Public Access	AM Inventor	PM Inventor
A	2035 Polk St Lot 3 (Fred Lippmann Ctr)	Public	Lot	68	Unlimited	68	68
B	1912 Polk St.	Private	Lot	35	Prohibited	----	----
C	1932 Polk St.	Private	Lot	50	Prohibited	----	----
D	1904 Polk St. Lot 2	Public	Lot	26	Unlimited	26	26
E	2023 Polk St	Private	Lot	36	Prohibited	----	----
F	1926 Tyler - Wells Fargo	Private	Lot	117	Limited		117
G	2023 Tyler St.	Private	Lot	27	Prohibited	----	----
H	1919 Tyler St.	Private	Lot	29	Prohibited	----	----
J	1880 Tyler St. - (Vizcaya Valet Lot)	Private	Lot	53	Limited	53	53
K	181 N 21st Ave. Lot	Private	Lot	26	Prohibited	----	----
L	2027 Tyler St - Suntrust Autoteller Lot	Private	Lot	24	Limited	----	24
M	2009 Tyler St. - Sunrust (Vizcaya Valet Lot)	Private	Lot	90	Limited	----	90
N	1908 Tyler St. - Bank of America	Private	Lot	38	Limited	----	38
O	2020 Hollywood Blvd. Lot	Public	Lot	26	Unlimited	26	26
Q	1923 Harrison South (Meter-Vizcaya Valet Lot)	Private	Lot	25	Unlimited	25	25
S	1911 Harrison St. (Vizcaya Valet Lot)	Private	Lot	21	Limited	----	21
R	261S. 21st Ave.	Private	Lot	27	Prohibited	----	----
T	251 N. 19th Ave. - Van Buren Garage [(1)]	Public	Garage	338	Unlimited	338	338
U	251 S. 20th Ave. - Radius Garage [(1)]	Public	Garage	213	Unlimited	213	213
V	T. Young Circle 1800 West/Southwest Pod	Public	Lot	19	Unlimited	19	19
W	T. Young Circle 1800 West/Northwest Pod	Public	Lot	34	Unlimited	34	34
X	T. Young Circle 1800 South/Southwest Pod	Public	Lot	19	Unlimited	19	19
Y	T. Young Circle 1800 North/Northeast Pod	Public	Lot	21	Unlimited	21	21
Z	T. Young Circle 1700 East Pod	Public	Lot	42	Unlimited	42	42
AA	T. Young Circle 1700 South/Southeast Pod	Public	Lot	24	Unlimited	24	24
BB	T. Young Circle 1700 North/Northeast Pod [(2)]	Public	Lot	5	Unlimited	----	----
26	**TOTAL OFF-STREET FACILITY SPACES**			**1433**			
				860	Unlimited	855	855
				343	Limited	53	343
				230	Prohibited	----	----
	Facilities included in the DAYTIME SURVEY (8:00AM-4:00PM)					**908**	
	Facilities included in the EVENING SURVEY (5:00PM-8:00PM)						**1198**

Note: (1) The spaces located in the nested resident parking areas of both the Van Buren and Radius Garages and 40 reserved leased spaces in the Van Buren Garage are excluded from the space capacity tallies for the facilities.
(2) The spaces in Lot BB were cordoned off from use during the survey period as part of the safety zone for the Townhouse apartment building demolition and thus were not included in the survey.

Exhibit 3 – Public Access to Public and Private Downtown Parking Facilities



It is important to note that while the study area inventory consists of 26 different off-street facilities that collectively count for 1,433 spaces, DESMAN did not document the daylong utilization of every parking facility included in this inventory. The day-long utilization of all of the off-street parking facilities classified as offering "Unlimited" public access were surveyed between the hours of 8AM and 8PM, but the parking facilities classified as offering "Limited" general public access were only surveyed after normal weekday business hours (i.e. between the hours of 5PM and 8PM). Conversely, those facilities labeled as "Prohibited" parking facilities were not surveyed. The Young Circle Lot BB, located within the area for the Townhouse Apartment complex demolition project, was not included in the surveyed because it was temporarily as closed off. Additionally, the Hollywood Bread Building parking garage (not listed) located outside the study area at 1756 Van Buren Street was closed during the survey period.

ON-STREET PARKING USE

In the parking industry, the occupancy (demand) at which peak efficiency is reached is generally considered to be between 85 percent and 90 percent of the actual capacity (supply). We have chosen 90 percent as the peak efficiency measure and hereafter will refer to this as the effective capacity. The 10 percent cushion minimizes delays associated with searching for available parking by ideally providing one available space for every ten spaces passed, as well as reducing traffic congestion and associated vehicle emissions. Adhering to this principle also allows for the absorption of variations in parking activity and

helps to lessen the impact of the loss of spaces caused by illegally parked vehicles, construction, reserved spaces, and other factors.

Table 5 provides a tally of parking space occupancy by facility between 8AM and 8PM. During weekday business hours (8AM to 5PM), the occupancy of on-street parking spaces reached 61 percent at about 1PM. However, there were several block faces that had little to no available spaces (Hollywood Boulevard and Harrison Street). During the evening hours (5PM to 8PM), the occupancy of on-street parking spaces reached a peak of 84 percent at about 8PM. However, like the weekday condition, the same block faces had little to no available spaces, Hollywood Boulevard and Harrison Street and the addition of Tyler Street. This represents about 25 percent of the total on-street parking supply. Tyler Street had consistently high demand during the weekday and weekday evenings, which is mostly likely due to daylong employee parking on-street in some areas.

Table 5 – Downtown Subarea On-Street Peak Occupancy

Friday, August 1, 2014		No. of	Daytime Peak - 1PM		Evening Peak - 8PM	
Streets	Between	Spaces	Vehicles	Occup	Vehicles	Occup
Hollywood Boulevard (EB)	21st Ave. and Young Circle	83	81	98%	83	100%
Hollywood Boulevard (WB)	21st Ave. and Young Circle	84	81	96%	83	99%
Harrison Street	21st Ave. and Young Circle	56	52	93%	56	100%
Tyler Street	21st Ave. and Young Circle	62	43	69%	68	110%
Polk Street	21st Ave. and 18th Ave.	70	26	37%	19	27%
21st Avenue	Van Buren Steet and Polk Street	110	12	11%	60	55%
20th Avenue	Van Buren Steet and Polk Street	15	11	73%	14	93%
19th Avenue	Van Buren Steet and Polk Street	19	11	58%	23	121%
Van Buren Street	21st Ave. and 18th Ave.	85	41	48%	84	99%
	On-Street Spaces Supply/Demand	**584**	**358**	**61%**	**490**	**84%**

OFF-STREET PARKING USE

The peak period for off-street facilities during weekday business hours also occurs at 1PM with occupancy at about 26 percent. Only the 26-space Hollywood Boulevard Lot (O) and the 19-space Young Circle Lot (X) were over capacity during this time; these two facilities represent about five percent of the parking supply. The rest of the off-street facilities had occupancy levels at or below 78 percent.

During the evening hours, off-street parking occupancy also peaked at 8PM, with about 40 percent of the total effective supply occupied. Eight lots were at capacity during the peak period including: Lot Q, Lot O, Lot Y, Lot W, Lot V, Lot X, Lot AA, and Lot Z – representing a total of 207 spaces out of 1,198 off-street spaces or about 17 percent of the supply.

Table 6 list the observed off-street parking space occupancy during the daytime (1PM) and evening (8PM) peak parking activity periods. Typically, parking occupancy percentages in excess of 100 percent of space capacity (highlighted in red) during peak activity periods is an indication that the available supply of parking is failing to satisfy the prevailing demand for parking.

Table 6 – Downtown Subarea Off-Street Peak Occupancy

Friday, August 1, 2014		Public/ Private	Actual Spaces	Daytime Peak 1PM		Evening Peak 8PM	
I.D.	Accessible Off-Street Parking			# Veh.	% Occ.	# Veh.	% Occ.
Q	1923 Harrison St. South Private (Meter) Lot	Private	**25**	3	*12%*	**23**	***92%***
O	2020 Hollywood Blvd. City (Permit/Meter) Lot	Public	**26**	**25**	***96%***	**26**	***100%***
J	1880 Tyler St. (Vizcaya Valet Lot)	Private	**53**	37	*70%*	22	*42%*
A	2035 Polk St. City Lot 3	Public	**68**	30	*44%*	3	*4%*
S	1911 Harrison St. North (Vizcaya Valet Lot)	Private	**21**	-------		9	*43%*
L	2027 Tyler St. Suntrust Autoteller Lot	Private	**24**	-------		4	*17%*
M	2009 Tyler St. Sunrust (Vizcaya Valet Lot)	Private	**90**	-------		19	*21%*
N	1908 Tyler St. Bank of America Lot	Private	**38**	-------		8	*21%*
Y	1800 T. Young Circle North/Northwest Pod	Public	**21**	12	*57%*	**21**	***100%***
W	1800 T. Young Circle West/Northwest Pod	Public	**34**	16	*47%*	**34**	***100%***
V	1800 T. Young Circle West/Southwest Pod	Public	**19**	6	*32%*	**18**	***95%***
X	1800 T. Young Circle South/Southwest Pod	Public	**19**	**18**	***95%***	**19**	***100%***
AA	1700 T. Young Circle South/Southeast Pod	Public	**24**	13	*54%*	**24**	***100%***
Z	1700 T. Young Circle East Pod	Public	**42**	22	*52%*	**42**	***100%***
D	1904 Polk St. City Lot 2	Public	**26**	8	*31%*	14	*54%*
T	251 N. 19th Ave. Van Buren Garage	Public	**338**	19	*6%*	67	*20%*
U	251 S. 20th Ave. Radius Garage	Public	**213**	3	*1%*	34	*16%*
F	1926 Tyler St. Wells Fargo Bank Lot	Private	**117**	-------		47	*40%*
TOTAL (Daytime Survey Results)			**908**	**212**	***23%***	-------	
TOTAL (Evening Survey Results)			**1198**	-------		**434**	***36%***

Note: Red figures denotes at or near fully occupied facilities.

PARKING GARAGE USE

It is significant to note that the two downtown parking garages were both significantly underutilized during the survey period. The Van Buren Garage has 338 spaces available to serve transient parkers, however no more than 67 transient parkers (20 percent occupancy of the transient capacity) were ever in the garage at any one time (occurring at 8PM on Friday August 1, 2014). Similarly, the Radius Garage has 213 spaces available to serve transient parkers, but no more than 34 transient parkers (16 percent occupancy of the transient capacity) were ever in the garage at any one time (occurring at 8PM on the same day. While the transient parking activity in both garages continued to increase after 8PM on the

survey day, transient parker usage at the Van Buren and Radius Garages only reached peaks of 31 percent and 28 percent, respectively by late evening on Friday night.

Exhibits 4 and **5** graphically depict the hourly volume of spaces occupied by transient and monthly parkers, as well as the volume of vacant spaces in both the Van Buren and Radius Garages on Friday, August 1, 2014. Throughout the survey period, an average of 56 percent of the available space capacity in the Van Buren Garage was unoccupied and 47 percent of the available space capacity in the Radius Garage was unoccupied.

Exhibit 4 - Van Buren Garage Hourly Occupancy, Friday, August 1, 2014

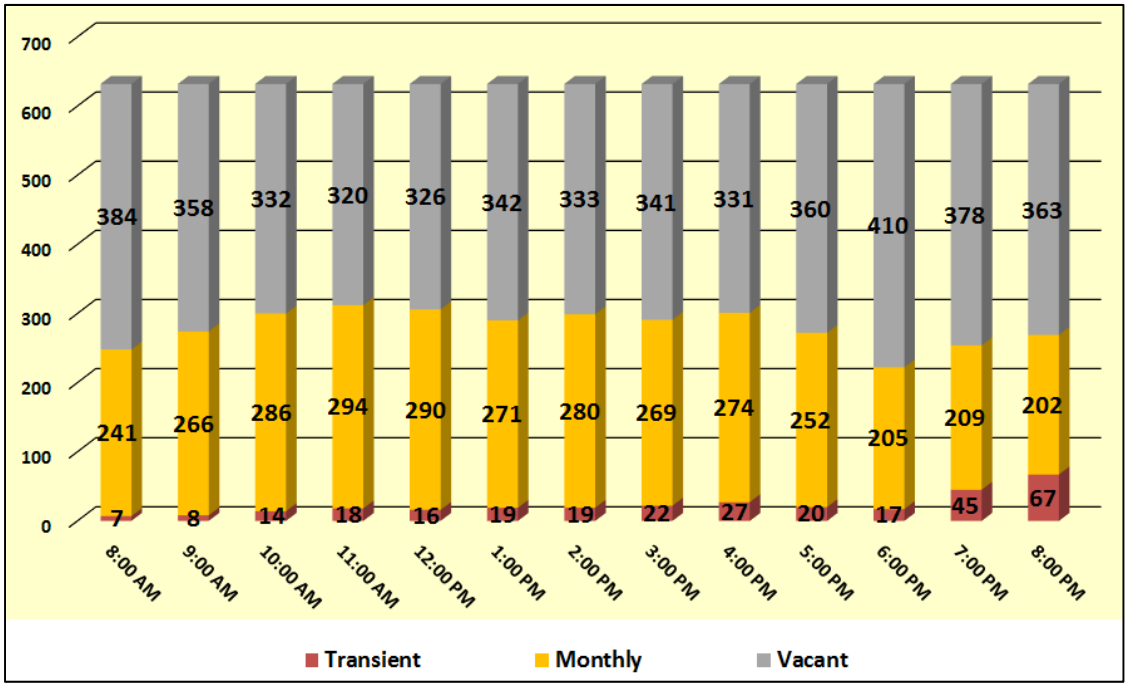


Exhibit 5 - Radius Garage Occupancy, Friday, August 1, 2014

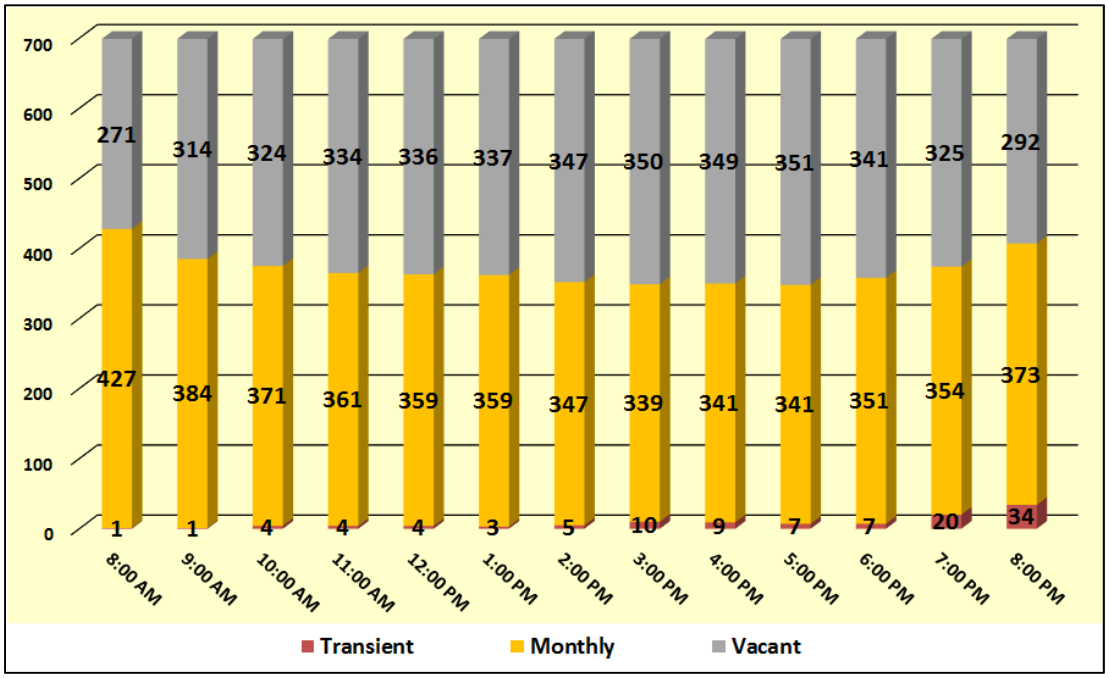


Exhibit 6 shows the total volume of transient parker transactions that used both the Van Buren and Radius Garages during the survey period broken down by the length or duration of the parker's stay in each facility. **Table 7** reveals that 77 percent of all transient parkers stayed parked in facilities for 3 hours or less. In addition, almost twice as many transient parkers opted to park in the Van Buren Garage rather than the Radius Garage even though each garage is almost the same distance from Hollywood Boulevard.

Exhibit 7 provides detail on the daylong transient parking activity at both garages into three distinct timeframes, namely business hours (8AM-5PM), nightly dining/entertainment hours (9PM-3AM) and pre-business hours (4AM-7AM). The statistics show that transient parking activity at the garages is greatest during the evening and early morning hours when free on- and off-street parking elsewhere is most scarce.

Exhibit 6 - Duration of Transient Parkers in Van Buren and Radius Garages

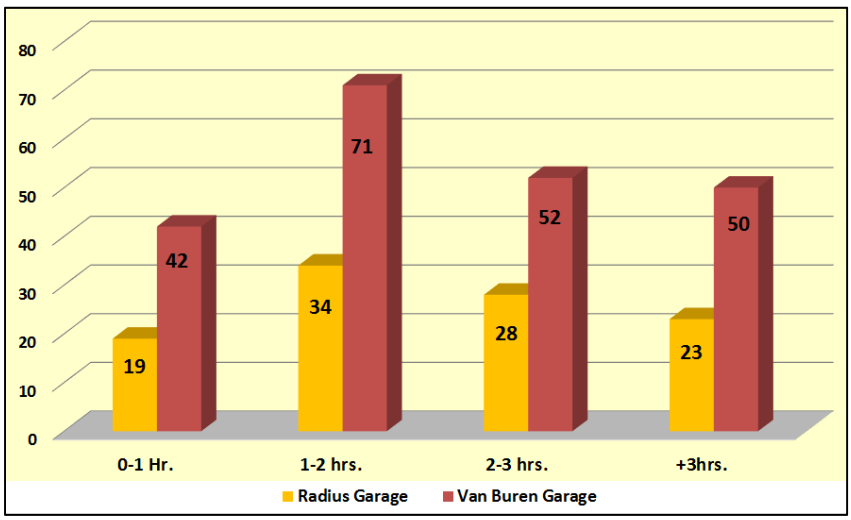
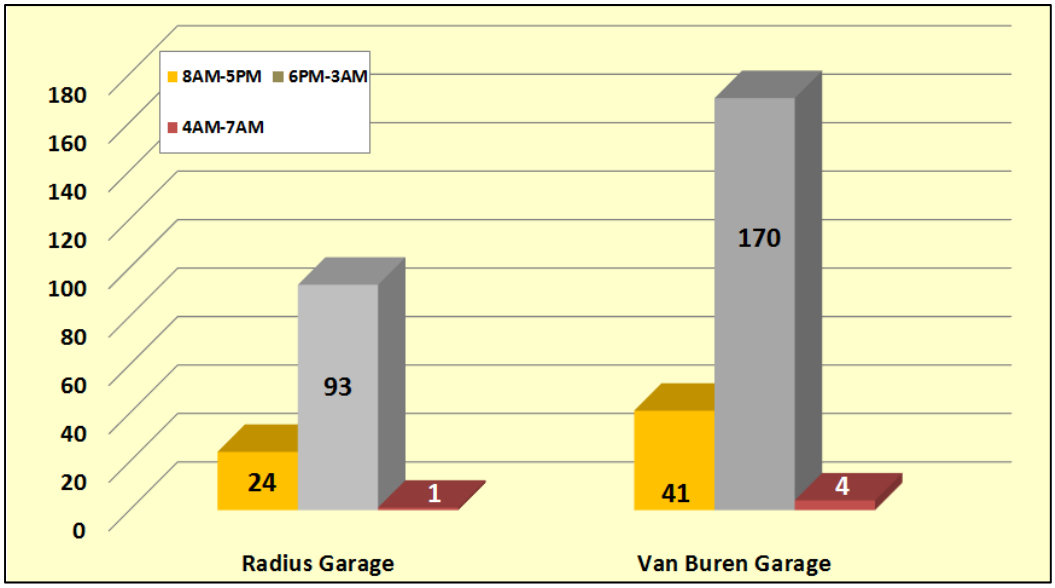


Table 7 – Downtown Area Transient Parkers

Duration of Stay	Radius Garage Veh.	Radius Garage *% of Total*	Van Buren Garage Veh.	Van Buren Garage *% of Total*	Both Garages Veh.	Both Garages *% of Total*
0-1 Hr.	19	18%	42	20%	61	19%
1-2 Hrs.	34	33%	71	33%	105	33%
2-3 Hrs.	28	27%	52	24%	80	25%
Subtotal ≤ 3hrs.	81	78%	165	77%	246	77%
Subtotal > 3 hrs.	23	22%	50	23%	73	23%
Total	**104**	**100%**	**215**	**100%**	**319**	**100%**

Exhibit 7 - Transient Parkers in Van Buren and Radius Garages, Friday, August 1, 2014



ON-STREET PARKING SPACE DURATION AND TURNOVER

As explained earlier as part of the discussion about the parking survey methodology, the HOP's parking enforcement unit provided DESMAN digitally-collected, hour-by-hour tire chalking data from August 1st and 9th between the hours of 8AM and 5PM. The data was used to identify how often the same vehicle was parked in the Downtown Area. Theoretically, once the time and general location of a parked vehicle is recorded, each subsequent chalking of the same vehicle at the same location or elsewhere in the Downtown Area is an indication of that vehicle's length of stay in the downtown area. While the data could not be relied upon to conclude with certainty that a vehicle had not left the Downtown Area between sighting by the enforcement officers, the data did provide some general perceptions of the probable turnover of parked vehicles on-street and in selected off-street parking lots.

