

City of Jacksonville, Florida

Downtown Public Parking Strategy and Implementation Plan

Final Report

September 9, 2018

ATL17157.00

Jacksonville, FL



TimHaahs

www.timhaahs.com

12725 Morris Road
Deerfield Point 100, Suite 150
Alpharetta, GA 30004
T: 770.850.3065
F: 770.850.3066

September 9, 2018

Mr. Guy Parola, AICP
Operations Manager
Downtown Investment Authority
117 W. Duval Street, Suite 310
Jacksonville, FL 32202

**RE: Downtown Public Parking Strategy and Implementation Plan
Final Report
Jacksonville, Florida**

Dear Mr. Parola:

We have incorporated your comments from the previous Draft Reports into this Final Report. Thank you for allowing TimHaahs to work with the City on this important project.

Very truly yours,



Vicky Gagliano, MBA, LEED AP, CPP
Project Manager, Director of Parking Studies



Michael D. Martindill
Principal

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Introduction

Timothy Haahs and Associates, Inc. (TimHaahs) has teamed with Newtown Advisors, KLAS Global, and SP+ (the TimHaahs Team) to perform a downtown public parking strategy and implementation plan for the City of Jacksonville's Downtown Investment Authority (DIA). This Final Draft Report addresses Task 2, the Residential Parking Program.

Task 2 – Residential On-Street Parking Program

The City provided the TimHaahs Team with a list of three local neighborhoods that have expressed concerns about residential on-street parking: the neighborhoods of Springfield, Riverside/Avondale, and San Marco. Specifically, the commercial activity in all three neighborhoods has increased which has increased the number of vehicles needing parking in the area. Given the historic nature of all three neighborhoods and limited public parking areas, many of the commercial employees, merchants, and customers are parking in available on-street spaces and some of those spaces are located along residential streets. In order to better understand the specific issues within each neighborhood, the TimHaahs team moderated three separate public input meetings during the evening for residents, merchants, and other neighborhood stakeholders to directly share their concerns and suggestions to our Team. City and DIA representatives were present during all three meetings:



San Marco Public Input Meeting

- The meeting with Springfield occurred at 5:30pm on January 23, 2018, at the Mary Singleton Senior Center and included 32 community stakeholders, in addition to the representatives from the DIA and City.
- The meeting with Riverside and Avondale took place at 5:30pm on Wednesday, January 24, at the Winston Family YMCA. Attendees included 30 residents, merchants, employees, and neighborhood stakeholders, in addition to the representatives from the DIA and City.
- The meeting with the San Marco took place at 5:30pm on Thursday, January 25, at the San Marco Preservation Hall. Attendees included 27 resident and merchant stakeholders, DIA and City representatives, as well as two council members.

In general, there are two main reasons why a residential on-street parking program is implemented. The first is a physical need for access to on-street parking spaces by residents who do not have any or sufficient off-street parking areas located adjacent to their home (i.e. driveways, garages, carports, etc.). In these instances, non-resident vehicles are occupying on-street spaces and residents are unable to park near their home, forcing them to park several blocks away.

The second reason why an RPP program is implemented is to improve residential quality of life. Noise, litter, and personal property damage increase as non-resident vehicles are parked along residential streets. In these instances, a majority of the residents may have sufficient off-street parking areas but their quality of life is decreased due to the above reasons.

Both of the situations described are a result of limited and/or paid parking in an adjacent area.

Traditional retail has evolved significantly over the past decade due to the popularity and convenience of online merchants; in particular, Amazon. As a result, many large and small retailers are finding their business unsustainable and are forced to close their doors. The large number of retail vacancies has left building owners struggling to find another tenant to lease their commercial space. What has been occurring in cities all across the U.S. is the transition from a previous tenant mix of 85% retail and 15% dining to now 85% dining and only 15% retail tenants.

This shift in the tenant mix has caused a major parking issue as the parking demand ratios for retail tenants are typically only two to four parking spaces per 1,000 square feet (KSF) of leased space, but the demand ratio for dining/restaurant tenants usually falls between nine and 18 parking spaces per KSF (an increase of four to ten times the number of parking spaces needed). Furthermore, the hours of demand for retail and dining are also significantly different in that retail and residential can often co-exist with minimal overlap of peak hours. However, dining uses and residential often compete for the same parking spaces during the same hours which creates a conflict such as the ones experienced in several Jacksonville neighborhoods.

