

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 CONT'D

The Department manages and operates 67 surface parking lots and 11 garages. There is a total of 9,677 metered spaces both on and off-street 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.

BUSINESS ENVIRONMENT

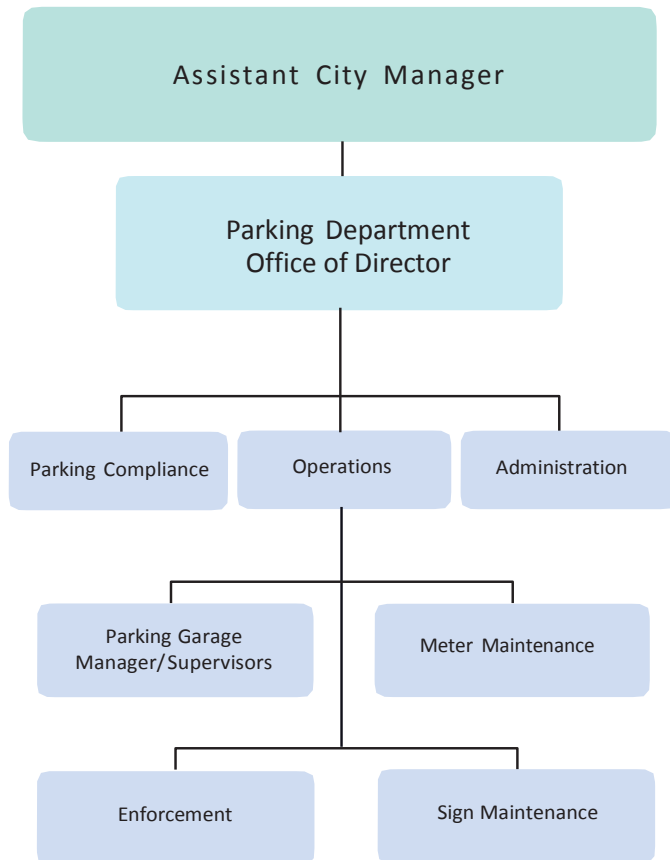
The Department serves a wide variety of customers, ranging from tourists/visitors, commercial uses (office, entertainment, restaurant, retail, etc.) and their employees, residential, internal customers (city employees), and to some extent, valet parking operations. Customer service trends are to provide enhanced service levels for security, cleanliness, and excellent hospitality by all those who come in contact with the customer while maximizing efficiencies wherever possible.

The Department, as an Enterprise Fund, is the single largest provider of parking services in the City. Its 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 implement 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.

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 parking meter collections and towing services.



PARKING

SIGNIFICANT ACCOMPLISHMENTS

- Implemented rate change at lot P71 (46th street and Collins Avenue) from hourly on weekdays/flat rate on weekends to a 24/7 flat rate lot, and implemented a new monthly permit for hospitality industry employees
- Launched waterless car wash pilot program at the 17th street garage (G5) and City Hall garage (G7)
- Negotiated and implemented new valet contract with stricter performance standards
- Removed 100 Pay stations reducing operating costs and reducing two (2) Revenue Processor positions
- Expanded residential discount for on-street and off-street parking to include pay stations in addition to the ParkMobile application
- Expanded caregiver program
- Started enforcement right of way (ROW) violations
- Increased construction space rental fee from \$25 to \$35
- Implemented new hours of operation in the Entertainment District from 9am-3am to 24/7
- Completed lighting upgrade at 42nd street garage

“
Expanded residential discount for on-street and off-street parking to include pay stations in addition to ParkMobile application
 ”

CRITICAL SUCCESS FACTORS

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

FUTURE OUTLOOK

Tourism is a fragile industry whereby an incident locally, nationally, or internationally may have catastrophic repercussions to our local economy. However, our future outlook is stable. Initiatives for enhanced savings include competitive bidding of various labor contracts and reduction of contract labor hours through deployment strategies and/or technology. Initiatives to enhance revenues include continued investment in updating and/or new technology. Challenges include increased demand for parking by the construction industry and development, integrated transportation systems, and traffic congestion.

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:

- N/A

Resilient305 Actions:

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