The vehicle tire chalking data was collected for the on-street spaces that line Hollywood Boulevard, as well as Polk and Harrison Streets. Chalking data was also collected at the off-street parking pod surrounding Young Circle and at the City-owned surface lot (O) located on the south side of Hollywood Boulevard between 19th and 21st Avenues.

Table 8 provides a summary of the analysis of the tire chalking data provided HOP. First, the total volume of different vehicles chalked on Friday, August 1st (894) was almost 60 percent higher than the volume of vehicles (562) chalked on Saturday, August 9th. Eighty-five percent of the vehicles on Friday, August 1st and 93 percent of the vehicles on Saturday, August 9th were only chalked one time and apparently not seen again by any of the enforcement officers during the 8AM to 5PM tracking period.

Therefore, one can conclude that these vehicles parked for less than one hour since the enforcement officers were completing hourly chalking rounds. Additionally, the chalking statistics indicate that 95 percent (781+37+34 = 852/894) of the chalked vehicles on Friday, August 1st and 98 percent (531+18+3 = 552/562) of the chalked vehicles on Saturday, August 9th parked for three hours or less, which suggest a high degree of behavioral compliance with the posted 3 hour parking time limit restriction. Conversely , while only five percent and two percent of all the vehicles parked for more than three hours on Friday and Saturday, respectively, only one percent of the parkers on Friday and none of the parkers on Saturday were suspected of relocating their vehicle before three continuous hours had lapsed in order to avoid receiving an over-time parking citation.

Table 8 – Downtown Area On-Street Space Turnover

	Duration of Stay in Downtown Study Area								
Friday, August 1, 2014	**0-1**	**1-2**	**2-3**	**3-4**	**4-5**	**5-6**	**+6**	**#**	**% of**
Times Recorded in CBD	**hour**	**hours**	**Hours**	**hours**	**hours**	**hours**	**hours**	**Vehicles**	**Total**
1 Time	760	0	0	0	0	0	0	**760**	*85%*
2 Times	20	34	25	2	4	5	6	**96**	*11%*
3 Times	1	3	9	8	1	2	5	**29**	*3%*
4 Times	0	0	0	1	2	0	3	**6**	*1%*
5 Times	0	0	0	0	0	1	1	**2**	*0%*
6 Times	0	0	0	0	0	1	0	**1**	*0%*
TOTALS	**781**	**37**	**34**	**11**	**7**	**9**	**15**	**894**	***100%***
% of Total	*87%*	*4%*	*4%*	*1%*	*1%*	*1%*	*2%*	*100%*	
+3 Hrs. Parking Time	-----	-----	-----	11	7	9	15	**42**	*5%*
Time Limit Violators	-----	-----	-----	9	5	5	13	**32**	*4%*
Probable Violation Dodgers	-----	-----	-----	1	2	4	1	**8**	*1%*

	Duration of Stay in Downtown Study Area								
Saturday, August 9, 2014	**0-1**	**1-2**	**2-3**	**3-4**	**4-5**	**5-6**	**+6**	**#**	**% of**
Times Recorded in CBD	**hour**	**hours**	**Hours**	**hours**	**hours**	**hours**	**hours**	**Vehicles**	**Total**
1 Time	525	0	0	0	0	0	0	**525**	*93%*
2 Times	6	17	1	4	3	0	0	**31**	*6%*
3 Times	0	1	2	1	1	0	0	**5**	*1%*
4 Times	0	0	0	1	0	0	0	**1**	*0%*
5 Times	0	0	0	0	0	0	0	**0**	*0%*
6 Times	0	0	0	0	0	0	0	**0**	*0%*
TOTALS	**531**	**18**	**3**	**6**	**4**	**0**	**0**	**562**	***100%***
% of Total	*94%*	*3%*	*1%*	*1%*	*1%*	*0%*	*0%*	*100%*	
+3 Hrs. Parking Time	-----	-----	-----	6	4	0	0	**10**	*2%*
Time Limit Violators	-----	-----	-----	6	4	0	0	**10**	*2%*
Probable Violation Dodgers	-----	-----	-----	0	0	0	0	**0**	*0%*

TRUCK LOADING AND DELIVERIES

While conducting the parking utilization survey on Friday, August 1st, DESMAN was also asked to observe where, when and how truck deliveries were being staged in the downtown study area. The following summarizes our observations concerning prevailing ways and means that truck deliveries happen in the study.

Most of the delivery activities occurred during the morning hours, but a significant number of deliveries still occurred during the early and late afternoon. A considerable amount of loading and delivery activities is staged at locations other than on-street. Many businesses, particularly those that line Hollywood Boulevard and Harrison Street, ship and receive deliveries from the alleys at the rear of buildings they occupy. Although these alleys are sometimes blocked by trucks completing deliveries, this activity has no measurable impact on on-street parking and traffic.

As for on-street deliveries, there is a number of designated loading/delivery zones located on-street; however, the amount of curb-side area and the locations of the zones often appeared to not be well suited to the prevailing loading and delivery activity we observed. Many trucks were observed staging deliveries in obvious no parking areas and bus stop zones or while double parking and simply standing in thru through traffic lanes. Delivery trucks often were observed blocking already parked vehicles at curb side. In one instance, at a main intersection in the heart of downtown, a large beer truck chose to temporarily park in a designated left turn lane on Hollywood Boulevard where it intersects with 20th Avenue. It appeared that many truck drivers familiar with the Downtown Area have come to realize that temporarily parking on either 19th or 20th Avenues from Tyler Street to Harrison Street is a generally accepted practice that is overlooked by the City's Parking Enforcement Unit.

A total of 12 loading violations were observed between the hours of 8AM and 8PM, 10 of which occurred between the hours of 10AM and 2PM. The photographs herein show the geographical location of loading zone violations, as well as some of the documented photographs taken throughout the day.

The following are several suggestions that the City should consider to improve upon the current trucking delivery and loading practices the core area of downtown where commercial land uses dominate.

- Conduct a survey that focuses solely of delivery activities in the downtown area, particularly attention to should be focused on loading activities being carried out in the Downtown Area core where the re-introduction of parking meters has been recommended.
- Once key problems and problem areas are documented, engage City Planning officials, Traffic Control and Parking Enforcement representatives, affected businesses and property owners and active trucking delivery service representatives in a problem–solving that hopefully can lead to some rational and practical solutions.

- Every effort should be made to discourage large trucking deliveries from occurring on the section of Hollywood Boulevard between Young Circle and 22nd Avenue.

DOWNTOWN AREA PARKING CONCLUSIONS

Based on the peak parking supply and demand characteristics summarized above and discussed in detail later in this report, the public has many opportunities to park on-street at no fee or in the numerous off-street parking pods located around Young Circle Drive. The most desirable on-street parking may be full in some areas during specific periods of time, but there is always a supply of slightly less convenient on-street and off-street parking available. Furthermore, and most notable, is the demand in the Van Buren Garage and Radius Garage which were at six and one percent, respectively, during the 1PM peak period and 20 and 16 percent, respectively, during the 8PM evening peak period.

Other Observations and Recommendations

The Downtown Area parking survey was conducted during the off-season when the population of tourists is low. Therefore, these survey results are more indicative of the typical downtown parking activity patterns that prevail between the months of April and November. Nevertheless, based on the collected and tabulated data, the subarea comprising the core of the downtown appears to have an ample supply of available and accessible parking to serve the workforce and visitor populations on both weekdays and weekends.

The current free three-hour on-street parking regulation has generally led to significant underutilization of the two downtown garages. Nearly half of the transient capacity in the Radius Garage and slightly more than half of the transient capacity in the Van Buren Garage is unused throughout the daytime and evening hours. When transient parkers do choose to park in one of the garages during late evening hours, they more often opt to park in the Van Buren Garage. This behavior appears to be largely due to the Van Buren Garage being more proximate to the restaurant and retail destinations along Hollywood Boulevard and Harrison Street, where as offices and non-retail businesses dominate the land uses that line both Polk Street and Tyler Street nearest the Radius Garage.

Our examination of transient parking turnover revealed that the majority of on-street parkers adhere to the three-hour on-street parking time limit and that 87 percent and 94 percent of all the transient parker on weekdays and on weekends, respectively, spend one hour or less parked on-street in the study area. This fact may contribute to the underutilization of the garages since transient parkers likely do not want to bother with the short walk to one of the garages if they only plan to stay in the area less than an hour and parking on-street for up to three hours is free.

Our analysis of on-street parking activity appeared to indicate that only a few long-term on-street parkers are avoiding the three-hour parking time limit by moving their vehicles from one enforcement zone to another during business hours to avoid receiving an overtime parking citation. However, due to some shortcomings related to the current tire chalking methods used by the HOP's enforcement unit to time how long a vehicle remains parked in a same space, the actual number of violations could be much higher.

It appears that transient parkers are not completely averse to paying for parking. This is evidenced by the fact when the most convenient was unavailable, transient parkers seemed to opt to pay for parking in downtown garages or for curbside valet parking services.

Valet Parking

Vizcaya Valet, a locally based privately owned valet service that holds permits to operate valet parking within the study area. The same valet company has also secured rights to use several privately-owned parking lots for vehicle storage. Privately owned parking lots J, M, Q and S, noted on **Exhibit 3,** are used and managed by the Company after normal daytime business hours to store valet vehicles. Several of the same lots are also operated as self-park locations. Valet parking rates range from $5 to $10 and a flat rate of $7 is charged to self-park customers. Except for the lunchtime valet service provided at one of the Young Circle pods where the Argentango restaurant is located, the majority of the valet services are offered during the evening hours. This valet service program is crucial to the success of many downtown restaurants. Based an interview with, and data provided by, the valet company, between 35,000 and 43,000 annual valet and self-park transactions were recorded each year between 2011 and 2013. This program has clearly demonstrated that a valet program can increase the availability of parking in the Downtown Area to support the business community without adding significant costs to the City.

The City should continue to pursue opportunities for valet operations with the private sector, as this is the most effective and lowest cost approach to providing parking.

Based on this analysis, it is DESMAN's recommendation that the prevailing parking demand can be better served and managed by re-instituting paid parking. The focus of the rate setting is to modify parking behavior so that use of the garages increase and higher turnover occurs for the most convenient on-street parking spaces.

C. BEACH AREA PARKING

The City of Hollywood Beach Area extends from Dania Beach Boulevard to Hallandale Beach Boulevard along A1A/North Ocean Drive. Within this area, the City has parking management and enforcement control of over 1,038 on-street and 935 off-street spaces. The on-street spaces are located on the east-west streets between Ocean Drive and Surf Road, which run north-south. There are 13 off-street parking facilities dispersed along the beach from Allen Street on the north to Taylor Street on the south. The list of City controlled off-street parking facilities include one garage (i.e. Garfield Garage located between Garfield and Connecticut Streets) and 12 surface lots.

Table 9 provides a tally of the existing on-street parking spaces, by street, throughout the Beach Area. The listing also notes the count of ADA spaces, multi-spaces and singles space meters located on each street. At the present time 89 percent of the regular on-street spaces are managed using master or multi-space meters.

The City has undertaken streetscape improvements to 13 streets in the area that includes new curbing, lighting, pavers and sidewalk beautification treatments. In most cases, where such projects have been completed there has been a loss of some public parking spaces resulting from the formalizing of private property boundaries, the introduction of landscaping and the establishment of safe driveway and intersection clearances. Similar improvements are planned for 13 additional streets also noted on **Table 9**. When completed, the next phase of streetscape improvement will result in a loss of 24 additional on-street spaces. One of the parking benefits of the streetscape improvement program is that at least one on-street ADA space will be established on each street. In addition, the Margaritaville development project eliminated both Johnson Street and Michigan Street right-of-way and 34 previously existing on-street parking spaces, as well as the 579-space Maurice J. Connell Garage and the 146-space Johnson Street Lot.

Table 10 provides a listing of the existing off-street parking facilities throughout the Beach Area. All the facilities, except the Nevada Street Lot, are currently equipped with multi-space parking meters. The spaces in the Nevada Street Lot are for parking City staff and vehicles, however according to City staff in the near future the City plans to develop a 316-space parking garage at the site. Additionally, it is important to note that the North Beach Lots 1 through 5 are under the control and management of Broward County but the parking at the lots is enforced by the HOP.

BEACH AREA PARKING CONCLUSIONS

Although DESMAN was not tasked with conducting a survey of the prevailing parking activity throughout the Beach Area, general field observations and interviews with HOP enforcement staff provided an assessment of the area's parking dynamics. Clearly, during the peak season (i.e. Thanksgiving holiday to the Easter Holiday) the demand for parking throughout the district far exceeds the supply of City controlled parking. This fact is also true even when the existing spaces located at number of privately owned and operated parking garages and lots are included in the overall inventory of parking available to the public throughout the area. The only variances to the strong daily parking demand occurs because of bad weather, otherwise nearly all of the available on- and off-street spaces become occupied by 10AM and remain well utilized until the late afternoon hours. This utilization pattern results in steady volume vehicles circulating or cruising throughout area searching for a space to become available. At the Garfield Garage, vehicles commonly lined up in que waiting secure a parking space in the facility. Sometimes the queue line of vehicles stretches the length of Connecticut Street and down a block on Ocean Drive. Police routinely have to be deployed at the Connecticut Street intersection to control traffic flow and facilitate left turn movements.

Table 9 – Beach Area On-Street Spaces

AREA #	BEACH ON-STREET SPACES	Regular Spaces	ADA Spaces	Total Spaces	# Master Meters	# Single Meters	Total Meters
313	Perry ST	31		31	2		**2**
305	Evans ST	30		30	2		**2**
312	Allen ST	27		27	2		**2**
309	Meade ST	26		26	2		**2**
316	Custer ST	22	1	23	2		**2**
308	Pershing ST	21	1	22	2		**2**
314	McClellan St	19		19	2		**2**
307	Charleston ST	17		17	2		**2**
317	Greene ST	13	1	14	2		**2**
304	Cody ST	13	1	14	2		**2**
315	Douglas ST	14		14	2		**2**
306	Forrest ST	14	1	15	2		**2**
325	Thomas Street	6		**6**	1		**1**
359	New Mexico	5		**5**	1		**1**
358	New Hampshire ST	12		**12**	1		**1**
328	Lee	21		**21**	2		**2**
361	Scott ST	11		**11**	2		**2**
357	Missouri ST	8		**8**	1		**1**
362	Coolidge ST	15		**15**	2		**2**
363	Harding ST	13	1	**14**	1		**1**
327	Wilson ST	14		**14**	2	3	**5**
356	Taft ST	2		**2**		2	**2**
367	Roosevelt ST	9		**9**		9	**9**
364	Nevada ST	6		**6**		6	**6**
365	Nebraska ST	6		**6**	1		**1**
366	Mc Kinley ST	9		**9**		9	**9**
360	Oklahoma ST	18		**18**	2		**2**
355	Cleveland ST (1/2 permit only)	10	1	**11**		4	**4**
349	Arthur ST (1/2 permit only)	11	1	**12**		6	**6**
303	Connecticut ST (1/2 permit only)	18	1	**19**		9	**9**
302	Garfield ST	14	1	**15**		7	**7**
348	Hayes ST (1/2 permit only)	16	1	**17**		7	**7**
347	Grant ST	14	1	**15**	1		**1**
346	Minnesota ST	24	1	**25**	2		**2**
301	Johnson ST *(Street Eliminated by Margaritaville)*	~~21~~	~~1~~	~~**22**~~	~~3~~		~~**3**~~
319	Michigan ST *(Street Eliminated by Margaritaville)*	~~11~~	~~1~~	~~**12**~~	~~1~~		~~**1**~~
329	Buchannan ST	18	1	**19**	1		**1**
344	Indiana ST	4	1	**5**		12	**12**
343	Pierce ST	2	1	**3**	0		**0**
342	Fillmore ST	12	1	**13**	1		**1**
341	New York ST	18	1	**19**	2		**2**

Table 9 – Beach Area On-Street Spaces (continued)

340	Taylor ST	21	1	**22**	3		**3**
330	Arizona ST	8	1	**9**		8	**8**
331	Polk ST	15	1	**16**	2		**2**
324	Tyler ST	10	1	**11**		10	**10**
332	Harrison ST	21	1	**22**	3		**3**
333	Van Buren ST	38	1	**39**	3		**3**
334	Virginia ST	33	1	**34**	3		**3**
335	Jackson ST	40	1	**41**	3		**3**
336	Oregon ST	32		**32**	3		**3**
337	Monroe ST	33	1	**34**	3		**3**
338	Madison ST	27	1	**28**	3		**3**
339	Georgia ST	36	0	**36**	3		**3**
318	Jefferson ST	46	3	**49**	2		**2**
320	Azalea Terr	13		**13**	2		**2**
321	Bougainvilla Terr	10		**10**	1		**1**
354	Crocus Terr	10		**10**	1		**1**
353	Foxglove Terr	6		**6**		6	**6**
368	Greenbrier Terrace	5		**5**		5	**5**
352	Hyacinth Terr	13		**13**	2		**2**
351	Iris Terr	7		**7**		7	**7**
350	Jasmine Terr	0		**0**			**0**
323	Ocean Dr Access	20		**20**	2		**2**
326	Thomas St. Lot	0	0	**0**			**0**
Total Beach On-Street Spaces		**1039**	**33**	**1072**	**90**	**110**	**200**
% of Total Inventory		*97%*	*3%*	***100%***	*89%*	*11%*	

Note: Streets that have on-street parking spaces are listed by location beginning with the northernmost street to southmost street.

Denotes Streets with completed streescape improvements

Denotes Streets scheduled to undergo streescape improvements.

Table 10 – Beach Area Inventory of Off-Street Parking Facilities (June 2014)[1]

AREA #	BEACH OFF-STREET GARAGE/LOTS	Regular Spaces	ADA Spaces	Total Spaces	# Master Meters	# Single Meters	Total Meters
412	North Beach Park Lot 1 Loggerhead	99	4	103	2		
412	North Beach Park Lot 2 Leatherback	8	1	9	1		
412	North Beach Park Lot 3 Green Turtle	9	1	10	1		
412	North Beach Park Lot 4 Kemps Ridley	16	1	17	1		
412	North Beach Park Lot 5 Hawks Bill	15	1	16	1		
415	Nevada Lot - 300 Nevada St.	17	1	18			
	Garfield Garage Spaces	391	10	401	21		**21**
416	Taylor Lot - 525 N. Ocean Drive	34	2	36	2		**2**
300	Boulevard Bridge Lot (under Hollywood Bridge	45	3	48			**0**
411	Summit, Dunewalk Lot 109 - 1200 S. Surf Rd.	119	2	121	4		**4**
409	Community Ctr (North) Lot - 1200 S. Ocean Driv	51	5	56	1		**1**
409	Community Ctr (East) Lot - 1300 S. Surf Road	46	2	48	2		**2**
407	Keating Lot - 2500 S. Ocean Drive	50	2	52	2		**2**
Total Beach Off-Street Lot Spaces		**900**	**35**	**935**	**38**	**0**	**32**
% of Total Inventory		*96%*	*4%*	***100%***	*100%*	*0%*	

[1] North Beach Parking Lots 1 through 5 are under control and management of Broward County.

