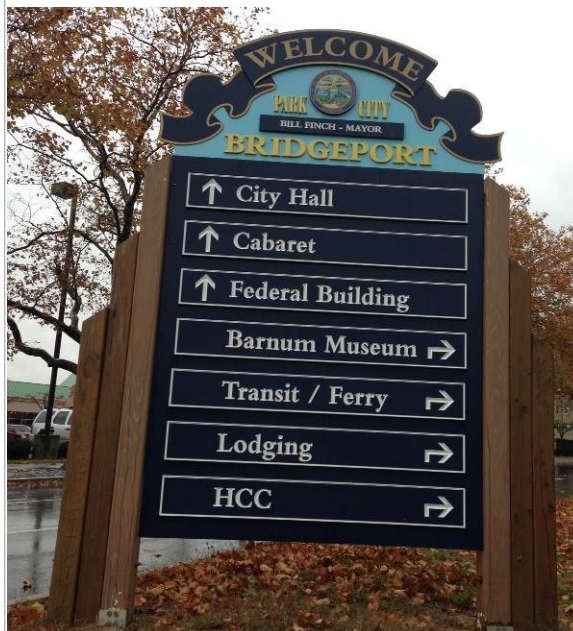


Bridgeport, Connecticut

City of Bridgeport

Downtown Parking System Assessment Final Report

May 28, 2014



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Executive Summary

The City of Bridgeport (City) in partnership with its Bridgeport Regional Business Council (BRBC) and Bridgeport Downtown Special Service District (DSSD), engaged the team of Timothy Haahs and Associates, Inc. (TimHaahs) to perform a parking system review for the City's current parking operations to propose appropriate recommendations to enhance the parking system.

Proper management of the City's downtown's parking assets is a critical element to maintaining and enhancing the downtown district and to support and encourage economic development. The City owns and manages the on-street parking consisting of approximately 823 parking spaces in the downtown district. Off-street supply available to the public consists of approximately 3,326 parking spaces in privately owned garages and lots. As the off-street spaces are not controlled or operated by the City, the focus of the parking assessment relates to on-street parking.

Through site visits, observations, and meetings with the City and BRBC representatives, TimHaahs has made recommendation with the intent of accomplishing the following:

- Maximizing the utilization of the parking assets for various users;
- Providing increased convenience and a higher level of parking patron comfort and convenience with upgraded parking payment technology, wayfinding, and communications;
- Centralizing parking operations to improve responsiveness, operating procedures and maximize revenues;
- Modifying parking rates and regulations to better accommodate patrons; and
- Generating additional revenue to support the parking system and downtown enhancement initiatives through rate adjustments, additional on-street meter placements, and the extension of enforcement hours in the downtown district.

Downtown Parking Districts

In an effort to develop a better understanding of the parking demand for various downtown areas, TimHaahs divided the study area into five distinct districts based on their primary parking generators and activities. These districts are referenced throughout the report. Please refer to Exhibit 2 in the report for the District map.

- District 1 – Core Business District
- District 2 – Courthouse/Theatre District
- District 3 – Municipal District
- District 4 – Downtown North District
- District 5 – Community College/Lafayette Blvd. District

Parking Adequacy Analysis

To analyze the downtown parking adequacy, we compare the parking demand against the **effective parking supply**. Effective parking supply is a “cushion” that is applied to the parking supply to compensate for improperly parked vehicles, spaces lots due to maintenance or snow removal, and the flow of vehicles in and out of parking spaces. For this analysis, we have applied a 90% effective factor for all on-street supply. The parking adequacy analysis indicates that throughout the entire study area there is presently adequate on-street parking supply in all districts except District 3. In District 3 (Municipal District), on-street adequacy during the peak time is extremely limited and at virtually full occupancy. This means that parkers will experience some frustration when searching for on-street parking in this area. The following table summarizes the peak occupancy level and the parking adequacy of City managed on-street parking spaces.

District	On-Street		
	Effective Supply	Peak Demand 10:30am	Adequacy
District 1	219	116	103
District 2	217	175	42
District 3	108	106	2
District 4	93	55	38
District 5	104	49	55
Total	741	501	240

Parking Enhancement Recommendations

Based on our review and observations of the City’s downtown parking system there are noteworthy opportunities to continue to enhance the Bridgeport parking system. Specifically, to enhance patron and user convenience and maximize the utilization of the City’s parking assets we have presented various recommendations that are financially self-supportive. The recommendations include:

Adjust meter time limits appropriate to demand level

On-street meter time limits throughout the downtown study area are predominantly 2 hours. In the core business areas of downtown along Main Street the City should adjust meter time limits to 90 minutes to promote additional turnover and availability of these high demand spaces. In the peripheral and underutilized areas of the downtown, the City should expand the time limit to 4 hours and 8 hours to provide longer term parking and increase the utilization of the parking spaces. The expansion of the time limits should occur with the implementation of pay-by-cell services as outlined in the report.

Implement a loading zone permit program

Due to the challenge of enforcing loading zones in the core business district, the City should implement loading zone permit program that would allow business owners with a valid permit to legally utilize loading zones for loading purposes. The permit would provide access to the loading zone for non-commercial vehicles for a limited time (15 minutes) to load and unload. This program will reduce the conflict between business owners and parking enforcement officers and effectively regulate the use of the loading zones.

Install additional on-street meters

Based on previous parking assessments by the City and our observations, there is the opportunity to install additional meters in the downtown study area. We identified locations to install approximately 199 additional meters. The additional meters will increase conveniently located parking supply, reduce parker confusion related to legal and illegal parking locations, and generate additional revenue to support other parking system and downtown enhancements. For the new locations we recommended redeploying digital meters that would be replaced by new credit card enabled meters at high demand locations.

Review parking rates and implement variable rate pricing

The existing on-street meter rate of \$1.00 per hour is on par with other peer Cities in the region. However, this rate has been in place for over seven (7) years. As the City implements enhancements and upgrades to its parking system and the delivery of parking services, the City should consider a rate adjustment within the next two (2) years to offset system improvement costs. In addition, in certain location the City should adjust rates depending on parking demand. For example in the area of the County Courthouse, the rate should be adjusted to be on par with the off-street lots providing parking to court visitors.

Upgrade parking payment equipment - credit card enabled meters

Improved parking meter technology and payment options will enhance the convenience for downtown parkers and increase payment compliance. Historically, adding user payment options generates additional parking

revenue to cover operational and capital improvements associated with the new meters. With the ability to pay for on-street parking with credit cards and coin versus the coin only meters and pay-by-cell service, user convenience will improve and parkers will be more likely to comply with parking fees thereby increasing meter revenues. We further recommended that the credit card enabled meters only be installed at high demand locations in the study area and that the replace digital meters be redeployed to new meter locations. As parking demand increased in the study area, the City can continue the phased installation of the credit card enabled meters where the demand warrants it.

Provide and expand consistent and parking enforcement Fair and consistent enforcement of parking regulations is critical to the free flow of traffic, vehicular and pedestrian safety, and parking turnover to support local residents, retailers and merchants. To promote meter payment compliance the City should enforce meters until 6pm and on Saturday mornings as permitted by the existing ordinance. In addition the City should regularly evaluate the efficiency of the PEO's to cover their enforcement zones, the length of their enforcement routes, and their staffing schedules, to ensure that the downtown district is consistently enforced. Lastly, the City should support the PEO's by providing parking industry specific training to PEOs related to customer service and conflict resolution.

Establish standard operating procedures for meter collections and maintenance

Based on discussions with the City, there are no standard operating procedures (SOP's) for meter collections. The lack of SOP's specifically related to meter collection is a concern. Any entity that handles cash is subject to shrinkage even with standard operating procedures and controls. Accordingly, the City should create and implement SOP's for meter collections with appropriate controls to monitor the adherence to the SOP's. The city should also establish meter collections that are collected on a weekly schedule. The collection of meter zones on a weekly basis will allow revenue to be monitored in order to identify parking utilization trends, high / low demand areas, and any abnormalities related to historical revenue trends. Lastly, the City should prioritize the repair/replacement of all missing/inoperable meters in the high demand parking areas and consistently track work orders for repairs and replacement to reduce downtime.

Unify parking administration and management

The efficient and effective way to provide parking services is via a unified parking system. In this context the term "parking system" means the delivery of municipal parking services to the public by a single government entity charged with the responsibility of planning, managing, and operating all individual aspects or functions. The City should centralize parking functions and management that are presently divided between several City departments into a single department or an entity that has the full authority to plan, supervise, and operate municipal parking services. The City should take the proper steps towards developing a centralized parking operation in which all the assets are controlled and managed by a single responsibility center. The City should also establish a Parking Advisory Committee that meets on a regular basis to review, discuss, and identify parking issues or concerns with the intent of directly addressing problems and make recommendations to City council.

Promote and brand the parking system

A common problem experienced by municipal parking systems is that there is little effort expended to communicate and promote the mission, assets and functions of the parking system. In an effort to support and promote ongoing redevelopment, the City should undertake a program to inform its residents, downtown merchants, employees, shoppers, commuters, and the general public regarding how the parking system operates. The program should address the need for consistent enforcement and the value of parking assets. The City should utilize its website and social media outlets to market and communicate the parking program, promoting its mission, assets and functions.

Preliminary Financial Assessment

As part of the Downtown Parking System Assessment, TimHaahs identified recommendations to increase utilization of the City's on-street the parking assets and increase payment compliance in order to generate additional revenue to support the parking system, future parking equipment upgrades and downtown enhancement initiatives. As part of the assessment we projected the estimated annual net revenue of certain recommendations as outlined below. Based on assumptions outlined in the report, the preliminary financial

assessment estimates an annual increase in net revenues of \$255,537 in year one for implementation of the referenced recommendations:

1. Increase parking enforcement (Summons Revenue) \$137,445
2. Increase meter compliance thru expanded enforcement \$55,994
3. Installation of approximately 199 credit card enable meters \$ -18,750
4. Redeploy approximately 199 digital meters to new locations in the study area \$80,848

Introduction

The City of Bridgeport (City), Bridgeport Regional Business Council (BRBC) and Bridgeport Downtown Special Services District (DSSD) agree that parking is one of the critical elements necessary to develop and maintain a viable downtown center. The Stakeholders further understand that convenient parking is needed to facilitate expansion of retail, restaurant, and event activity, as well as promote economic development and revitalization, and that the City’s parking resources are a valuable asset that must be managed as a system, with a single responsibility center, maximized to support downtown Bridgeport’s economic and redevelopment initiatives.

The Stakeholders retained Timothy Haahs & Associates, Inc. (TimHaahs) to perform a parking system review of the City’s current parking operations to propose appropriate recommendations to enhance the parking system. The recommendations contained within this report are intended to enhance patron and user convenience, maximize the utilization of the parking assets, optimize operations and management to support local businesses and residents, and generate adequate revenue to cover operating and capital maintenance costs.

In order to achieve the goals and objectives of this study, the TimHaahs team conducted the parking assessment through visits and observations of the downtown parking assets. TimHaahs met with Stakeholder representatives to discuss and understand downtown parking issues. Provided in this report are recommendations to improve downtown parking policies, strategies, and operations with the intent of accomplishing the following:



- Maximizing the utilization of the parking assets for various user groups through variable pricing and time limits, promoting increased turnover and maximizing on-street parking;
- Providing increased convenience and a higher level of parking patron comfort and convenience with upgraded parking payment technology, wayfinding, and parking facility improvements;
- Supporting redevelopment initiatives through the potential sharing or permitting of parking to support residential development;
- Centralizing parking operations to reduce costs, improve responsiveness and maximize revenues;
- Modifying parking rates and regulations to better accommodate residents, and downtown merchants and patrons; and
- Generating additional revenue to support the parking system and downtown enhancement initiatives through rate adjustments, additional on-street meter placements, and the extension of enforcement hours in the downtown district.



Study Area

The study area is the core downtown district of City of Bridgeport, Connecticut located between the Pequonnock River, Interstate 95, and State Routes 8 & 25. A map of the parking study area is shown on Exhibit 1.

Exhibit 1: Study Area Map



Source: Timothy Haahs & Associates, Inc. and Google Earth Map, 2014

Based on the size of the study area TimHaahs divided it into five distinct parking districts based on their primary parking generators and activities, in an effort to develop a better understanding of each district's

parking supply, demand and unique characteristics. Accordingly, the study area is divided into the following five parking districts that will be referenced throughout this report. (See Exhibit 2: Parking District Map)

District 1 – Core Business District

Located in the south-east part of downtown, bordering Broad Street to the west, North Frontage Road to the south, Water Street to the east, and Cannon Street/Fairfield Avenue to the north. Parking generators are mainly commercial offices, retail, restaurants, and residential.

District 2 – Courthouse/Theatre District

Located in the center of downtown, bordering Cannon Street to the south, Main Street to the east, Lafayette Square to the west and Golden Hill Street to the north. Parking generators are mainly the State Courthouse, restaurants, and theatres, with some residential demand in the evenings.

District 3 – Municipal District

Located on top of the hill, north-west of downtown bordering Lyon Terrace to the west, Golden Hill Street to the south, and Main Street to the east. Parking generators are primarily employees and visitors of the City Hall, Police Department, and law and insurance businesses in the area.

District 4 – Downtown North District

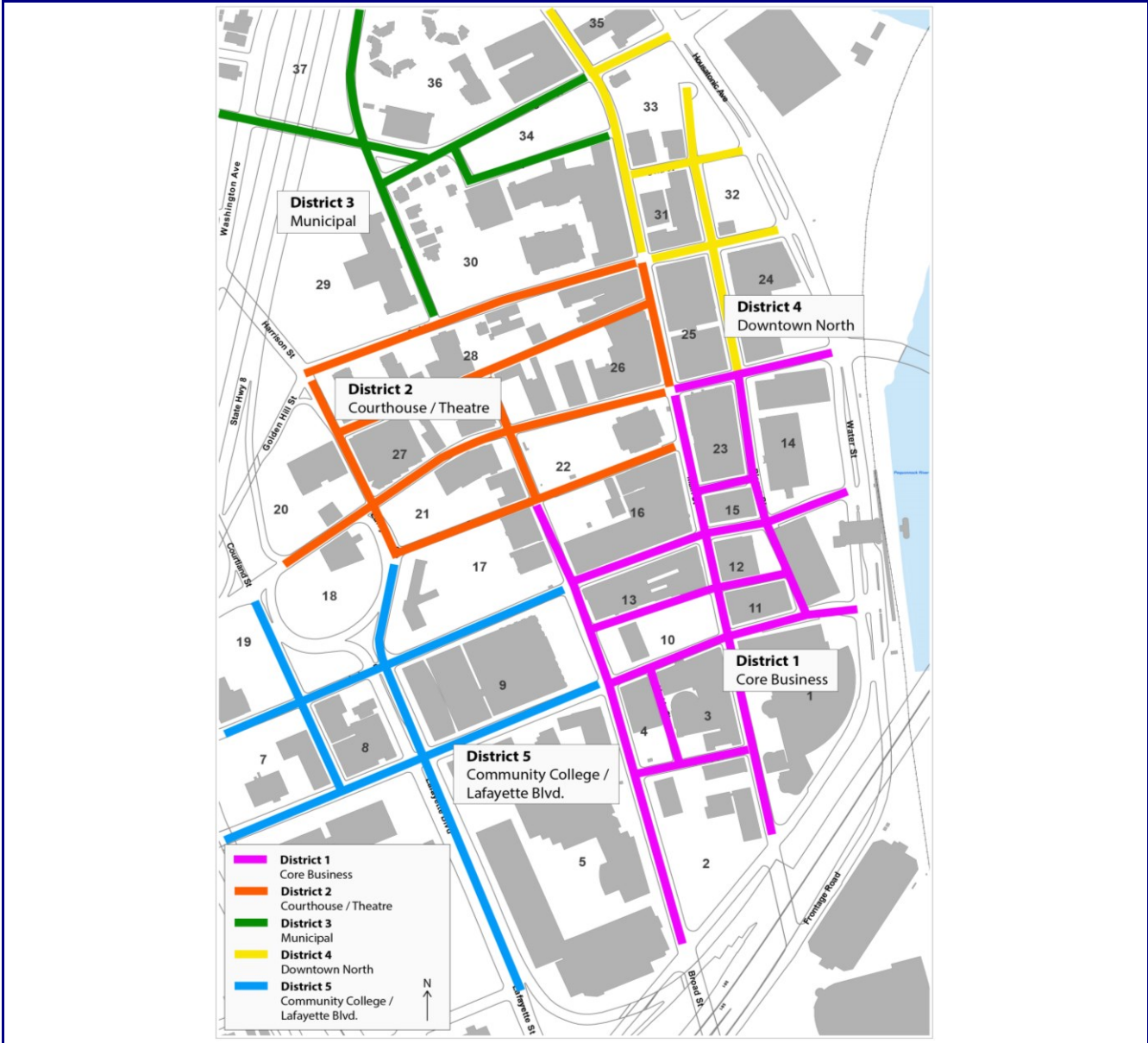
Located in the north-east portion of downtown bordering Golden Hill Street/Fairfield Avenue to the south, Main Street to the west, and Housatonic Avenue to the east. Currently this area consists mostly of vacant properties but is sited for future residential and mixed-use re-development.

District 5 – Community College/Lafayette Blvd. District

Located in the south-west portion of downtown bordering Broad Street to the east, Interstate Highway 95 to the south and west and Lafayette Square to the north. The Housatonic Community College, the US Court House along with commercial offices and the City Administrative building, are the major parking generators in this district.

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Exhibit 2: Parking District Map



Source: City of Bridgeport and Timothy Haahs & Associate, Inc. 2014

Parking Supply

The parking supply is the total number of available parking spaces located in the downtown study area. The City of Bridgeport manages the on-street metered and time limit parking spaces. While the City does own off-street parking facilities at City Hall and the Police Department, this parking inventory was not included in the assessment as it is totally dedicated to City Hall and Police Department employees and visitors. In addition to the on-street parking, to analyze the overall parking supply of the City's downtown, all off-street parking available to the general public was included in the analysis. We also identified off-street private facilities in this section of the report but did not include these facilities into the parking supply and demand analysis as they are not available to the general public. In summary, the parking supply available to the general public in the downtown study area is as follows:

Total on-street parking supply includes all metered spaces, non-metered time limit spaces and unmarked spaces all considered legal parking inventory. Total off-street parking supply includes six parking garages and five lots that are available for public parking. The supply data is taken from the City’s recently conducted parking assessment report.

- **On-street metered spaces** **608**
- **On-street unmetered spaces** **215**
- **Off-street spaces in structured facilities** **2,573**
- **Off street spaces in surface parking lots** **753**
- **Total public parking spaces** **4,149**

A detailed inventory of public on-street and off-street parking spaces is detailed in the ensuing exhibits 3 through 5. The inventory of private off-street facilities is indicated on Exhibit 7. In addition, Exhibit 6 illustrates the locations of public and private off-street facilities within the study area.