Ridesharing services (i.e. Uber and Lyft) are currently capable of mitigating some of the parking shortages caused by increased parking demand. Although driverless vehicles may be able to do so in the future, the extent and timeline when those mobility options will be able to fully compensate for the tenant mix shift is still unknown.

Ultimately, the need for tenants has driven many land owners to lease to dining/restaurant businesses, despite the known differences in parking needs. In some areas, the municipality or private entities are able to absorb the additional parking demand through new parking facilities or paid parking areas. Unfortunately, historic neighborhoods, such as the ones we are evaluating, have strict guidelines and restrictions on adding new parking. Therefore, in order to avoid abandoned and vacant commercial buildings (which typically results in lower home values and a decreased perception of safety), the residents in those communities must agree on a way to co-exist with the more parking-intensive dining/restaurant businesses.

With the exception of Springfield, a large majority of the residents in Riverside/Avondale and San Marco have access to sufficient off-street parking (i.e. garage, driveway, etc.) directly adjacent to their residence to meet their daily parking needs (and some visitors as well). Therefore, given the very limited options for designated commercial parking areas (or additional parking areas to support the commercial activity), it is necessary to utilize all available public parking options including the on-street parking spaces located on public roadways, and due to proximity, those within the residential neighborhoods. The valuable on-street parking supply is critical to ensure the success of the historic commercial district, which then translates into an overall healthy community.

Figure 2: Map of Springfield Official Neighborhood Boundaries



Source: City of Jacksonville

Neighborhood Meeting Summary

The following table summarizes the recorded responses during the neighborhood meeting.

Table 1: Summary of Springfield Stakeholder Issues and Concerns	
STAKEHOLDER ISSUES AND CONCERNS	
☞	Alleyways have the potential to be a great resource for residents without off-street parking but they are in disrepair and the City is not currently maintaining them.
☞	There is an overall confusion about who is responsible for maintaining the alleyways.
☞	The current parking ordinance should be reviewed and adjusted to allow residents to park on-street for more than 24 hours without being issued a citation.
☞	There is an importance to maintain the historic character of the neighborhood.
☞	Speed limits should be reduced for better safety as vehicles are travelling very fast along some streets.
☞	Signage has been installed in some areas that is questionable and some residents believe there is some favoritism occurring for select residents.
☞	On-Street parking has been removed on some streets or on one side of the street but residents were not informed on why those decisions were made.
☞	Some residents are storing several vehicles on-street and in vacant lots, some of which are not operational.
☞	There are some abandoned vehicles parked on-street in the district which should be removed.
☞	Several residents are not interested in paying for an RPP program as their parking conditions are not bad.
☞	Daycares are causing disruption as vehicles in drop-off and pick-up queues are blocking access to driveways and impacting the ability to drive down certain streets.
☞	Will the Skyway eventually come down Main Street as it would provide beneficial connectivity?
☞	Parking on Main Street should be converted to angled parking to increase the number of parking spaces.
☞	City should work with FDOT to reduce the speed limit and the number of traffic lanes on Main Street to promote business patronage.
☞	How do bike lanes fit into the overall Master Plan?

Source: Timothy Haahs and Associates, Inc. 2018

Springfield Recommendations

It is our opinion that there is not an urgent need for a residential parking permit (RPP) program in Springfield. However, there were several topics that were discussed at the public meeting which we believe would benefit the parking conditions for the residents and neighborhood. We recommend the following:

1. Revise the current ordinances to allow residents to park their personal vehicles on street for more than 24 hours. In residential neighborhoods where all or a portion of the residences do not have access to off-street parking such as a driveway, garage, or carport area, residents should be permitted to park and store their personal vehicles on-street. Consideration should be made to address abandoned, commercial, and/or the storage of inoperable vehicles within the district.
 - a. Should the City procure LPR software and hardware equipment, we would recommend the creation of a formal policy and procedure to allow residents to register their vehicle(s) in that system which streamlines the administration and enforcement of parking in residential neighborhoods. Such policy could also prevent or prohibit an excessive number of vehicles per household, establish guidelines for overnight/visitor parking, and allow enforcement to issue citations for non-resident vehicles that are parked beyond 24-hours.
2. Consider buying or leasing vacant parcels along Main Street for future public parking areas or “pocket” lots. The use of multiple parking locations within a linear district allows all users to have convenient access to available public parking. These parcels can be activated as growth occurs in the future.
3. Evaluate potential partnerships through a formal agreement with the City and churches/private business owners to use their off-street parking areas as public parking areas during days and times when those spaces are not needed. This will allow private owners to alleviate some of the parking demand during peak hours without bearing additional liability.

4. Many residential parcels do not include off-street parking areas. As such, it will be important to regularly monitor the on-street parking conditions to ensure residents have access to sufficient and proximate on-street parking spaces.
5. Continue to evaluate the parking demand in order to determine whether an RPP should be implemented in parts of the district as the commercial activity continues to evolve and mature.
6. Explore the installation of traffic-calming devices to improve the pedestrian experience along the commercial corridor.

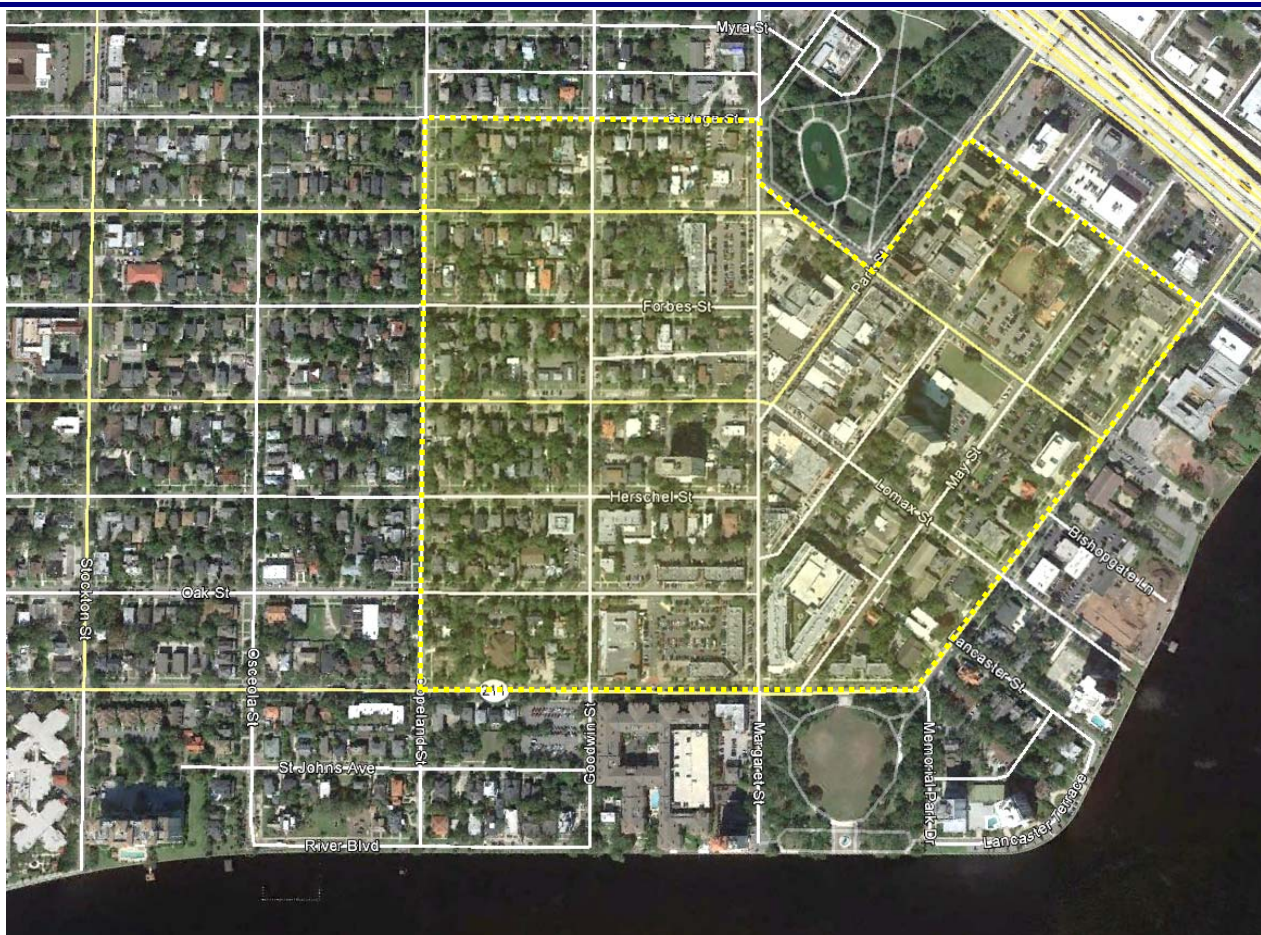
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Riverside/Avondale