Although the Margaretville development and the City's plan to develop a parking garage at the Nevada Street Lot will together add approximately 1,056 more spaces (i.e. 600 public spaces) to the area, the demand for parking seems to continue to be insatiable, particularly as further development makes the Beach Area more appealing. It will unlikely, due to land availability and construction costs, that the City and/or the private development community could build sufficient parking to out-pace the ever-growing demand for visitors, employees and related parkers in the Beach Area.

In addition to the key recommendations listed in the Executive Summary, the following recommendations are also provided:

1. Maintain and expand the level of service provided by the trolley system.
2. Continue to take an aggressive stand to encourage private developers to include some surplus public parking spaces in their projects.
3. Maintain up-to-date market pricing and continue to revise pricing strategies for parking as a means of curbing or at least redistributing the demand.
4. Consider development of another public parking garage at the site of the Hollywood Beach Art and Culture Center. This parking may be suitable for both beach visitors and employees in the Beach Area.
5. Consider a public private partnership or shared-use garage for employee use should opportunities arise such as the potential for office development and structured parking near Young Circle.
6. Develop a practical methodology to regularly survey the prevailing demand and adopt an analytical practice for evaluating seasonal, month-to-month, daytime/nighttime parking patterns and correlate the data with actual meter usage and permit sales.
7. Maintain consistent enforcement of parking regulations.

D. Parking Market Rate Review

Tables 11 and 12 provide a summary of parking rates being charged by a number of notable beachfront municipalities throughout South Florida and by private owners of publically accessible parking garages in both the City of Hollywood and Fort Lauderdale. While it is not always easy to truly compare parking rates from community to community, the data reveals that the City of Hollywood's current parking rates for hourly parking are about average and its current resident permit parking rates are higher than average.

Additionally, the parking rates being charged at privately owned and operated Beach Area parking garages in the City of Hollywood and Fort Lauderdale are generally higher than the rates the City of Hollywood charges at the Garfield Garage. In addition, the rates at the privately owned beach garages are stratified to reflect the commonly experienced variances in demand for beach parking throughout the day, evening and weekend timeframes – an approach that has not been adopted by the City of Hollywood.

Table 13 provides a detailed breakdown of the City of Hollywood parking facilities and meter rates and applicable periods of enforcement for the rate charges. Beach Area rates for on- and off-street parking rates are charged 24 hours a day 7 days a week. The hourly parking rates for on-street meters and off-street lots are raised on the weekends but the regular hourly rate of $1.50 up to a maximum charge of $15.00 charged at the City's only Beach Area garage (i.e. Garfield Garage) does not. This weekend rate variance, coupled with higher rates being charged at other competing privately operated garages, makes the Garfield Garage the best parking value throughout the area. This circumstances will become more significant when the Margaritaville Garage, located just six blocks to the south, opens. According to the HOP staff, the peak and off-peak hourly rates at the Margaritaville Garage will be $3.00 and $4.00 respectively, with maximum all day charges of $25.00 and $28.00 for weekdays and weekends, respectively.

In the Downtown Area on-street parking along the main commercial streets (i.e. Hollywood Boulevard, Harrison Street and Tyler Street) is restricted to 3 hours between the hours of 8AM and 8PM and on-street parking throughout the whole area is free at all times. Conversely, the hourly rate for parking in the Van Buren and Radius Garages is $1.00 with a maximum all day rate of $15.00. This parking rate schedule makes parking at the garages the choice of last resort for parking and the low utilization of garages is evidence of this parker behavior. Typically, the hourly rates charged at the most convenient on-street parking spaces are higher than the rates charged at off-street garages in order to spur on-street parking space turnover by driving longer term transient parkers to the off-street facilities where surplus capacity exists. In addition, the current rates in the garages remain unchanged during evenings and weekends when the demand for parking peaks. Unlike the Garfield Garage, the absence of on-street parking charges makes parking at the Van Buren or Radius Garage a choice of last resort.

It is also important to note that a local service business enterprise regularly charges $5.00 to $10.00 to valet park vehicles downtown and $7.00 to allow customers to self-park their vehicle in leased off-street lot which they also control and one such company consistently serviced 3,000 or more parking customers per month.

Table 11 – Parking Rate Peer Comparison

City	Lot Rates	On-Street Rates	Garage Hourly Rates	Permit Types/ Rates	Permit Restricted	Enforcement	Notes
Boca Raton	$2 M-F, $3 Sat-Sun	$2 M-F, $3 Sat-Sun	n/a	$55 annually/ residents only	yes/ one lot	yes	Depending on location, max stay 1-4hr max
Dania Beach	$1.75-$2.00	n/a	n/a	$65 annually/ residents only	no/only 1 lot on beach	no, 7am-11pm	The City code allows the City Manager to raise the rate up to $2/hr and he does in season.
Delray Beach	$1.50	$1.50	n/a	$95.40 annually/ residents only	yes	no	
Fort Lauderdale	$1.75	$1.75	n/a	$55 annually/ residents only	yes/ 3 lots only	yes	On-street parking 2-4 hr max., lots: 6-10 hr max
Town of Ft. Myers Beach	n/a	$2.00	n/a	$10.60 annually/ residents only	no		
Hollywood	**$1.50 M-Th, $2 Fri-Sun**	**$1.50 M-Th, $2 Fri-Sun**	**$1.50 or $15 all day**	**$159 annual resident/$318 nonresident**	**no**	**yes**	
Lauderdale-by-the-Sea	$1.25-$1.50 or $10 all day	$1.50	n/a	$50 annually/ residents only	no	yes	All parking is pretty much a block away from the beach. The on-street has a 3 hr max until 5pm.
Miami Beach (South Beach)	$1.75	$1.75	varies depending upon # hrs.	$74.90 per month & lot specific	yes	no, 9am-3am	
Miami Beach (Middle/North Beach)	$1.00	$1.00	varies depending upon # hrs.	$74.90 per month & lot specific	yes	no, 8am-6pm	
Naples	$1.50	$1.50	n/a	Free residents/$50 annual non-residents	no	no, 8am-11pm	
Pompano Beach	$1.25	$1.25	n/a	$30 6 mos. & $60 yr./resident only or $30 monthly non-resident	yes/ 2 lots only	yes	
Saint Petersburg Beach	$1.50 or $12 all day	$1.50 or $12 all day	n/a	Meter Pass $20 resident/$125 non resident, Resident Permit for Street $5 annually	no	no	
Sarasota	free 2 & 3hr time limit	free 2 & 3hr time limit	free w/ designated permit spaces	$10 per mo	designated permit spaces	6am - 6pm	
Key West	$4.00 per hr./ $32.00 max.	$2.00 per hr.	$2.00 per hr./ all day max. $13.00	resid. area-$10 yr/ resid. CBD $106 yr/ empl. mtr. $400-1/4 yr./ empl. garage $25	$106 resid. permit at CBD meters	6am-midnight (M-Sa)/ noon-midnight (Su)	Pay Stations pay-and-display
Deerfield Beach	$3.00 per hr/ $4.00 per hr	$2.00 per hr.	n/a	$100 yr/ residents only	designated permit spaces	yes, 6am - midnight	Pay by Plate No max daily rate, no max parking session
Sunny Isles Beach	$2.00 per hr. (12 hr max.)/ $10.00 Flat weekends	$2.00 per hr. (12 hr max.)	n/a	resident $50 mo - $600 yr/ Commercial $75 mo	Resid. Areas	yes, 6am - 6pm	Residents have designated on-street parking and pay $75 per month.
Lake Worth	$2.00 per hr.	n/a	n/a	$40 annual resident/ $60 non-resident	no	6am-midnight	
Hallandale	$1.25 per hr.	n/a	$1.25	$150 annually/ residents only	no	yes	
Palm Beach	n/a	$5.00 per hr.	n/a	$320-4 mos/ $450-6 mos/ $840-1yr	no	8am-6pm	
Clearwater	$0.25 per hr./ $0.50 per hr. (3 hr. max)	$0.25 per hr./ $0.50 per hr. (1 & 2 hr. max)	$0.50 per hr./ $5.00 max.	Lots $25 mo./ Garage $48.15 mo./ resident $75 yr-$40 mo./ motel bus. $200 yr/ beach empl. $40 mo.	yes	8am-6pm	rechargeable pre-paid meter cards available in $10, $20, $30, $40, $50 ... up to $100

Table 12 – Relevant Private Parking Rates

Fort Lauderdale Beach Private Lot & Garage Rates	
Banyan St - Parking Lot Banyan St, Central Beach Fort Lauderdale, FL 33316	Mon-Sun $10.00 / flat rate Sat-Sun in after 8am out by 4am $ 7.00 / flat rate Mon-Fri in after 8am out by 4am
Beach Place Garage 17 S. Ft. Lauderdale Beach Blvd. (A1A) Ft. Lauderdale, FL 33316	Mon-Sun 24/7 $5.00 For the 1st hour $10.00 for the 2nd hour $15 for the 3rd hour $25.00 daily rate and anything above 3 hours
Fort Lauderdale Marriott Harbor Beach Garage 3030 Holiday Drive Fort Lauderdale, Florida 33316	On-site parking, fee: $27.00 daily Valet parking, fee: $32.00 daily
Hollywood Beach Private Lot & Garage Rates	
Crowne Plaza Hollywood Beach Garage 4000 S Ocean Dr Hollywood, FL 33019	Daily Rates $8 out by 11pm Overnight Parking $17.00
Westin Diplomat Resort & Spa Garage 3505 S Ocean Dr Hollywood, FL 33019	2-4 Hours $10.00 4-8 Hours $14.00 Daily Max 24 Hours $20.00
Hollywood Beach Garage 359 Harrison St Hollywood, FL 33019	Day Rates 1 Hour $2.00 2 Hours $4.00 Max in by 3am / out by 8pm $7.00 Max in by 8pm / out by 3am $10.00 Max 24 Hours $15.00 Event Rate 3am-3am $20.00 Monthly $165.00
321 Tyler St, Hollywood, FL 33019 Lot	Daily Rates In After 7am / out by 3am $10.00 Overnight in after 7am / out by 7am $20.00
Hollywood Beach Marriott Garage 2501 N Ocean Dr, Hollywood, FL 33019	$5.00 hourly $17.00 daily
Margaritaville Beach Garage 1111 N Ocean Dr, Hollywood, FL 33019	Day Rates 1 Hour $3.00 (Off-Peak Period) 2 Hours $4.00 (Peak Period Daily Max $25.00 - $28.00
Garfield Garage (CITY OF HOLLYWOOD) 300 Connecticut St, Hollywood, FL 33019	Day Rates $1.50 hourly Daily Max $15.00

Table 13 - City of Hollywood Rates

BEACH AREA		Enforcement	Existing Rates			
OFF-STREET PARKING	**Spaces**	**Hrly M-Su**	**Hrly M-TH**	**Hrly F-Su**	**All Day Max**	**Monthly**
Beach Area Lots	**514**					
North Beach Lot #1	103	No Parking 8pm-8am				
North Beach Lot #2	9	No Parking 8pm-8am				
North Beach Lot #3	10	No Parking 8pm-8am				
North Beach Lot #4	17	No Parking 8pm-8am				
North Beach Lot #5	16	No Parking 8pm-8am	$1.50	$2.00		
Keating Lot	52	24 hrs/7 days				
Beach Community Ctr *East Lot*	46	24 hrs/7 days				
Beach Community Ctr *North Lot*	58	24 hrs/7 days				
Summit Dunewalk Lot	121	24 hrs/7 days				
Taylor Street Lot	37	24 hrs/7 days				
Hollywood Bridge Lot	45	24 hrs/7 days				
Beach Area Garage	**401**	24 hrs/7 days	$1.50	$1.50	$15.00	
Garfield Garage	401					
Boat Ramp Facilities	**222**					
Holland Park Lot	146	72hr Limit	$1.00	$1.00		
Yacht Basin Lot	76					
ON-STREET PARKING		**Year-Round**	**Hrly M-TH**	**Hrly F-Su**		
Metered Spaces	**820**	24 hrs/7 days	$1.50	$2.00		
All Metered Streets	820					

DOWNTOWN AREA		Enforcement		Existing Rates			
OFF-STREET PARKING		**Hrly M-Su**		**Hrly M-TH**	**Hrly F-Su**	**All Day Max**	**Monthly** [1]
Downtown Garages	**591**						
Radius Garage [2]	213	24 hrs/7 days		$1.00	$1.00	$15.00	$25, $55, $80
Van Buren Garage [2]	378						
Downtown Lots	**156**	**Hrly M-Su**	**Hrly M-Su**	**Hrly M-TH**	**Hrly F-Su**		
Hollywood Blvd Lot	26						
Polk/Tyler Lot	36	3hr Limit	No Limit	Free	Free		
Polk Lot #2	26						
Polk Lot #3	68						
Recreational Vehicle Lot [3]	**57**						
RV Lot (6 Month Lease)	57	No Limit	No Limit				$300, $450, $600
RV Lot (12 Month Lease)							$600, $900, $1200
ON-STREET PARKING	**Spaces**	**Hrly M-TH 8am-8pm**	**Hrly F-Su 8pm-8am**	**Hrly M-TH 8am-8pm**	**Hrly F-Su 8pm-8am**		
Non-Metered Spaces	**793**						
Hollywood Blvd (21st Ave-Young Circle)	167						
Harrison Street (21st Ave-Young Circle)	56	3hr Limit	No Limit	Free	Free		
Tyler Street (21st Ave-Young Circle)	62						
All Other Core Area Downtown Area Street	299	No Limit	No Limit	Free	Free		
Young Circle Pods (1 Hr Limit Spaces)	209	No Limit	No Limit	Free	Free		
Young Circle Pods (3 Hr Limit Spaces)							

Note: 1) Van Buren and Radius Garage Rates for: Employee 12 hr. Permit $25.00, Resident Monthly Permit $55.00 and Non-Resident and Employee 24/7 Permit $80.00
2) Space count for Radius and Van Buren Garages excluded leased and nested condominium spaces at upper parking levels in each facility.
3) RV Lot Permit rates based on size of leased space and all spaces are leased for either a 6 or 12 month period.

E. PERMIT PROGRAM REVIEW

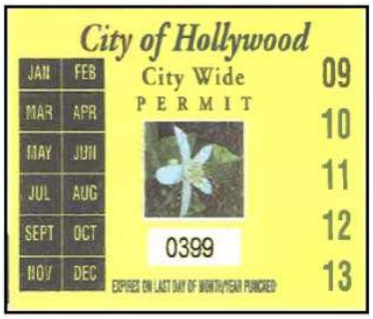
The provision of parking permits has historically been a common element of most municipal parking programs. In almost every case, the real or perceive special parking needs of a subset of customers have been the basis for creating a program. Permits are used to grant special access and use privileges to parking facilities and spaces on a limited or unlimited basis. In theory, permits offer an effective means to manage and monitor parking needs of groups and individuals who cannot conform to the standard parking rules and pricing structure of a municipal parking system.

However, too often well-intentioned City policymakers demand the creation of special parking permits without fully understanding cost, benefits and unintended consequences of such actions. Once that path is traveled it becomes inevitable that other user groups will call for similar kinds of parking permits and before long the scope and policies of a multi-faceted parking permit programs begins to adversely impact the financial and operational performance of the system which is premised upon the standard parking rules and pricing structure. This same circumstance has become a significant issue in the City of Hollywood.

The City of Hollywood's permit parking program has evolved over recent years. Some permit offerings have been discontinued and/or replaced with new permits with different restrictions. The program has been broadly conceived to serve just about all possible users – permits are available for City residents, Non-City residents, Community Guests, Employees, Hotel/Motel/Condo guests, City Vendors, Contractors and City Officials. A total of 14 different types of permits are currently available with a variety of timeframes and terms (i.e. weekly, monthly, yearly, 24/7 and 12-hour). **Table 14** provides a breakdown of the different types of permits currently offered by the City. Included on the list is one of the City's newest residential permits created especially for the residents living within the 700 and 800 blocks of Tyler Street, Harrison Street and Hollywood Boulevard near the Hollywood bridge.

Generally the permits allow access to the City Garages (i.e. Beach and/or Downtown), to the City Lots and/or to the use of on- and off-street metered and non-metered spaces. The current offering of permits and the rate schedule for them has evolved over time. Some permits are recommended for elimination while the cost of other permits is proposed to be raised. The following provides a brief description of the existing permit categories.

CITY-WIDE PERMIT



This permit affords the purchaser paid and authorized parking status at any time in the Garfield Garage, at any Department City Lot (metered or not), at on- and off-street metered parking spaces on the beach and downtown that are designated for long-term parking. The only City parking privilege excluded for this permit is the right to park in excess of the 3-hour time limited on-street parking spaces in downtown and access to the downtown garages. This is clearly the best permit to obtain if the buyer has a year-round need for the parking privileges. At a rate of $150 for City residents, the daily cost for permit, based on 365 days of usage, is only $0.44. In FY 2014, 1,844 of these permits were sold to City residents.

This same permit can also be purchase by any non-City resident as well for a non-discounted rate of $300 (i.e. $0.87 per day). Even at the higher cost for a non-City resident, this permit is a good value. However, while 107 of these permits were in fact sold in 2014, the City probably could have generated a greater amount of revenue from these non-resident permit parkers by discontinuing the sale of these permits to non-residents. These permit holders are typically business owners and employees. If non-residents have a strong need or desire to regularly parking in the City of Hollywood they should pay the standard parking rates applicable to their selected parking place. If this were done, the City would certainly receive a per-transaction parking fee greater than $0.87.

GUEST PERMIT

This permit affords the purchaser almost the same parking access and use privileges of the City-Wide Permit, but with the exclusion of the right to park on-street parking spaces downtown that are designated

for long-term parking. Essentially, all the same Beach Area parking privileges are included with this permit, which can be purchased and used for a month-long or weeklong period for $50.00 and $20.00 respectively. Based on sales, both categories of permits are popular as 1,742 monthly and 408 weekly permits were sold in FY 2014 and the buyer does not have to be a City resident.

Given the popularity of this permit category, one could easily speculate that the permit purchasers are regular beach goers at least, during the good weather season, who have found the $50 and $20 permit rate to be very good value. If one assumes that each of these permit purchasers visit and park at the beach for four hours over eight days per month their regular parking costs at $1.50 per hours M-TH or at $2.00 per hour F-SU would equate to between $48 and $64. Because so many monthly permits are being sold, it is reasonable to assume that the purchasers of these permits are regularly, or at least anticipate spending, far more than 32 parking hours at the beach in the Hollywood.

The permits are produced as paper hangtag that is hole-punched to reflect the year, month and days of its validity and each permit has a unique serial number. All permits of this type are costly and time consuming to produce, restock and distribute and they are sometimes a challenge to be inspected by parking enforcement personnel who have to view the tag through the vehicle windshield. In addition, since the tag identification number is not in a digital or image scanner format, the enforcement officer have to manually enter the tag number into their handheld device in order to retrieve and the account registered to the permit.

The City should consider either raising the price of this permit or discontinuing it altogether in orders to capture more parking meter revenue. The discontinuation of the permit would also reduce administrative processing time and costs and help to make field enforcement more efficient.

HOTEL/MOTEL/CONDO PERMITS

These permits were created to support the hotel/motel operators with insufficient or no on-site parking for guests. The operator must first prove that their property does not have sufficient parking, and after the claim has been verify by the permit sales unit, they are able to purchase a number of permits, equal to or less than their parking space shortage. The permits are only sold to the property owner who in turn distributes the permits to their respective guest room patrons. The guests are afforded the same parking access and use privileges as City-Wide Permit holders during the length of their stay at the hotel/motel/condo. Property owners can resell the parking permits to their guests at a premium over their cost. For example, an owner of a hospitality property could charge every one of their room guests over the course of a month or year a daily, or one-time charge, for use of the permit obtained from the City.

It is recommended that this process be changed. Rather than selling the permits to the hotel/motel/condo operator, the City might simply setup an electronic permitting program that would allow for the permit sale directly to each of the end users. Such a change would dramatically boost the sale of these permits because each new room could become purchase their permit directly from the City. There is likely a greater demand for weekly permits since most guests check-in for a weeklong stay. The permits could then be registered to the room guest's license plate rather than to the hotel/motel property owner. The property owner would still be the so-called licensee for each parking permit their hospitality property is eligible for, but they would only be required to forward an on-line City permit purchase authorization for their room guest who then would purchase their permit on-line or directly from the HOP's customer service unit.