Exhibit 3: Public On-Street Parking Supply by District						
District	Streets	Supply				
		Meter			Unmetered	
		2hr	1hr	ADA		
District 1	Broad St.	83		3		1
	Main St.	58		3		3
	Cesar Betalla	14				
	Markle St.	10				
	State St.	4				
	John St.	19				
	Wall St	11				
	Fairfield St.	6				6
	Plazza St.	20			2	
	Sub Total			233		10
District 2	Main St	23		2		
	Broad St	24				
	Cannon St.	26				
	Fairfield St.	59		11		
	Elm St.	34		2		
	Golden Hill St.	54		6		
	Sub Total			241		0
District 3	Lyon Terrace					59
	Congress St.					25
	James St.					13
	Chapel St.					23
	Sub Total			0		120
District 4	Middle St.	41		1		5
	Main St.	21				8
	Golden Hill St.	6				
	Gold St.	7				
	Congress St.					14
	Sub Total			76		27
District 5	Lafayette Sq	19	8	2		
	Courtland St.	12				13
	John St.					9
	State St.	16		1		36
	Sub Total			58		58
	Total			608		215

Source: City of Bridgeport and Timothy Haahs & Associates, Inc. 2014

Exhibit 4: Public Off-Street Parking Facility Supply by District

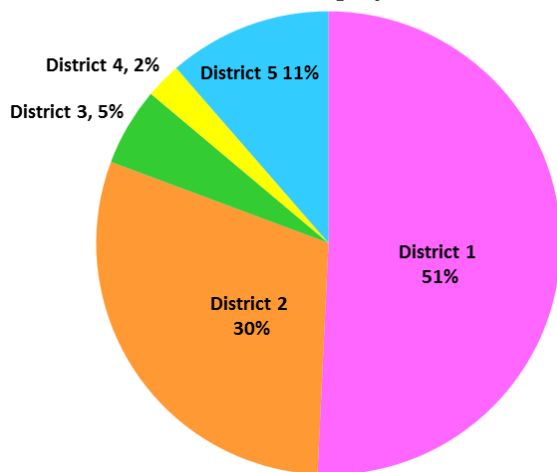
District	Type	Map Key	Name	Supply
District 1	Garage	B	Holiday Inn	596
		C	Bridgeport Transit Garage	469
		K	Park City Plaza	318
		O	City Trust	230
	Lot	T	Lot G	250
Sub Total				1,863
District 2	Garage	A	Fairfield Avenue	895
	Lot	R	Fairfield Avenue and Broad Street	50
		U	Lafayette Square	56
Sub Total				1,001
District 3	Garage	F	144 Golden Hill	65
	Lot	Q	Lyon Terrace and Golden Hill	41
Sub Total				106
District 5	Lot	S	Broad Street and Cannon Street	356
Sub Total				356
Public Facilities Total				3,326

Source: City of Bridgeport and Timothy Haahs & Associates, Inc. 2014

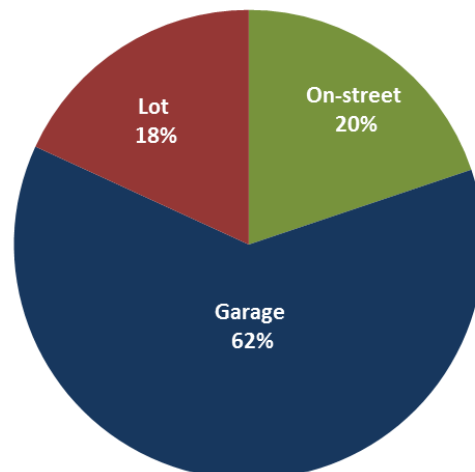
Exhibit 5: Parking Supply Available to General Public

District	On-street	Garage	Lot	Sub Total
1	243	1,613	250	2,106
2	241	895	106	1,242
3	120	65	41	226
4	103	-	-	103
5	116	-	356	472
Sub Total	823	2,573	753	4,149

Public Parking by District



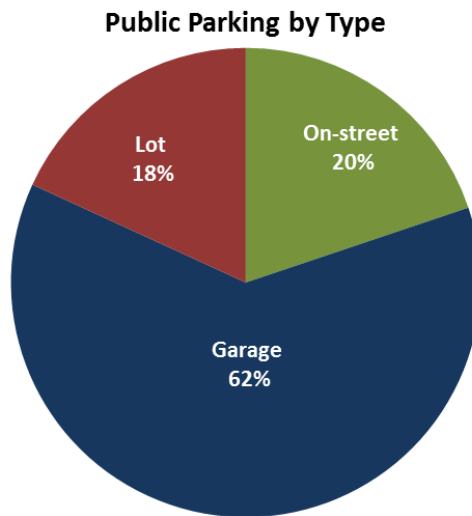
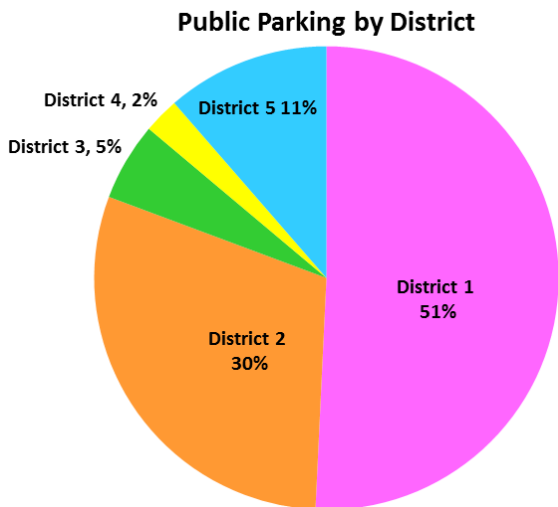
Public Parking by Type



Source: City of Bridgeport and Timothy Haahs & Associate, Inc. 2014

Exhibit 6: Parking Supply Available to General Public

District	On-street	Garage	Lot	Sub Total
1	243	1,613	250	2,106
2	241	895	106	1,242
3	120	65	41	226
4	103	-	-	103
5	116	-	356	472
Sub Total	823	2,573	753	4,149



Source: City of Bridgeport and Timothy Haahs & Associate, Inc. 2014

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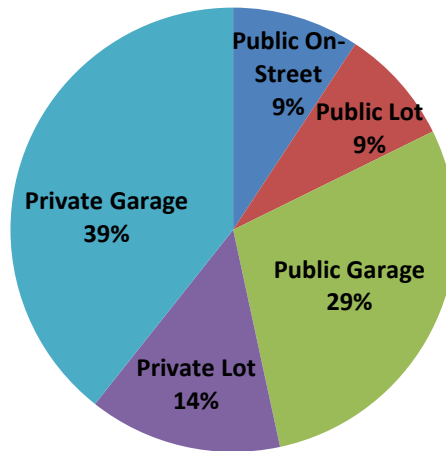
Exhibit 7: Off-Street Parking Facility Map



Source: City of Bridgeport and Timothy Haahs & Associate, Inc. 2014

Exhibit 8: Private Off-Street Parking Facility

Lots	H	Connecticut Post Office	24
	X	Gas Company Lot	250
	Z	Chapel Street Lot	75
	AA	John St. & Broad Lot	350
	BB	Congress Plaza Lot	500
	CC	Connecticut Post	52
	DD	Board of Education	22
Sub Total			1,249
Garages	E	RBS Building	727
	G	Court House	85
	I	Fairfield Superior Court	120
	J	City Hall Annex	302
	L	U.S. Courthouse	33
	M	People's United Bank	900
	N	Art Space Bridgeport Limited	35
	P	HCC Garage	1,300
Sub Total			3,502
Private Facilities Total			4,751



Source: City of Bridgeport and Timothy Haahs & Associates, Inc. 2014

Effective Supply

When calculating and evaluating parking adequacy for a particular area, a “cushion” is applied to the parking supply to compensate for improperly parked vehicles, spaces lost due to maintenance or snow removal, and the flow of vehicles in and out of parking spaces. Industry standards typically apply a cushion between 5 to 15 percent depending on user type, facility purpose, etc. Accordingly, when parking demand exceeds 85%, the facility is often perceived as full.

For all on-street supply, we applied a 90% cushion factor and for off-street supply, a 95% factor. When appropriate effective factors were applied, the total parking effective supply is at 3,896 spaces, a cushion of 253 spaces in the overall downtown parking system.

Exhibit 9: Public Parking Effective Supply										
District	On-Street			Garage			Lot			Overall Effective Supply
	Supply	Effective Factor	Effective Supply	Supply	Effective Factor	Effective Supply	Supply	Effective Factor	Effective Supply	
District 1	243	90%	219	1,613	95%	1,532	250	95%	238	1,989
District 2	241	90%	217	895	95%	850	101	95%	96	1,163
District 3	120	90%	108	65	95%	62	41	95%	39	209
District 4	103	90%	93	-	-	-	-	-	-	93
District 5	116	90%	104	-	-	-	356	95%	338	443
Sub Total	823		741	2,573		2,444	748		711	3,896

Source: Timothy Haahs & Associates, Inc. 2014

Parking Demand / Occupancy

Parking demand refers to the amount of vehicles parked in parking spaces at a particular time of day conducted on a typical busy day. The TimHaahs conducted field observations and weekday parking counts, during the hours of 10 am, 2 pm, and 6:30 pm of Wednesday November 6, 2013 and Thursday November 7, 2013. The City representatives assisted with the counts on public facilities and lots during the same hours and dates.

On-Street Parking Demand / Occupancy

When reviewing the parking demand data, we analyzed each district to review the on-street occupancy levels of different areas of downtown. The collected data shows that the overall peak on-street parking demand for the entire study area occurred during 10:30 am count period with 501 vehicles parked resulting in a utilization rate of 61%. District 3 (Municipal District) showed the highest occupancy rate at this hour with an occupancy rate of 88%.

Exhibit 10: On-Street Parking Demand and Occupancy by District						
District	10:30am		2:00pm		6:30pm	
District 1	116	50%	128	56%	187	81%
District 2	175	85%	176	86%	126	61%
District 3	106	88%	83	69%	53	44%
District 4	55	74%	44	59%	24	32%
District 5	49	43%	49	43%	47	41%
Total	501	61%	480	58%	437	53%

Source: Timothy Haahs and Associates, Inc. 2014

The above table shows that although the overall peak hour occurred at 10:30 am, the peak demand for certain districts occurred at different hours as each district parking needs are unique to its land use activities. For example, peak occupancy for District 1 (Core Business District) was at 6:30 pm when 81% of on-street spaces were utilized by restaurant patrons during dinner hours and residential parkers arriving home.

It is also worth noting that in District 5 (Community College/Lafayette Blvd. District), the occupancy level of day and evening hours are very consistent. From our field observations which support the demand data, on-street spaces around the Housatonic Community College in the evening hours were highly utilized by students attending 6 pm evening classes at the college. This is likely due to the fact that on-street meters are presently enforced until 3:30pm and are free after 6 pm.

Off-Street Parking Demand

Although all off-street public parking is not operated and managed by the City, it was included into the demand analysis to give a comprehensive understanding of the parking demand in the downtown area. There are six private garages and five private lots opened to the general public for parking. We did not include the Harbor Yard Transit garage into the supply as it is located outside of the study area.

The following table details the parking demand and the occupancy of all off-street parking spaces available to the public. The off-street peak demand hour correlates to the peak demand hour of on-street parking at 10:30 am shown in Exhibit 7. The overall off-street peak occupancy level is slightly higher at 68% which tells us that the peak utilization of on-street and off-street parking systems are evenly used by parkers.

Exhibit 11: Off-Street Parking Demand by District						
District	10:30am		2:00pm		6:30pm	
District 1	1,284	69%	1,181	63%	490	26%
District 2	739	74%	569	57%	32	3%
District 3	72	68%	45	42%	9	8%
District 4	0	0%	0	0%	0	0%
District 5	164	46%	151	42%	19	5%
Total	2,259	68%	1,946	59%	550	17%

Source: Timothy Haahs & Associates, Inc. 2014

Parking Adequacy

In order to determine the current parking adequacy, we compared the parking demand against the **effective parking supply**. We separated the on-street and off-street parking inventory to analyze the adequacy of the entire parking supply in the study area. Based on a peak parking demand of each district against the effective parking supply, the following table illustrates the parking adequacy of each district's on-street and off-street parking spaces.

Exhibit 12: Parking Adequacy by District						
District	On-Street			Off-Street		
	Effective Supply	Peak Demand 10:30am	Adequacy	Effective Supply	Peak Demand 10:30am	Adequacy
District 1	219	116	103	1,770	1,284	486
District 2	217	175	42	946	739	207
District 3	108	106	2	101	72	29
District 4	93	55	38	0	0	0
District 5	104	49	55	338	164	174
Total	741	501	240	3,155	2,259	896

Source: Timothy Haahs & Associates, Inc. 2014

The parking adequacy is the probability of a vehicle finding a parking space. This parking adequacy analysis indicates throughout the entire study area there is presently adequate on- and off-street parking supply in all districts except District 3 when applying the referenced effective parking supply cushion. In District 3 (Municipal District), on-street adequacy during the peak time is extremely limited and at virtually full

occupancy. This means that parkers will experience some frustration when searching for on-street parking in this area.

On-Street Parking Management

Given that the City owns and manages the downtown on-street parking assets and does not own or manage any off street facilities available for general public parking, during our site observations we focused on the current conditions of on-street parking areas, signage, meters, and user's parking habits. Outlined herein is a list of our observations and recommendations regarding on-street parking operations and management.

The on-street supply is fragmented. There are numerous areas of free, non-metered spaces along with areas where meters are present. The City's on-street parking areas are well-utilized within the heart of the downtown district, primarily on Main and Broad Street. Although each district's occupancy rate is different, it was observed that overall on-street parking spaces are approximately 59-61% utilized during the weekday except for District 3. On-street parking throughout the downtown study area is regulated by single space electronic meters. The meters that have a maximum time limit of two hours at a meter rate of \$0.25 for each 15 minutes, or \$1 per hour.

The City currently uses single space electronic meters manufactured by POM and MacKay to regulate on-street parking. These meters accept coins and are in fair repair. However, complaints received by the City pertaining to the meters indicate that meter performance is unreliable in wet weather, are not convenient because of the single payment option (quarters only), the two hour time limit is too short in certain areas and too long in others, and additional time cannot be added without returning to the meter location.

The City recognizes the importance of increasing payment options for on-street parking and in 2012 received bids to install credit card enabled meters. However, due to budgetary constraints, rapidly changing parking technology and a need to commence this study, the purchase of the new meters and a multi-phase roll out plan to replace the existing coin meters with credit card enabled meters has been postponed. The City's planned phased installation of credit card enabled meters was to start with a trial period of approximately 100 new meters in highly utilized areas such as District 1 and 2. The ultimate goal was to phase out coin meters and replace them with coin and credit card enabled meters. Included in this report are additional recommendations regarding Parking Equipment and Technology.



On-Street Meter Time Limits

On-street meter time limits throughout the downtown study area are predominantly 2 hours. This time limit is typical in downtown areas to promote turnover and to prompt long term parkers to off-street facilities. The intent is for the most convenient on-street spaces be available to accommodate multiple downtown patrons throughout the day. In certain peripheral and underutilized areas of the downtown where parking demand is modest, we recommend expanding the 2 hour time limit to 4 hours to enhance parker convenience and the utilization of on-street supply. In core areas of the downtown we recommend reducing time limits to 90 minutes to promote more turnover, better accommodate retail activity, and dissuade long term parking by retail employees. Outlined below are proposed modifications to existing on-street parking time limits:

1. **District 1 (Core Business)** – Expand time limit to 4 hours on Broad Street, and Main Street south of Cesar Batatalla Way. These areas are under-utilized and do not support the core retail business district's need for short term parking. If converted to longer term parking these meters would accommodate students at the Community College, attract long term parkers from the core business district, and increase on-street parking utilization and revenues.

On Main Street between State and Cannon Street reduce the existing 2 hour time limit to 90 minutes. This adjustment will dissuade district employees from using these spaces, promote turnover, and improve parking availability for the establishments in this area which are predominantly fast food and convenience retail. With appropriate enforcement, these convenient parking spaces are less likely to be monopolized by long-term parkers and will turnover more frequently, thereby increasing the effective parking supply serving the retail and restaurant district.

2. **District 2 (Courthouse / Theater)** – On Fairfield Avenue and Cannon Street adjacent to the Fairfield County Courthouse, there are approximately 24 metered spaces that are highly utilized for court activity. These meter time limits should be extended to 4 hours to better accommodate court activity. In addition we recommend that the parking rate at these meters be raised to be on par with off-street parking in the district that serves the courthouse. Please refer to the Parking Rate Review section of the report for the recommended parking rate.
3. **District 4 (Downtown North)** - Expand time limit to 8 hours on Main Street and Middle Street north of Golden Hill Street. We understand that this area is designated for future redevelopment and when redevelopment occurs the on-street parking dynamics will change significantly. However, at the present time these on-street parking spaces are underutilized and longer time limits will attract employees and business owners presently parking in the core retail district along Main Street.
4. **District 5 (Community College / Lafayette Blvd.)** - Expand time limit to 4 hours in areas around the Housatonic Community College south of State Street, including Lafayette Boulevard, and Courtland Street. By extending the time limits in this predominantly educational and commercial area, more parkers will utilize on-street parking thereby increasing on-street parking utilization and revenues.



In Princeton, NJ yellow meters denote 30 minute parking.

The potential installation of credit card enabled meters and the implementation of pay-by-cell service as recommended in this report accommodates longer term on-street parking as parkers can conveniently pay for parking via credit card or their cell phone thereby eliminating the need to carry coin. In addition, where permitted should parkers wish to add more time to their parking session, they can add and pay for additional time remotely. To assist parking patrons to determine which spaces are short vs. long term the City can color code the meter heads with different colors so that repeat parkers can more easily identify the on-street time limits throughout the various areas of the downtown.

To further incentivize the use of longer term time limit parking in areas that presently have low utilization such as the referenced areas in District 4, the city should offer a monthly on-street parking permit that would allow parkers to utilize on-street parking subject to the permit regulations. The city can offer permits at a discount to the on-street meter rate to promote utilization of underutilized areas thereby reallocating parking from high demand areas to locations with significant parking inventory.

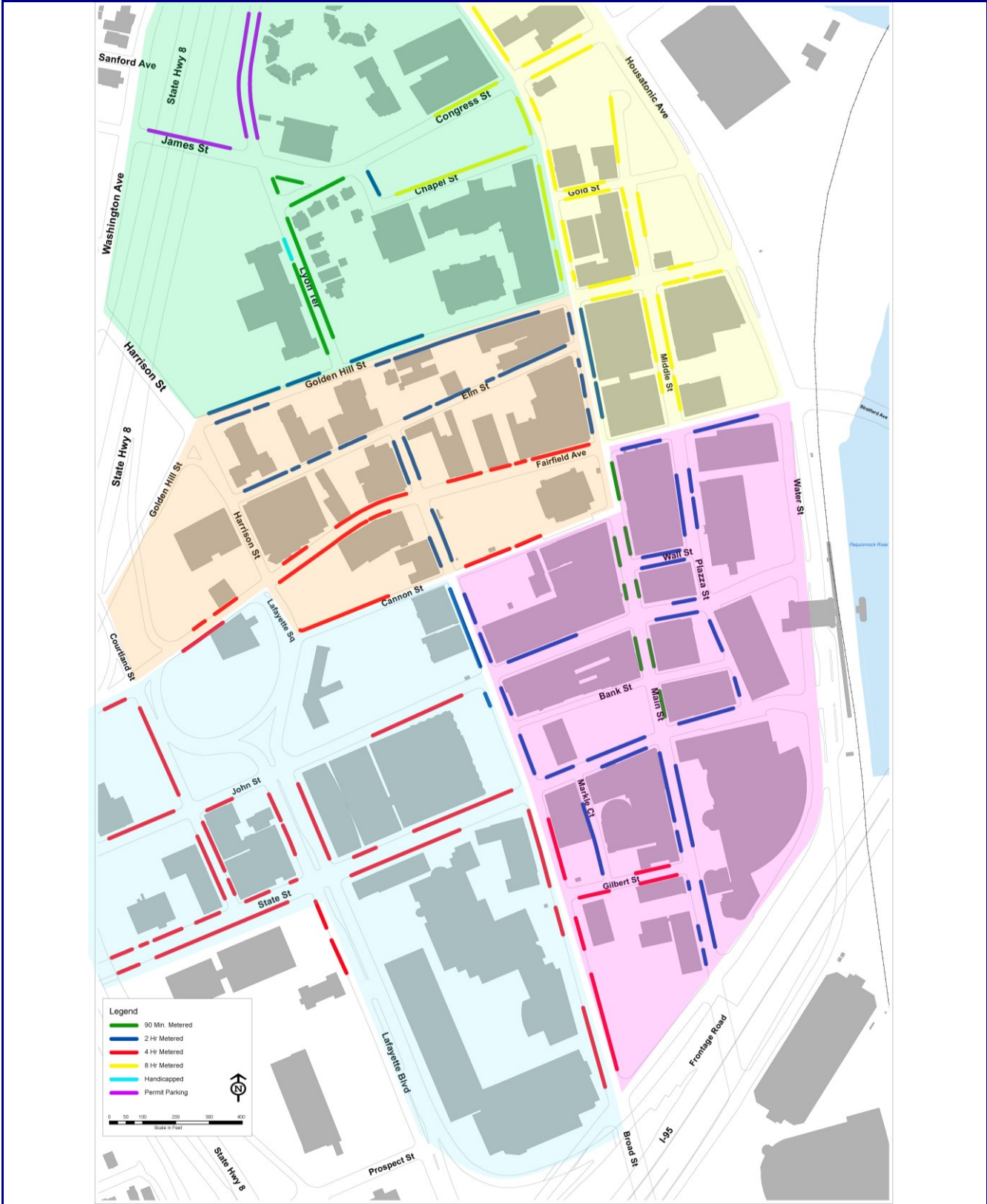


Exhibit 13: On-Street Meter Time Limit Recommendations

District	Street Location	Current Time Limit	Recommended Time Limit
1	State St.	New	2 hr
	Fairfield Ave.	New	2 hr
	Markle St.	2 hr	No change
	State St.	2 hr	No change
	John St.	2 hr	No change
	Wall St.	2 hr	No change
	Fairfield St.	2 hr	No change
	Plazza St.	2 hr	No change
	Broad St.	2hr	4 hr
	(Water St. to State St.) Broad St. (State St. to John St.) Main St. (State St.- Fairfield Ave.) Cesar Batatalla Way	2 hr 2 hr 2 hr 2 hr	No change No change 90 min. 4 hr
2	Main St.	2 hr	No change
	Broad St.	2 hr	No change
	Elm St.	2 hr	No change
	Golden Hill St.	2 hr	No change
	Fairfield Ave.	2 hr	4 hr
	Cannon St.	2 hr	4 hr
3	Congress St.	New	8 hr
	Chapel St.	New	90 min
	Chapel St. side	New	8 hr
	Lyon Terrace	New	2 hr
4	Middle St.	New	90 min
	Gold St.	2 hr	8 hr
	Main St.	2 hr	8 hr
	Congress St.	New	8 hr
	Golden Hill St.	New	8 hr
	Lafayette Sq	2 hr	8 hr
5	Courtland St.	2 hr	4 hr
	John St.	1 hr	4 hr
	Fairfield St.	2 hr	4 hr
	State St.	New	4 hr
	(Warren St. to Broad St.)	New	4 hr
		2 hr	4 hr

Source: Timothy Haahs & Associates, Inc. 2014

Exhibit 14: Map of On-Street Meter Time Limit Recommendations



Source: City of Bridgeport and Timothy Haahs & Associates, Inc. 2014

Handicapped Parking

On-street ADA/Handicapped Parking Law in Connecticut states that vehicles displaying a special license plate or a placard are allowed to park in an area where parking is legally permissible, for an unlimited period of time without penalty, regardless of the time indicated by a (1) parking meter, or (2) sign, provided the operator of or a passenger in, the vehicle is a blind person or a person with a disability. Based on a discussion with the Parking Enforcement Officer (PEO) Supervisor this law is not clear as to whether or not Handicapped parkers are required to insert money into on-street meters, presumably to the maximum time limit, and then have the benefit of parking at the location for an unlimited period without penalty.