Riverside and Avondale are two adjacent and closely associated neighborhoods; alternatively, considered one continuous neighborhood in Jacksonville. The area is primarily residential, but includes commercial districts, including Five Points, the King Street District, and the Shoppes of Avondale. Listed in the National Registry of Historic Places, Riverside and Avondale are noted as Jacksonville's oldest and most vibrant neighborhoods. Voted as one of the country's top ten Great Neighborhoods, Riverside Avondale is more than just a neighborhood; it is a destination for thousands who attend its weekly arts market, stroll along the riverbank, shop and dine in one of its quaint commercial corridors, relax in its parks, or attend worship services at one of its historic churches.

The following maps depict the area of influence where the commercial activity impedes into the residential area as well as the neighborhood's official boundaries.

Figure 3: Riverside/Avondale Area of Influence (Five Points)



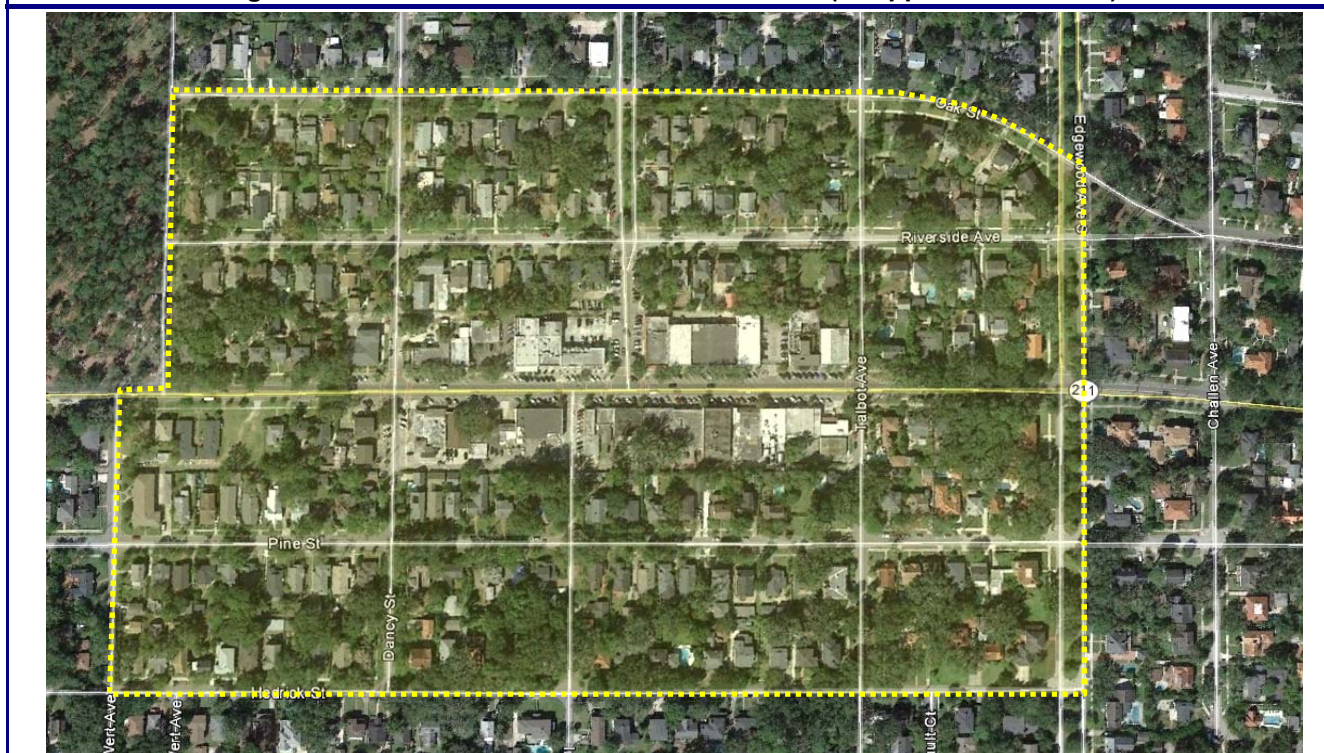
Source: Google Earth and Timothy Haahs and Associates, Inc. 2018