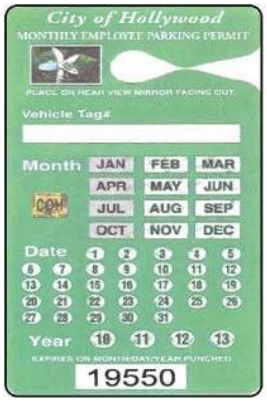
Table 14 - Existing Permit Program Description

Category	Eligibility	Privileges	Annual Sales Volume				Existing Rates	
			FY 11	FY 12	FY 13	FY 14	Rate	Per Day
City Wide Permit - Resident *(Annual)*	Resident & Part-Time Residents	Beach metered spaces including beach city garage and downtown long-term permit areas	1,595	1,331	1,657	1,844	$159.00	$0.44
City Wide Permit – Non Resident *(Annual)*	Any Non-Resident User	Beach metered spaces including beach city garage and downtown long-term permit areas	106	112	134	107	$318.00	$0.87
Guest Permit *(Monthly)*	Any User (Monthly)	Beach metered spaces including beach city garage and downtown long-term permit areas	458	1,791	1,421	1,742	$53.00	$1.77
Guest Permit *(Weekly)*	Any User (Weekly)	Beach metered spaces including beach city garage and downtown long-term permit areas	628	224	229	408	$21.20	$3.03
Employee Street Permit *(Monthly)*	Hollywood Employees and Business Owners	Employee parking areas Downtown and all Beach metered spaces	1,460	1,397	1,718	1,777	$30.00	$1.00
Hotel/Motel Permit *(Annual)*	Hotel Owner/Operator & Apartment/Condo Owners	City-Wide including Garages	243	309	262	269	$150.00	$0.41
Hotel/Motel Permit *(Month)*	Hotel Owner/Operator & Apartment/Condo Owner	Beach metered spaces including beach city garages	55	344	270	273	$25.00	$0.83
Prepaid Meter Parking Permit *(Weekly)*	Contractor, Vendor, and City Departments, etc.	As Specified	34	823	597	393	$21.20	$1.77
Downtown Garage 24/7 Access Card - Resident *(Monthly/Annual)*	Resident (Monthly)	Downtown city garages			13	252	$55.00	$1.83
	Resident (Annual)						$600.00	$1.64
Downtown Garage 24/7 Access Card - Non Resident *(Monthly)*	Any User	Downtown city garages			46	4	$80.00	$2.67
Downtown Employee Garage 12 Hour Access Card *(Monthly)*	Hollywood Business Owner and Employee	Downtown city garages			228	646	$26.00	$0.87
Downtown Employee Garage 24 Hour Access Card *(Monthly)*	Hollywood Business Owner and Employee	Downtown city garages			18	137	$25.00	$0.83
Lakes Community Resident Permit *(Annual)*	Lake Community Residents	On-street Parking 24/7	n/a	n/a	n/a	n/a	$25.00	$0.07
RV Lot Storage Permit Resident/ Non-Resident Permit *(Semi- Annual/ Annual)*	Any User	24/7 Storage for 6 or 12 month period	n/a	n/a	n/a	n/a	$600 $900 $1200	
TOTAL SALES			**6,113**	**6,417**	**6,593**	**6,909**		

A web-based permit program could be also be used for the sale and dissemination of other permits well. To institute such a program, the City would need to transition to use of License Plate Recognition (LPR) technology as the basis for enforcing and monitoring compliance with City parking regulations, (more about LPR technology and enforcement is discussed later in this report). Until a web-based E-permit sales application and LPR enforcement technology can be acquired and pay-by-plate parking capability instituted, the City should simply require all authorized hotel guests that wish to purchase a weekly permit to do so at the HOP.

In FY 2014, 269 annual and 273 monthly permits were acquired by hotel, motel, and condominium owners for $150 and $25 respectively. Requiring purchase from the HOP would result in a significant increase in permit sales, while providing the opportunity for a higher level of service and accountability to both the property owners as well as to the end users. Data management and recordkeeping would be reduced significantly because, once the permit sale is approved, the existence of the validated permit and a record of the purchaser is instantly uploaded to all the appropriate accounting and data modules of the comprehensive parking management system. This system is linked to the LPR enforcement technology and the City accounting system for monitoring and compliance.

EMPLOYEE PERMITS



This permit affords the purchaser on- and off-street parking privileges in employee designated parking areas downtown and at all metered spaces on the beach. Both business owners and their employees are eligible to purchase the permit. In FY 2014, 1,777 of these monthly permits were sold for $30 each. The concern about these permits is two-fold: 1) will it be advisable for the City to continue issuing these permits to a growing population of employees; and 2) if so, what is the best way to price permits.

Employee parkers are long-term parkers – they commonly occupy a space between four and eight hours so it is imperative that these permits be prohibited in areas set-aside for short-term parking for visitors and customers. While the demand for parking in the Downtown Area has not exceeded the supply, the opposite is true for the Beach Area. Consequently, the City is advised against issuing additional employee parking permits that include Beach Area parking privileges. The Margaritaville development reportedly will add 250 to 300 more peak–period employees to the Beach Area and is advising employees of parking options including City permits.

Given this situation, the City should carefully evaluate the existing system capacity before offering an increase in the number of employee parking permits sold in the coming years. Some of the key aspects of the analysis should cover the following:

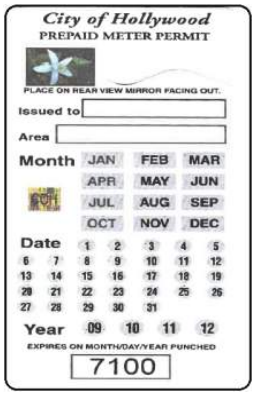
- Explore opportunities that might currently exist for establishing one or more remote parking sites for employee parking assuming an associated work shuttle is available.
- Evaluate the the optimal manner to price permits to manage demand and incentivize development and use of effective travel demand strategies, thereby, reducing reliance on the automobile during peak periods.
- Establish a method of accurately tracking the demand and use of public facilities for employee parking.

LAKES COMMUNITY RESIDENT PERMIT

This permit is exclusively available to residents in the 700 block of Tyler Street, and the 700 and 800 blocks of both Hollywood Boulevard and Harrison Street. The creation of the permit was supported by residents who objected to the litter and noise caused by beach-goers and beach-employees who park in the neighborhoods. According to the new regulations, neighborhood residents are entitled to one permit per vehicle ($25/year) for parking on a street between 8AM and 8PM. Any permit holder who parks on the program streets between 8AM and 8PM must comply with a newly posted two hour parking time limit. Additionally, each resident owner/occupant is entitled to four on-street guest-parking permits a year (good for 14 consecutive days).

PRE-PAID METER PARKING PERMITS

These hangtag permits allow the holder to park at any metered space within a specified area without charge. The permits are issued so that contractors, vendors and City staff involved in various projects on the beach can find parking without having to complete meter payment transactions. In FY 2014, 393 of these pre-paid meter-parking permits were sold at a weekly rate of $20.



DOWNTOWN GARAGE ACCESS PERMITS

This permit is simply a gate access card for entering and exiting the Van Buren or Radius Garages in the Downtown Area. City residents, Non-City residents, and Employer/Employees are entitled to purchase monthly gate access card to the downtown garages. The cards allow for either 24/7, or only 12 hour access and they can be purchased at an annual or monthly rate, Only City residents are entitled to purchase either a monthly or annual 24/7 gate access permit for $55 and $600 (i.e. equivalent to $60 per month) respectively. Non-city residents and employees can purchase monthly 27/7 permits for $80.00 and only employees can purchase a monthly 12-hour gate access permit for $25.00. In FY 2014, 1,037 downtown garage access cards were sold.

The current price of the access cards is reasonable given the existence of free parking on-street and the rate of $1.00 per hour with a maximum daily rate of $15.00. However, the hourly and monthly parking rates may need to be adjusted sometime after the installation of on-street paid parking in the Downtown Area core as parking behavior starts to change.

F. RECOMMENDATIONS AND COMMENTS ON ADMINISTRATION OF THE HOP

The City of Hollywood's Office of Parking (HOP) is comprised of five units, namely Administration, Parking Garage Operations, Meter Collections/Repairs, Customer Service and Enforcement. The HOP is organized with positions for 36 employees. An organizational chart showing the HOP staff positions and titles is presented in **Exhibit 8**. Currently, full- and part-time employees fill 34 of 36 positions since the Director and the Sustainability Coordinator positions are presently vacant. Full-time employees fill nineteen positions and 16 positions are filled by part-time employees.

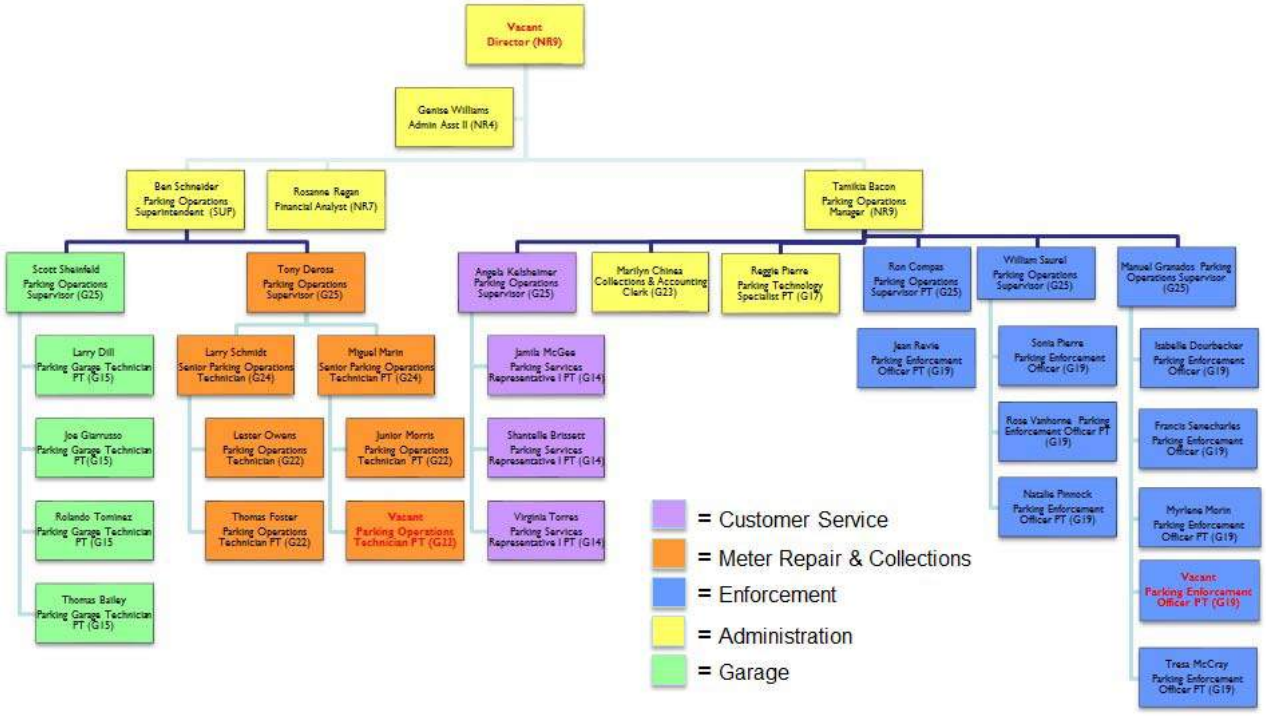
PARKING GARAGE OPERATIONS UNIT

One supervisor and several part-time garage maintenance personnel staff the Parking Garage Operations Unit. The maintenance staff is responsible for the routine housekeeping, maintenance and performing basis repairs at the Garfield, Van Buren and Radius Garages, and servicing the parking access and revenue control equipment at the Van Buren and Radius Garages. The unit superintendent and supervisors are

responsible for scheduling, deployment and daily work assignments for the maintenance staff, generating daily and monthly revenue and operating expense reports for the two downtown garages and they act as administrators of the HOP's contracts with the Standard Parking (SP+) Company and Bytewise Company.

The Standard Parking (SP+) Company provides parking attendant labor for the downtown garages and Bytewise Company provides preventative maintenance and warranty repairs for the Parking Access and Revenue Control System (PARCS) installed in the downtown garages.

Exhibit 8 – City of Hollywood Office of Parking (HOP) Organization Chart



Recommendations/Comments:

- *The facility maintenance unit seems to be appropriately staffed, properly trained, well-equipped and effectively deployed to keep the garages clean and well maintained.*
- *The current 24/7 cashier-staffed operations at the Van Buren and Radius Garage are unwarranted and costly given the current level of parking activity at both garages.*
- *Given the type and quantity of equipment in place at the downtown garages and the level of services required, the HOP's current expenditures for the Bytewise contract appear excessive.*

METER MAINTENANCE & COLLECTIONS OPERATIONS UNIT

The Meter Maintenance & Collections Operations Unit is staffed by one Supervisor, one full-time and one part-time Senior Parking Technicians and other four Technicians (one full-time and two part-time with one part-time position currently unfilled). This unit is responsible for the maintenance, servicing, repair, installation and collections of the City's inventory of single and multi-space meter equipment. The unit is located in the ground level office and warehouse space in the Garfield Garage. The unit Supervisor is responsible for scheduling, deployment and daily work assignments for the unit staff, maintaining the

warehouse of parts, spare meters and supplies, installing and/or replacing meter system signage and insuring that meter system revenue collections are routinely and securely conducted. The unit counts and readies the collected revenue, which is passed on to Brinks, the City's armored car service contractor, for deposit at local banks.

Recommendations/Comments:

- *The meter maintenance and collections unit seems to be well organized, efficiently managed, appropriately staffed and properly trained for the scope of the unit's responsibility.*
- *The unit has been challenged by the task of keeping the aged system of McKay multi-space meters (130 units on-street/lots/garage) and McKay single space electronic meter units (400 units on-street) operating as required. The meter system equipment, which is almost eight years old, is approaching technical and functional obsolescence and should be replaced.*
- *Cash is collected from the multi-space on-street meters but no effort is made to document the revenue collections by street, area or zone. The failure to do so, limits the City's ability to analyze revenue collection patterns and meter usage by facility and street location. It also invites the opportunity for undocumented cash losses.*
- *The recent acquisition and installation of IPS credit card enabled meter units to upgrade the single space McKay meters has been a significant improvement. Collection frequency is expected to decrease as customers are able to use credit cards at these single space meters.*

ENFORCEMENT OPERATIONS UNIT

The Enforcement Unit is staffed by three Supervisors (two full-time and one part-time), and nine Enforcement Officers (three full-time and six part-time positions). This unit is responsible for the enforcing the City's parking regulations, including both on- and off-street metered parking. The majority of the staff is focused in the Downtown Area core and the Beach Area, but the unit also responds to on-demand complaints and regulatory violations in the broader downtown area, neighborhoods, and recreational areas as needed.

Recommendations/Comments:

- *The enforcement unit was found to be appropriately staffed and deployed given the geographical area to be enforced, current deployment practice and time limited parking. Meters should be re-introduced in the area and the enforcement staff should be provided upgraded ticket citation issuance devices to improve efficiency.*
- *The current Pay-and Display meters should be replaced with Pay-by-Plate and LPR enforcement. These changes will dramatically improve and streamline the City's enforcement operations.*

CUSTOMER SERVICE OPERATIONS UNIT

One full-time Supervisor and three part-time Parking Services Representatives staff the Customer Service Unit. The unit also processes all permit sales, handling customers and public information requests and adjudicating parking citation appeals, as well as processing all vehicle tow releases.

Recommendation/Comments:

- *The unit has a significant workload keeping up with permit sales and recordkeeping which is primarily a manual processes. In 2014, the unit processed over 6,900 permit sale transactions. The adoption of electronic permit (E-Permit) issuance, with on-line renewals and the ability for electronic fund transfer (EFT) functionality would greatly simplify and streamline the operations of the unit.*
- *The unit's monthly volume of citation appeal requests has ranged from a low of 250 to a high 450 per month, which equates to between 3,000 and 5,000 appeal requests per year. This lower annual estimate of annual appeals is close to being equal to the amount of unpaid citations in 2014. This high volume of appeals is because the City automatically grants a waiver for anyone who appeals their first citation of the year. This practice should be reviewed and/or eliminated or replaced with a process that is more effective and efficient use of the City's labor resources.*

ADMINISTRATIVE UNIT

The Administrative Unit includes a Director, a Facility Operations Superintendent, an Enforcement Operations Manager, a Financial Analyst, an Accounting Clerk, a System Technology Specialist and a Clerical Assistant. Generally, the unit is collectively responsible for the managing the daily operations of the entire HOP. In addition to typical administrative responsibilities of the unit, the key areas of duties include budgeting and accounting, program enhancements, strategic planning, policy development and contract administration.

Recommendations/Comments:

- *The size of this unit and the job responsibilities seem to be appropriate given the overall scale and scale of the HOP. However, the unit could benefit greatly from enhancing its capacity to keep track of, monitor and analyze the daily, monthly and annual performance of the overall system. This could be accomplished through adoption of the data management system.*
- *Key personnel should receive additional peer industry training and perhaps parking operations certifications for either the International Parking Institute or the National Parking Association.*
- *The unit requires a comprehensive parking management program to effectively manage the parking system assets.*

PARKING GARAGE OPERATIONS

The Garfield Garage, located in the Beach Area, is strictly a transient parking garage and users are accommodated on a first come, first served basis. Users currently can remain parked in the Garfield Garage for up to 48 hours and are allowed to pay for whatever amount of parking they require. Customer parking transactions are processed at multi-space parking pay stations and the payment receipt from the meter must be displayed on the dashboard of their vehicle.

The Van Buren and the Radius Garages are located in the Downtown Area to serve both transient parkers and monthly contract parkers. The transient parkers access each garage by obtaining a time encoded ticket at the entrance and pay an hourly-based charge to a cashier upon exit and monthly customers access the garage with key cards.

The monthly contract parkers are divided into categories, those who receive monthly parking privileges as residents of one of the condominiums (Regent Park at the Van Buren Garage and the Radius Condos at the Radius Garage) and those who are either individuals or members of a business group account and have no

condominium affiliation. The former group enjoys 24/7 access and are provided an exclusive nested and access control area on the uppermost levels of each garage, while the latter group is allowed either 24/7 or 12 hour access to the non-nested lower levels areas of the garages. All the monthly parkers are issued proximity access cards to get in and out of the garages.

As earlier stated, the Garfield Garage is heavily used, while daily occupancy of the two downtown garages is rather low. The Radius Garage and Van Buren Garage typically do not capture more than 25 to 30 transient (non-monthly) vehicles during regular business hours between 8AM to 5PM. However, during the evening hours (after 5PM), particularly on Fridays and Saturdays, the Radius Garage and Van Buren Garage typically captured approximately 75 and 200 transient parkers, respectively.

Recommendations/Comments:

- *The absence of paid on-street parking in the core Downtown Area undermines the HOP's ability to capture greater numbers of transient parkers in both the Van Buren and Radius Garages.*

Multi-space Parking Meters

The City first acquired multi-space parking meters in 2008. The system of multi-space meters manufactured by Mackay, are programmed to support a pay-and display mode of operations. The meter units or kiosks are installed inside the Garfield Garage (2 on each level), at several off-street parking lots on Beach and on the majority of the streets leading to the beach. The machines accept credit cards, bills and coins and dispense change and receipts. Users must display receipt on their vehicle dashboard as proof of payment.

Recommendations/Comments:

- *The pay-and-display mode of operations for metered parking spaces is is an inconvenience for customers and a burden for enforce staff to inspect and monitor.*
- *Mackay meter system software does not provide a sufficient level of data and analytics to effectively assess and analyze the daily and real time usage of meter parking.*
- *The inventory of MacKay meters are old and becoming more difficult to maintain.*
- *The Mackay meters need to be replaced as the usable life and technological reliability of the equipment usually about 7 to 10 years.*
- *Multi-space meters are needed in the Downtown Area to affect parking behaviors and to spur higher space turnover.*
- *The absence of on-street paid parking in the core Downtown Area undermines the HOP's ability to capture greater numbers of transient parkers in both the Van Buren and Radius Garages.*
- *The software used to monitor the collections and operational status of the multi-space meter units is not interfaced with the software that the City enforcement staff uses.*

Single-space Parking Meters

The City has recently replaced all of the remaining single-space coin-operated electronic meters scattered throughout the beach with new credit card and coin enabled IPS meter units. While cost and benefits of the conversion to credit card enabled single space meters are being analyzed, the equipment investment will undoubtedly benefit customers, drive higher earnings and offer system analytics that have not been available in the past.