The proliferation of handicapped parkers using on-street parking is a common issue in many downtowns, especially with large institutions such as court houses, government buildings, hospitals and schools. Often employees of these institutions with handicapped credentials park on-street closest to their destination instead of using employee designated parking facilities. In some situations handicapped parkers can dominate the on-street parking adjacent to large institutions.

The city should request that its law department review the Handicapped Parking Law to interpret if the intent of the law is to provide handicapped parkers the right to park for an unlimited time with or without having to first feed the meter.

Loading Zone Enforcement / Permit Program

During a meeting with the City Parking Enforcement, it was expressed that enforcement of loading zones was challenging and created significant conflict with local merchants due to the fact that the loading zones were often occupied by the private vehicles of business owners loading and unloading for their retail operations and other Downtown visitors. Typically, the use of loading zones is restricted to commercial vehicles with the corresponding commercial license plates during normal business hours. This enforcement challenge is prevalent in downtown areas with numerous small businesses where the merchants use their private vehicles for deliveries and loading of merchandise.

To address this issue and reduce the conflict and abuse of loading zones by local business owners, the City can approve by ordinance and implement a Loading Zone Permit Program to better control and regulate loading zones in the downtown. The Loading Zone Permit Program would allow business owners in the designated areas to obtain a permit from the City that would allow their private vehicle to occupy a loading zone for deliveries and loading for a limited amount of time, say 15 minutes. Commercial vehicles already registered with the Connecticut Commerce Commission would not need the loading Zone Permits to use loading zones. The Loading Zone Permit could be purchased or renewed semiannually or annually.



Recommended regulations of the Loading Zone Permit Program include the following:

- The acquisition of a loading zone permit is contingent on the applicant satisfying any outstanding City parking tickets against a license plate registered in his/her name.
- Commercial vehicles may utilize the loading zone for up to thirty (30) minutes.
- Loading zone permit holders (private vehicles) utilizing a loading zone permit are limited up to fifteen (15) minutes.
- During such utilization, a vehicle shall, at all times, display a loading / unloading or pick up / delivery placard or permit, as required by the City, on the dashboard or driver's sun visor (facing outward).
- The vehicle shall, at all times, have its warning lights flashing.
- In addition to other penalties provided by law, any vehicle illegally parked in a loading zone for more than one hour may be towed at the expense of the owner.

- In addition to other penalties provided by law, the permit of any permit holder receiving three or more tickets for violating the permitted use of the permit, within one calendar year, is subject to revocation of the permit by the City.

Shared Loading Zones

As mentioned, most loading zones are required for commercial purposes and enforced during commercial business hours, typically 6 am to 6 pm, Monday through Friday and on Saturday mornings. In areas of high parking demand, especially in downtown districts with significant evening business and restaurant activity it is beneficial to allow loading zones to be “shared” by parkers after business hours, usually 5 pm or 6 pm. To provide additional convenient on-street parking in districts with high demand the City can modify its loading zone ordinances to allow private vehicle parking after commercial loading periods.



Meter Bag Program

During our field observation we noted that multiple on-street meters were occupied for construction activity and vehicles. Given the on-going redevelopment of the downtown area it is likely that construction activity will continue and increase. To limit the amount of on-street parking monopolized and by contractors and the associated loss of revenue, the City should implement a “meter bag” program. The meter bag program would provide authorization for contractor vehicles to stay at a meter throughout the day without having to feed the meter. Contractors would purchase daily meter bags for a set fee and period. This program will eliminate conflict between contractors and PEO’s, reduce vandalism to meters, dissuade contractors from the long term occupation of meters, and provide a regulated system for the use of on-street meters by contractors.



Recommended regulations of the Meter Bag Program include the following:

- Meter bags with serial numbers are only issued to service and construction vehicles that display commercial license plates.
- Each metered space occupied by a construction vehicle requires a meter bag.
- A commercial vehicle registration must be presented when applying.
- Receptacle containers (dumpsters) occupying metered spaces must show proof of appropriate City permit and pay for parking spaces occupied.
- DEPOSIT: \$75.00 per rental bag.
- RENTAL FEE: \$15.00 per bag - per day. Until meter bag has been returned in satisfactory condition, renter is responsible for said rental fee.

Additional On-Street Meters

During our observations of the downtown, we noted several on-street locations that are appropriate for on-street meters. These potential locations were in active commercial areas and did not appear to conflict with the safety of pedestrians or the flow of traffic. On-street metered parking provides highly desirable and convenient parking for downtown patrons. It also helps calm traffic within the downtown environment and improves the pedestrian experience. When metered parking is consistently enforced, it is highly effective at regulating parking spaces for intended durations and users. In addition, revenue generated by metered parking supports operations and improvements to the parking system and can be reinvested in the downtown district.

From our assessment, we noted approximately 199 new meter placement opportunities in the following locations.

- District 1: State Street, Fairfield Avenue, Main Street
- District 3: Congress Street, Chapel Street, Lyon Terrace, Main Street
- District 4: Main Street, Congress Street, Middle Street, Gold Street, Golden Hill Street
- District 5: John Street, State Street, Courtland Street, Fairfield Street

The following table (Exhibit 13) lists recommended meter and permit parking locations. Permit parking is also recommended in Municipal District 3 where it was observed that employees of the police station park in unrestricted areas. The City should have its Engineer perform a comprehensive audit of the proposed meter locations to confirm that the on-street parking will not negatively impact pedestrian safety and the flow of traffic. These additional meters will increase the supply of convenient on-street parking and generate additional revenue.

The following table outlines the location, the time limit, rates and the number of new meters recommended.



Potential location for additional on-street meter parking on the north side of John Street between Lafayette Blvd. and Broad.

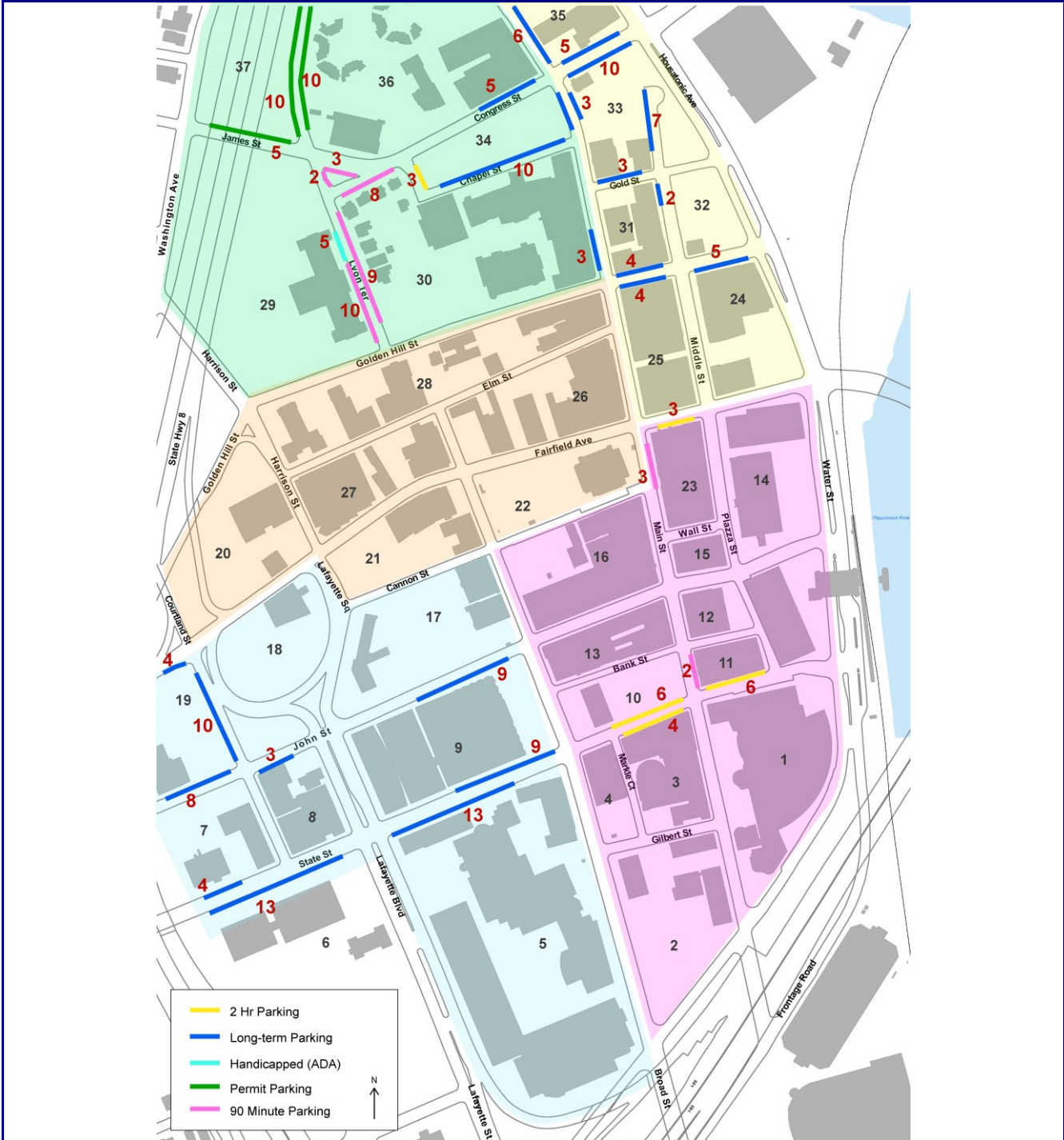
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Exhibit 15: Additional On-Street Meter Recommendations				
District	Street	Quantity	Time Limit	Rate
District 1	State St.	16	2 hr	\$1/hr
	Main St.	5	90 min	\$1/hr
	Fairfield Ave.	3	2 hr	\$1/hr
Sub Total		24		
District 2	No Additional Meter Proposed			
Sub Total		0		
District 3	Lyon Terrace	21	90 min	\$0.50/hr
	Congress St.	5	8 hr	\$1/hr
		11	90 min	\$0.50/hr
	Chapel St.	10	8 hr	\$1/hr
	Chapel St. side	3	2 hr	\$1/hr
	Main St.	3	8 hr	\$1/hr
Sub Total		53		
District 4	Golden Hill St.	13	8 hr	\$1/hr
	Middle St.	9	8 hr	\$1/hr
	Gold St.	3	8 hr	\$1/hr
	Congress St.	15	8 hr	\$1/hr
	Main St.	9	8 hr	\$1/hr
Sub Total		49		
District 5	State St.	39	4 hr	\$1/hr
	John St.	20	4 hr	\$1/hr
	Fairfield Ave.	4	4 hr	\$1/hr
	Courtland St.	10	4 hr	\$1/hr
Sub Total		73		
Total		199		

Source: Timothy Haahs & Associates, Inc. 2014

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Exhibit 16: Additional On-Street Meter Locations



Source: City of Bridgeport and Timothy Haahs & Associates, Inc. 2014

Parking Rate Review

In Bridgeport, parking revenue is generated by fees collected from on-street meters. Establishing appropriate parking rates is critical to generating adequate revenue to maintain and improve parking facilities; support the

continued economic development of Downtown; and to fund the management and administration of parking system.

It is important to charge rates commensurate with other similar cities. For this exercise we selected a sampling of six cities similar to Bridgeport in the state of CT and NY. To accurately compare rates, our research focused on on-street meter rates and public facilities located within the downtown area of each municipality. The following table summarizes the rates as of November 2013.

Exhibit 17: Parking Rate Comparison				
City	Public Facilities		On-street	Population
	First Hr - Max.	Monthly	Hourly	
Danbury, CT	\$1 - \$9	\$45	\$1.00	82,800
New Rochelle, NY	\$1	\$21 - \$100	\$1.00	78,000
Norwalk, CT	\$1.25	\$35 - \$90	\$1.00	87,000
Bridgeport, CT	\$2 - \$20	\$60 - \$90	\$1.00	146,000
New Haven, CT	\$2 - \$18	\$68 - \$140	\$0.75 - \$1.50	131,000
Waterbury, CT	\$1.50 - \$10	\$75 - \$80	\$1.00	110,000
Stamford, CT	\$2 - \$16	\$75 - \$120	\$1.00	125,000
Hartford, CT	\$1.50 - \$14	\$93 - \$235	\$1.00	125,000

Source: U.S. Census Bureau and Timothy Haahs & Associates, Inc. 2014

As the above rate comparison shows, the on-street rates of other peer cities are comparable to Bridgeport. Because all the off-street facilities in Bridgeport are privately owned, the City has no control on these rates. Ideally, in downtown parking system on-street rates should be higher than off-street rates to incentivize parkers to utilize off-street for longer term parking thereby making on-street spaces more available for short-term parkers and frequent turn over although this fee strategy is not often implemented. Based on interviews with City staff it is our understanding that the existing on-street meter rates have been in place for at least seven (7) years.

To promote the redistribution of parking throughout the areas of the downtown with the heaviest utilization, the City should consider implementing a variable on street parking rate strategy based on the level of meter occupancy during certain times of the day. This strategy is a common businesses practice (i.e. the cost of movies during peak hour versus matinee, toll road fees during rush hour versus non-peak hours, energy costs during peak versus non-peak hours) and is being increasingly adopted for on-street municipal parking. Variable pricing is an equitable and effective method to justifiably increase parking fees, to generate additional revenue, and manage parking resources. For example, parking rates should be lower at long term meters on the periphery of the downtown to encourage all day parkers to use these underutilized parking resources. Higher pricing is justified for short-term meters where high turn-over is desired mainly in the core business district area.

Based on the occupancy count and observations we would recommend increasing on-street parking fees in District 2 (Courthouse and Theater) from \$1.00 per hour to \$2.00 per hour especially on streets around the courthouse where parking is dominated by visitors to the courthouse. In the peripheral areas of District 2 (Redevelopment) and District 4 (Community College/Lafayette Blvd.) we recommend maintaining the existing meter rate but selling a monthly permit to allow permit holders to park at a meter at a discounted fee. We recommend a monthly fee of \$60.00 per month. In District 3 (Municipal) where a great amount of parkers are visiting the City Hall and the Police Station and where parking is presently free, we recommend a reduced parking fee of \$.50 per hour.

With the potential implementation of credit card enabled meters and pay-by-cell systems by the City for parking fee payment as outlined in the following section of the report, there are credit card processing communication fees associated with these payment options that are typically paid by the municipality.

Accordingly, should the City implement these payment options, the first parking hour could be increased by \$.25 per hour to offset the associated credit card processing and communication fees. For parkers that continue to pay with the coin, the parking fee can remain at the existing rate.

While existing parking rates in the City are on par with other peer Cities in the region, the present parking rates have not been adjusted in several years. As the City implements enhancements and upgrades to its parking system and the delivery of parking services, the City should consider a rate adjustment within the next two (2) years. To help garner support for potential parking fee increases, a portion of the additional revenue generated by a fee increase should be dedicated to downtown enhancements and improvements such as landscaping, maintenance, and parking wayfinding. Parking revenues collected from on-street parking that fund downtown improvements benefits the district where the money is collected. In addition, parking revenue can be utilized to support parking demand management initiatives including pedestrian, bicycle and shuttle improvements that help reduce parking demand and the reliance on single occupancy vehicles.



Following table outlines the recommended meter time limit and rates for each district.

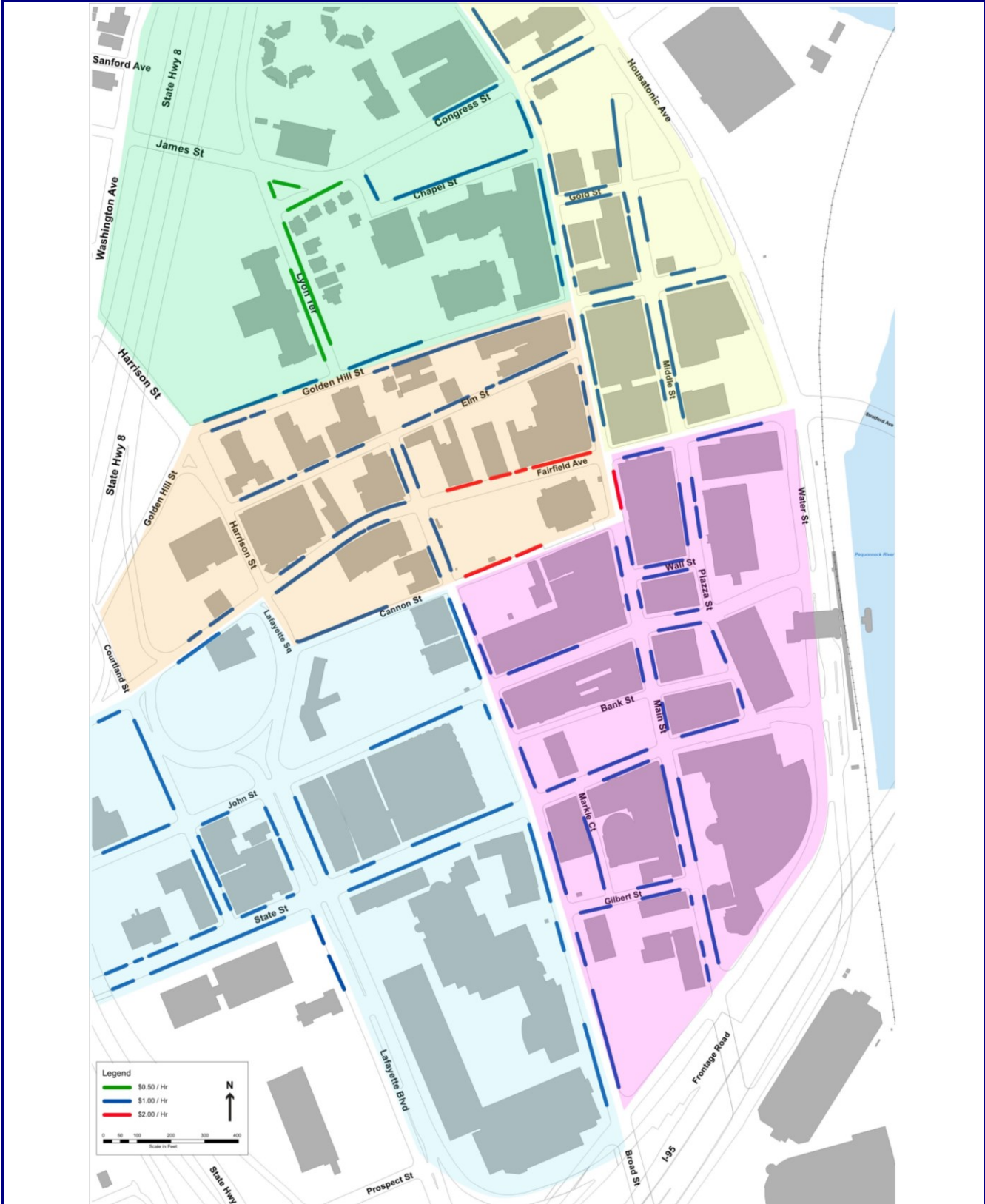
Exhibit 18: Recommended Meter Time Limit and Rates					
	District	Street Location	Current Time Limit	Recommended Time Limit	Meter Rates
	1	State St.	New	2 hr	\$1/hr
		Fairfield Ave.	New	2 hr	\$1/hr
		Markle St.	2 hr	No change	\$1/hr
		State St.	2 hr	No change	\$1/hr
		John St.	2 hr	No change	\$1/hr
		Wall St.	2 hr	No change	\$1/hr
		Fairfield St.	2 hr	No change	\$1/hr
		Plazza St.	2 hr	No change	\$1/hr
		Broad St.	2hr	4 hr	\$1/hr
		(Water St. to State St.)			
		Broad St. (State St. to John St.)	2 hr	No change	\$1/hr
		Main St. (State St. to Cannon St.)	2 hr	90 min.	\$1/hr
		Main St. (Cannon St. to Fairfield Ave.)	2 hr	90 min.	\$2/hr
	Cesar Batatalla Way	2 hr	4 hr	\$1/hr	
	2	Main St.	2 hr	No change	\$1/hr
		Broad St.	2 hr	No change	\$1/hr
		Elm St.	2 hr	No change	\$1/hr
		Golden Hill St.	2 hr	No change	\$1/hr
		Fairfield Ave. (Main St. to Broad St.)	2 hr	4 hr	\$2/hr
		Fairfield Ave. (Broad St. to Courtland St.)	2 hr	4 hr	\$1/hr
		Cannon St. (Main St. to Broad St.)	2 hr	4 hr	\$2/hr
		Cannon St. (Broad St. to Lafayette Sq.)	2 hr	4 hr	\$1/hr

Exhibit 17: Recommended Meter Time Limit and Rates Continued

	3	Congress St.	New	8 hr	\$1/hr
			New	90 min	\$0.50/hr
		Chapel St.	New	8 hr	\$1/hr
		Chapel St. side	New	2 hr	\$1/hr
		Lyon Terrace	New	90 min	\$0.50/hr
	4	Middle St.	2 hr	8 hr	\$1/hr
			New	8 hr	\$1/hr
		Gold St.	2 hr	8 hr	\$1/hr
		Main St.	2 hr	8 hr	\$1/hr
			New	8 hr	\$1/hr
		Congress St.	New	8 hr	\$1/hr
	5	Golden Hill St.	New	8 hr	\$1/hr
		Lafayette Sq	2 hr	4 hr	\$1/hr
			1 hr	4 hr	\$1/hr
		Courtland St.	2 hr	4 hr	\$1/hr
		New	4 hr	\$1/hr	
John St.		New	4 hr	\$1/hr	
Fairfield St.		New	4 hr	\$1/hr	
State St. (Warren St. to Broad St.)	2 hr	4 hr	\$1/hr		

Source: Timothy Haahs & Associates, Inc. 2014

Exhibit 19: Map of Recommended Meter Rates



Source: City of Bridgeport and Timothy Haahs & Associates, Inc. 2014

Parking Equipment / Technology

The equipment utilized to collect parking fees is a critical component of customer satisfaction and convenience to revenue control. The present POM and MacKay electronic meters utilized for on-street parking; only accept quarter coins and not provide any options for parkers with a credit card or to pay and add time to their parking space. With the City's desire to implement a multi-phase roll-out plan to replace existing single space meters, we have identified the following parking equipment and technology options for the City's consideration.

