

# PARKING

## DEPARTMENT MISSION STATEMENT

We are dedicated to providing clean, safe, and affordable parking options, which support mobility and reduce traffic congestion; with an unwavering commitment to customer satisfaction.

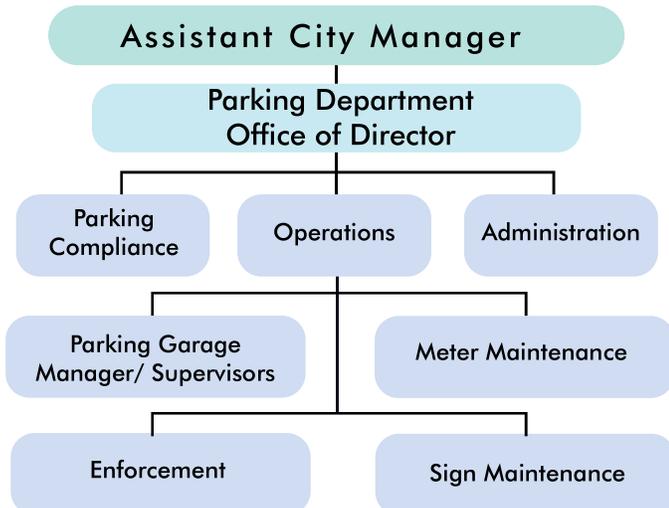
## DEPARTMENT DESCRIPTION

The Department is the single largest provider of parking in the City, serving resident, commercial, and tourist/visitor parking needs. Simply put, the Department’s mission is to provide clean, safe, and affordable parking options, which support mobility and reduce traffic congestion; with an unwavering commitment to customer satisfaction. In addition, the Department has a public safety duty to ensure parking regulations are adhered to through its parking enforcement unit.

The Department is comprised of three divisions (administration, on-street, and off-street). Various services, predominantly in the off-street division are contracted labor, including cashiers/attendants and supervisors, security, janitorial, and landscaping. Other contracted services in the Department (on-street division) include towing services.

The Department manages and operates 62 surface parking lots and 12 garages. There is a total of 9,605 metered spaces both on and off-street, 7,404 garage spaces and 23 residential parking permit zones citywide. Other units within the Department include: sign/facility maintenance, parking meter maintenance, customer service, and finance/coin room.

Initiatives and technology enhancements include: pay by license plate multi-space pay stations for on-street and surface parking lots; pay-on-foot stations at garages; bike sharing program with Citibike; electric vehicle charging station program with Blink Network, Inc.; License Plate Recognition (LPR); mobile phone payment services with Parkmobile; in-house virtual permit program; online request for administrative review of parking citations; point of sale (POS) handhelds; and citywide deployment of freight loading zone programs.



## FISCAL ENVIRONMENT

The City of Miami Beach Parking Department is an Enterprise Fund. As such, it subsists solely on revenues generated by its operations. The Department’s major revenue generators are parking meter operations, parking garages, permit revenue, and parking citation revenues. Major expenditures are personnel costs, including contract labor. From a financial perspective, our bonding covenants require the Department to maintain a debt service ratio of 1.35:1 or better.

## STRATEGIC ALIGNMENT

Main Vision Area:

**Mobility**

Management Objectives:



- **Prosperity**
  - Revitalize targeted areas and increase investment
- **Mobility**
  - Address traffic congestion
- **Organizational Innovation**
  - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- **MAKE** substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- **COMPLETE** Ocean Drive renovation, activation and programming underway
- **IMPLEMENT** the Transportation Master Plan

Budget Enhancement Actions:

- Juneteenth Holiday

Resilient305 Actions:

- **DEVELOP** Mobility Hubs in the 305
- **DRIVE** into the Future!

# PARKING

## BUSINESS ENVIRONMENT

The Department serves a wide variety of customers, ranging from tourists/visitors, commercial uses (office, entertainment, restaurant, retail, etc.) and their employees, residential, internal customers (city employees), and to some extent, valet parking operations. The Department recognizes that security, cleanliness, and excellent hospitality play a major role in creating an first-class customer experience and aims at delivering excellence while maximizing efficiencies wherever possible.

The Department's purpose is to provide parking services at the highest levels. The Department's market share has decreased somewhat due to additional private parking inventory as well as the growing popularity of Transportation Network Entities (TNE) such as Uber/Lyft. The Department continues to identify and pursue revenue enhancements and cost saving measures. Clearly, in some cases, parking serves as an economic development incentive to stimulate growth, including workforce housing. As such, parking facilities used for this purpose tend to operate at a deficit for multiple years or at least in the initial year. The number and role of these facilities are a delicate balance to ensure the viability of the entire system.

## SIGNIFICANT ACCOMPLISHMENTS

- Completed the installation of License Plate Recognition (LPR) cameras in all entrances and exits of all City owned garages
- Completed the installation of contactless buttons at entrance and exit gates of all City owned garages
- Issued and awarded the contract to the integrator that will be installing the new surveillance camera installations for all City owned garages
- Completed Collin Park Garage
- Amended the towing permit resulting in enhanced revenues and stricter controls
- Expanded EV (electric vehicle charging stations) through Blink Network to eleven (11) municipal garages
- Implemented agreement with Tesla for installation of Tesla fast chargers at the Pennsylvania Avenue garage.
- Completed lighting enhancements at the 12th Street and 13th Street garages, and turtle-friendly lighting at the 7th Street Garage

**Completed the installation of License Plate Recognition (LPR) cameras in entrances and exits of all City owned garages.**

## CRITICAL SUCCESS FACTORS

- Transportation/traffic congestion
- Tourism trends
- Interdepartmental cooperation and communication

## FUTURE OUTLOOK

The COVID-19 pandemic has had dramatic impacts to our local economy. From the 90% revenue loss experienced at the beginning of the pandemic, we have seen an increase in revenue and expect to recover to 90% revenue by the end of FY 2022, compared to the FY 2019 budget.

In order to "rightsize" the Parking Department for a balanced budget, the following expenditure savings are in place:

- Reduction in number of pay stations, gradual increase in service levels for pressure cleaning, greenspace maintenance, security services, and parking attendants
- Reduction in the number of full-time positions and gradual filling of existing full-time and part-time vacancies in all department divisions dependent on increase of parking demand

Parking facilities, including garages, lots, and curbside parking have been impacted to varying degrees since the pandemic began. Currently, all facilities are open to the public except during curfew hours and, in an abundance of caution, certain locations have had limited access to assist in managing overcrowding and social distancing requirements, pursuant to Miami-Dade County Order and the City's State of Emergency Declaration and related Emergency Measures. Certain segments of parking operations may be expanded (or further reduced) contingent upon the economic recovery of the City and related parking utilization.