

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.

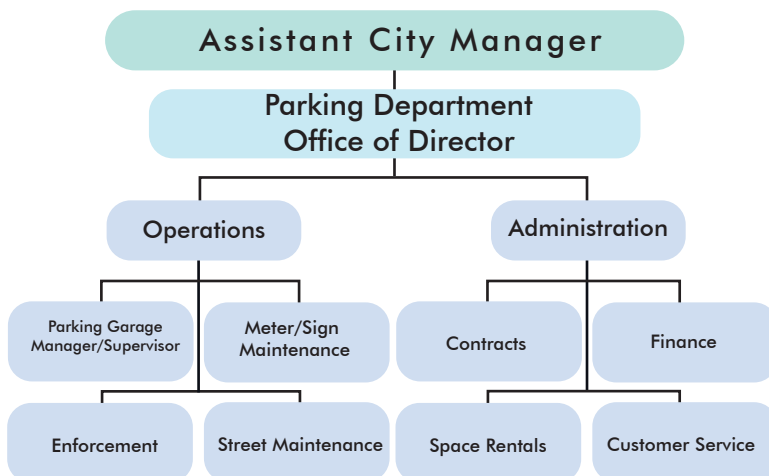
DEPARTMENT DESCRIPTION

The department is the single largest provider of parking in the City, serving residents, businesses, and visitors. In addition, the department has a public safety duty to ensure that parking regulations are enforced through its parking enforcement unit.

The department is comprised of three divisions: Administration, On-Street, and Off-Street, and manages/operates 64 surface parking lots, 12 garages, and 20 residential parking permit zones. There are a total of 9,432 metered spaces, both on- and off-street, as well as 7,404 garage spaces.

Under the On-Street division, the department has other functions including sign/facility maintenance, parking meter maintenance, and customer service. The department also manages the City's towing permits. Various services, predominantly in the Off-Street division are provided by contracted labor, including cashiers/ attendants and supervisors, security, janitorial, and landscaping.

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; a bike-sharing program with Citibike; electric vehicle charging stations and Tesla fast charging stations; a License Plate Recognition (LPR) system; mobile phone payment service; an in-house virtual permit program; an online request system for administrative review of parking citations; point of sale (POS) handheld devices and citywide deployment of freight, commercial, and passenger 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 the department. Major revenue streams come from parking meters, parking garages, permits, and parking citations. Major expenditures are personnel costs, including contract labor and equipment. From a financial perspective, our bonding covenants require the department to maintain a debt service ratio of 1.35:1 or better. Despite the economy's fluctuation, the department maintains its S&P Global Rating of A+ with a positive outlook.

STRATEGIC ALIGNMENT

Main Vision Area:

Mobility



Management Objectives:

- **Prosperity**
 - Revitalize targeted areas and increase investment through master plans and business vibrancy efforts as well as core services like safety and code enforcement. Better leverage our assets and parking lots. Areas include North Beach, Ocean Drive, 41st Street, Lincoln Road and Washington Avenue.
- **Neighborhoods**
 - Prevent and solve crime for residents and visitors through the use of (but not limited to) communications, community policing, technology, cameras, park rangers, professional and ethical policing and code enforcement
- **Mobility**
 - Address traffic congestion through solutions such as Intelligent Transportation System (ITS); targeting loading, ride share, and any other mobility disruption
- **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
 - Ensure strong fiscal stewardship by making sure expenditure trends are sustainable over the near and long-term, using pay-as-you-go, innovative funding (such as grants and financing), integrating resilience and sustainability (into the capital budget process), and innovative risk management. Focus on long-term viability of parking, sanitation, pensions and health plans.

PARKING

STRATEGIC ALIGNMENT CONT'D

Strategic Plan Actions:

- **COMPLETE** Ocean Drive renovation, activation, and programing
- **MAKE** substantial progress on North Beach Town Center/ Byron Carlyle/Ocean Terrace
- **COMPLETE** security camera project with the installation of cameras in all public parking garages
- **INCREASE** compliance with the Building Code by streamlining the process and providing continued training to the public and applicants on the process
- **IMPLEMENT** the Transportation Master Plan

Budget Enhancement Actions:

- Conversion of Part-Time Parking Enforcement Positions (5) to Full-Time Positions (5)

BUSINESS ENVIRONMENT

The department serves a wide variety of customers, ranging from visitors, businesses (office, entertainment, restaurant, retail, etc.) as well as employees of those businesses. In addition, we serve residents and city employees. To some extent, we also coordinate valet parking operations on the right-of-way. The department recognizes that security, cleanliness, and excellent hospitality play a major role in creating a first-class customer experience. We aim to deliver excellence while maximizing efficiency.

The department's purpose is to provide the highest level of parking services for our community. The department has experienced a healthy recovery to pre-pandemic levels. Parking availability improves quality of life, work, and play in the City. Furthermore, it is a contributor to economic development and stimulates growth.

SIGNIFICANT ACCOMPLISHMENTS

- Increased revenue to pre-pandemic levels
- Executed new towing permits with a flat rate structure
- Established disabled permit program in residential zones
- Developed a virtual house of worship permit
- Initiated valet staging program on Ocean Drive
- Developed a dashboard with live parking data
- Awarded new City valet contract



CRITICAL SUCCESS FACTORS

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

FUTURE OUTLOOK

The department is well on its way to recovery from the impacts of the COVID-19 pandemic. From the 90% revenue loss experienced at the beginning of the pandemic, we have seen an increase in revenue and expect to continue at pre-pandemic revenue levels.

The Parking Department is gradually increasing its level of service. In addition, the revenue increase has allowed the department to carefully increase spending to maintain high standards.