Recommendations/Comments:

- *Though single-space credit card enabled meter systems offer a number of positive benefits, system service and communications costs and fees for credit card transactions can be quite costly. The City should carefully monitor the cost and explore contract terms that will most minimizes such expenses.*
- *While the deployment of some single-space meters of this type is unavoidable, in the future the HOP should strive to utilized multi-space meters as a means of curbing service and communication expenses.*

PARKING GARAGE ACCESS AND REVENUE CONTROL (PARCS)

The Van Buren and Radius Garages in downtown are equipped with DataPark proximity card readers, access gates, ticket dispensers and fee collections terminals. The equipment is programmed for processing the collection of revenue from transient parkers as they exit the facilities. The presence of a cashier is required to process transient parking transactions.

- The revenue and transaction monitoring and reporting software of the DataPark PARCS equipment is not providing a sufficient level of data to effectively analyze daily and real time usage of the downtown garage.
- The current revenue control equipment in both downtown garages, which is dated and nearing technological obsolescence, should be upgraded.
- The introduction of new self-cashiering equipment in the downtown garages should be adopted as a more cost effective means of collecting revenue.
- The use of CCTV cameras and a VoIP communication system should be introduced to enable remote facility monitoring and on demand customer service responses during overnight and off-peak parking activity periods.

The City has contracted with the Standard Parking Company (i.e. SP+) to provide the cashiers in the Van Buren and Radius Garages 24 hours a day 7 days per week. The agreement is a labor contract, as SP+ is not responsible for counting, depositing or reporting on revenue collection. The contract stipulates the payment of a specific hourly wage rate to be paid to the cashiers and their supervisors, and a not-to-exceed number of annual work hours for each position that translates into an annual compensation that equals to annual expenditure of approximately $260,000 for the two downtown garages. HOP parking operation staff provides the SP+ cashiers with daily cashier drawers, and routinely counts, deposits and reports on daily transient revenue collections. The current contract is set to expire on October 31, 2015.

While current array of PARCS equipment installed at both downtown garage necessitates the presence of a cashier to process payments by transient parkers, the introduction of automated pay-in-lane (PIL) and pay-on-foot (POF) equipment would eliminate the need for cashiers. This PIL and POF equipment is favored over the use of credit-enable multi-space meter because the equipment will allow for real-time monitoring of the facilities and special pricing flexibility.

In order to address the importance of customer assistance, the HOP should consider hiring and deploying part-time parking ambassadors to be deployed in the downtown garages during peak demands. While on duty the parking ambassadors would circulate throughout each facility providing customer assistance and general downtown visitor to facility users, perform basic housekeeping task and make sure the PIL and POF equipment is operating correctly. During off-peak and overnight hours

a third shift maintenance unit worker could remotely monitor both garages and respond as needed to customer calls through the use of CCTV cameras and VoIP communication connectivity with a workstation and/or via a smartphone.

The introduction of automated self-cashiering at both of the downtown garages will eliminate the need to staff both facilities with attendant cashiers and yield a significant reduction in operating expenditures.

PARCS Recommendation

The Van Buren and Radius garages are recommended to be converted to automated cashiered facilities. This change, which will only impact daily transient parkers, will involve the purchase of new Parking Access and Revenue Control (PARC) equipment to facilitate revenue collection without staffing the attendant booths on a 24/7 basis. The equipment installation plan consists of installing Ticket Dispensers (TD) at each entry lane, credit card only Pay-in-Lane (PNL) exit verifiers in each exit lane and credit card and cash enabled Pay-on Foot (POF) pay stations at each elevator lobby area on the ground floor in both garages. Additionally, both garages should be equipped with closed circuit television (CCTV) monitoring systems and a remote Voice-Over-Internet Protocol (VoIP) intercom system. The video equipment is required to be installed to monitor the lane equipment and the POF Pay Stations near the elevator lobbies. The same system could also be expanded to monitor the stairwells and the inside of the elevator cabs at each garage. The VoIP intercom equipment is required to be integrated into the design and operations of the entry and exit lane access equipment and pay stations, including monthly access card readers, TDs, EVs, so there is some efficiency gained. One HOP employee should be able to remotely monitor all activity and systems at both garages on a real-time basis. From this single post, an HOP employee can respond to customer assistance calls, monitor the status and service needs of the PARCS equipment, open and close access gates, and, if and when necessary, dispatch enforcement, maintenance or City Police. Through this technology enhancement the HOP will be able to terminate its existing contract with SP+. As an alternative, it is recommended that only maintenance personnel and a roving “parking ambassador” be stationed in the Van Buren Garage during peak parking activity periods to assist customers with the automated aspects of the operations until users become familiar with the new operations.

Automated Parking Garage Operations

Transient parkers entering the garages push a button on the entry lane ticket dispenser to obtain a time-encoded ticket. Once the ticket is issued, the barrier gates raise and entry into the garage is allowed. The ticket dispenser should be equipped with a push-to-call VoIP intercom in case there are customer problems or questions. If a customer uses the intercom, a HOP employee in the COC at the Radius Garage will answer the call. The intercom system should also have call rollover capability to forward an unanswered call to the main intercom and/or HOP employee smartphone. The HOP employee will also be able to remotely open and close the gates and monitor the garage use through a smartphone.

Signage throughout both garages should instruct the parker to take the parking ticket with them and pay for parking at the POF station before returning to their vehicle. Once customers have paid for parking, they return to their vehicle and drive to the garage exit gate. The customer then inserts the paid parking ticket into the EV and, if valid, the exit gate opens, allowing the customer to exit the facility. If the customer forgets to pay for their parking at the POF station, there should be an option to pay for parking in at least one of the exit lanes via credit card. This type of system can also be programmed to accept discounted or validated parking passes.

Monthly parkers will continue to access the garage using access cards. However, if there are limitations on use of the monthly permit, such as time of day or weekday use only, the access control equipment can

be programmed to deny access or charge the customer for additional parking based on use. For example, under the proposed program, monthly permit holders who purchase a 12-hour Monday through Friday permit could be required to pay for (or be billed) for parking in a garage before or after the permit use timeframe (7AM to 7PM on weekdays), as encoded on the access card. Whenever such a violation occurs, either the PARC system could be programmed to require the customer to pay the hourly rate for the overtime parking, to automatically bill their monthly account for the overtime parking or a penalty charge, or the system could alert the customer of the overtime violation and send them an audio, text, or email warning.

In FY 2014 the City paid SP+ approximately $262,789 to provide parking garage attendant cashiers on a 24/7 basis at both the Radius and Van Buren Garages. The proposed automation of the downtown parking garages is estimated to cost approximately $584,464 (see **Table 15**). As a result, the ability to terminate the SP+ contract will allow the City to recover the cost of the new automation equipment in approximately 26 months. Beyond the 26 month payback period, the net savings, or revenue, directly benefits the bottom line of the HOP.

Technology Enhancement Budget

Both the Van Buren and the Radius Garages have three separate access lanes – one entry lane and two exit lanes. It is recommended that the center lane at both garages be converted to a reversible lane. This can be implemented by adding another ticket dispenser, barrier gate and another access card reader to the center lane. This option will allow for additional traffic flow capacity in either the inbound or outbound direction depending on demand and/or time of day. Based on capacity and need, one of the two inbound lanes in the morning could be dedicated to access card holders, while the other lanes could be dedicated to transient customer entries and exits. The process can be reversed in the afternoon when employees depart the facility.

The following table provides a preliminary budget for the acquisition and installation of the recommended PARC equipment for both garages.

G. Impacts and Consequences of Privatization

Privatization is essentially a public-private partnership, which involves the long-term lease of a city's parking assets to a private operator in exchange for periodic payments, or an upfront lump sum. The private operator receives the revenue generated by the parking system over the course of the lease and is responsible for the management, capital repairs, and maintenance of the parking system. Public-private partnerships are not a new concept in the United States; cities have outsourced the operation and management of toll roads, wastewater management, urban development, utilities, financial management, and the operation of schools. However, the United States has lagged Europe, Australia, and Canada in privatizing parking assets. This is not because of a lack of private investors — large financial investment firms have both available capital and interest in parking investments, viewing them as a safe spot in an otherwise risky market. The question for a city, then, is whether privatizing its parking systems is an effective solution to help raise capital and improve its financial situation.

Making the Decision

In a public-private partnership, a city still has some rights in the management of the parking system. To set the parameters and guidelines of the deal, a concession agreement is designed with input from both the seller (the city) and potential buyers (investment firms or a parking operator). The concession agreement is formulated to determine points including who will collect enforcement revenue, what happens if meters are removed, and how new meters are installed. Many issues need to be considered, and the city should

have a plan that promotes development while allowing for checks and balances. Some cities seek a parking consultant to assess future issues that need to be addressed in the concession agreement.

Table 15 - Preliminary PARCS Equipment Budget for Downtown Area Garages

# of Units	VAN BUREN GARAGE	Estimated Unit Price	Entry Lane 1	Entry Lane 2	Exit Lane 3 *(Reversible)*	Exit Lane 4	Elevator Lobby	Garage Office	Line Item Cost
3	Reuse Existing Barrier Gates with Vehicle Detector	$0	●	●		●			$0
1	New Barrier Gates with Vehicle Detector	$4,000			●				$4,000
3	Reuse Existing Access Card Readers	$0	●	●		●			$0
1	New Access Card Reader	$1,500			●				$1,500
2	Ticket Dispensers with Push to Talk Intercom	$15,000	●	●					$30,000
2	Pay-in-Lane Exit Verifer with Intercom (Credit Card Only)	$54,000			●	●			$108,000
1	Pay-on-Foot Stations with Intercom (Credit Card/Bills/Coins)	$60,000					●		$60,000
1	Pay-on-Foot Stations with Intercom (Credit Card Only)	$20,000					●		$20,000
3	Exterior Variable Message Entry/Exit Lane Signs	$900	●	●		●			$2,700
5	CCTV Cameras	$2,500	●	●	●	●	●		$12,500
# of Units	**RADIUS GARAGE**	**Estimated Unit Price**	**Entry Lane 1**	**Entry Lane 2**	**Exit Lane 3 *(Reversible)***	**Exit Lane 4**	**Elevator Lobby**	**Garage Office**	**Line Item Cost**
3	Reuse Existing Barrier Gates with Vehicle Detector	$0	●	●		●			$0
1	New Barrier Gates with Vehicle Detector	$4,000			●				$4,000
3	Reuse Existing Access Card Readers	$0	●	●		●			$0
1	New Access Card Reader	$1,500			●				$1,500
2	Ticket Dispensers with Push to Talk Intercom	$15,000	●	●					$30,000
2	Pay-in-Lane Exit Verifer with Intercom (Credit Card Only)	$20,000			●	●			$40,000
1	Pay-on-Foot Stations with Intercom (Credit Card/Bills/Coins)	$60,000					●		$60,000
1	Pay-on-Foot Stations with Intercom (Credit Card Only)	$20,000					●		$20,000
3	Exterior Variable Message Entry/Exit Lane Signs	$900	●	●		●			$2,700
5	CCTV Cameras	$2,500	●	●	●	●	●		$12,500
	RADIUS GARAGE Central Operations Center								
1	Base Card Access Software Parkage	$5,280						●	$5,280
1	Base Revenue Management Software Parkage	$9,600						●	$9,600
1	Credit Card Processing Software	$6,000						●	$6,000
1	Base Accounts Receivable Software Parkage	$7,800						●	$7,800
4	I/O Board for every 2 lanes	$3,500						●	$14,000
1	Base Counting & Monitoring Software Package	$4,680						●	$4,680
1	CCTV System Monitor	$2,500						●	$2,500
2	Computer with Monitor	$800						●	$1,600
1	Computer Printer	$1,000						●	$1,000
1	Intercom System Terminal	$2,000						●	$2,000
	ACQUISITION SUBTOTAL								**$463,860**
	Freight and Taxes @ 8%								$37,109
	Electrical Work @ 8%								$37,109
	Installation @ 10%								$46,386
	Construction (To be Determined)								TBD
	ESTIMATED PARCS SYSTEM GRAND TOTAL								**$584,464**

Other than assessing issues that might arise regarding the management of the system, the city should also understand the potential value of the asset before placing it on the auction block. The organization needs to perform the proper due diligence by assessing the system's revenue potential, future capital expenses, and necessary technology upgrades. This helps avoid selling the asset below its market value and short-changing residents — a government needs to understand the full revenue potential of the parking system to insure that it is sold for a fair amount of money. The assessment should consider the following major

factors: rate increases, future demand, capital expenses, new revenue collection equipment cost, and elasticity of demand.

THE DOWNSIDE

Even after the value of the parking system has been estimated, a number of pros and cons need to be considered. Cities need to carefully weigh the disadvantages, as well as the advantages. Potential disadvantages of privatizing a city's parking system include losing the existing parking management labor force, upsetting residents and parkers due to increased parking rates, and losing control of the parking system.

- Staff: A private-sector operator might require that its staff operate the system. In that case, the city could require in the concession agreement that all current employees maintain their positions. This stipulation can reduce the overall value of the system, however, since city employees might have more pay and benefits that are more generous than those offered by the private vendor.
- Citizens' Concerns: A market analysis of the parking system might reveal a potential to substantially increase the parking rates, in which case the government could experience a backlash from residents. If the parking system being considered for privatization has a monopoly on the market, the city needs to set a rate increase schedule to prevent the private operator from exploiting parkers.
- Control: The city needs to feel comfortable with the experience and qualifications of the parking operator. The concession agreement should include language that addresses the city's role in overseeing management of the sys-tem and gives the city the power to intervene when necessary.
- Collective Bargaining Agreements (CBA): The City has a CBA which will likely impact privatization.

THE UPSIDE

There can also be a number of advantages to parking privatization. These include immediate revenue, the ability to free up capital, and the opportunity to get out of the parking business, which can allow a government to focus on issues that are more important.

- Revenue: The city receives an upfront, lump sum payment that can be used for government projects and programs. This payment can also be used to address the city's current debt, although governments will want to be careful about using this money for a one-time budget fix. In addition, the buyer's bid will be based on an aggressive rate schedule; this proposed rate schedule may be unrealized revenue for the city, as it is can be difficult for a government to pass parking rate increases.
- Freeing up Capital: The city can use a parking privatization agreement to free up capital and make the private operator responsible for capital repairs to the aging infrastructure (off-street facilities), and for installing a newer revenue collection technology (on-street and off-street parking). Updating the on-street revenue collection equipment to support multiple payment options is necessary once parking rates are increased to more than a dollar an hour, as single space meters become obsolete and inefficient. Once the lease has expired, the city then receives a parking system that has upgraded revenue collection technology and parking rates that are aggressively aligned with the market. The city has also hedged the risk involved with operating a revenue system that could potentially become obsolete or less used due to increased public transportation ridership, high gas prices, or even the trend toward more free parking facilities.

- Business Focus: Privatizing a city's parking system allows the government to get out of the parking business and instead allow a specialized private operator to handle the system. A private operator does not manage other public assets; it is specifically concerned with managing the parking system effectively and providing upgraded amenities and customer service. Freeing the city from managing the entire parking system will also allow it to concentrate on other programs and assets that might be of more strategic importance. In addition, the monies they receive from privatization could be utilized in financing programs that are more vital.

The City of Chicago was the first municipality to privatize its parking assets in 2007. This first deal involved several large underground parking garages on the lakefront and several years later the City privatized its enter parking meter system. The city received $563 million for a 99-year lease of the garages and $1.15 billion dollars for the 75-year lease of the meter system. The money received from these deals has been used to pay off associated parking system debt, improving the infrastructure of neighborhood parks, establish funding programs for low-income residents, eliminate budget deficits, and establish a long-term reserve fund.

Since Chicago has privatized its parking system, a number of other cities — including Los Angeles, CA; Harrisburg, PA; Pittsburgh, PA; San Francisco, CA; and Indianapolis, IN have explored privatizing some or all of their on-street and off-street parking systems. Indianapolis entered into a public –private partnership for the takeover of its parking meter system. After receiving a substantial private sector financial offer, the City of Pittsburgh decided to use the knowledge gained through the partnership study process as an action plan for re-vamping and enhancing its entire parking system. While privatization can be a viable option to generate immediate capital, cities need to carefully weigh the pros and cons before making a decision.

H. Out-Sourcing Parking Operations

Out-sourcing is a less imposing alter for a municipality to secure private sector professional management of is parking system. Under this approach, a municipality solicits and contract with a professional parking management to run its parking system. The private entity is typically retained for a 5-year period with one or more one-year optional renewal period. The scope of the management responsibilities can be quite broad or restricted limited – the City current contract with SP+ to provide 24/7 cashier attendant staff at both the downtown is an example of a limited out-sourced engagement.

There are many private parking management companies that can assume responsibility for almost every aspect of the City of Hollywood's parking system operations, including enforcement, meter collections, facility and equipment maintenance, and permit program management. However, it is important to recognize that pursuing at private entity to perform municipal services can sometimes lead to a loss in employees as a result that is usually opposed by public sector labor unions. City of Hollywood would first need to review and assess the ramifications of such an initiative the on its existing collective bargaining agreement with the impacted union employees.

The following briefing describes how out-sourcing the operations of a municipal parking system can affect the key element of the parking program:

Labor: A private parking operator often has an easier time hiring and firing personnel than a municipality, due to the restrictive nature of municipal human resources policies; this is typically true whether a municipality has a unionized or non-unionized labor force. Employee work schedules are more easily adapted to the actual and often changing operating demands of a parking facility or system, whereas the schedules of front-line municipal employees are often governed by strict work rules while large private parking operators can draw from a pool of experienced individuals within

their company to fill various roles when unanticipated or emergency circumstances arise. The salaries and benefits paid to employees of private parking operators typically conform to market rates for similar work, where municipal salaries and benefits are typically based on length of service and other factors, which often makes labor provided by the average municipal employee more expensive than the average employee of a private operator

Operating Costs: The municipality typically reimburses costs incurred by a private operator in the performance of its duties, however their expenses are often limited to an agreed-upon budget, any actions, which may cause a budget overage typically, require pre-approval by the municipality. The time and effort it takes a private operator to acquire goods and services can often create a cost savings over a municipal operation. It is also fairly common for suppliers to add an additional premium to goods and services provided to municipalities to account for the added administrative requirements and time and payment delays that are common aspects of the municipal contracting process. Private parking operators are experts in the operation of on- and off-street parking assets, driving them to perfect the systems they manage in order to reduce costs and maximize their profits; by contrast, municipalities often adapt their policies and procedures to the desires of their various constituents, sometimes to the detriment of the parking operation and its financial performance. Private parking operators are usually contractually obligated and accustomed to regularly performing a prescribed set of maintenance duties, whereas municipal parking operations tend to forgo or neglect routine maintenance responsibilities because of staffing shortages or because such maintenance functions are often provided by another municipal agency or department that tends to treat parking maintenance responsibilities as a low priority.

Private parking operators usually have accounting, budgeting and supervisory support from their larger umbrella corporation and the large corporate entity often enjoys economies of scale pricing advantages from third party service providers (i.e. insurance, security, supplies, etc.) that are normally not available to municipal parking operations

Rate Setting: It is typical for a municipality to maintain their rate setting power even if the operation of a parking facility or system is outsourced to a private operator. This is rarely a power that is ceded to a private entity without final decision-making being left to the municipality. Given the experience that many private parking operators have throughout the country and in other settings besides municipal settings (i.e. hospitals, airports, hotels, valet, etc.), this means that the operators can often develop creative pricing schemes aimed at increasing revenues without creating a negative public perception. Private parking operators understand the importance of setting rates at off-street facilities in order to compliment the rates charged at on-street meters; municipalities often times do not fully understand the relationship between these two different sets of parking assets

Enforcement: Allowing the enforcement of parking regulations by a private parking operator can often lead to negative public relations; the efficiency of private parking enforcement officers versus their municipal counterparts can give the impression that private enforcement is overly punitive. Enforcement by private parking operators is typically more diligent and consistent and less susceptible to showing favoritism toward, or overlooking violations by, familiar local parties than public enforcement personnel who sometimes have allegiances or quid pro quo associations with such parties. There are often legal impediments to assigning the enforcement of parking regulations to a private company. Despite the benefits of a municipality retaining the enforcement function in-house, enforcement by a private parking operator can often result in a cost savings and increased revenues, if the municipality is willing to deal with the aforementioned PR issues.