Credit Card Enabled Meters

As previously noted, the City has explored the option of replacing existing meters, which only accept quarters, to coin and credit-card enabled parking meters. These meters allow users to choose from multiple payment options, including credit cards, coins and 'smart' cards. Credit card enabled parking meters are also complimentary to cell-phone parking systems. Initial payments can be done at the meter and with an integrated cell and credit card meter system, parking time can be refilled via cell phone if allowed. Improved meter technology and payment options will enhance the convenience for users.. Historically, adding user payment options generates additional parking revenue to cover operational and capital improvements associated with the new meters. With the ability to pay for on-street parking with credit cards versus the coin only option, the average transaction amount tends to increase because parkers typically buy more time to avoid the possibility of receiving a summons for overtime parking. The increased revenue, however, is offset to some extent by the credit card and communication fees associated with credit card enabled meters. Credit card enabled meters tend to have more meter uptime which translates into additional revenue and greater public acceptance because they can pay for parking via coins, credit card and other integrated payment options such as pay by cellphone.



The cost to replace the existing meters with the coin and credit card enabled meters is approximately \$530 per meter head mechanism. The recurring costs for the operation of these meters include wireless gateway / data fee, system management license fee, and the per credit card transaction fee and can cost approximately \$11 to \$13 per month, per meter. Consequently, given the low parking occupancy rates in certain areas of the downtown, it presently does not make sense to roll out credit card enabled meters throughout the entire downtown. We believe that the City should undertake a pilot test program of credit card enabled meters in the most active on-street area of the downtown districts as a prudent plan to evaluate the value of these meters. Should the pilot program prove beneficial and well accepted, an expansion of the credit card enabled meter placements can occur based on increased parking demand and available financial resources. We recommend the first stage of the roll-out be in Districts 1 (Core District) and 2 (Courthouse and Theater). **Please refer to the Preliminary Financial Assessment portion of the study that presents a cost benefit analysis of a pilot program for the installation of coin and credit card enabled meters.**

Pay-by-Cell

Pay-by-cell phone systems are being implemented in a growing number of cities in the US. These systems allow patrons to pay for their parking through various cell phone-based commands (call, text, scanning a QR code). Using cell phones, patrons can also purchase or extend their time at a meter or facility from a remote location. Text or voice message notifications can be sent to patrons as their parking time is about to expire. Many of these systems can operate in conjunction with the City's parking meters and multi-space pay machines.



The convenience of paying for parking by cell phone and the ability to remotely activate and reactivate the parking session (where permissible) is a significant benefit to downtown users, including retail or restaurant parkers, commuters, and employees with all-day parking needs. Cell phone payment systems eliminate trips to the meter to refill, and eliminate the need to carry coins. In addition, merchants can establish accounts to pay or discount customer parking via cell phone should they desire to do so. Pay-by-cell systems, in addition to offering convenience, can be a financially appealing option for the City. These systems require minimal investment on the City's part. Typically the city incurs little cost to implement the pay-by-cell system because the service provider sets up the operating program, installs signage, markets the service, and negotiates with the city an appropriate service fee to be added to individual parking transactions paid by the user (usually \$0.25 - \$0.35 per transaction). However, because pay-by-cell systems are dependent on credit card payment, there are transactions fees associated with this service that can either be borne by the City or transferred to the user.

Pay-by-cell is a viable city-wide option for the City to enhance the convenience for all parking groups including residents, merchants, downtown patrons and commuters. To continue to improve customer convenience and revenue control, as well as enhance parking operations, the City should undertake or consider the following recommendations:

Multi-Space Machines

Multi-space machines are a single unit that replaces multiple meters and are generally best used for areas where there are concentrated parking spaces such as surface parking facilities. For on-street parking, "Pay and Display" multi-space machines are typically used vs. "Pay by Space" format because there is no need to paint and maintain space numbers on the street and in cold weather climates, snow and ice can obscure space numbers.

With "pay and display," a parker goes to the machine, purchases the amount of parking desired, obtains the payment receipt indicating the expiration time of the parking session, returns to their car and places (displays) the receipt on the vehicle dashboard. This receipt indicates the start and end of the time purchased. PEO's patrol the areas with "pay and display" parking by visually reviewing the receipt on the vehicle dashboard to determine compliance. Industry standards indicate that one machine typically serves between 10 and 12 on street parking spaces. If more spaces are served by a single machine, the walking distance to the pay station and back to the vehicle to display the receipt is often perceived as too far and inconvenient.



For the City of Bridgeport's on-street parking management, we do not recommend the deployment of multi-space machines for the following reasons: (1) the cost of multi-space pay stations is typically between \$10,000-\$12,000 per unit. On a per space basis, this equates to approximately \$1000- \$1200 per space given that each machine manages 10-12 on-street parking spaces. The capital cost and coin enabled meter is approximately \$550 per meter; (2) the conversion of a single space on-street meter system to a multi space payment machine system often requires a comprehensive and labor intensive communications program to educate the parking public regarding the use of the new system; and (3) given the City's existing utilization of single space meter, the parking public is familiar with the utilization and convenience of the single space meters and with the potential upgrade of the meters to accept both coin and credit cards for payment, the parking public will quickly and easily adapt to the new meters.

Deploying multi-space pay machines does provide certain advantages over single-head coin only meters. Revenues can increase because more curbside parking is available. Typically on-street metered parking is set at 20 to 22 feet where many vehicles can park in spaces of less than 20 feet. They provide flexible forms of payment such as coins, bills, credit cards, smart cards, and value cards. In the event of a pay station failure, a consumer can use an alternate, station to pay for parking, thus eliminating lost revenue associated

with non-functioning meters. Aesthetically, multi-space pay stations reduce visual clutter on the sidewalks vs. single space meters. This system also allows machines to provide immediate notification to the Parking Manager, or maintenance personnel, when there is an equipment malfunction, reducing the down time of the equipment. The disadvantages of multi space machines include that if and when the machines goes down or are vandalized, multiple parking spaces are effected and more revenue lost when compared to the malfunction of single space meters. In addition, parking customers often find the requirement to pay for parking at the machine and return to their vehicle to display the receipt as inconvenient.

We recommend that the City proceed with the replacement of a portion of its current meters with coin and credit card enabled meters in high parking demand and high value locations. As indicated, these meters provide additional payment options and are more cost effective to deploy, given the City's existing on-street meter installations, than the installation of multi space machines. Subsequent to the installation of the new credit card enabled meters, the City can redeploy its existing digital meters to new locations. To undertake the redeployment, the City can purchase refurbished meter casings and new meter poles to affordably install the additional meters. **Please refer to the Preliminary Financial Assessment portion of the study that presents a cost benefit analysis for the redeployment of existing meters to new proposed locations.**

Parking Enforcement

Fair and consistent enforcement of parking regulations is critical to the free flow of traffic, vehicular and pedestrian safety, and parking turnover to support local residents, retailers and merchants. Inconsistent enforcement of parking regulations is detrimental to the parking program as it catches people unaware and provides the impression that parking enforcement is unpredictable, arbitrary and capricious.

In Bridgeport, parking enforcement is conducted by Parking Enforcement Officers (PEOs) under the Police Department. Currently there are 4 full time PEOs. One person is stationed in the office from 7 am to 3 pm and three PEOs are on street enforcing from 8 am to 3:30 pm. We understand that PEOs have defined on-street enforcement zones and routes for enforcing parking regulations. The existing on-street parking meters and time limits are in effect Monday thru Saturday from 8 am to 6 pm. However, present enforcement hours are weekdays from 8 am to 3:30 pm and no enforcement on weekends.



The October 2013 PEO work log indicated that an average of 73 tickets were issued on a daily basis by all three PEO's resulting in an individual PEO average of less than 25 citations per day. **Please see referenced PEO work log, Appendix G of this report.** Based on the PEO work day as referenced above, the individual PEO's should be producing approximately one parking summons every 12 minutes which during an eight hour shift results in approximately 40 citations per day.

This study did not include a comprehensive enforcement survey that would determine enforcement capture rates, but based on our observations, capture rates are low. Capture rate refers to the percentage of illegally parked vehicles that are cited for parking violations including expired time, violating a maximum parking time, parking in a handicap space, etc. We did conduct a limited windshield survey of vehicles with expired meters and noted that the majority of vehicles in violation were not ticketed. As a result, we recommend that enforcement be more prevalent and consistent in the downtown area.

To improve the consistency of enforcement the City should consider the following recommendations:

- Produce and track summary enforcement reports for the downtown area related to ticket issuance by type, zone, and PEO. This information will identify appropriate benchmarks for PEO's and help determine if priority enforcement initiatives are being consistently addressed. The PEO Supervisor should on a daily basis review the specific enforcement reports, data and trends to ensure

compliance with parking enforcement expectations and goals. Specifically, the Supervisor should review the enforcement “gap” report on a daily basis which indicates the amount of time elapsed between parking citations. If the time elapsed between citations issued is beyond 15 / 20 minutes, the PEO should be asked to provide a written explanation for the gap.

- Create a schedule of PEOs staffing hours and zones to ensure consistent enforcement of all areas thereby reducing complaints that enforcement is arbitrary, irregular and capricious. In general, PEO patrol routes should be established so that the routes are fully covered within one hour in the downtown district. However, in District 1 (Core Business) and District 2 (Courthouse and Theater) enforcement routes should be shorter with a full patrol of the route within 30 minutes. In longer term and peripheral areas of the downtown, patrols can be established to cover these areas every two hours.
- Consistently enforce the 2 hour time limit on downtown on-street meters to promote turnover of conveniently located parking for retail / commercial patrons. Time limit parking should be strictly enforced in District 1 (Core Business District) where merchants are dependent on the turnover of on-street parking. Warnings can be issued as a preliminary step prior to increased enforcement to educate the parkers as to the need for consistent enforcement of time limit parking and inform parkers of alternate, longer duration parking options.
- Extend the enforcement of downtown meters on weekdays from 3:30 pm to 6 pm as advertised on existing meters and signage. The extension of enforcement of on-street meters and time limits to 6 pm will generate additional revenue to support the parking system. Not enforcing existing parking requirements contributes to a perception that enforcement is lax and inconsistent.
- Provide PEO’s with parking industry specific customer service and conflict resolution training to provide them with the necessary tools to better perform their responsibilities. The training topics include the role of the parking enforcement officer, and how this role interacts with the overall parking initiative and/or program; identifying parking demand and utilization by area/zones; citation productivity; and strategies to reduce complaints. Parking specific training and education is available through the International Parking Institute (www.parking.org) and the local New England Parking Council (www.newenglandparkingcouncil.org).

Citation Rate Comparison

The City has conducted a citation rate comparison with other similar cities in Connecticut. Among peer cities, Bridgeport has the lowest citation rate for violations highlighted in green and the highest citation rate for violations highlighted in orange. The full list is included in the Appendix section of this report but below, we have listed the most common violations and highlighted in color where the City’s rate falls compared to other cities.

Exhibit 20: Citation Rate Comparison							
Violation	Bridgeport	New Haven	Hartford	Stamford	Norwalk	Danbury	Waterbury
Meter Violation	\$35/\$70	\$20/\$60	\$25/\$75	\$20/\$70	\$25/\$100	\$20/\$40	\$20/\$40
Beyond Established Tim	\$35 /\$70	\$20/\$60	\$25/\$75	\$20/\$70	\$25/\$100	\$20/\$40	\$20/\$40
Prohibited Parking/Tow Away Zone	\$45/\$90	\$50/\$150	\$45/\$99	\$40/\$90	\$60/\$200	\$100/\$200	\$50/\$100
Parking within Bus Stop Zone	\$45/\$90	\$50/\$150	\$45/\$99	\$60/\$110	\$60/\$200	\$100/\$200	\$50/\$100
Parking in Handicapped Zone	\$125/\$250	\$150/\$450	\$125/\$125	\$150/\$200	\$200/\$250	\$100/\$200	\$150/\$300

Source – City of Bridgeport

On-Street Angled Parking

Angled on-street parking is when a vehicle is parked with the front or back of the vehicle intersecting or adjacent to the curb line. Angled parking uses less linear curb length, typically between 10’ – 23’ per parking space than traditional parallel parking which requires 20’ – 22’ so more spaces can be provided on the same

block. In addition, angled parking has the potential to act as a traffic calming device because a passing driver is aware that a parked vehicle could back into the roadway at any moment. For the same reason, bicyclists who are not "taking the lane", and are riding close to parked vehicles are very wary of angled parking.

Angled parking on main streets has been applied strategically in traditional neighborhood retail collector streets ("Main Streets"), precisely because it both increases the parking supply and slows down traffic. Slower traffic speeds allow drivers to widen their field of vision and thus to become more aware of retail stores or services. A more bicycle-friendly arrangement is back-in/head-out angled parking, a.k.a. reverse-angle or reverse diagonal parking, in which the driver backs into the space. This form has many advantages:

- When exiting, the driver is closer to the travel lane and facing forward, thus providing him or her greater visibility when entering traffic.
- Drivers loading goods into the trunk of the vehicle can do so at the curb side, rather than in the street or parking lot travel lane, thus reducing their risk exposure.
- Children exiting or entering the car are guided into the car when the door is opened, rather than blocked from the sidewalk.
- The driver of a parked vehicle can make eye contact with anyone in the street, including other drivers, bicyclists, skateboarders, or pedestrians.



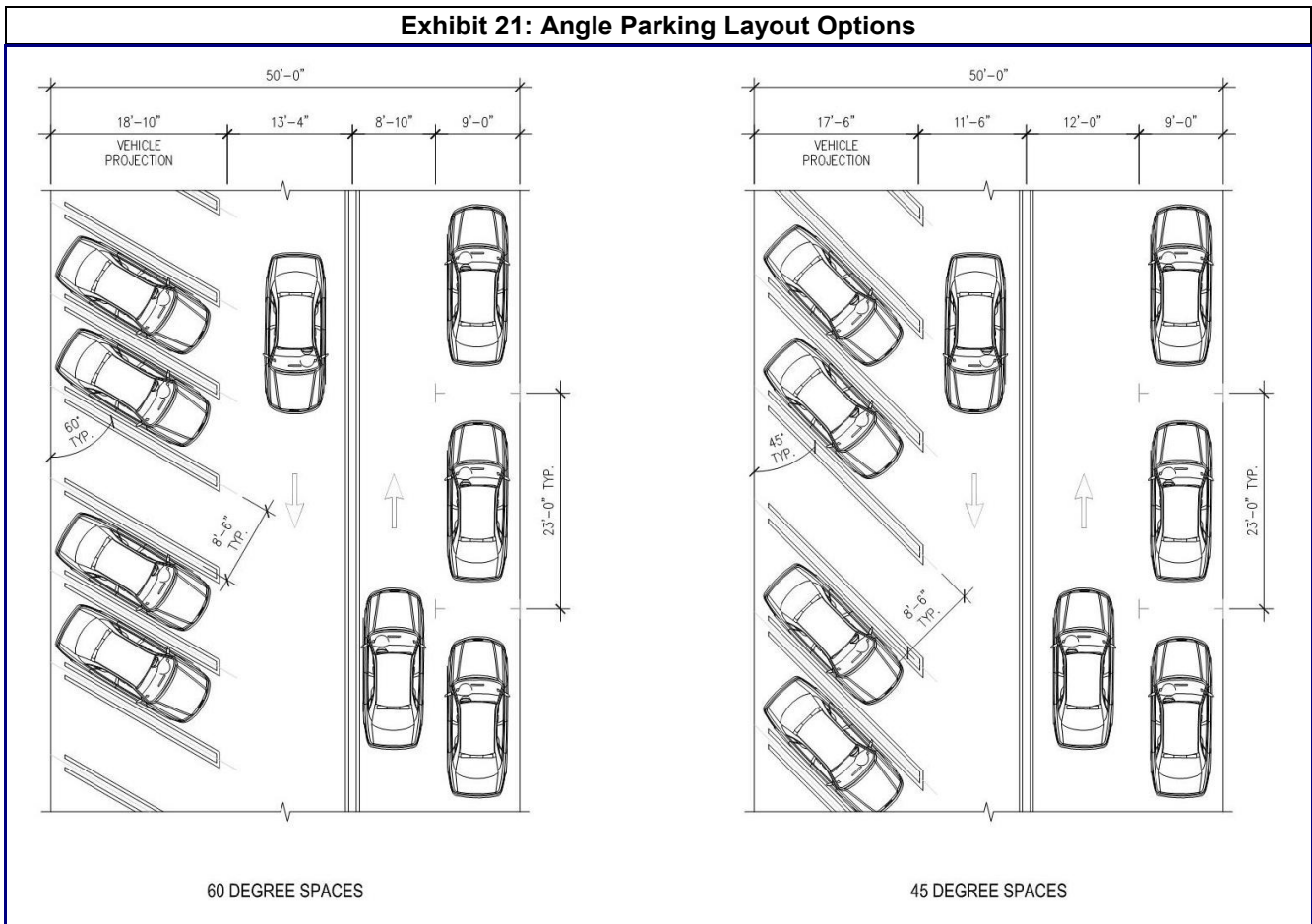
Back-in/head- out angle parking.

For example, the City of Tucson found that after converting front-in angle parking with back-in angle parking, bicycle collisions with vehicles leaving their parking spaces fell from three to four per year to zero, after four years. A sampling of cities that have installed back-in angled parking includes: Seattle (city-wide), Tacoma, Olympia, and Vancouver in Washington; Portland and Salem in Oregon; Tucson, Arizona; Austin, Texas; Salt Lake City, Utah; Indianapolis, Indiana; Washington, D.C.; Pottstown, Pennsylvania; Wilmington, Delaware; and Montreal, Canada. The cities that have implemented back-in angled parking are larger cities with a denser population than the City. **(Source: <http://streetswiki.wikispaces.com/Angled+Parking>)**

As indicated, the generic recommended linear curb face required for an angled parking space is approximately 10'-12'. By comparison, an on-street parallel parking space requires 22' or more. Roughly two angled parking spaces can thus be created for every parallel parking space, increasing parking capacity by almost 100% simply by restriping the spaces. However, when converting spaces from parallel to angled parking, it is usually necessary to restripe any lane markings as well since the angle parking will necessitate moving the outside travel lane closer to the center of the street. In addition, when contemplating the creation of angled parking on streets that have parallel parking on both sides of the street, there should be adequate street width (curb to curb) so as to continue to allow parallel parking across from the new angled parking. If the creation of angled parking eliminates parallel parking on the opposite side of the street, the net gain of parking is reduced.