Figure 4: Riverside/Avondale Area of Influence (King Street)



Source: Google Earth and Timothy Haahs and Associates, Inc. 2018

Figure 5: Riverside/Avondale Area of Influence (Shoppes of Avondale)



Source: Google Earth and Timothy Haahs and Associates, Inc. 2018

Figure 6: Map of Riverside/Avondale Official Neighborhood Boundaries



Source: City of Jacksonville

Neighborhood Meeting Summary

The following table summarizes the recorded responses during the neighborhood meeting.

Table 2: Summary of Riverside/Avondale Stakeholder Issues and Concerns	
STAKEHOLDER ISSUES AND CONCERNS	
☞	The previous study recommended striping individual on-street spaces which some residents dislike as the boxes do not encourage parking as close to the curb as possible. Other residents like the boxes as they keep the vehicles out of the crosswalks.
☞	The only way parking will work is if the City creates a parking lot but the historic society will not approve a parking lot within the historic district.
☞	There is a big problem between residents and commercial users as the residents do not want them parking in front of their homes.
☞	Residents are frustrated that little was done after the previous study. Avondale was supposed to have a Pilot RPP program that never happened.
☞	What is the City and RAP doing when new businesses come into the area? Previously the area had more retail and now restaurant/entertainment are more prevalent which lends to higher parking demand but the code requirements have not changed.
☞	Boone Park South is a new destination with its own parking areas but residents do not want those parking spaces used during the evening hours as it may be bothersome to the adjacent residents.
☞	Private parking lots are not shared to maximize all resources but private owners are hesitant to sharing due to liability concerns.
☞	Sidewalks, lighting, and bike lanes are scarce which does not encourage perimeter parking for employees. In addition it does not encourage residents to walk to restaurants.
☞	The trolley did not work, the app did not work, and the cost of \$1.50 per ride was a deterrent.
☞	There are some issues with multi-family units.
☞	Conflicting opinions on the use of two-way versus one-way streets with valid arguments on both sides.
☞	Everyone will not be happy with the solution but everyone needs to compromise to find a balance between all stakeholders.
☞	There is more congestion and conflict in Avondale versus Riverside.

Source: Timothy Haahs and Associates, Inc. 2018

Riverside and Avondale Recommendations

In Riverside and Avondale, there are areas of high parking demand and use of the on-street parking areas within residential neighborhoods. It should be stated that those roadways are public and, at this time, those vehicles are legally parked. Based on the public meeting input and our field observations, we recommend the following:

1. Revise the current ordinances to allow residents to park their personal vehicles on street for more than 24 hours. In residential neighborhoods where all or a portion of the residences do not have access to off-street parking such as a driveway, garage, or carport area, residents should be permitted to park and store their personal vehicles on-street. Consideration should be made to address abandoned, commercial, and/or the storage of inoperable vehicles within the district.
 - a. Should the City procure LPR software and hardware equipment, we would recommend the creation of a formal policy and procedure to allow residents to register their vehicle(s) in that system which streamlines the administration and enforcement of parking in residential neighborhoods. Such policy could also prevent or prohibit an excessive number of vehicles per household, establish guidelines for overnight/visitor parking, and allow enforcement to issue citations for non-resident vehicles that are parked beyond 24-hours.