Use of Technology: Private parking operators are typically on the forefront when it comes to new technology, which has the ability to reduce their operating expenses and improve the efficiency and reliability of their operations. Due to a lack of political will, a lack of funds, a lack of thorough knowledge of new technology, or a combination of several of these factors, municipalities are often unable to remain on the forefront when it comes to new parking technologies. Private parking operators who specialize in parking and deal regularly with the latest in parking technology usually provide superior technology training to their personnel and do a better job of demanding that their personnel adhere to consistent and correct procedural use of such technologies. Whereas personnel within municipal parking operations may not be provided with formal or on-going training on all the capabilities and functionality of technologies and, therefore, the performance and efficiency of municipal operations can suffer.

Capital Projects**:** Long-term capital needs, specifically related to the physical condition of off-street facilities and the replacement of on-street parking equipment, are often neglected or deferred for unacceptably long periods by municipalities; this can happen because of budget shortfalls or the diversion of parking-generated funds to support other municipal functions and programs. In either case, the neglect of capital improvement needs by municipal parking operations is a common occurrence and is representative of a general lack of understanding of what it takes to keep facilities and systems operating optimally over the long-term. Private parking operators can and should be tasked with building these long-term capital needs into their budgets, in order to ensure that facilities and equipment are properly maintained. The process of procuring goods and services associated with capital projects can often be more efficient from a time and cost perspective when conducted by a private parking operator, as opposed to a municipality.

3. Recommended Parking Management Plan

1. Comprehensive Parking System Management Software

The HOP lacks an effective and comprehensive management software program that will allow staff the ability to receive, retrieve, analyze, consolidate and present the full array real-time and historical data operating metrics of the parking department. Lacking such a software program, the administrative unit of the HOP has struggled to stay abreast of, and fully comprehend, the daily, month-to-month and annual performance of the operations as a whole. Standard data records and financial information has to be manually organized and updated in fact sheet and report formats instead of being retrievable and prepared in order to assemble and present essential information. Updating such records is tedious and labor intensive and the ability to quickly query the database and programs for special analytical requests is very limited.

This system shortcoming affects all aspects of the parking operation including enforcement, adjudication, permit sales, revenue collections, and revenue and expense reporting. More importantly, the lack of an effective operating and management information framework makes it difficult for the parking system administrator to assess how the operation is performing and gauge how new program and policy changes might impact the status quo.

The City of Hollywood has procured T2 Systems, Inc. software and service support to address some of these challenges. However, there are some aspects of the T2 Flex™ Citation & Permit Management System and its past capability to achieve the desired level of integration with other important elements of the HOP operations. T2 Systems has been expanding and improving upon the capabilities of its T2 Flex™ and it currently has five modules including parking enforcement and citation collections, permits, access control, revenue control and event parking. T2 Systems now includes Digital Payment Technologies (i.e. a multi-space pay station manufacturer) and has established strategic partnerships with many third party parking equipment, service providers and payment processing companies including, but not limited to, Cale, Parkeon, Casio Business Solutions, Magnetic Autocontrol and Genetec, Tannery Creek Systems, Parkmobile and Pay-by-Phone.

The continued and expanded use of such a system management software and services is recommended to further enhance the HOP's ability to understand, anticipate, forecast and effectively react to market trends, budgetary mandates, funding constraints, inventory changes, and policy and program changes based on reliable up-to-date city-wide system information.

2. License Plate Recognition (LPR) Enforcement Technology

License plate information has always been the basis for creating a parking citation record; however, the process for issuing a parking ticket citation has historically been a manual handwritten task using pre-printed paper ticket stock. More recently parking ticket issuance has become a data entry task using portable handheld computers and digital ticket printers. The newest and increasingly more popular method for issuing parking citations is with License Plate Recognition (LPR) technology. With this type of technology, license plates can be quickly scan with great accuracy using camera equipped handheld

devices or vehicles with specially mounted cameras that automatically read license plates as the vehicle travels around at approximately 15 mph.

In each case, the license plate record is then compared to real-time license plate-based record of paid, and still valid, parking transactions by location to determine if a vehicle is parked in violation. The system is particularly effective in detecting overtime parking and minimizing parkers who move their vehicle from space to space to avoid the three-hour time limit (shuffling). With this type of system, it would no longer be necessary for the enforcement officer to electronically chalk tires, and the ticket issuance process is over three times faster, particularly when tire chalking has been norm like in the City of Hollywood.

When a parking enforcement officer scans a license plate, the record is automatically checked against various hotlists, like an Amber Alerts or a list of stolen vehicles. As an example, if the vehicle is identified as stolen, the vehicle's location would be immediately dispatched to the police with no additional action required by the parking enforcement officer.

The implementation of vehicle-equipped LPR cameras is recommended for the City of Hollywood. At 15 mph, a LPR system has the theoretical ability to read up to 1,800 license plates an hour. However, actual read rates per hour will be less than the reported read rate and will vary depending upon the route traveled, the number of stop signs and traffic lights, the time of day and pedestrian/vehicle traffic volumes, weather conditions, road conditions, etc.

The speed of this process would allow the City to reduce its current complement of enforcement officers by enabling fewer officers to enforce more spaces over an extended timeframe.

The cost of equipping one vehicle with the mobile system (hardware and software) is in the range of $40,000 to $65,000, exclusive of the enforcement vehicle. The return on investment with this type is usually very rapid because the efficiency and effectiveness of the system. Preferred vendors include Genetec (AutoVu) and Tannery Creek Systems (autoChalk).

3. Plan And Budget For The Replacement Of Existing Multi-Space Meter Units

The City of Hollywood's existing inventory of multi-space meters was acquired in 2008. Typically, it is advisable to replace such equipment after 7 to 10 years of service. Equipment upgrades are necessary to stay current with industry-wide advancements in software, changing operating protocols and even new regulatory compliance mandates. One of the most significant such mandates related to PCI (Payment Card Industry) payment processing standards which are driving important and necessary changes to both the hardware and software of such equipment in order for owners to avoid exposure to significant liability risks. The new units to be installed on-street should be configured for pay-by-plate operations. The manufacturer's software should allow for data and communications interface with one or more pay-by-phone service providers and with the previously referenced comprehensive parking system management software program recommended for the HOP.

4. Reintroduce On-Street Meter Parking In The Downtown Area

DESMAN recommends that the City re-introduce paid parking on-street in the downtown area. Multi-space parking pay stations should be installed on Hollywood Boulevard, Tyler Street and Harrison Street, as well as in the off-street lots referred to as "pods" located around Young Circle. The City should also evaluate the potential for installation throughout the entirety Downtown Area. Properly priced on-street meter parking in these areas of downtown will induce space turnover and cause daily long–term

parkers to park in one of the downtown parking garages more often. Additionally, these new metered areas will be expected to generate a substantial amount of new revenue for the system.

It estimated that approximately 26 multi-space meters would be required for processing payments for hourly parking at the 404 existing parking located in the Young Circle Pods and along Tyler Street, Harrison Street and Hollywood Boulevard between 21st Avenue and 17th Avenue in the downtown area. Based on an estimated cost of approximately $10,000 per unit (purchase and installation), the total project could be completed for under $280,000. Based on similar installations across the country as well as the new rate structure, it is anticipated that this cost would be recovered within the first year or two of operations.

All new on-street multi-space meters should be compatible with a pay-by-license format.

5. IMPLEMENT NEW ENFORCEMENT AND PARKING RATE ZONES

The supply, availability and use of parking in the Downtown Area are significantly different from that in the Beach Area. The distinct differences between these two parking areas of the City clearly support the need for the establishment of separate strategies for managing and pricing public parking in each area. To that end, it is recommended that the HOP maintain a separate set of historical records for each area so that the parking patterns, revenue generation, expenditures, and enforcement activities can be reviewed and analyzed to respond to conditions as demands change over time. Three subareas are recommended for the Beach Area Zone while the Boat Ramp Facilities Zone, located on the Intracoastal Waterway (ICW), is recommended as a separate zone and three subareas are recommended for the Downtown Area Zone. The zones are defined as follows:

(A) Beach Area Parking Zone

The creation of a **Beach Area Parking Zone** is recommended that includes all on-street parking and City off-street facilities located between the Atlantic Ocean and the ICW comprised of three parking subareas that reflect the differences in land use density and parking dynamics along the City's coastline:

- The designation of **Beach Area North Subarea (BN 1)** is recommended for all City on-street and off-street facilities between Sheridan Street and the north City limits;
- The designation of **Beach Area Commercial Core Subarea (BC 2)** is recommended for all City on-street and off-street facilities between Sheridan and Harrison Streets; and
- The designation of **Beach Area South Subarea (BS 3)** is recommended for all City on-street and off-street facilities between Harrison Street and the south City limits.

Please see **Exhibits 9, 10** and **11**.

Exhibit 9 – Beach Area North Subarea (BN 1)

Exhibit 10 – Beach Area Commercial Core Subarea (BC 2) & Boat Ramp Facilities Zone (BRF)

Exhibit 11 – Beach Area South Subarea (BS 3)

(B) Boat Ramp Facilities Zone

- The designation of **Boat Ramp Facilities Zone (BRF)** is recommended for the Holland Park Lot and the Yacht Basin Lot (**Exhibit 10**).

(C) Downtown Area Parking Zone

The creation of a **Downtown Area Parking Zone** is recommended to include all on-street parking and City off-street facilities located in the core downtown area, generally bounded by Polk Street to the north, Van Buren Street to the south, 21st Avenue to the west, and 17th Avenue to the east, as well as the on- and off-street parking located immediately west of the core downtown area. Subareas DC 1 and DC 2 are recommended to reflect land use intensity and block-by-block variances in parking demand in the downtown core area, while the DC 3 subarea is the designation for the balance of the downtown neighborhood outside the core area:

- The designation of **Downtown Area Core 1 (DC 1)** subarea is recommended for all City on-street and off-street parking facilities within the area generally bounded by Tyler Street, Harrison Street, 21st Avenue, and Federal Highway. This subarea of the Downtown Area has the highest demand for parking;
- The designation of **Downtown Area Core 2 (DC 2)** subarea is recommended for all City on-street and off-street parking facilities located between Van Buren Street and Harrison Streets and between Tyler Street and Polk Street running east/west from 21st Avenue to 17th Avenue, including the area outside of Young Circle; and
- The designation of **Downtown Area Neighborhood 3 (DN 3)** subarea is recommended to include all on-street spaces and off-street city facilities beyond the west limits of the Downtown Area core (Subareas DC 1 and DC 2).

Please see **Exhibit 12**.

Exhibit 12 – Downtown Area Parking Subareas (DC 1, DC 2 and DN 3)

6. Downtown and Beach Area Parking Rate Recommendations

A fundamental and essential element of DESMAN's recommended parking rate changes will be the reintroduction of paid parking in the Downtown Area core as previously discussed. The pricing strategy aims to achieve the following objectives:

1. Drive more long-term parkers into the downtown garages,
2. Create higher turnover of the most convenient on-street parking spaces in the heart of downtown,
3. Introduce some aspects of demand pricing, and
4. More closely align the City parking rate in the Beach Area with those at private parking facilities

The new parking rates and relevant parking program changes are designed to optimize the use of the City of Hollywood parking assets and influence and cause positive shifts in the prevailing and growing demand for parking. A major byproduct of the proposed changes is that a significant amount of additional revenue will be generated by the proposed changes, which can be used to fund important operational enhancements and capital improvements including the termination of the CRA agreement to fund shortfalls in the Parking Enterprise. The funds can also be used to help to the HOP retire some of its debt obligations.

DOWNTOWN AREA PARKING RATE RECOMMENDATIONS

The entire pricing strategy for the Downtown Area is dependent upon a commitment to re-install pay parking meters in the area. The meter system and rates for the area is considered equally important as the changes proposed for the beach area. The projected revenue gains can help to fund the system startup as well as provide funding for needed upgrades (meter equipment, garage access and revenue control equipment, enforcement devices and back-office operating systems). Most importantly, the recommended changes will directly and positively influence the current parking dynamics in the area.

To modify behavior and incentivize long-term parkers to park in the City garages, the rate to park on-street must be higher than to park in either of the garages, consequently (also see **Tables 16** and **17**):

- No rate change is recommended for either of the **City garages**. The rates for both garages should be consistent because neither garage offers a significant benefit in terms of convenience or quality than the other;
- The on-street rates in the **DC 1** subarea are recommended at **$2.00 per hour**, seven days a week, 24 hours a day (24/7). The on-street rates in the **DC 2** subarea are recommended at **$1.50 per hour** (24/7). The highest price parking is located along the most desirable on-street curb spaces are on Hollywood Boulevard, Harrison Street, Tyler Street, as well as the Young Circle pods (where the majority of restaurants, entertainment establishment and commercial enterprises are located) in the Downtown;
- The rates for the City lots located in the **DC 1** and **DC 2** subareas should be consistent with the on-street rates at $2.00 and $1.50 per hour, respectively with the following exception for the Hollywood Boulevard Lot in **DC 1** and the **DC 2** subareas;
- The parking rate schedule for the Hollywood Boulevard Lot, located in the heart of **DC 1** subarea, should be $2.00 per hour with no limit. Permit parking should no longer be allowed in this lot;
- Between 8PM and 8AM, a flat rate of $4.00 is recommended for lots in **DC 2**; and
- Except for the RV Storage Lot and other designated areas, paid parking is not recommended for on-street or in City lots in the **DN 3** subarea outside of the Downtown Area core.

However, the **DN 3** subarea designation should be used to record, analyze and document parking activity levels and citations issuance in this area. Paid parking may be evaluated in **DC 3** for future implementation as shifting parking patterns emerge.

Table 16 – Downtown Area Existing and Recommended Off-Street Parking Rates

CITY FACILITIES	Spaces	EXISTING RESTRICTIONS					
		Hrly M-Su	Hrly M-Su	Year-Around Daily Schedule			
Downtown Lots	**156**	**8am-8pm**	**8pm-8am**	**Daily 8am-8pm**	**8pm - 8am**	**All Day Max**	**Monthly**
Hollywood Blvd Lot	26	3hr Limit	No Time Limit	Free	Free	Free	n/a
Polk/Tyler Lot	36	3hr Limit	No Time Limit	Free	Free	Free	n/a
Polk Lot #2	26	3hr Limit	No Time Limit	Free	Free	Free	n/a
Polk Lot #3	68	3hr Limit	No Time Limit	Free	Free	Free	n/a
RV Storage Lot	57	No Time Limit	No Time Limit	$600/$900/$1200 Annual *(Based on Space Size)*		n/a	n/a
Downtown Garages	**591**	**8am-8pm**	**8pm-8am**	**Daily 8am-8pm**	**8pm - 8am**	**All Day Max**	**Monthly**
Radius Garage	213	No Time Limit	No Time Limit	$1.00 each hour		$15.00	$26, $55, $80
Van Buren Garage	378	No Time Limit	No Time Limit	$1.00 each hour		$15.00	$26, $55, $80

CITY FACILITIES	Spaces	Subarea	PROPOSED RESTRICTIONS					
			Hrly M-Su	Hrly M-Su	Year-Around Daily Schedule		All Day Max	
Downtown Lots	**156**		**8am-8pm**	**8pm-8am**	**Daily 8am-8pm**	**8pm - 8am**	**8am-8pm**	**Monthly**
Hollywood Blvd Lot	26	DC 1	3hr Limit	No Time Limit	**$2.00 each hour**	No Time Limit	n/a	**No Permits**
Polk/Tyler Lot	36	DC 2	No Time Limit	No Time Limit	**$1.50 each hour**	**$4.00 flat**	**$8.00**	n/a
Polk Lot #2	26	DC 2	No Time Limit	No Time Limit	**$1.50 each hour**	**$4.00 flat**	**$8.00**	n/a
Polk Lot #3	68	DC 2	No Time Limit	No Time Limit	**$1.50 each hour**	**$4.00 flat**	**$8.00**	n/a
RV Storage Lot	57	DC 3	No Time Limit	No Time Limit	$600/$900/$1200 Annual Fee *(Based on Space Size)*		n/a	n/a
Downtown Garages	**591**		**8am-8pm**	**8pm-8am**	**Daily 8am-8pm**	**8pm - 8am**	**All Day Max**	**Monthly**
Radius Garage	213	DC 2	No Time Limit	No Time Limit	$1.00 each hour		$15.00	**See Permit**
Van Buren Garage	378	DC 2	No Time Limit	No Time Limit	$1.00 each hour		$15.00	**Rate Proposal**

Table 17 – Downtown Area Existing and Recommended On-Street Parking Rates

DOWNTOWN AREA	Existing Restrictions		Existing Rates			
	Hrly M-F	Hrly Sa-Su	Hrly M-Th		Hrly F-Su	
Existing Non-Metered On-Street Parking Areas	**All Year 8am-8pm**	**All Year 8pm-8am**	**All Year 8am-8pm**		**All Year 8pm-8am**	
Hollywood Blvd (21st Ave -Young Circle) Harrison Street (21st Ave -Young Circle) Tyler Street (21st Ave -Young Circle)	3hr Limit	No Time Limit	Free	Free	Free	Free
All Other Streets	No Limit/Permits	No Time Limit	Free	Free	Free	Free
Young Circle Pods	1hr Limit	No Time Limit	Free	Free	Free	Free
Young Circle Pods	3hr Limit	No Time Limit	Free	Free	Free	Free

DOWNTOWN AREA		Proposed Restrictions		Proposed Rates	
		Hrly M-F	Hrly Sa-Su	Hrly M-Th	Hrly F-Su
Proposed Metered On-Street Parking Areas	**Subarea**	**All Year 8am-8pm**	**All Year 8pm-8am**	**All Year 8am-8pm**	**All Year 8pm-8am**
Hollywood Blvd (21st Ave -Young Circle) Harrison Street (21st Ave -Young Circle) Tyler Street (21st Ave -Young Circle) 19th Avenue (Van Buren to Taylor) 20th Avenue (Van Buren to Taylor) 21st Avenue (Van Buren to Taylor)	DC 1	3hr Limit / **No Permits**	No Time Limit / **No Permits**	**$2.00 Per Hr.**	**$2.00 Per Hr.**
Young Circle Pods	DC 1	1hr/3hr Limits	No Time Limit / **No Permits**	**$2.00 Per Hr.**	**$2.00 Per Hr.**
Van Buren Street (21st Ave - 17th Ave) Polk Street (21st Ave - 17th Ave) 19th Avenue (Tyler to Polk) 19th Avenue (Harrison to Van Buren) 20th Avenue (Tyler to Polk) 20th Avenue (Harrison to Van Buren) 21th Avenue (Tyler to Polk) 21th Avenue (Harrison to Van Buren) 17th Avenue (Van Buren to Polk) Tyler Street (Young Circle-17th Ave) Harrison Street (Young Circle-17th Ave)	DC 2	3hr Limit / **No Permits**	No Time Limit / **No Permits**	**$1.50 Per Hr.**	**$1.50 Per Hr.**

The following additional recommendations regarding paid on-street metering are provided:

21st Avenue south to Pembroke Road - DESMAN did not review the parking activity in this area because it was outside of the contracted Scope of Services. Regardless, if the current occupancy is not 60 percent or more during peak periods, installation of parking meters is not recommended.

21st Avenue north to Fillmore Street - DESMAN did survey the on-street use along 21st Avenue from Van Buren to Fillmore Streets and found that the spaces between Tyler and Fillmore Streets was mostly vacant during weekday business hours and therefore, are not recommended to be metered. However, the spaces along 21st Avenue between between Tyler and Van Buren are included in the meter recommendations.

Hollywood Boulevard west from Dixie Highway to 28th Avenue - DESMAN was not tasked with reviewing the parking activity in this area (DN 3) because it was outside of the contracted Scope of Services. However, it is recommended to postpone the installation of meters in Zone DN 3 until the impact and consequences of reintroducing meters in Zones DC 1 and DC 2 have been evaluated. As a rule, meter installation in Zone DN 3 should be limited to existing on-street parking where the prevailing weekday occupancy levels reach or exceed 60 percent.

BEACH AREA PARKING RATE RECOMMENDATIONS

The rate change recommendations for the Beach Area should be implemented as soon and possible given all the new developments and property investments underway in the commercial core area between Sheridan Street and Harrison Street (BC 2). Although the existing network of multi-space meter pay stations throughout the Beach Area needs to be upgraded, the equipment can easily be reprogrammed with the new rates.