From our preliminary evaluation of possible location for angle parking, we identified Broad Street from Frontage Street to John Street where street width appeared wide enough to accommodate angled parking. In our preliminary analysis we estimated the street width (curb to curb) at 50'. With the option of 60 degree angle parking vehicle projection, it allows a 13'4" driving lane on the angle parking side. On the opposite side of the street where parallel parking is maintained, it leaves a driving lane of 8'10". Although these driving lane widths are not ideal and maybe considered tight, the City may have to decide whether this is feasible according to the City's parking design standards. We have included the layout of 60 degree angle parking projection and 45 degree angle parking space for the City's reference. Typically, 60 degree projection is recommended especially if it is back-in angle parking. Should the City want to further evaluate areas for the creation of angled parking, the City engineer should audit downtown streets to determine which streets have adequate width to add angled parking while maintaining parallel parking on the opposite curb-line, identify the

required street modifications and associated costs, refer to the parking demand in the area, and determine if the need for parking in area warrants the expense associated with the creation of angled parking.



Source: Timothy Haahs & Associates, Inc. 2014

Meter Operations

Meter Collections

During our site observation visit, we interviewed a City employee from the Lines and Signs department who is responsible for meter collection. From this interview, we understand that two meter personnel cover all areas of the downtown, collecting meter coins on a weekly basis. Currently they do not go by defined collection zones or a schedule but try to cover every metered area once a week. One collection personnel has the keys to all meter heads and coin vaults. The coins are emptied into the collection cart and then transferred by the collector to coin bags, sealed, and dropped off at the finance department at the City Hall each day for counting. The finance department counts the coins and deposits the coin in the bank.

Based on the interview we understand that there are no standard operating procedures for meter key control, meter collections and coin handling and counting. Furthermore, the control and management of meter keys, collections schedules and zones, and collection equipment is centralized with one city employee who operates without the benefit of standard operating procedures (SOP'S) and third party controls. The lack of SOP's and a system of checks and balances related to meter key control and collection procedures is concerning as it provides an opportunity for theft. The city should immediately implement Standard Operating Procedures with appropriate segregation of key control and collection responsibilities to reduce the possibility

of theft. **Please refer to sample meter collection and deposit standard operating procedures in the Appendix.** In addition, the City should establish set collection zones that ensure that each meter is collected on a weekly basis. The money from each meter collection zone should be counted and recorded individually so that City staff can monitor the financial performance of the meter system as a whole and by individual collection zones. This information will provide meaningful data related to parking demand, utilization and rationale for future parking rate adjustments.

Meter Repair and Maintenance

The same employees from Lines and Signs who conduct the meter collections also respond to meter repair calls throughout the day to investigate and repair broken meters. Depending on the meter repairman's current location, he responds to the call to investigate the meter issue the same or next day. When a meter issue is investigated the problem is recorded in a meter repair log for reference in case of any dispute that may arise. If the problem is simple enough to be resolved on site, the personnel will repair the meter. Most meter parts are stored in the meter personnel van so they are easily accessible to be used on site. Bigger and more complicated repairs will be done in the repair shop. The most common meter problems are replacing led light bulbs and clearing out items that are jammed in the coin slot.

During our interviews it was reported by PEO's and the Lines and Signs staff that in wet weather conditions, the digital meters malfunction. To address this matter TimHaahs contacted the supplier of the City's meter inventory, POM Incorporated, and communicated the problem. Outlined below are the potential causes of the meter failures in wet weather conditions, and the preventative or corrective maintenance measures to be taken to reduce or eliminate the failures.

- Lack of dielectric grease on the battery snap: This is corrected by removing the battery, press the reset button to drain excess charge from the main board, brush off any powdery corrosion from the battery snap, apply dielectric grease, reattach the battery and press the reset button. The procedure should be done EVERY TIME a battery is replaced to prevent corrosion. Dielectric grease is a 3M product that can be purchased from POM, or locally from electrical/electronic supply dealers.
- Corrosion on one or more of the plugs (whether being used or not) on the main board: This is corrected by brushing away any visible powdery corrosion and generously applying dielectric grease to the plugs. Unplug the coin chute and do the same for the coin chute plug before reattaching it. The procedure should be done EVERY TIME a coin chute is replaced or any other time the meter is partially or fully disassembled, allowing access to the plugs, to prevent corrosion.
- A short in the battery snap wiring, perhaps from being pinched in the battery cover: Locate the short, apply dielectric grease and wrap the pinched area tightly with electrical tape. As a preventive measure, the battery cable should always be neatly tucked above or below the battery before attaching the battery cover, being careful not to allow the cable to become pinched in the cover.
- Moisture infiltrating the conformal coating on the main circuit board: To detect this, the main board must be exposed and best viewed under a black light. Any areas where the conformal coating is too thin or starting to lift from the surface of the main board will be a pale or milky color compared to the rest of the coating. Lift or brush away any flaking edge of the coating, and brush dielectric grease over the area, sealing the contacts underneath. A good test of the repair is to attach the battery, press the reset button, and drip water on the main board to see if the display goes blank again. If all is good, dry the board (air dry or with canned air) and reassemble. As a preventive measure, meters should be torn down to the main board every few years to look for such areas to repair and prolong the life of the main board, and thus the meter itself.

Should the City require additional information and direction regarding meter maintenance, they should schedule a maintenance training session with POM's local sales/service agent, Municipal Supply Sales.

In addition the city should prioritize the repair/replacement of all missing / inoperable meters, concentrate maintenance in high demand parking areas, consistently track work orders for repairs and replacement to reduce down time, and ensure that an adequate inventory of meter replacement parts for repair are on hand.

Parking Administration and Management

The efficient and effective way to provide parking services to municipal residents and the public at large is via a unified parking system. In this context the term “parking system” means the delivery of municipal parking services to the public by a single government entity charged with the responsibility of planning, managing, and operating all individual aspects or functions (planning, pricing, management, enforcement, collection and repair) of on- and off-street parking services. This single point of responsibility can also outsource all or components of the municipally operated parking management services to qualified third party, parking operators. In numerous cities throughout the US, municipal parking operations have been outsourced and provide a cost effective alternative to municipal parking operations. Outsourcing municipal parking operations often provides the municipality with access to expanded industry specific knowledge, technology, and resources, a reduction in labor/benefit costs, a streamlining of management and a consultative approach to parking operations. Virtually all municipalities recognize the importance of providing adequate parking for residents, visitors, shoppers and persons employed within their cities. However, not every municipality realizes the importance of integrating all aspects of providing public parking within the framework of a “parking system”. In the City of Bridgeport, key elements of the parking system are decentralized and various parking functions are performed by individual departments within the city government. The following roles and responsibilities of each governing office of the City shows that each segment of parking is decentralized and does not fall under any single jurisdiction, thus accountability and streamlining of decision making may be a very difficult process

City Council – Approves/denies allocation and expenditure of funds for capital improvements, sets on-street parking rates.

Chief Administrative Officer – Oversees various aspects of parking such as: accounting, budgeting, enforcement, and management and operation.

Board of Police Commissioners – Approves/denies proposed changes to parking rules. Governing body in regards to any signage or pavement marking additions or changes in the City Right of Way.

Police Department, Parking Enforcement Division – Enforces parking rules; issues parking violations; interfaces with the public; collects violation payments; hears complaints regarding violations; authorized to waive—in-part or whole—parking violations; “boots” excessive violators; interfaces with Board of Police Commissioners and Public Facilities.

Police Department, Traffic Enforcement Division – Enforces traffic rules; issues traffic violations and can issue parking violations; interfaces with the public; and interfaces with Board of Police Commissioners and Public Facilities.

Department of Public Facilities, Lines and Signs Division – Installs, maintains and replaces/removes parking meters; collects and deposits parking meter revenues; paints, maintains and adds/removes parking spaces; and installs parking-related signage at the direction of the Board of Police Commissioners.

Department of Public Facilities, Engineering Division – Reviews proposed improvements to the streetscape to ensure code compliance. Provides technical assistance to the Board of Police Commissioners and makes recommendations on proposed changes to parking rules and regulatory signage. Point of contact for the State serves as Legal Traffic Authority for the City.

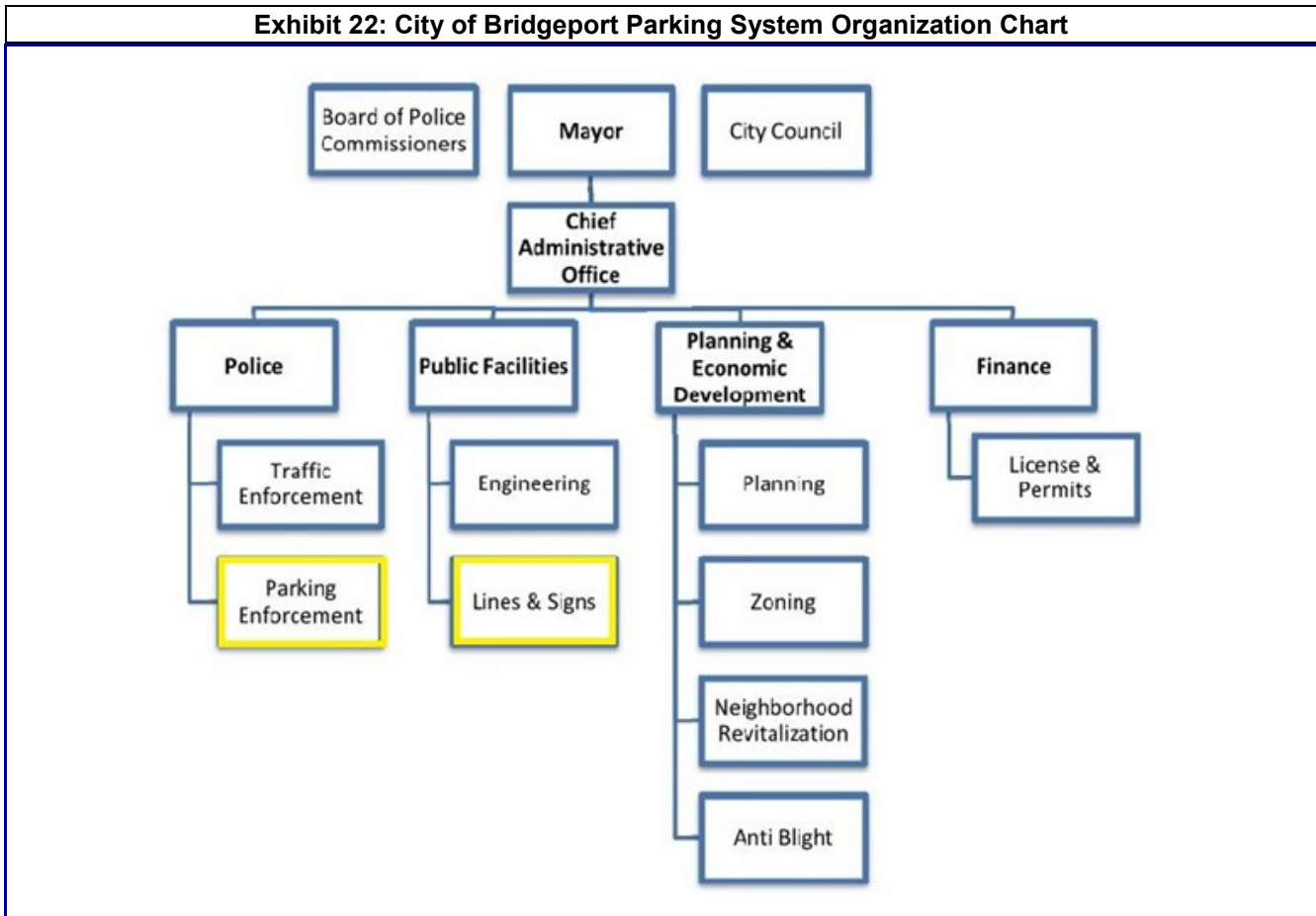
Office of Planning & Economic Development, Planning Division – Gathers, reviews and compiles information for the CAO; attempts to identify areas for improvement to ensure the system operates a consistently high level of service and supports the business community; interfaces with City Staff, the business community and other vested Stakeholders to address short- and long-term issues.

Office of Planning & Economic Development, Zoning Division – Issues citations for parking violations that are also considered zoning violations (e.g. parking, storing or abandoning vehicles on lawns).

Office of Planning & Economic Development, Anti-Blight Division – Follows-up on persistent issues such as those initially addressed by Zoning.

Department of Finance, License & Permits Division – Accounts for and deposits meter collection revenue. Participates in annual budgeting process.
(Source – City of Bridgeport)

Exhibit 22: City of Bridgeport Parking System Organization Chart



Source: Miami Parking Authority, 2009

When parking functions are divided between multiple city departments, no single department or manager has the full authority to plan, supervise, and operate municipal parking services. Due to this lack of authority, there is minimal central planning, performance analysis, and control of the entire parking system and operations. For example, if parking revenues decrease in a certain area it is difficult to pinpoint the reason for the decline. A decline in parking revenue can be attributed to lack of enforcement in a particular meter zone, construction projects that eliminate on-street parking, etc. In addition, if there is a lack of performance by personnel providing parking services, there is limited ability to take corrective action since supervision is fragmented.

Each of these departments currently tasked to perform parking functions were formed for primary duties OTHER than parking. The inclusion of parking assets in non-parking specific departments is a detriment to the proper management and financial performance of the City's parking assets. We understand that the City realizes the need for, and potential benefits of, a centralized management entity, thus we have provided some management options that other municipalities have adopted.

Management Options

A considerable number of parking assets exist in the downtown study area. However, different departments manage these assets creating a bureaucratic inefficiency in which no single person or group is the “go-to-person”. From a management standpoint this is not the most efficient method to manage parking. We recommend the City take the proper steps towards developing a centralized parking operation in which all the assets are controlled and managed by one agency. This is one of the most logical and necessary for the City to improve the operation of its public parking assets.

Effective parking administration management includes:

- Single responsibility center;
- Regular assessment of parking strategies;
- Guidelines and policies;
- Consistency of parking enforcement;
- Proper maintenance of facilities and parking equipment;
- Commitment to customer service; and
- Effective communication of the goals, mission, and policies of the parking system.

A number of different parking management entities could be employed in the City. During our meetings with the City officials, we identified three primary options. To assist the City with the decision making process and to determine which option would best serve the City; the following section outlines these options.

Parking Department / Agency

A parking department or agency is a municipal entity under the umbrella of city government. It is formed as either a separate department or as a division of an existing department. One advantage of a parking department is the minimal administrative changes needed to consolidate activities from multiple entities into an existing department. Additionally, few changes are needed from a personnel standpoint as the majority of employees retain their job functions, titles, and benefits, with little impact where unions are involved. Also, the revenue streams can continue to flow to either the general fund or other designated city fund.

One key disadvantage with a parking department is the proper allocation of adequate funding for the parking needs. Since parking departments generally direct all revenues to the general fund, these funds are often allocated to other city departments and projects, not invested back into the parking system. Frequently, parking does not receive the proper attention or funds under this option to purchase equipment, hire additional personnel, build new facilities or to restore existing assets. A parking department may also lead to conflict with elected officials political agendas that don't necessarily focus on parking best practices and sound business decisions.

Examples of municipalities that operate a parking department include:

- Waterbury, CT
- Stamford, CT
- New Rochelle, NY

Parking Authority

A parking authority is generally created with a singular focus on parking, but in most states, the formation of a parking authority requires a municipal ordinance to create and sometimes state legislation for approval. The required time to create an authority depends on the legislative process. However, once the parking authority is created, it has the benefit of focusing solely on improving and advancing the parking system. A parking

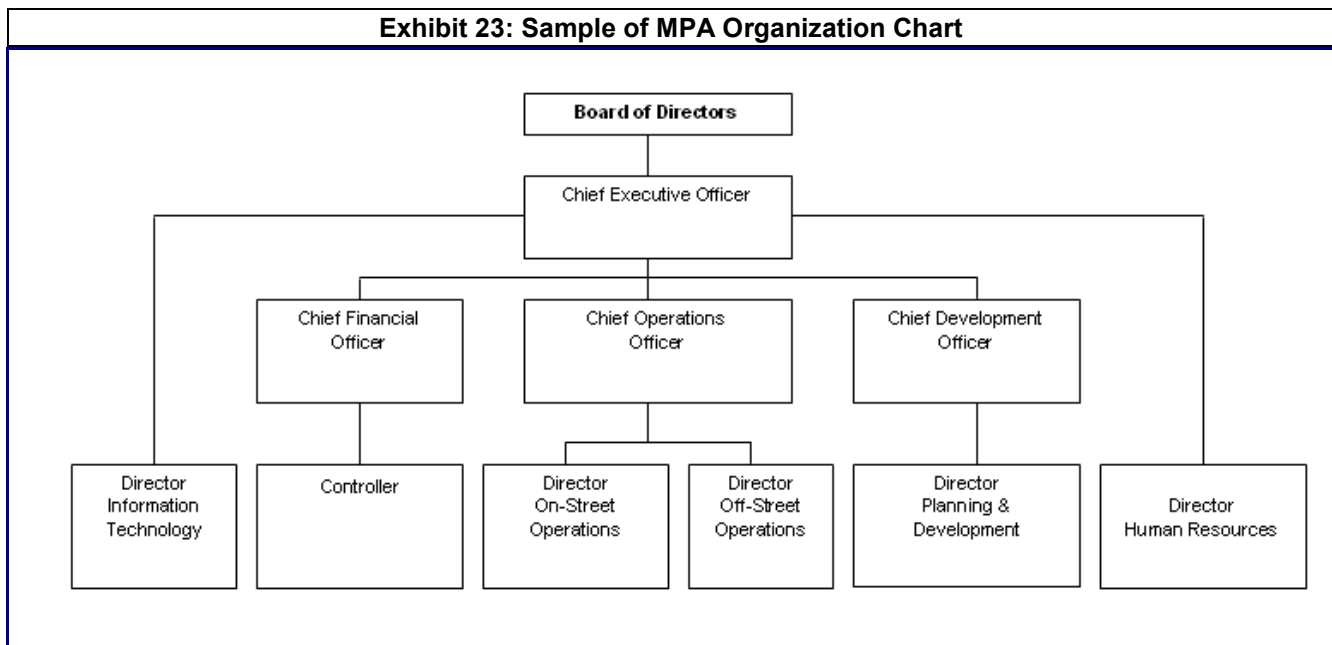
authority generally has significant control over parking assets and operations. A parking authority has the following key advantages and characteristics:

- A Board of Directors governs the authority providing oversight and guidance to the executive staff, maintain fiscal responsibility, and set policy (including rates).
- Appointed members normally come from the business community and other stakeholders with vested interest in the vitality of the city.
- An Executive Director is appointed, ideally with strong business and parking management experience. This individual reports to the board.
- The authority keeps all of the revenue generated or contributes a set amount to the general fund as a payment in lieu of taxes or inter-local government services contract.
- The authority can work with some degree of independence from City government and therefore make quicker decisions if and when needed (i.e. to purchase equipment, make staffing changes, change pricing strategies, etc.).
- An authority has the power to issue bonds to finance projects. However, the City usually guarantees the bonds resulting in an improved bond rating and lower interest rates.
- Hiring is quicker for an authority than for a municipal body. Civil service regulations often do not apply to an authority. Salary scales can normally be set differently from municipal government scales.
- The successful authority works cooperatively with City officials to meet long-term goals such as redevelopment, increased economic development, mass transportation initiatives, and to encourage pedestrian activity.

Examples of municipalities that operate a parking authority include:

- Danbury, CT
- New Haven, CT
- Norwalk, CT
- Hartford, CT

The following figure shows the current organizational chart for the senior administration of the Miami Parking Authority (MPA). This is a typical authority structure with the Board of Directors (consisting of five individuals) at the top.



Source: Miami Parking Authority, 2009

Parking Bureau or Utility

A parking bureau or utility possesses nearly all of the same characteristics of a parking authority. A parking bureau is defined as a government service that is self-supporting through the collection of fees associated with operating its assets - in this case, parking. However, since a parking bureau is not independent from the city it may be slightly more bureaucratic and possess the following key characteristics:

- Reports directly to business administrator or Mayor.
- May have bonding power depending on how it is originally formed.
- Can keep all the revenues in house, contribute excesses to the general fund, or may loan money to the general fund in an interest bearing loan agreement.
- City Council sets parking rates and approves the bureau's budget.

Two of the largest differences that separate a parking bureau from a parking authority are the inability to approve its own budget and setting/changing parking rates. To accomplish these tasks requires approval from the city council. Establishing a parking authority would provide the City with the most empowered entity. However, the political steps necessary to form the authority, coupled with the City's potential desire to maintain oversight over the parking may favor the formation of a parking bureau or utility.