2. If a RPP program is implemented, review the parking requirements within the zoning ordinance in order to determine whether adjustments are needed to ensure the local businesses are capable of meeting their parking needs. In addition, provisions should be considered for businesses that secure parking or shared-parking agreements for their employees and customers.
3. In order to promote non-vehicular modes of transit, consider sidewalk improvements, additional lighting, and bicycle lanes.
4. Evaluate potential partnerships with the hospital, churches/private business owners, for the sharing of their off-street parking areas through a formal agreement with the City. This will allow private owners to help alleviate some of the parking demand during peak hours without additional liability and risk.
5. Where on-street time-limits do not exist adjacent to the commercial area, implement appropriate time limits and install signage.
6. Enforce time limits on all on-street parking spaces and issue citations as it will discourage long-term users, such as employees and merchants, from parking in the most convenient parking areas. This will allow customers and visitors to locate parking more quickly, thereby reducing roadway congestion.
 - a. Utilize ambassadors during the first weeks of strict time limit enforcement to help educate users on the rules and restrictions.
 - b. Consider implementing the use of a warning for a first time offender to reduce the negative perception of the new time restrictions and allow users to modify their behavior. This allows those visitors who did not park in the area when the ambassadors were present to receive a courtesy citation.
7. Given the significant shortage of public parking, the inability to build or create more public parking areas, and the need for public parking in the area, we do not recommend completely eliminating the use of all on-street parking areas on residential streets. This would negatively impact the commercial district's ability to operate.
8. Since many residential parcels have access to off-street parking areas adjacent to their home, an RPP would not address a physical need for access but rather a quality of life concern. Should the City decide to offer an RPP program to residents:
 - a. It should only be implemented along streets where a minimum of 60% of the households voted in favor of implementation of an RPP program **AND** 60% of the households purchase an RPP permit, in order to offset the cost of enforcement and installation/maintenance of signage. We initially anticipated the annual permit fee would be between \$25.00 to \$75.00 in order to fully offset the costs associated with managing the RPP program and not require a public subsidy, however, upon further review, the fee may be much higher depending on the number of RPP zones that are implemented. (See Estimated Implementation Cost Section later in this report).
 - b. To minimize labor costs, the RPP should be limited to select hours during the day.
 - c. The City should consider allowing short-term parking for general public use which could be limited to the daytime hours and number of hours (typically 2-4 depending on the area needs).
 - d. The City should retain their right to offer a specified number of monthly on-street permits within each RPP street, area, or zone. We believe once time limits are enforced adjacent to the commercial district(s), employees and merchants will find alternate modes of transportation or search for other free or low cost parking alternatives.
 - e. Due to the dynamic nature of parking, implementation of an RPP will require careful coordination between the City, the residents, the commercial district, and the general public. In addition, the City should monitor the impact on parking in the surrounding area for a minimum of 6 months in order to address any unintended consequences of the newly implemented RPP program.

9. The most effective and efficient way to manage parking and modify behavior is the implementation of paid parking. Not only does paid parking create a financially self-sufficient parking district, it also encourages the use of alternate modes of transportation. Furthermore, the revenue generated by parking fees could be reinvested in the district for funding the use of private parking areas, streetscape improvements, lighting, signage, wayfinding, circulator shuttles, etc. Again, the City should perform on-going monitoring of the impact of paid parking in the surrounding area to ensure that new residential areas are not being negatively impacted, that the parking needs of the commercial district are being met, and that the current pricing structure and time limits are allowing the City to properly manage and distribute the parking demand.
10. Continue to explore the use of a trolley or shuttle through JTA as a means of transportation demand management (TDM) efforts.