As shown in **Tables 18** and **19**, the recommended on- and off-street rate increase for the Beach Area calls for the doubling of the current price of parking within the BN 1 subarea to $3.00 per hour, Monday through Thursday, and $4.00 per hour, Friday through Sunday. It also calls for increasing the weekday and weekend parking rate at all spaces and facilities in the BN 1 and BS 3 subareas, thereby increasing the rate north of Sheridan and south of Harrison Streets by $.50 and a $1.00, respectively.

The current hourly rate for parking at both the BRF Zone is $1.00 per hour. The City should increase the rate to $2.00 an hour and eliminate the daily maximum rate since customers are allowed to park for 72 consecutive hours at the lot. The staff recommendation is for 106-hour limit. However, the pay station upgrades are required to exceed a two-digit limit on the hours.

DOWNTOWN AND BEACH AREA SPECIAL EVENT RATES

Currently, special event rates are $5, $10 or $15, depending on the anticipated event attendance and the estimated event parking demand. No change is recommended for the special event rates until the rest of the recommended rate changes are implemented and resultant changes in parking behavior has been evaluated for a six month period. However, should the City desire to modify the special event rates, the rates should be made applicable to the entire zone where the special event is to be staged. It seems there should be some latitude for increasing of special event rates in the future, particularly in the Beach Area, after the HOP gains a better understanding of however the City's parking facilities are competing with the recently developed privately controlled parking facilities.

Table 18 – Beach Area Recommended Off-Street Parking Rates

BEACH AREA		Existing Restrictions	Existing Hourly, Daily and Monthly Rates					
Off-Street Facilities	**Spaces**	**24/7**	**Hrly M-TH**	**Hrly F-Su**	**All Day Max**	**Monthly**	**6 Months**	**12 Months**
North Beach Lot #1	103	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	
North Beach Lot #2	9	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	
North Beach Lot #3	10	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	
North Beach Lot #4	17	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	
North Beach Lot #5	16	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	
Nevada Lot	17	No Time Limit				n/a		
Garfield Garage	401	No Time Limit	$1.50	$1.50	$15.00	n/a		
Taylor Street Lot	37	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	n/a
Hollywood Bridge Lot	45	No Time Limit	$1.50	$1.50	n/a	n/a		
Summit Dunewalk Lot	121	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	n/a
Beach Community Ctr *East Lot*	48	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	n/a
Beach Community Ctr *North Lot*	58	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	n/a
Keating Lot	52	No Time Limit	$1.50	$2.00	n/a	n/a	n/a	n/a
Holland Park Lot	146	72 Hr. Time Limit	$1.00	$1.00	n/a	n/a	n/a	n/a
Yacht Basin Lot	76	72 Hr. Time Limit	$1.00	$1.00	n/a	n/a	n/a	n/a

BEACH AREA		Proposed Restrictions	Proposed Hourly, Daily and Monthly Rates							
			Nov.- Apr. 24/7		May-Oct. 24/7		All Day Max	Monthly	6 Months	12 Months
Off-Street Facilities	**Subareas**		**Hrly M-TH**	**Hrly F-Su**	**Hrly M-TH**	**Hrly F-Su**				
Beach Area North Subarea (BN 1)	**155**									
North Beach Lot #1	103	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
North Beach Lot #2	9	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
North Beach Lot #3	10	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
North Beach Lot #4	17	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
North Beach Lot #5	16	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
Beach Area Commercial Core Subarea (BC 2)	**500**									
Nevada Lot *(soon to be Nevada Garage)*	17	No Time Limit	**$3.00**	**$4.00**	**$3.00**	**$4.00**	n/a	n/a	n/a	n/a
Garfield Garage	401	No Time Limit	**$3.00**	**$4.00**	**$3.00**	**$4.00**	**n/a**	**n/a**	n/a	n/a
Taylor Street Lot	37	No Time Limit	**$3.00**	**$4.00**	**$3.00**	**$4.00**	n/a	n/a	n/a	n/a
Hollywood Bridge Lot	45	No Time Limit	**$3.00**	**$4.00**	**$3.00**	**$4.00**	n/a	n/a	n/a	n/a
Beach Area South Subarea (BS 3)	**279**									
Summit Dunewalk Lot	121	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
Beach Community Ctr (*East) Lot*	48	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
Beach Community Ctr (*North) Lot*	58	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
Keating Lot	52	No Time Limit	**$2.00**	**$3.00**	**$2.00**	**$3.00**	n/a	n/a	n/a	n/a
Boat Ramp Facility Zone (BRF)	**222**									
Holland Park Lot	146	72 Hr. Time Limit	**$2.00**	**$2.00**	**$2.00**	**$2.00**	n/a	n/a	n/a	n/a
Yacht Basin Lot	76	72 Hr. Time Limit	**$2.00**	**$2.00**	**$2.00**	**$2.00**	n/a	n/a	n/a	n/a

Table 19 – Beach Area Recommended On-Street Parking Rates

Beach Area		Existing Restrictions		Existing Rates	
Metered On-Street Parking Areas		**Hrly M-Th**	**Hrly Sa-Su**	**Hrly M-Th**	**Hrly F-Su**
All East-West Streets		No Time Limit	No Time Limit	$1.50	$2.00
Metered On-Street Parking Areas	**Subarea**	**Proposed Restrictions**		**Proposed Rates**	
Sheridan Ave to North City Limit (North)	**BN 1**	No Time Limit	No Time Limit	**$2.00**	**$3.00**
Sheridan Ave to Harrison Ave (Commercial Core)	**BC 2**	No Time Limit	No Time Limit	**$3.00**	**$4.00**
Harrison to South City Limit (South)	**BS 3**	No Time Limit	No Time Limit	**$2.00**	**$3.00**

PERMIT PARKING RATE RECOMMENDATIONS

Lastly, the changes recommended for the HOP's permit program will rectify a number of counterproductive parking user policies and practices that have been undermining the financial solvency of the operations. First, these changes still respect and offer considerable advantage to Hollywood residents, but also respect and offer convenience to regular and occasional visitors to the community.

Recommendations for restructuring and re-pricing the City's parking permit program were made with the intent of reducing the variety of permits that are offered, simplifying the management of the program and changing rates so that they complement the other previously discussed rate recommendations. Some

permits are recommended for elimination, while parking privileges of other permits have been modified to simplify or add benefit to the City and end-user.

The following includes a number recommended permit program changes that also should be enacted with the proposed rate changes:

- **E- Permits** - (Electronic Permitting) should replace most of the paper hangtags that are now issued by the HOP's Customer Service Unit. The E-Permits are processed electronically and keyed to an owner's vehicle plates. Through this program, the data of permit holders can be quickly accessed, retrieved and modified with minimal effort. Paperwork will be reduced, record keeping can be simplified, and permit renewal processing can be streamlined as past permit holder records can be reliably used to populate electronically based application files.
- **Hollywood Resident Discount –** A resident would register for a 25 percent discount on the cost for each parking transaction they conduct at any metered space. However, the existing meter system technology and software does not have the capability to enact such a program. Therefore, the capability for providing this benefit should be part of the procurement specifications when the City seeks to acquire new parking meter equipment.
- **Electronic Fund Transfers (EFT) –** In order to simplify to permit sales and renewal processes the HOP should obligate permit applicants to authorize EFT from their financial institution.
- **Downtown Garage Access Restriction for Permit Holders –** Only drivers that have specifically purchased a 12-hour M-F or a 24/7 Access Permit should be granted in/out parking privileges to both the Van Buren and Radius Garage. In the short-term, the card should be usable in either garage. Longer-term, the city may want to consider restricting card-holders to a specific garage depending on how parking use patterns and occupancy change over the next few years.
- **Downtown Employee Parking –** The 12 hour M-F or 24/7 Access Permit for the downtown garages is the lowest cost parking option in the City and qualifying Downtown and Beach Area employees should be encouraged to take advantage of this offering. The lower cost 12 hour permit will need to also accommodate employees who have to work evenings and/or weekend shifts. In this case, the employee permit usage will need to be restricted to no more than 12 consecutive hours over five days in a week-long period. Simultaneously, the City should consider expanding the existing shuttle bus service between the downtown garage and the Beach area. Perhaps a new and more direct and express shuttle bus service will be needed that runs between downtown garages and a limited number of bus stops only within the commercial core area.

Table 20 - Existing and Proposed Parking Permit Rates and Program Changes

Existing				Recommended							
					Beach Area		Downtown Area				
Category	Type	Eligibility	Existing Rate	Recommended Rate	On-Street Meters	Garages/ Lots	On-Street Meters	Metered Lots	Garages	RV Lot	Lakes Comm.
City Wide ~~Permit~~ Meter Parking Discount Card Resident (Annual)	~~Decal~~/ Machine Readable ID Card/ E-Permit	Full or Part-Time City Residency receive 25% meter parking discount	$150.00	$15.00 Admin. Fee	Yes	Yes	No	Yes	Yes	No	No
Beach Only Permit Beach Community Resident (Annual)	E-Permit	Full or Part-Time Beach Community Residency	New	$300.00	Yes	Yes	No	No	No	No	No
City Wide Permit Non-Resident (Annual)	Decal	Any Non-City Resident	$300.00	---------- Discontinue ----------							
~~Guest Permits~~ Beach Visitor Permit (monthly)	~~Hangtag~~/ E-Permit	Any User (Monthly)	$50.00	$135.00	Yes	Yes	No	No	No	No	No
~~Guest Permits~~ Beach Visitor Permit (Weekly)	~~Hangtag~~/ E-Permit	Any User (Weekly)	$20.00	$65.00	Yes	Yes	No	No	No	No	No
Employee Beach Street Permit (Monthly)	Hangtag	Hollywood Employees and Business Owners	$30.00	---------- Discontinue ----------							
Hotel/Motel Permit (Annual)	Hangtag	Hotel Owner/Operator & Apartment/Condo Owners	$150.00	---------- Discontinue ----------							
Hotel/Motel Permit (Month)	Hangtag	Hotel Owner/Operator & Apartment/Condo Owner	$25.00	---------- Discontinue ----------							
Hotel/Motel Permit (~~Annual~~/ Weekly)	~~Hangtag~~/ E-Permit	~~Hotel Owner/Operator & Apartment/Condo Owner~~ Hotel/Motel Guests	New	$50.00	Yes	Yes	No	No	No	No	No
Prepaid Meter Parking Permit (Weekly)	Hangtag	Contractor, Vendor, and City Departments, etc.	$20.00	$35.00	Yes	Yes	Yes	Yes	No	No	Yes
Downtown Garage/Lot Permit Resident (Monthly/Annual) 24/7 Access Card	Access Card/ E-Permit	Resident (Monthly/ Annual)	$55.00 / $600.00	$55.00 / $600.00	No	No	No	Yes	Yes	No	No
Downtown Parking Permit , Non-Resident (Monthly) 7am-7pm M-F Access Card	Access Card/ E-Permit	Non-Resident (Monthly)	New	$85.00	No	No	No	Yes	Yes	No	No
Downtown Parking Permit , Non-Resident (Monthly) 24/7 Access Card	Access Card/ E-Permit	Non-Resident (Monthly)	New	$100.00	No	No	No	Yes	Yes	No	No
Downtown Garage Non-Resident (Monthly) 24/7 Access Card	Access Card	Any User	$80.00	---------- Discontinue ----------							
Downtown Garage Employee (Monthly) 12 Hour Access Card	Access Card	Hollywood Business Owner and Employee	$25.00	---------- Discontinue ----------							
Downtown Garage Employee (Monthly) 24/7 Access Card	Access Card	Hollywood Business Owner and Employee	$80.00	---------- Discontinue ----------							
Lakes Community Resident Permit (Annual)	Decal/Plus Guest Permit Hangtags	Lakes Community Residency in Parking Zone blocks	$25.00	$25.00	No	No	No	No	No	No	Yes
RV Storage, Resident and Non-Resident Permit (Semi-Annual/ Annual)	Access Card/ E-Permit	Any User	$600 $900 $1200	$600 $900 $1200	No	No	No	No	No	Yes	No

I. FUTURE PARKING DEVELOPMENT OPPORTUNITIES

NEVADA STREET GARAGE

There are 316 parking spaces in the Nebraska/Nevada St. Parking garage. Existing zoning is GU (existing land use is vacant fire station)-there will be electrical charging stations in the garage as well (included as part of the 316 parking spaces)

- Approximately 3,350 SF of a retail liner at grade along A1A
- 7 floor parking garage (due to geometry of site constraints and floor plate)
- Approximate cost @ $7MM
- Kaller and Walker Parking are the Arch/Engineers
- Kaufman Lynn was chosen as the CM at risk contractor by the CRA Board, however, the final contract has not been approved.

HOLLYWOOD BEACH CULTURE & COMMUNITY CENTER SITE

Given the high demand for parking throughout the Beach Area and the particular need for employee, parking, DESMAN identified the city block where the Hollywood Beach Culture & Community Center is located as a possible future site for the development of a parking structure. Two different parking garage concepts have been developed for the site bounded by Azalea Street, Surf Street, Bougainvillea Terrance and Ocean Drive.

There are multiple options with either concept depending on whether or not adjacent streets could be vacated and incorporated into the site. The most efficient concept would be to reconstruct the Community Center outside the footprint of the garage, thereby minimizing the height and cost of the facility. However, a hybrid of Concept 2 could be developed that relocates the Community Center above the roof level of the garage or potentially within the garage footprint at-grade. Adding the Community Center on the roof level would increase the height of the garage by about approximately 17 to 20 feet. Also the inclusion of the Community Center with the garage would add considerable cost to the project. These plans are conceptual and a feasibility study for developing a garage on this site would need to be conducted to fully understand the options.

Exhibits 10 thru 15 on the following pages show the a site and structure footprint, parking layout, an isometric drawing of the interior floor to floor ramps and a space count breakdown for both a 3 level or 4 level parking development.

Parking Garage Concept 1 is situated on the existing 48-space surface parking lot at the east end of the block behind the community center building. As a three-level parking structure, the project would provide 166 parking spaces but the net space yield would be 116 spaces since 48 spaces already exist at the site. The four level concept would provide 240 spaces and yield a net gain of 192 spaces.

Parking Garage Concept 2 is would require the demolition and relocation of the Community Center and the same existing 48-space surface parking lot would be displaced so the parking garage structure could space the entire city block from Surf Drive to Ocean Drive. As a three-level parking structure, the project would provide 457 parking spaces but the net space yield would be 409 spaces. The four level concept would provide 625 spaces and yield a net gain of 577 spaces.

The following are some of the significant advantages and disadvantages of developing a garage at this site:

Advantages and Disadvantages:

- The concentration of public or employee parking at this location would help distribute parking throughout the area.
- Access to, and circulation around the site is excellent and no physical impacts would occur to adjacent property owners.
- A three or four level garage, with the Community Center constructed at-grade, would have a height between 35 to 45 feet and may not significantly obstruct waterfront views of most surrounding property owners. At this point, it is not known whether this is an issue or not.
- Development of a concept with the Community Center above the roof level of the garage would increase the height by 15 to 17 feet further obstructing views.
- Although reconstruction of the Community Center would increase the cost of providing parking, it also provides an excellent opportunity to upgrade and modernize the Center.
- A Community Center above the roof level of the parking would provide excellent views of the ocean and ICW, which may be an excellent benefit to City residents.
- Since this involves reconstruction of the Community Center, there may be other sources of funding outside of the HOP and CRA that could improve the financial feasibility of the project.
- The cost to provide parking is only as expensive as the next available option. Since there are simple, ready-to-go options, this project may still represent the most feasible option to add public and/or employee parking.
- Since little is known as to the final programming for this development, it is not possible to provide a reasonable estimate of the construction cost. However, when construction costs become available for the Nevada Street Garage they will provide a good indication of the per space cost for this site. The cost for the Community Center depends on the final programming and amenities and whether or not it is located above the parking, at-grade or as a liner building. The lowest cost would be as a liner building, the second lowest at-grade and the most expensive would be above the roof level parking.

Exhibit 13 - Community Center Garage – Concept 1 Site

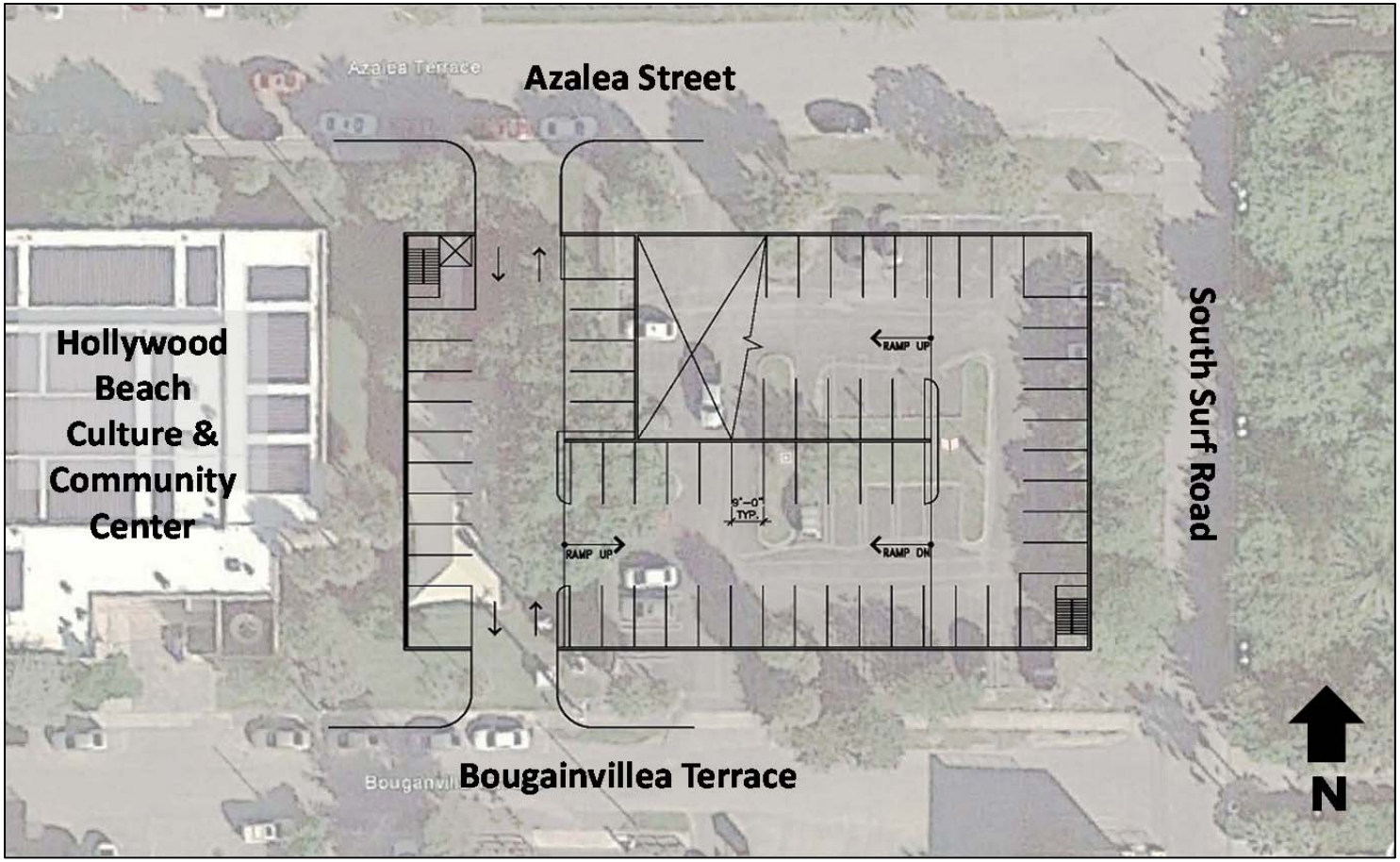


Exhibit 14 - Community Center Garage – Concept 1 Layouts

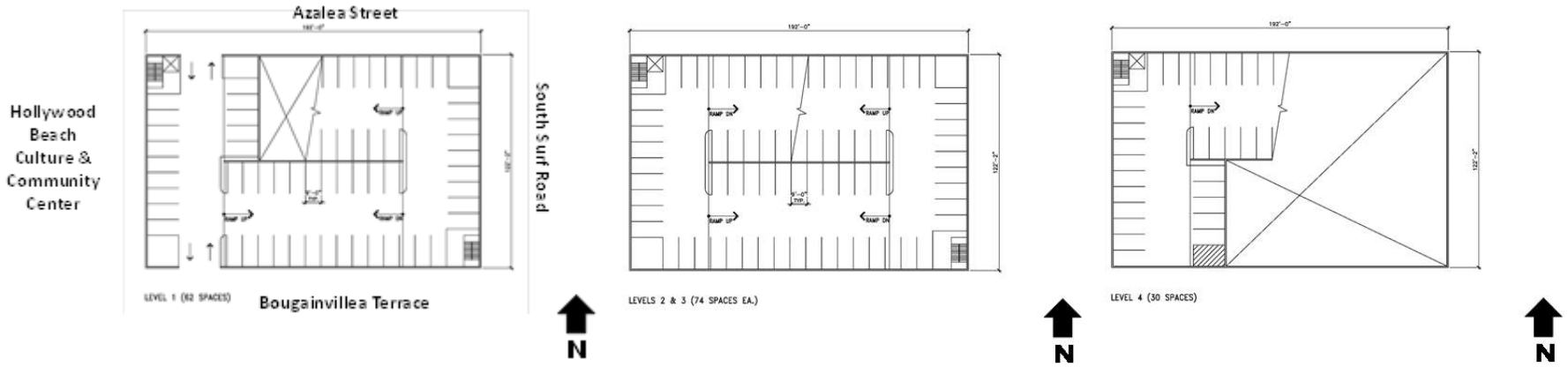
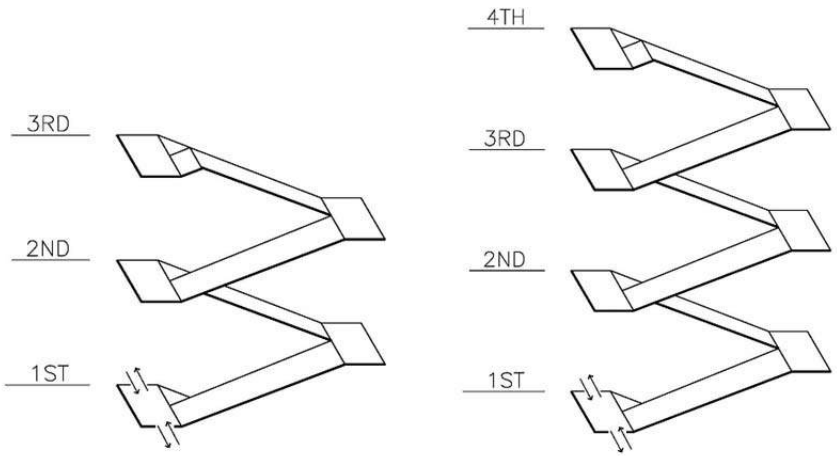