As shown in the previous sections, a parking bureau yields nearly the same capabilities as an authority. Forming either management entity (parking authority or parking bureau) would allow the city to complete the most important goals of a unified parking system including:

- Centralized organization.
- Financial unity among assets.
- A clear mission statement with a singular focus on delivering parking services to the general public and stakeholders.
- Strong leadership.
- Bonding capacity for future parking initiatives (construction and renovation).

Regardless of the final choice of parking management entity, the City should centralize parking operations under a single responsibility center with the support of the mayor, city council, senior administration, and the Downtown business community.

- Retain an outside parking consultant to conduct an in depth assessment of centralizing parking services under one City entity and / or outsourcing components of the municipal parking operations to a private parking operator experienced in municipal parking operations. Included in the assessment would be the identification of all city personnel and outside contractors involved in providing municipal parking services, the evaluation of the costs and benefits of centralizing personnel and services under the supervision of one City department, a "single responsibility center". The evaluation should also assess the potential financial and service benefits of outsourcing some or all of the parking management services to a professional third party parking operator experienced in the management of municipal on-street operations.
- Establish a Parking Advisory Committee, a sub-committee of BID to meet on a regular basis - once every quarter. The committee would include the representatives from the Public Facilities Department (Lines and Signs), the PEO supervisor, the Office of Planning & Economic Development, downtown residents, business owners, BID representatives, landlords, etc. The purpose of the committee would be to review, discuss, and identify parking issues or concerns with the intent of directly addressing problems and/or making recommendations to City Council for the adoption of updated or revised parking policies and ordinances. The parking advisory committee is an excellent forum for coordinating the necessary interaction and communication between stakeholders and parking management personnel. The Parking Advisory Committee provides the City Council with a resource identify parking issues and field complaints, thereby reducing the amount of City Council meeting time dedicated to parking problems.

- Provide customer service and leadership training to frontline city staff involved in the delivery of parking services. Parking situations often lead to contentious interactions between staff and the general public. The City parking staff who interact with the public will benefit from specialized customer service and conflict resolution training to effectively perform their jobs and better serve as ambassadors to the City. Through organizations such as the International Parking Institute (IPI), National Parking Association (NPA), the New England Parking Association (NEPA), and the Green Parking Council, there are free and low-cost training programs, some on-line, available to frontline parking employees. In addition, First Observer Training is available through the IPI and emphasizes the ability of parking staff to observe suspicious activity to prevent terrorist attacks. A training program for the leadership of the City's parking system is the Certified Administrator of Public Parking Program (CAPP). The CAPP program was developed by the International Parking Institute and is administered in partnership with the University of Virginia, the CAPP Program is designed to provide information and training to parking and transportation professionals, increase the body of knowledge and establish a benchmark of excellence for the industry.

Shared Parking Clearinghouse

According to the Urban Land Institute “Shared Parking is defined as parking spaces that can be used to serve two or more individual land uses without conflict or encroachment.” The mix of land uses typical in the Downtown provides meaningful opportunities for shared parking. The utilization of the same parking space by multiple user groups (i.e., parking for commuters during the day, and residents or retail patrons in the evening and weekends) maximizes the use of parking resources, reduces the amount of parking to be built, and if parking fees are charged, financially supports the facilities’ capital and operating expenses.

The mix of land uses in downtown Bridgeport provides opportunities for shared parking and the Bridgeport zoning ordinance allows shared parking to meet parking requirements. While the City does not own any off-street parking facilities that could be used and shared to meet the parking requirements for downtown development, there are multiple privately owned off street parking facilities that have parking capacity, especially in the evenings, that could be used to provide parking for new development.

It may be a challenge to establish formal agreements between developers and private parking facility owners to institute shared parking. However, to facilitate agreements between downtown developers and private parking facility owners, the City could serve as a “clearinghouse” of available parking. In this capacity the City’s Office of Planning & Economic Development could regularly obtain parking availability data from private owners, create and maintain a database regarding the availability of parking for lease in all private parking facilities in the Downtown. This information would be available to prospective developers wishing to secure parking for new projects. The City would work with both the developer and parking owner to facilitate parking lease terms that would satisfy the City parking requirements of the prospective projects through shared parking.

On-Street Car Sharing

According to an Arizona State University Study, the average car is parked 23 hours per day thus it is understandable why car sharing programs are becoming popular, especially in areas with access to mass transit like Bridgeport. Car sharing allows commuters, residents and employees in a transit-served areas (who may not want or need to own a vehicle or a second vehicle) to access one when needed. Integrating car sharing into new development projects is an effective strategy to reduce parking requirements and provide residents, commuters, and employees with a vehicle. Car sharing is highly effective in reducing the need of car ownership, especially



when combined with accessibility to mass transit. The City of Bridgeport’s Zoning Ordinance supports and encourages car-sharing as part of its Transportation Demand Management plan.

Having observed the on-street parking conditions in the City, and the anticipated demand for convenient residential parking in the downtown, we recommend that the City implement an on-street car-sharing program to reduce the demand for additional parking. This service will be particularly valuable as the City begins to add residential units throughout the downtown area. There are various car sharing programs in existence, ranging from small-scale cooperatives to nationwide businesses. These programs allow members to access vehicles, which are driven on an as-needed basis and shared by multiple users. Car sharing works especially well in City’s like Bridgeport where the presence of mass transit provides an alternative to owning a car, or at least a second car per household.

Several cities in the United States have implemented on-street car-sharing programs on a city-wide basis. Hoboken New Jersey and Hertz Global Holdings became the first corporate-city partnership when their car-sharing program debuted in summer of 2010. The program ‘Corner Cars’ are a pool of vehicles made available to residents who sign up that are shared so that they’re used as often as possible. This means that instead of owning a car, residents share a pool of cars with other residents. The program has enjoyed widespread success, providing residents with the ability to rent from a fleet of vehicles on an hourly basis and park them in specially designated spaces throughout Hoboken. For most residents, the cars are highly accessible located on city streets within walking distance from their residence, and members conveniently reserve their cars over the Internet or the phone. This program is ideal for people who use the public transportation to commute to work or school every day and only has the need of a car on an infrequent basis. In Denver, the City implemented a car-sharing pilot program that demonstrated a higher demand for car-share vehicles parked on-street vs. off-street. This pilot program resulted in the City’s implementation of an on-street car-share permit program that is open to all car-share operators. The City’s program allows qualifying car-share operators to secure permits to park car-share vehicles in dedicated on-street spaces. Permits for on-street parking in downtown area are allocated at a cost \$750 annually. Non-downtown neighborhood spaces cost \$500, and lower income neighborhood have reduced permit fee at \$250 annual. ***Please refer to Appendix E: Car-Sharing Program in Denver, CO.***

Wayfinding/Signage

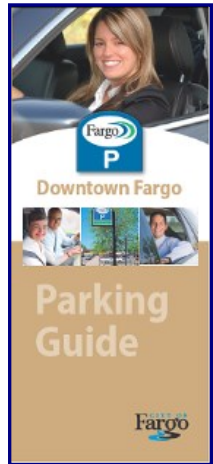
A proper wayfinding and signage program can greatly improve all aspects of a coordinated parking program. Wayfinding is a comprehensive signage system in a standardized format that clearly communicates the location of parking and various destinations to all types of travelers – auto, bicycle, and pedestrian. A fully integrated wayfinding system will include directional signs leading to public parking facilities, downtown districts, and major area destinations. The goal of a wayfinding and off street parking identification system is to assist visitors to easily and quickly find downtown parking facilities. Additionally, a wayfinding system will help to reduce vehicle miles traveled and extraneous traffic circulation.



The City should improve the present wayfinding and signage system. During our site observations, we noted that there was a lack of signage directing parkers to public parking facilities in the downtown. A uniform signage program with consistent font, wording, and color scheme is critical in directing motorists to parking assets. Parking signage should also be updated and clear. Proper signage is crucial when new meters are introduced with multiple time limits in the recommended parking areas and districts.

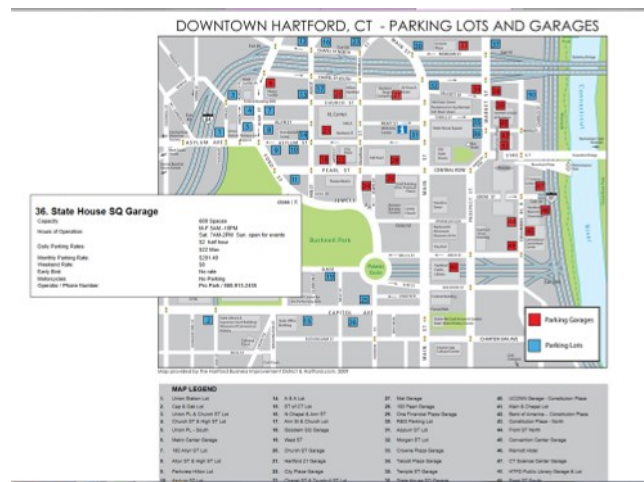
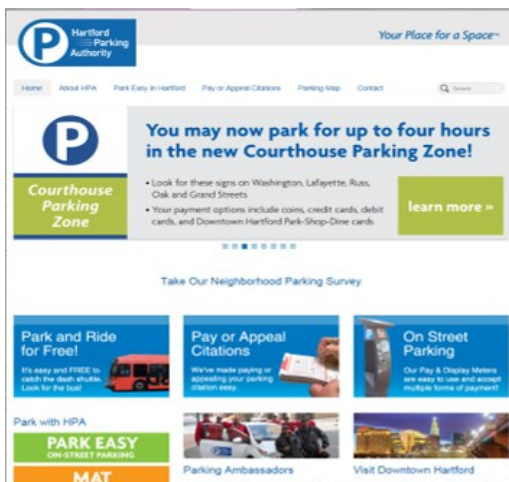
Parking Program Communications and Marketing

A common problem experienced by municipal parking systems is that there is little effort expended to communicate and promote the mission, assets and functions of the parking system. In an effort to support and promote ongoing redevelopment, the City should undertake a program to inform its residents, downtown merchants, employees, shoppers, commuters, and the general public regarding how the parking system operates. The program should address the need for consistent enforcement and the value of parking assets. The objective in promoting a parking system is to transform what can often be perceived as negative image into a positive one. Currently there is limited informational or promotional material dedicated to communicating information regarding the City's parking program or information.



A parking promotional program for the City should educate the public regarding the value of on-street metered and time limit parking to promote turnover for downtown businesses, the need for consistent enforcement, the plans for upgraded facilities and technology, and other operational information.

- Include in the current webpage a dedicated page for parking to include latest parking news, plans, policy or ordinance changes, and improvements and how they will affect the community.
 - Include an FAQ section with instructions, definition of parking policies, paying and contesting parking tickets, etc. Include more information than what is currently available.
 - When new credit card enabled meters are rolled out, include an instructional video showing how to use the new meters.
 - See the Hartford Parking Authority website. (<http://hartfordparking.hartford.gov/map2009.html/>) This website shows examples of an informative and easy to use website.
- Consider the use of social media outlets such as Facebook and Twitter as a cost-free strategy to connect with the public and convey any parking events or changes related to the City's parking system. A profile is easy and takes little time to set up. Miami Parking Authority uses these social media outlets to communicate to the parking public regarding events, promotions and timely information regarding the parking program that may impact the downtown or adjacent neighborhoods.
- Consider offering City resident parking discounts. With the use of pay-by-cell, Bridgeport residents could be provided discounted parking for on-street parking during selected time periods or during the holiday season.



On-Street Valet Parking Ordinance

In District 1, we observed that the peak occupancy occurred in the evening hours in great part due to area restaurant activities in the core business area. As the downtown area develops and additional restaurants open, demand for available parking in the evening hours, especially Thursday through Saturday, will increase often resulting in a shortage of convenient patron parking. To address this matter, restaurants may in the future implement their own on-street valet services. However, unregulated valet operations can create many challenges and problems in a vibrant downtown area including monopolizing on-street parking, creating traffic congestion from double parked cars in the staging area, and inappropriate vehicle storage on public streets.



On-street valet in New Rochelle, NY.

To address this potential situation, we recommend the City adopt an on-street valet parking ordinance which regulates the use of public streets for private valet operations. The valet ordinance typically requires a permit application and associated fee, limits the amount of street curblines and parking spaces to be utilized for the valet operation such as staging areas, and requires appropriate insurance coverage by the valet operator. ***Please refer to sample valet ordinance in report appendix.***

An application for a city regulated valet operation typically includes the following components:

- Insurance Certification: documentation confirming general liability coverage of a determined amount.
- Staging Diagram: shows the location and dimensions of the Staging Area, distance from intersections, location of signage and station, names and directions of travel on adjacent streets, location of adjacent businesses, location of cones, and current parking restrictions on the parking spaces to be used for the Staging Area.
- Storage Diagram: shows the points of ingress and egress, the number of total available spaces and the location and number of those available for Valet operator's use.
- Travel Diagram: shows the travel route attendant will take to deliver and retrieve automobiles between the Staging and Storage areas. Route must show all City streets with names and directions to travel, an indication of north and the amount of driving time it takes to retrieve cars from the Storage Area.
- Staffing Plan: this plan will include hours of operation, personnel numbers in order to reduce queuing during peak times, and set a standard for uniforms in order to create a professional appearance.
- Storage Permission from Parking Owner: permission must be written on letter-head stationary, and indicate the days and times and number of spaces that parking will be available for permittee's use.
- Drawings or Photographs of Signage and Stand: indicate the dimensions and information of proposed signage.

Recommendation Summary

Exhibit 24: Recommendation Summary	
On-Street Parking Management	
1	Properly adjusting meter time limits in areas of high demand parking and long term parking areas
2	Implement Shared Loading zone Permit Program
3	Implement Meter Bag program
4	Review Parking Rates and implement Variable Pricing Policy
5	Implement Valet Parking ordinance on District 1
6	Explore on-street angle parking feasibility
7	Explore on-street car sharing program
8	Increase and improve wayfinding/signage around downtown districts
Parking Equipment Technology	
9	Install Credit Card Enabled Meters (Test Pilot - 204 Meters)
10	Procure Pay By Cell provider to offer the service for all on and off street parking facilities (credit card fees)
Parking Enforcement	
11	Produce and track summary of enforcement reports
12	Provide parking industry specific training to PEO's
13	Create a schedule of PEOs staffing hours and zones for consistent enforcement efforts
14	Expand enforcement of downtown on-street meters to 6pm
15	Hire additional PEO dedicated to downtown from 4pm to 6pm
Meter Collection and Maintenance	
16	Consistently track work orders for repairs and replacements
17	Set collection schedule and zones, and consistently track collection records
18	Build in accountability check procedure
19	Create a standard operating and procedure manual
20	Develop a budget for parts and labor or repair and maintenance
Parking Administration & Management	
21	Centralize parking operations under a single agency
22	Implement a Parking Advisory Committee
23	Provide frontline staff with customer service training
Parking Program Communications	
24	Connect with the public via social media outlets
25	Include a dedicated page for parking in the City's website
26	Offer resident parking discounts with the use of pay-by-cell

Preliminary Financial Assessment

As part of the Downtown Parking System Assessment, TimHaahs identified recommendations to increase utilization of the City's on-street the parking assets and increase payment compliance in order to generate additional revenue to support the parking system, future parking equipment upgrades and downtown enhancement initiatives. Outlined below is a summary of the recommendations:

1. Increase parking enforcement
2. Increased meter payment compliance from enhanced enforcement
3. Install coin and credit card enabled meters
 - a. 204 new coin and credit card enabled meter retrofits
4. Redeploy replaced digital meters and install additional meters
 - a. 199 new meter placements
5. Adjust time limits of meters to better accommodate users and increase compliance
 - a. Extend time limit to 4 hours on Broad Street, and Main Street south of Cesar Batatalla Way (District 1 – Core District)
 - b. Reduce the existing 2 hour time limit to 90 minutes on Main Street between State and Cannon Street (District 1 – Core District)
 - c. Extend time limit to 4 hours on Fairfield Avenue and Cannon Street adjacent to the Fairfield County Courthouse to better accommodate court activity. There are approximately 24 metered spaces that are highly utilized for court activity. District 2 – (Courthouse / Theater District)
 - d. Expand time limit to 8 hours on Main Street and Middle Street north of Golden Hill Street (District 4- Redevelopment)
 - e. Expand time limit to 4 hours in areas around the Housatonic Community College south of State Street, including Lafayette Boulevard, and Courtland Street. (District 5 – Community College / Lafayette Blvd.)
6. Adjust parking rates
 - a. Increase rates for meters around Fairfield County Courthouse to \$2.00 per hour
 - b. Increase all parking fees in year 3 from \$1.00 to \$1.25
7. Implement pay-by-cell technology for on-street parking payment

Outlined herewith is a preliminary financial analysis that sets forth the expenses, revenue, and performance assumptions:

Increase Parking Enforcement

Revenue Assumptions

- ✓ Present citation production averages approximately 25 tickets per day
- ✓ Assume average penalty amount of citation at \$35
- ✓ Assume each officer issues an additional 7 citation per day: 21 additional citations per day
- ✓ 220 days x 21 citations = 4620 citations per year
- ✓ 4620 citations x \$40 = \$ 137,445

Annual Additional Revenue = \$184,800 x 85% collection rate = \$137,445

Increased Meter Compliance - Enhanced Enforcement and Pay-By-Cell

Revenue Assumptions

- ✓ The three year average for meter revenue for FY2009 – FY2012 = \$422,000 (City of Bridgeport 2012)
- ✓ Total existing Meters – 608 (Please note that 204 of these meters are proposed for replacement)

- ✓ Annual average revenue per meter - \$694
- ✓ Average daily revenue per meter - \$3.15 (220 days)
- ✓ Projected compliance increase from enhanced enforcement and pay-by-cell payment option = 20%
- ✓ Projected daily revenue per meter - \$ 3.78

Annual Additional Revenue = \$0.63 per day x 404 meters x 220 days = \$55,994

Parking fee increase of \$0.25 per hour in Year 3

Install 204 Coin and Credit Card Enabled Meters

Revenue Assumptions

- ✓ Rate for 180 high demand meters remains at \$1 per hour
- ✓ Rate for 24 courthouse meters increased to \$2 per hour
- ✓ Daily revenue per meter \$3.78 (Increased compliance a result of enhanced enforcement, credit card payment and pay-by-cell payment options)
- ✓ 220 days per year
- ✓ 24 courthouse meters: 24 meters x \$4.50 additional revenue per day x 220 days = \$23,760

Annual Additional revenue for 24 Court house meters = \$23,760

180 high value meters

Annual Additional Revenue = \$.63 per day x 180 meters x 220 days = \$24,948

Annual Additional Revenue = \$48,708

Parking fee increase of \$.25 per hour in Year 3

Expense Assumptions

Capital Expense

- ✓ Credit card enabled meters - \$495 per unit
- ✓ Remote management system included
- ✓ Installation training and commissioning - \$25 per unit
- ✓ Shipping fee - \$10 per unit

Capital Expense Total = \$530 per unit x 204 units = \$108,120

Annual debt service associated with capital cost = \$37,980

- ✓ Financed with annually renewable revenue anticipation notes for a three year period at 3 percent interest rate.

Annually Recurring Expense

- ✓ Extended warranty = \$60 per unit after year 1
- ✓ Annual credit card transaction, gateway fee, and management system license fee is estimated \$132 per unit
- ✓ Annual bank credit card fees are estimated at \$12.50 per unit; the cost assumes that 50 percent of meter revenue is from credit card transactions.
- ✓ Wireless gateway fee and management system license fee are also included in the recurring expenses

Annually Recurring Expense: Year 1= \$29,478, Years 2 – 5 = \$41,718

Redeploy 199 Digital Meters

Revenue Assumptions

- ✓ 167 meters \$1 per hour rate

- ✓ 167 meters x \$3.78 per meter per day x 70% x 220 days = \$97,214
- ✓ 32 meters \$0.50 per hour
- ✓ 32 meters x \$1.89 per meter per day x 70% x 220 days= \$9,314

Annual Additional Revenue = \$106,528

No parking fee increase for initial 5 year period

Expense Assumptions

Capital

- ✓ Two (2) meters are attached on one pole - 102 meter poles installed
- ✓ Pole installation cost estimated at \$150 per unit
- ✓ Purchase of refurbished meter housings estimated at \$175 per unit (204 units)
- ✓ Purchase of meter yokes (2 meters per pole) \$50 per unit (102 units)

Capital Expense Total = \$56,100

Annual debt service associated with capital cost = \$ \$19,560

- ✓ Financed with annually renewable revenue anticipation notes for a three year period at 3 percent interest rate.

Annual Recurring

Annual maintenance fee is \$30 per meter = \$6,120

Following table indicates the revenues and expenses of each recommendation.

Exhibit 25: Summary of Preliminary Financial Assessment					
Recommendation	Year 1	Year 2	Year 3	Year 4	Year 5
Increase Parking Enforcement					
Citation Revenue	\$137,445	\$137,445	\$137,445	\$137,445	\$137,445
Expense	\$0	\$0	\$0	\$0	\$0
Net Revenue	\$137,445	\$137,445	\$137,445	\$137,445	\$137,445
Increase Meter Payment Compliance					
Meter Revenue	\$55,994	\$55,994	\$69,993	\$69,993	\$69,993
Expense	\$0	\$0	\$0	\$0	\$0
Net Revenue	\$55,994	\$55,994	\$69,993	\$69,993	\$69,993
Install 204 Coin and Credit Card Enabled Meters					
24 Courthouse Meters Revenue	\$23,760	\$23,760	\$26,730	\$26,730	\$26,730
180 High Demand Meters Revenue	\$24,948	\$24,948	\$31,185	\$31,185	\$31,185
Sub Total	\$48,708	\$48,708	\$57,915	\$57,915	\$57,915
Capital Expense / Debt Service	\$37,980	\$37,980	\$37,980	\$0	\$0
Recurring Expense	\$29,478	\$41,718	\$41,718	\$41,718	\$41,718
Net Revenue	-\$18,750	-\$30,990	-\$21,783	\$16,197	\$16,197
Redeploy 199 Digital Meters					
\$1 per Hour 172 Meter Revenue	\$97,214	\$97,214	\$97,214	\$97,214	\$97,214
\$0.50 per Hour 21 Meter Revenue	\$9,314	\$9,314	\$9,314	\$9,314	\$9,314
Sub Total	\$106,528	\$106,528	\$106,528	\$106,528	\$106,528
Capital Expense / Debt Service	\$19,560	\$19,560	\$19,560	\$0	\$0
Recurring Expense	\$6,120	\$6,120	\$6,120	\$6,120	\$6,120
Net Revenue	\$80,848	\$80,848	\$80,848	\$100,408	\$100,408
Total Net Revenue	\$255,537	\$243,297	\$266,503	\$324,043	\$324,043

Source: Timothy Haahs & Associates, Inc. 2014.

APPENDIX

- A: On-Street Parking Space Inventory List by District
- B: Citation Comparison Data
- C: Sample Valet Parking Ordinance (Sarasota Fla)
- D: Sample Meter Collection and Counting SOPS (Camden, NJ)
- E: Car-Sharing Program in Denver, CO
- F: Comments from Public Meeting (May 20, 2014)

APPENDIX A: On-Street Parking Space Inventory by District

District	Streets	Supply	
		Meter	No Meter
1	Broad St	83 2hr 3 ADA	1 2 hr NM
	Main St	58 2 hr 3 ADA	3 UM
	Cesar Betalla	14 2 Hr	
	Markle st.	10 2 Hr	
	State St.	4 2 hr	
	Bank St.	0	
	John St.	19 2 hr	
	Wall St	11 2 hr	
	Fairfield St.	6 2 hr	6 UM
	Plazza St.	20 2 hr 2 ADA	
	Sub Total	233	10 243
2	Main St	23 2hr 2 ADA	
	Broad St	24 2 hr	
	Lafayette Sq	0	
	Cannon St.	26 2 hr	
	Fairfield St.	59 2 hr 11 ADA	
	Elm St.	34 2 hr 2 ADA	
	Golden Hill St.	54 2 hr 6 ADA	
	Sub Total	241	0 241
3	Lyon Terr		39 UM 12 M-F 8-5 3 30 min 5 ADA
	Congress St.		6 30 min 2 ADA 17 UM
	James St.		13 UM
	Chapel St.		8 UM 15 2 hr NM
	Sub Total	0	120 120
4	Middle St.	41 2 hr	5 2 hr NM
	Main St.	1 ADA 21 2 hr	8 M-F 8-5
	Golden Hill St.	6 2 hr	
	Gold St.	7 2 hr	
	Congress St.		14 2 hr NM
Sub Total	76	27 103	
5	Lafayette Sq	19 2 hr 8 1 hr	
	Courtland St.	2 ADA 12 2 hr	13 UM
	John St.		9 2 hr NM
	State St.	16 2 hr 1 ADA	17 UM 7 2 hr NM 12 15 min
	Sub Total	58	58 116
Total		608	215 823

APPENDIX B: Citation Comparison Data

VIOLATION	FINE, Connecticut's six largest (population) municipalities													
	Bridgeport	New Haven	Hartford	Stamford	Norwalk	Danbury	Waterbury							
ALTERNATE SIDE PARKING/STREET CLEANING	\$30	\$60	\$50	\$150	\$45	\$99	\$40	\$90	x	?	x	x		
PERMIT PARKING ONLY	\$30	\$60	\$30	\$90	x	x	\$60	\$110	\$60	\$200	\$20	\$40	x	x
MORE THAN 12" FROM CURB	\$30	\$60	\$20	\$60	\$30	\$90	\$40	\$90	\$40	\$120	?	?	\$20	\$40
WRONG SIDE OF STREET	\$30	\$60	\$50	\$150	\$45	\$99	\$40	\$90	\$60	\$200	?	?	\$20	\$40
NO CITY PARK/BEACH PERMIT	\$30	\$60	x	x	\$75	\$99	x	x	\$60	\$200	x	x	x	x
METER VIOLATION	\$35	\$70	\$20	\$60	\$25	\$75	\$20	\$70	\$25	\$100	\$20	\$40	\$20	\$40
BEYOND ESTABLISHED TIME	\$35	\$70	\$20	\$60	\$25	\$75	\$20	\$70	\$25	\$100	\$20	\$40	\$20	\$40
25' OR LESS FROM STOP SIGN	\$35	\$70	\$50	\$150	\$30	\$90	\$40	\$90	\$60	\$200	\$100	\$200	\$50	\$100
25' OR LESS FROM CROSSWALK OR INTERSECTION	\$35	\$70	\$50	\$150	\$30	\$90	\$40	\$90	\$60	\$200	\$100	\$200	\$50	\$100
OBSTRUCTING A DRIVEWAY	\$35	\$70	\$30	\$90	\$45	\$99	\$40	\$90	\$60	\$200	\$100	\$200	x	x
PROHIBITED PARKING/TOW AWAY ZONE	\$40	\$80	\$50	\$150	\$45	\$99	\$40	\$90	\$60	\$200	\$100	\$200	\$50	\$100
PARKING WITHIN BUS STOP ZONE	\$45	\$90	\$50	\$150	\$45	\$99	\$60	\$110	\$60	\$200	\$100	\$200	\$50	\$100
PARKING ON OR OBSTRUCTING SIDEWALK	\$50	\$100	\$50	\$150	\$75	\$99	\$40	\$90	\$60	\$200	\$100	\$200	\$50	\$100
PARKING THAT OBSTRUCTS MOVEMENT OF TRAFFIC	\$55	\$110	\$50	\$150	\$75	\$99	\$60	\$110	\$60	\$200	\$100	\$200	x	x
FIRE ZONE/LANE	\$55	\$110	\$50	\$150	\$75	\$99	\$60	\$110	\$60	\$200	\$100	\$200	\$50	\$100
WITHIN 10' OF A HYDRANT	\$70	\$140	\$50	\$150	\$75	\$99	\$95	\$115	\$60	\$200	?	?	\$50	\$100
SNOW ORDINANCE	\$75	\$150	\$100	\$300	\$99	\$99	\$60	\$110	\$60	\$200	\$100	\$200	\$175	\$350
NIGHT PARKING (COMMERCIAL VEHICLE OVER 10,000 LBS)	\$115	\$230	x	x	x	x	\$95	\$145	x	x	?	?	x	x
PARKING IN HANDICAPPED ZONE	\$125	\$250	\$150	\$450	\$125	\$125	\$150	\$200	\$200	\$250	\$100	\$200	\$150	\$300

APPENDIX C: Sample Meter Collection SOPS – Camden, NJ

PARKING AUTHORITY CITY OF CAMDEN METER COLLECTION & DEPOSIT STANDARD OPERATING PROCEDURES

7/2/12

Meter collection carts are to be kept under the exclusive control of the Executive Director and Office Manager. Collection carts should be inspected to verify that the “goose neck” gasket is intact prior to locking cart. Meter collection carts should be locked and crimp sealed prior to beginning meter coin collection. Collection carts should be inspected by the Executive Director/Office Manager upon return from collection to determine that the cart crimp seal is intact before opening the cart to count collected coin. Each bag of coin should be counted and the coin value noted on the deposit slip, by collection zone. Coin bags are immediately crimp sealed upon completion of coin counting. Collection cart will be locked at all times. The keys are to be kept by the Executive Director and Office Manager. Broken collection cart crimp seals, are to be kept by the Executive Director/Office Manager and recorded in a logbook.

Keys for the meter vaults are to be kept locked at all times, under the control of the Executive Director/Office Manager. A log book will be used to sign the keys out and back in again after use.

When not in use the collection carts will be kept in the Enforcement Room in the Administrative Office. The door to this room will remain open while administrative staff is on duty and will be closed and locked when staff is not on duty.

1. The meter keys are to be kept under the exclusive control of the Accountant or his/ her designee (Secretary).
2. Meter collection carts are to be kept under the exclusive control of the Accountant or his/ her designee (Secretary).
3. When not in use the collection carts will be kept in the Break Room locked in the collection cart cabinet. Collection cart cabinet key is to be kept by the Secretary.
4. Collection carts are to be inspected daily to verify that the “goose neck” gasket is intact prior to locking cart.
5. Collection carts are to be locked and crimp sealed by the Secretary prior to beginning meter coin collection.
6. Collection carts should be inspected by the Secretary upon return from collection to determine that the cart crimp seal is intact before opening the cart to count collected coin. Broken collection cart crimp seals, are to be kept by the Secretary and recorded in the Crimp Seal Log Book.
7. Keys for the meter vaults are to be kept locked at all times, under the control of the Secretary. The Meter Key Log Book will be used to sign the keys out and back in again after use.

8. Once meter keys are issued and logged Secretary locks the collection cart.
9. Secretary seals the collection cart with crimping seal and recorded in the log book.
10. Meter collector and assistant collect coin from only one meter zone at a time with collection cart.
 - a. The meter zones will be collected as follows: Monday _____, Tuesday_____, Wednesday_____
 - b. Collection assistant is to be rotated on a weekly basis
 - c. No breaks are allowed during meter collection process
 - d. If crimp seal is broken during collection, collector immediately calls supervisor or Secretary to inform
11. Collectors return collection cart and coin immediately upon completion PACC administrative office.
12. Secretary inspects collection cart to verify that lock and crimp seal is intact and Secretary and collector cut crimp seal only when coin is to be counted.
13. Collection cart is opened for counting. Coin is placed into counting machine with Secretary observing the process. (Always two people participating in coin counting process).
14. Coin is counted and immediately place in plastic coin bag with security tamper proof seal. Record tamper proof coin bag serial number in Collection Logbook.
15. Secretary verifies the number of coin bags and prepares deposit slip using the receipt from the coin counting machine. The number of bags and amount of deposit is recorded in the Count Log by the Secretary. Accountant periodically spot audits the deposit slip indicating the amount of coin bags to verify accuracy.
16. Staff takes bagged coin to bank for deposit. Bank official to inspects coin bag seal to verify that it is intact. Bank official provides receipt that coin bags sealed when delivered by PACC employee to bank indicating the number of bags delivered.
17. PACC employee returns deposit slip and receipt to Secretary.
18. Secretary enters deposit into Meter Zone Collection Spreadsheet.
19. Copy of deposit slip(s) provided to accountants for entry into finance system.
20. Reconciliation performed as soon as possible to verify amount of coin delivered to bank vs. amount reflected in the bank statement.

APPENDIX D: Sample Valet Parking Ordinance – Sarasota, FL



Permit # - -

Date of Issue:

VALET PARKING PERMIT APPLICATION

THIS APPLICATION MUST BE FILED AND A PERMIT OBTAINED BEFORE YOU MAY LAWFULLY ENGAGE IN BUSINESS ON ANY PUBLIC RIGHT OF WAY IN THE CITY OF SARASOTA.

INFORMATION ON THE VALET PARKING OPERATOR

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
BUSINESS NAME (Individual, Company or "DBA")	OFFICE NUMBER		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
STREET ADDRESS	MOBILE NUMBER OF PRIMARY CONTACT		
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
CITY	FAX NUMBER		
<input type="text"/>	<input type="text"/>	<input type="text"/>	
STATE	ZIP CODE	NAME OF MANAGER/OWNER/APPLICANT	
<input type="text"/>			
EMAIL ADDRESS OF MANAGER/OWNER/APPLICANT			

INFORMATION ON THE BUSINESSES BEING SERVED BY VALET PARKING

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
NAME OF BUSINESS BEING SERVED	TELEPHONE NUMBER OF BUSINESS		
<input type="text"/>	<input type="text"/>	<input type="text"/>	
STREET ADDRESS OF BUSINESS	NAME OF OWNER/MANAGER		
<input type="text"/>	<input type="text"/>	<input type="text"/>	
TYPE OF BUSINESS (RESTAURANT, GALLERY, THEATRE, ETC)	SEATING CAPACITY		
<input type="text"/> SQ. FT.	OWNER SIGNATURE _____		
SQ. FOOTAGE OF PUBLICLY USED FLOOR AREA OF BUSINESS	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	TELEPHONE NUMBER OF BUSINESS		
NAME OF BUSINESS BEING SERVED	<input type="text"/>		
<input type="text"/>	NAME OF OWNER/MANAGER		
STREET ADDRESS OF BUSINESS	<input type="text"/>	<input type="text"/>	
TYPE OF BUSINESS (RESTAURANT, GALLERY, THEATRE, ETC)	SEATING CAPACITY		
<input type="text"/> SQ. FT.	OWNER SIGNATURE _____		
SQ. FOOTAGE OF PUBLICLY USED FLOOR AREA OF BUSINESS			

IF THERE ARE MORE THAN TWO BUSINESSES BEING SERVED, PLEASE LIST THEM WITH ALL OF THE ABOVE INFORMATION ON A SEPARATE SHEET OF PAPER.

INFORMATION ON THE VALET PARKING OPERATION

MON		to		and		to						MON
TUES		to		and		to						TUES
WED		to		and		to						WED
THU		to		and		to						THU
FRI		to		and		to						FRI
SAT		to		and		to						SAT
SUN		to		and		to						SUN

DAYTIME HOURS OF OPERATION IF APPLICABLE
 EVENING HOURS OF OPERATION IF APPLICABLE
 # OF ATTENDANTS @ LOCATION
 ESTIMATED # OF CARS TO BE PARKED AN HR

example:
 MON: 11 am to 2pm and 6pm to 2am 0, 3 0, 3, 5 MON

ADDITIONAL INFORMATION

The following documents must be attached to this document for the application to be considered complete and ready for review:

- Insurance Certification:** Documentation confirming General Liability Coverage of \$1,000,000 per incident (\$2,000,000 aggregate) naming the City of Sarasota as additionally insured and Garage Keepers Liability of \$1,000,000 per occurrence. Both documents must indicate that coverage may not be cancelled without providing the City with 30 days prior written notice.
- Indemnification Agreement:** Indemnification agreement must be signed.
- Staging Diagram:** Diagram must show location and dimensions of Staging Area, distance from intersections, location of signage and station, names and directions of travel on adjacent streets, location of adjacent businesses, indication of North, location of cones and current parking restrictions on the parking spaces to be used for Staging Area.
- Storage Diagram:** Diagram must show points of ingress and egress, the number of total available parking spaces and the location and number of those available for Valet operator's use and the names and directions of travel of adjacent streets and an indication of North.
- Travel Diagram:** Diagram must show the travel route attendant will take to deliver and retrieve automobiles between the Staging and Storage areas. Route must show all City streets with names and directions of travel, an indication of north and the amount of driving time it takes to retrieve cars from the Storage Area (this figure will be confirmed by field inspection).
- Parking Plan:** Diagram must show an overview of operation which includes location of Staging and Storage area(s), and Travel Route.
- Storage Permission from Parking Owner:** Permission must be written on letter-head stationary, and indicate the days and times and number of spaces that parking will be available for Permittee's use. Letter must include intention to notify City at least 15 days in advance of property owner's intention to terminate agreement with Permittee.
- Drawings or photographs of signage and stand:** Attached sheet must show dimensions of and information on proposed Signage.
- Sample of Valet Tag:** One example of hang tag must be attached to Application.
- Business Tax Receipt:** After your application is approved a copy of your Business Tax Receipt must be submitted to the Engineering Department to be included with your application package.

I HEREBY CERTIFY THAT ALL ANSWERS TO THE QUESTIONS IN THIS APPLICATION ARE TRUE AND COMPLETE, AND I UNDERSTAND THAT ANY FALSIFICATION OF MATERIAL FACTS MAY CAUSE FORFEITURE ON MY PART OF ALL RIGHTS TO, AND CONSIDERATION TO, BE PERMITTED IN THE CITY OF SARASOTA AS A VALET OPERATOR.

DATE

APPLICANT SIGNATURE

Valet Staging Diagram City Code Section 33-122 (a)(1)

A scale drawing of the proposed Staging Area must be drawn below or attached to this sheet. Diagram must include:

- North Arrow;
- All surrounding streets and alleys including names, directions of travel and lane dimensions;
- Existing streetscape including sidewalks, benches, street lamps and landscaping;
- Adjacent business names;
- Business driveways if any;
- Proposed location of Valet Station (removable lectern or other);
- Proposed location of any removable (directional) signs;
- Proposed location of cones to delineate staging area;
- Proposed location of City signage to be added at limits of staging area designating parking limitations;and
- The dimensions of any parking spaces which will be occupied by Valet operation and existing parking restrictions if any (Handicapped, Loading Zones, Parking Meters and time limits).

Storage Area Agreement between Property Owner and Applicant

When the Valet Service will use private property to store motor vehicles, the applicant for a revocable valet service permit shall provide the City Valet Authority with the written approval of the owner of the private property specifying that the applicant has the permission of the property owner to use the private property for motor vehicle storage purposes. In addition the written approval shall include:

- The number of available parking spaces;
- The days and times of the week when the valet service will be allowed to use the private property and
- The covenant of the private property owner to notify the City Valet Authority at least fifteen (15) days in advance of the private property owner terminating the permission given the permit applicant to utilize the private property for motor vehicle storage purposes.
- Contact information for the property owner including address, phone number, fax number and email.

Letter shall be attached to the back of this page.

Storage Area Diagram

A diagram of the proposed storage areas must be prepared in the space below, or attached if more room is needed or multiple storage areas are to be used. Diagram must show:

- Plan of the storage area showing all points of ingress and egress;
- The number of available parking spaces and
- The location and type of lighting

Attendant and Automobile Travel Plan City Code Section 33-122 (a)(1)

In the box below, or on an attached diagram, provide a travel plan for your proposed operation. Plan shall indicate:

- The route proposed for the delivery of cars from the Staging Area to the Storage Area;
- The route proposed for the attendant to travel back (by foot or other) from the Storage Area to the Staging Area;
- The route proposed for the delivery of cars from the Storage Area to the Staging Area;
- All streets and alleys included in diagram must be labeled, and indicate direction of travel and speed limits and
- Note the time it takes for an attendant to drive each portion of the route when following all speed limits and traffic control devices.