Exhibit 15 - Community Center Garage - Concept 1 Isometric



3 Level Isometric

4 Level Isometric

Community Center Garage Concept 1 (3 Levels)	Parking Area SF by Level	SF Per Parking Space Per Level	Parking Spaces Per Level
3rd Level	9,880	329	30
2nd Level	23,460	317	74
1st Level (At-Grade)	21,580	348	62
Subtotal for Ramp	**54,920**	**331**	**166**
TOTAL PROJECT	**54,920**	**331**	**166**
Design Efficiency of the Ramp (SF per Space)			*331*
Displaced Existing Lot Spaces			48
Net New Parking Spaces in Study Area			**118**

Community Center Garage Concept 1 (4 Levels)	Parking Area SF by Level	SF Per Parking Space Per Level	Parking Spaces Per Level
4th Level	9,880	329	30
3rd Level	23,460	317	74
2nd Level	23,460	317	74
1st Level (At-Grade)	21,580	348	62
Subtotal for Ramp	**78,380**	**327**	**240**
TOTAL PROJECT	**78,380**	**327**	**240**
Design Efficiency of the Ramp (SF per Space)			*327*
Displaced Existing Lot Spaces			48
Net New Parking Spaces in Study Area			**192**

Exhibit 16 - Community Center Garage – Concept 2 Site

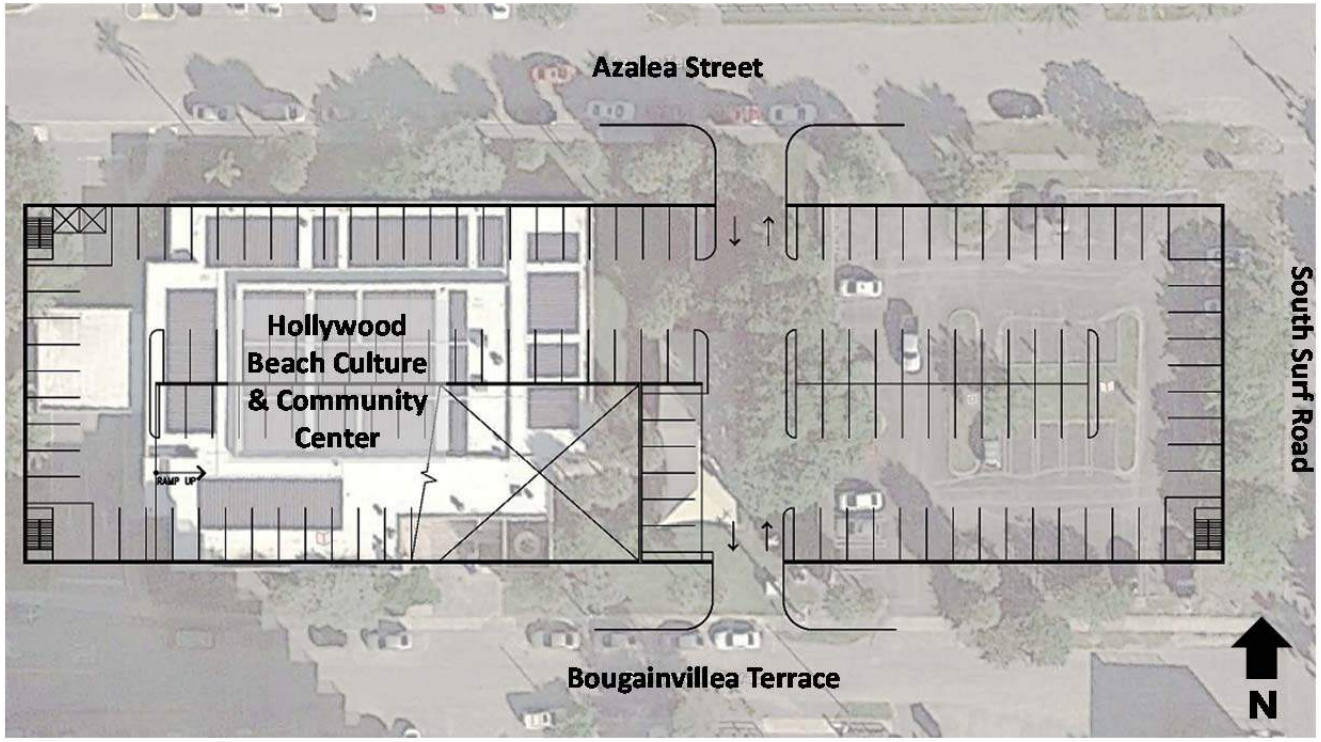


Exhibit 17 - Community Center Garage – Concept 2 Layouts

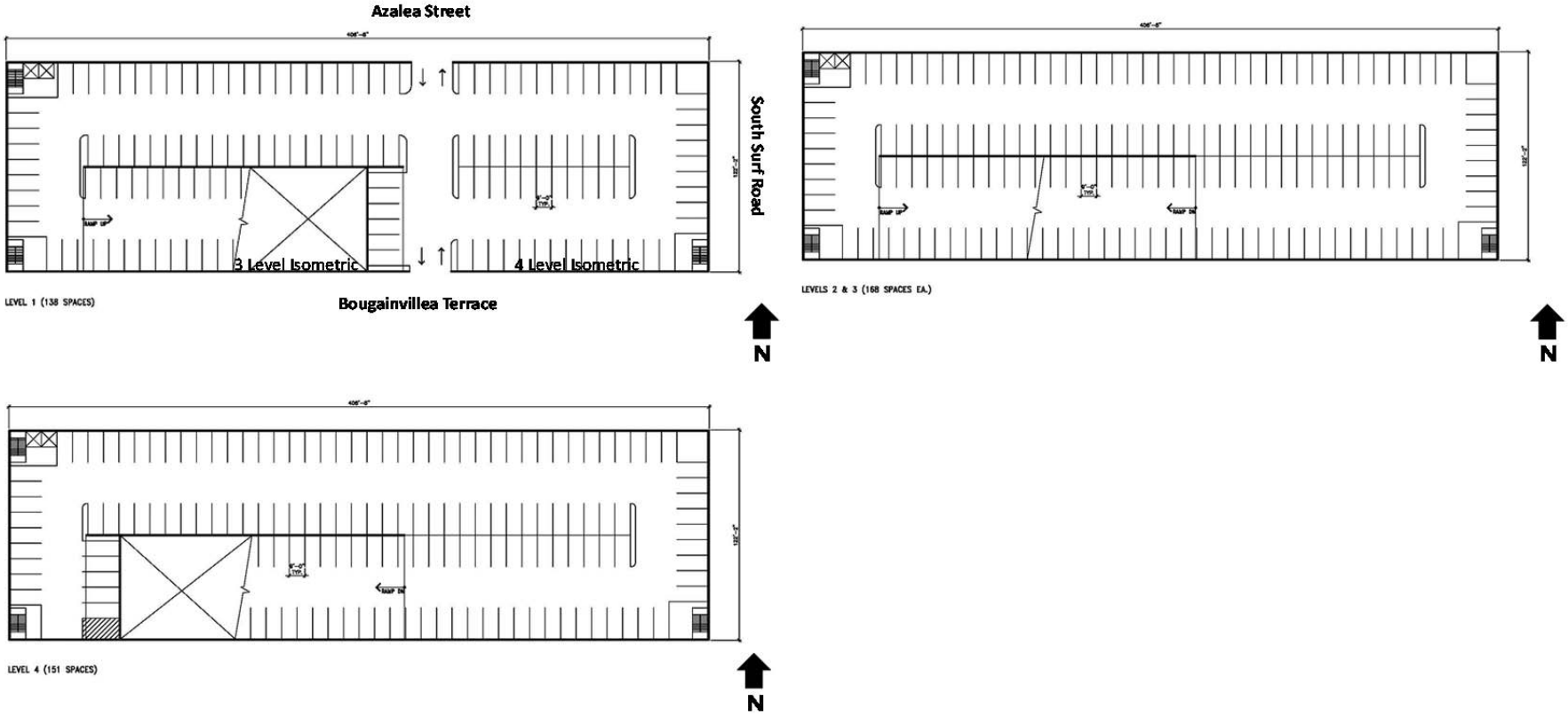
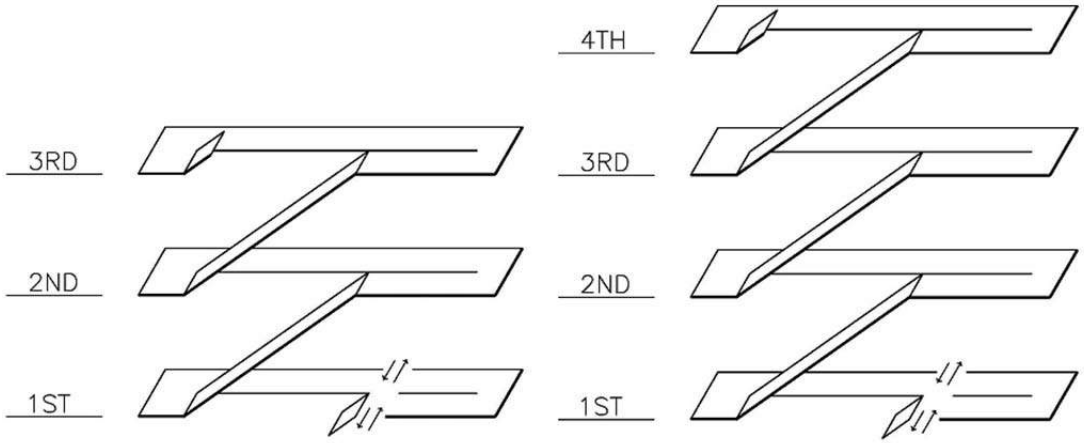


Exhibit 18 - Community Center Garage – Concept 2 Isometric



3 Level Isometric

4 Level Isometric

Community Center Garage Concept 2 (3 Levels)	Parking Area SF by Level	SF Per Parking Space Per Level	Parking Spaces Per Level
3rd Level	45,400	301	151
2nd Level	49,680	296	168
1st Level (At-Grade)	45,345	329	138
Subtotal for Ramp	**140,425**	**307**	**457**
TOTAL PROJECT	**140,425**	**307**	**457**
Design Efficiency of the Ramp (SF per Space)			*307*
Displaced Existing Lot Spaces			48
Net New Parking Spaces in Study Area			**409**

Community Center Garage Concept 2 (4 Levels)	Parking Area SF by Level	SF Per Parking Space Per Level	Parking Spaces Per Level
4th Level	45,400	301	151
3rd Level	49,680	296	168
2nd Level	49,680	296	168
1st Level (At-Grade)	45,345	329	138
Subtotal for Ramp	**190,105**	**304**	**625**
TOTAL PROJECT	**190,105**	**304**	**625**
Design Efficiency of the Ramp (SF per Space)			*304*
Displaced Existing Lot Spaces			48
Net New Parking Spaces in Study Area			**577**

D. System Revenue Projections Bases on Proposed Rate Changes

While a more accurate forecast of future system revenue resulting from the proposed parking rate changes might be possible if more detailed parking utilization, revenue collection and sales records were available, **Table 21** lists an estimate of approximate revenue increases for the Downtown and Beach Areas. The table summarizes the revenue generated from the various rate changes recommended for the Downtown and Beach Areas. The Net Revenue Increase of $4.5 million is based on revenue generated by new meters in the Downtown Area (about $1.5 million) plus about $3.0 million generated through rate increases in the Beach Area. Historical records indicate the annual revenue generation from the previous meters that were in the Downtown Area was about $750,000 but that figure was not included in the table since it is unclear how many meters and to what extent the area was metered.

The increases in revenue were estimated based on the number of meters in both the Downtown Area core (to be installed) and Beach Area (existing) by zone as well as information HOP has regarding parking demand in those zones.

Table 21 - Projected Increases in Revenue by Area

System Financial Analysis [1, 2. 3]	FY 2011 Revenue	FY 2014 Revenue	Net Annual Increase in Revenue [4]
Total Revenue	**5,774,487**	**4,883,399**	**$4,519,605**
Downtown Area Subtotal	**1,904,776**	**526,099**	**$1,515,526**
On-Street and Lots (DC 1, DC 2 and DC 3)	1,596,867	110,071	$1,182,810
Garage Spaces DC 2	307,909	416,028	$332,715
Beach Area Subtotal	**3,869,712**	**4,357,300**	**$3,004,079**
BN 1 Subarea	843,304	748,369	330,530
BC 2 Subarea	1,588,690	2,323,572	2,075,386
BS 3 Subarea	1,366,734	1,173,051	518,098
BRF Zone	70,984	112,307	80,066

[1] Revenue totals for 2011 and 2014 provided by HOP Administrative Unit and are from the City GEMS financial system.
[2] Revenue assumptions have not been included that reflect a revenue split with FDOT for the meters in the pods.
[3] Beach Subtotal breakdown for 2011 and 2014 for on-street and lot spaces in each Subarea.
[4] Net annual increase in revenue is over and above current annual revenue generation.

Downtown Area

On-Street Spaces and Lot Revenue

Since the non-garage revenue generated in the Downtown Area core is directly related to installation of multi-space pay station on-street and in lots, increases in revenue were estimated based on an assumed average fee per transaction, average daily occupancy and turnover by zone (shown in **Table 22**). As shown in **Table 21**, the resultant calculations provide an estimated future revenue increase of approximately $1.2 million. Installation of meters in the pods will require an agreement with the Florida department of Transportation (FDOT) and a likely revenue split. That revenue split has not been included in the proforma estimates.

Table 22 – Downtown Area Assumptions for On-Street and Lot Calculations[2]

On-Street Spaces/Lot Spaces	Spaces	Avg Transaction	Avg Wkdy Occupancy	Avg Wkend Occupancy	Avg Wkdy Turnover	Avg Wkend Turnover
DC 1 Subarea						
Downtown Area On-Street	285	$4.00	75%	80%	4.0	6.0
Downtown Area Off-Street	144	$3.00	90%	90%	2.5	4.5
DC 2 Subarea						
Downtown Area On-Street	255	$2.00	50%	65%	1.8	1.2
Downtown Area Off-Street	94	$1.50	40%	50%	1.2	1.5
DN 3 Subarea						
BRF Zone	57	n/a	n/a	n/a	n/a	n/a
Total	835					

[1]RV Lot data is not applicable to calculations
[2] Revenue assumptions have not been included that reflect a revenue split with FDOT for the meters in the pods.

Downtown Area Garage Daily Revenue

The garage revenue estimates are based on an estimated increase in daily parkers, an average charge per parking transaction and a factor for turnover on weekdays and weekends. These calculations result in an estimated future revenue increase of about $248,170 ($86,800 for the Radius Garage and approximately $161,370 for the Van Buren Garage). The higher revenue increase in the Van Buren Garage is because it captures a higher number of transient parkers. The revenue figure shown in Table 21 for Garages is $332,710 and includes daily revenue as well as permit revenue which is discussed below.

Downtown Area Garage Monthly Revenue

Subsets for monthly revenue generation were created to reflect the capture of a modest number of new monthly parkers and incorporating an increase in the monthly rate (24/7 permit parkers will pay an additional $540 per year). The estimate of new monthly parkers includes both 24/7 permit holders and 12 hour M-F permit holders. The resultant estimated increase in revenue is approximately $84,540 (about $24,840 from new monthly parkers and $59,700 from existing monthly parkers for both garages). The daily and permit revenue together equate to the $332,710 listed in **Table 21**.

BEACH AREA

The future revenue projections incorporate the recommended increases in rates for all three zones. Since the meter system already generates revenue, the increase in revenue was extrapolated from the actual 2014 meter revenue collections for the area. This was accomplished by first allocating the actual 2014 meter revenue to each of the three Beach Area subareas based on the percent of spaces located in each subarea. Since HOP does not collect street-by-street based meter revenue statistics for the Beach Area, it is not possible to develop a detailed model. However, the approach discussed herein provides a reasonable and conservative projection of future revenues given existing information and based on parking characteristics in the area.

After allocating the 2014 meter collections to subareas 1, 2 and 3 (excluding the Garfield Garage in subarea 2) an assumption was made that 35 percent of the annual revenue would be from weekday parking and 65 percent from weekend parking. Finally, an adjustment was made to reflect the increase in rates in each of the zones. For example, a recommended increase from $1.50 to $2.00 per hour for weekday parking represents a multiplication factor of 33 percent and an increase from $2.00 to $4.00 per hour for weekend parking represents a multiplication factor of 50 percent (see **Table 23**). The projections

also assume that the levels of parking activity and patterns in the zones remains relatively unchanged from 2014. The same approach was used to arrive at the estimated increase in revenue for the Garfield Garage.

Table 23 – Beach Area Assumptions for On-Street and Lot Calculations

Beach Area		Spaces	Revenue Increase Wkday	Revenue Increase Wkend	Revenue Split Wkdy (35%)	Revenue Split Wkend (65%)
Beach Area North Subarea (BN 1)		407	33%	50%	$261,929	$486,440
Beach Area Commercial Core Subarea (BC 2)						
BC 2 (Meters/Lots)		508	75%	100%	$364,517	$676,961
BC 2 (Garages)		401	65%	100%	$448,733	$833,361
	Subtotal BC 2	909	n/a	n/a	$813,250	$1,510,322
Beach Area South Subarea (BS 3)		656	33%	50%	$410,568	$762,483
BRF Zone		222	100%	n/a	n/a	n/a

BOAT RAMP FACILITIES

Similar to the methodology applied to the projections developed for the Beach Area, the estimated increase in revenue for the Boat Ramp Lots (Zone 3) resulted in a 50 percent increase over the 2014 revenue.

PERMIT PROGRAM

Although significant increases in revenue are anticipated based on the recommended program changes for the HOP's permit program, it is difficult to evaluate how existing permit holders will respond to the rate changes. However, it is reasonable to assume that the revenue generated from the permit program should, at a minimum, remain constant and is anticipated to increase the bottom line revenue for the HOP.