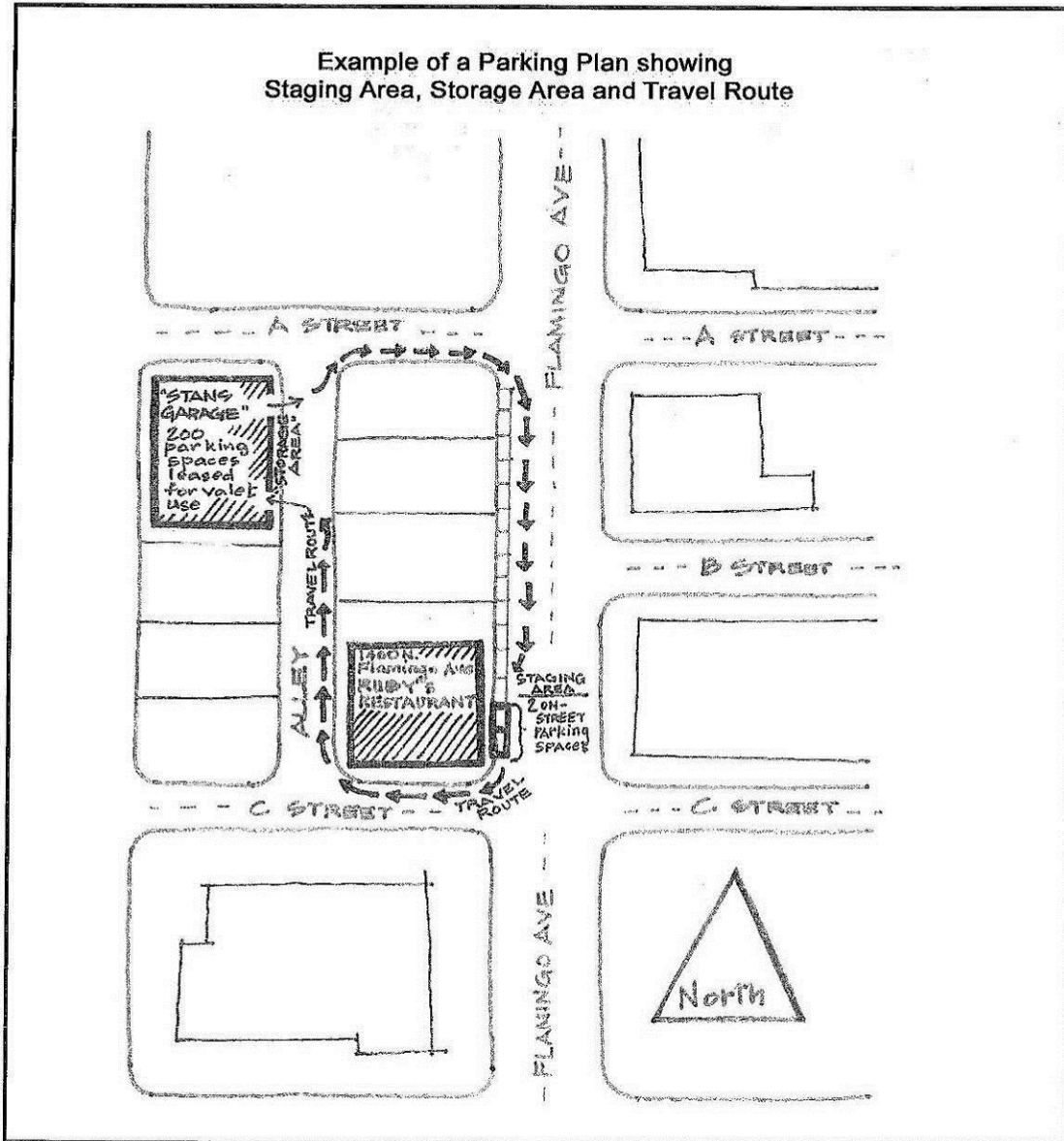
Applicant Response Auto travel time (in minutes) from Staging to Storage
Here: Auto travel time (in minutes) from Storage to Staging

Field Verification Auto travel time (in minutes) from Staging to Storage
Here: Auto travel time (in minutes) from Storage to Staging

Valet Parking Plan

Applicant: On the following page you must prepare an overview diagram which incorporates the three diagrams on the previous pages (Staging Plan Diagram, Storage Plan Diagram and Travel Plan Diagram). The diagram you submit (hereafter referred to as your "Parking Plan") will be included in the notification letters sent to the parcel owners within a 500' radius of your proposed operation.

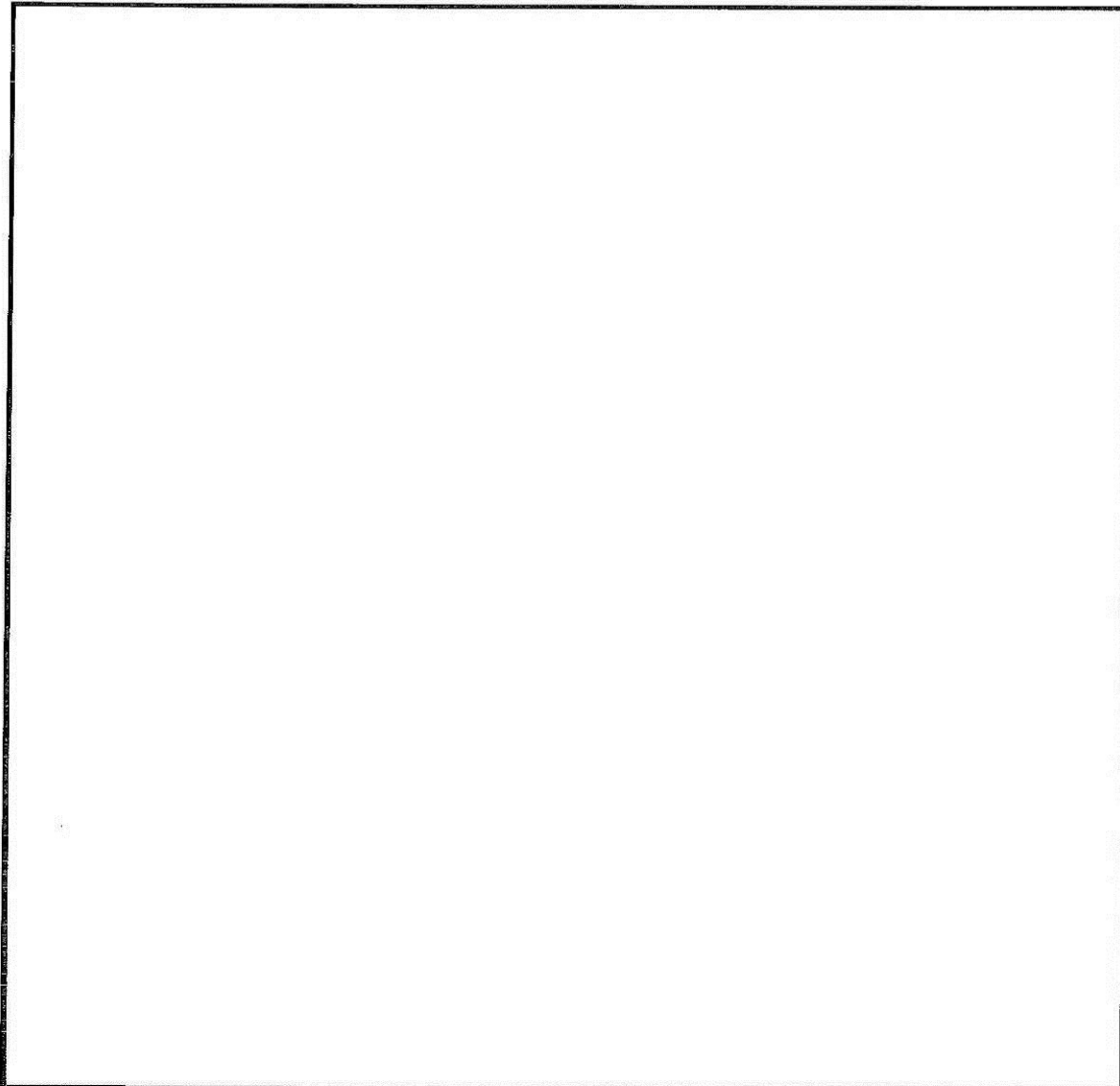
While the diagram shall have details which illustrate the Staging, Storage and Travel diagrams on the previous pages, the "Parking Plan" may be a simplified representation of your overall Operational plan. The drawing must be legible, include north arrow and all street names and business names as needed. For your convenience, an example Parking Plan is shown below.



Valet Station and Sign City Code Section 33-123 (e) 1,2,3,5

- (1) The Permittee shall provide one (1) Valet Parking Station for each Staging Area.
- (2) The Valet Parking Station shall be a removable lectern, cabinet or other structure not less than four (4) feet high, nor more than five (5) feet high, and not more than two and one-half (2 1/2) feet wide, with space for waste disposal, and space to provide locked storage for keys, licenses, contracts, maps and other documents required by code for providing valet parking.
- (3) The valet parking station shall bear a sign, not to exceed the height and width of the valet parking station, conspicuously identifying, in letters not less than one and one-half (1 1/2) inches tall, the name and phone number of the Valet operator, and the charge, if any, for the valet parking. No sign other than the one required to be mounted on the valet parking station shall be permitted on the valet parking station.
- 5) If the Permittee is required by the terms of its permit to provide a directional sign indicating the correct and safe approach to the Staging Area, the sign shall not be more than three (3) feet tall, nor more than four (4) square feet in area. The sign shall be located within five hundred (500) feet of the Staging Area, in a location approved by the Engineering Department. Signs placed on private property will need written approval from property owner.

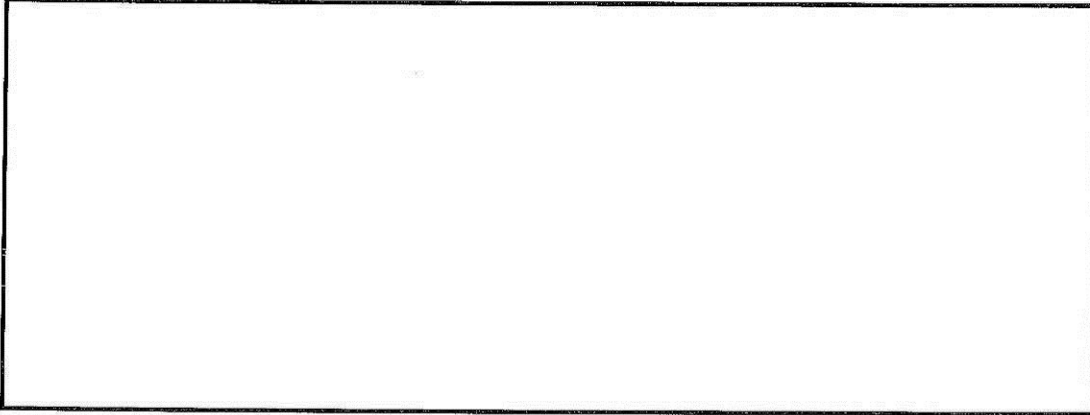
In the space below please diagram (or attach photos) of the proposed parking station and signage:



Example of Hang Tag or Valet Ticket City Code Section 33-123(e)(6)

The Valet Operator shall provide brightly colored tags, no smaller than three (3) inches by five (5) inches to hang on the inside rear view mirror or set on the dashboard of each vehicle subject to valet parking. Each tag shall identify the name and phone number of the Valet Operator and the location of the Staging Area from which the vehicle was valet parked and indicate the method by which car owners may retrieve cars which are unclaimed after the conclusion of operating hours.

Affix a copy of the proposed hang tag or dashboard ticket in the box below. If location of car drop-off is not printed on ticket, please indicate measure by which staging location will be designated on ticket.



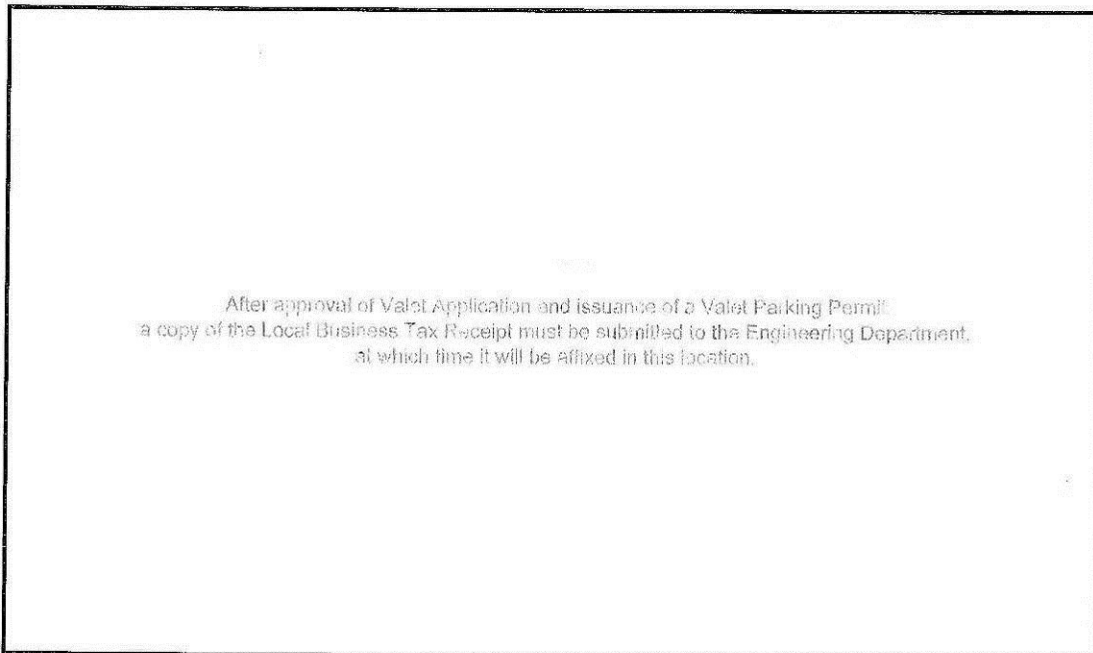
Copy of Local Business Tax Receipt City Code Sections 19-1 through 19-7

"All entities doing business in the City of Sarasota must obtain a City Local Business Tax Receipt each year. This is in addition to any tax required by Sarasota County or any other municipal, state or federal agency."

"Obtaining a Local Business Tax Receipt allows the City to assure that all of the members of our thriving business community have the proper state and federal licenses and operate safely, which protects our citizens. Also the law requires securing a tax receipt prior to opening or operating a business in the City."

A Local Business Tax Receipt is required for each staging location in the City of Sarasota.

In the box below attach a photocopy of your current Local Business Tax Receipt for the operating location this permit application applies to.



After approval of Valet Application and issuance of a Valet Parking Permit,
a copy of the Local Business Tax Receipt must be submitted to the Engineering Department,
at which time it will be affixed in this location.

INDEMNIFICATION AGREEMENT

City Code Sec. 33-122(b)(6) e.

By obtaining this license and by signing this indemnification agreement, the Valet Licensee is agreeing to indemnify the City of Sarasota from any liability arising from the operation of a valet service. The Valet Licensee shall indemnify and hold harmless the City, and its agents and employees, against all claims, liabilities, loss, injury, death or damage whatsoever, including but not limited to attorney fees, which may be suffered or sustained by any person whatsoever, arising from the operation of a valet service. The parties acknowledge that the privilege of operating a valet service within the City of Sarasota shall be deemed sufficient consideration for this indemnification.

Valet Licensee

Date

APPENDIX E: Car-Share Programs in Denver, CO

Break It Down: Car Shares in Denver

eGo CarShare: Denver/Boulder

Requirements: Valid driver's license of at least two years, decent driving record (usually five points or less)

Number of cars: 16 in Denver, 25 in Boulder

Car types: Many of the cars are eco-friendly hybrids or fuel-efficient, compact cars; eGo also has trucks (awesome for moving, even if you are a car owner).

Rates: There is a one-time \$25 fee to register. Monthly, and daily rates vary from \$2.50 per hour with a \$10 monthly membership fee, to \$4.50 per hour with no monthly fee (and up to \$75 a day). Rates include gas and insurance.

Night owls and early birds: Cars are only \$1 per hour from 11 p.m. to 6 a.m.

Locations: About 20 locations in Boulder, and 15 Denver. View locations [here](#).

Bonus: The nonprofit has a peer-to-peer sharing program for people who own fairly new, but rarely used vehicles. What does this mean? You can temporarily lend your reliable car to eGo CarShare. They'll pay for its insurance and gas expenses while its in their fleet, *and* give you a monthly stipend that you can use for any eGo car.



Car2Go: Denver

Requirements: Must be 22 years old, or a student who is 18 or older; a decent driving record

Number of cars: More than 200

Car types: Smart Cars

Rates: \$35 registration fee, 38 cents per minute (up to \$13.99 an hour), and up to \$72.99 per day. Gas, insurance, and roadside assistance are included.

Locations: Cars are located wherever the last member drops them off (within their designated Denver zone). Use Car2Go's mobile app, call them, or go online to find the car closest to you. View locations [here](#).

Bonus: You don't have to park in a specific spot; as long as it's in the "Home Area" and in a legal, non-restricted parking spot, you're good. You don't have to pay for metered parking, and you're safe in parking that is limited to two hours or more.

Occasional Car: Denver

Requirements: Three years of decent driving history; must be 21 or older

Number of cars: 38

Car types: A few fuel-efficient, compact car models

Rates: Their "Simple" plan starts at 5.99 per hour, with a \$4.99 monthly fee and a \$25 application fee. Rates vary depending on days, times, and plans.

Locations: More than 20. Check out Occasional Car locations [here](#).

Zipcar: Colorado State University, Fort Collins

Requirements: Driver's license for at least one year, no violations within the past two years, no drug or alcohol offenses in seven years, and no more than one driving violation in last 18 months

Number of cars: 2

Car types: small SUV, hatchback

Rates: \$7.50 to \$8.50 per hour; \$77 to \$83 for a full day

Locations: One, here.

Hertz Rental: Metro area

Requirements: The same as their standard rental terms.

Number of cars: More than 100

Car types: Hertz's fleet includes everything from tiny subcompacts to large SUVs and trucks.

Rates: Range from \$6.50 to \$25 per hour during the week; the base rate goes up to \$8.50 on the weekends. The \$140 deposit will be returned to your account within three days.

Locations: Two in Denver, one at DIA, one in Boulder, and one in Aurora. See them **here**.

Enterprise CarShare (formerly known as WeCar): Metro area

Requirements: Must be a student or faculty member of the University of Denver, or Regis University

Number of cars: 3

Car types: Economy sedans

Rates: Start at \$7.50 per hour and \$55 per day and include gas and insurance

Number of locations: Three locations near the University of Denver campus. View locations **here**.

source: The Denver Magazine, 5280 (<http://www.5280.com/blogs/2013/07/23/break-it-down-car-shares-denver>), 2013

APPENDIX F: Comments from Public Meeting (May 20, 2014)

Name <i>Anthony Jordan</i>	Email Address <i>Tony Joe Two boots</i>
Business/Organization	Phone Number
Question/Comment(s) <i>Partner with the privately owned garages Police presence at night will promote foot traffic.</i>	
Are you a Downtown RESIDENT [] EMPLOYEE [] or BUSINESS/PROPERTY OWNER [<input checked="" type="checkbox"/>]? Check all that apply.	
Do you prefer follow-up via EMAIL [<input checked="" type="checkbox"/>] or PHONE CALL []?	

Name	Email Address
Anna Lisa Stockwell	alstockwell@hotmail.com
Business/Organization	Phone Number
	203 981 4792
Question/Comment(s)	
Please bring Park Mobile to downtown bridgeport! ☺	
Are you a Downtown RESIDENT <input checked="" type="checkbox"/> EMPLOYEE <input type="checkbox"/> or BUSINESS/PROPERTY OWNER <input checked="" type="checkbox"/> ? Check all that apply.	
Do you prefer follow-up via EMAIL <input checked="" type="checkbox"/> or PHONE CALL <input type="checkbox"/> ?	

Name JIMMY'S / DAVE S	Email Address DAVEZAMBONI@GMAIL.COM
Business/Organization JIMMY'S	Phone Number 203-333-3939
Question/Comment(s) I like 1 hour parking. XXXXXXXXXX That's for downtown across + around our store. That would include John & Middle St. ie Subway, Columbian.	
Are you a Downtown RESIDENT <input type="checkbox"/> EMPLOYEE <input type="checkbox"/> or BUSINESS/PROPERTY OWNER <input checked="" type="checkbox"/> ? Check all that apply.	
Do you prefer follow-up via EMAIL <input checked="" type="checkbox"/> or PHONE CALL <input type="checkbox"/> ?	

Name	Bob D'Aprile	Email Address	bobd@twoboats.com
Business/Organization	Two Boats	Phone Number	203 918-3276
Question/Comment(s)			
<p>Q: Is it possible to get a map of available parking in proximity to Bijou Square?</p> <p>Including both on-street + off street, municipal + private business lots + garages.</p> <p>Q: Is the Credit Union lot available at night?</p> <p>I would am interested in adding parking information to our company website - As well, being correct when informing clientele.</p>			
Are you a Downtown RESIDENT [] EMPLOYEE <input checked="" type="checkbox"/> or BUSINESS/PROPERTY OWNER []? Check all that apply.			
Do you prefer follow-up via EMAIL <input checked="" type="checkbox"/> or PHONE CALL []?			

Name	Email Address
Christopher Anastasi	christopher.anastasi@bridgeportct.gov
Business/Organization	Phone Number
City of Bridgeport	(203) 576-8439
Question/Comment(s)	
Very informative	
Are you a Downtown RESIDENT [] EMPLOYEE <input checked="" type="checkbox"/> or BUSINESS/PROPERTY OWNER []? Check all that apply.	
Do you prefer follow-up via EMAIL [] or PHONE CALL []?	

Name Philip Kuchma	Email Address PhilipKuchmaCorporation.com
Business/Organization BLVD SQUARE/Kuchma Corp.	Phone Number 203 366 3761
Question/Comment(s) <ul style="list-style-type: none"> • DEVELOP RESIDENT PARKING PERMITS, NOT IN RESTAURANT/RETAIL AREAS • MORE "SHARED" OPPORTUNITIES (DAYTIME OFFICE, OVERNIGHT RESIDENTIAL) 	
Are you a Downtown RESIDENT [] EMPLOYEE [] or BUSINESS/PROPERTY OWNER []? Check all that apply.	
Do you prefer follow-up via EMAIL [] or PHONE CALL []?	