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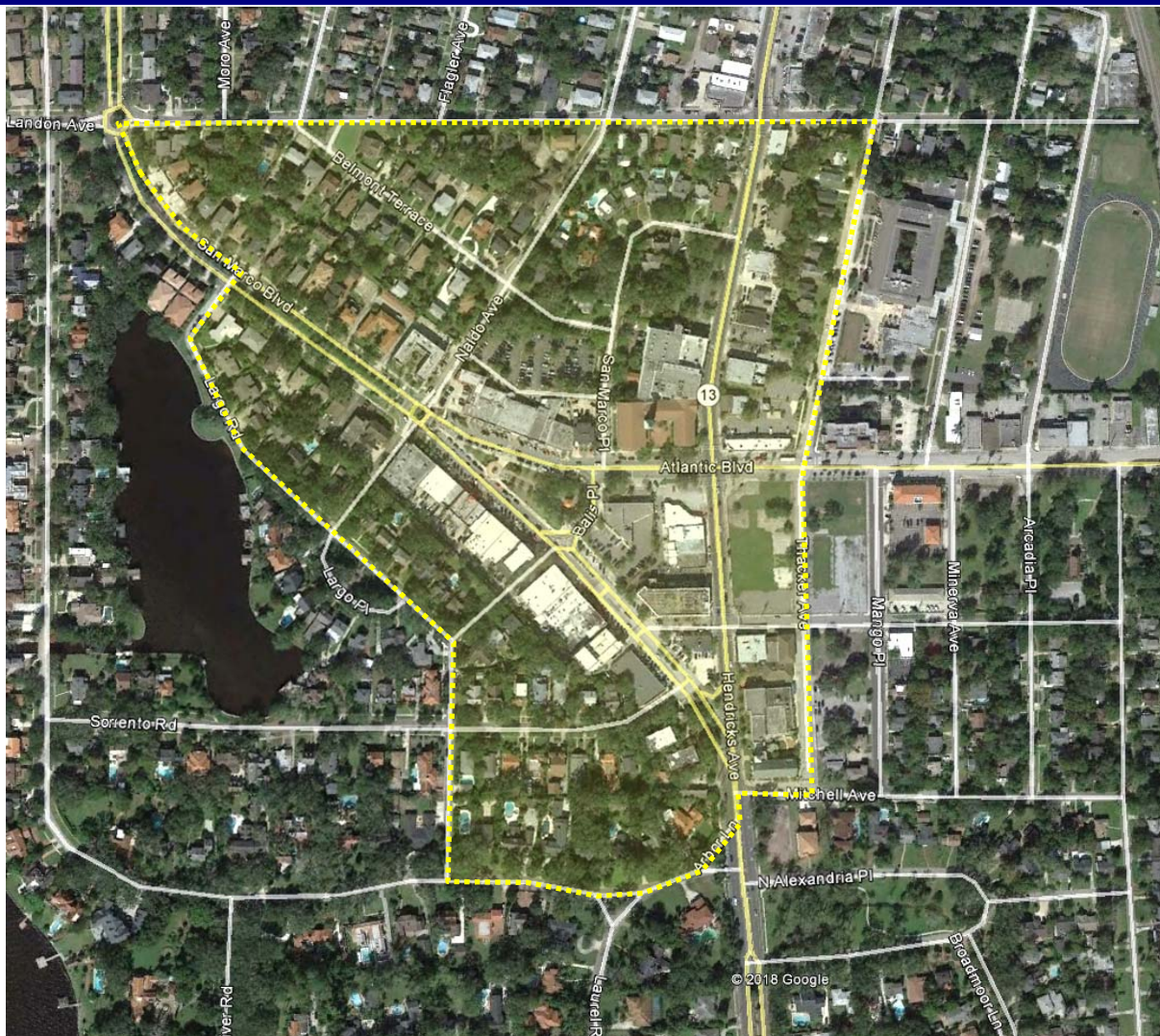
San Marco

San Marco is a historic neighborhood of Jacksonville, Florida, south and east of the St John's River, across from downtown Jacksonville. The neighborhood is primarily residential, with an integrated commercial sector known as San Marco Square. San Marco Square is an artsy shopping, dining, and entertainment district and has become one of Metropolitan Jacksonville's trendiest shopping and dining destinations.

Overseen by The San Marco Preservation Society, which was formed in 1975, as a non-profit corporation to protect the integrity of San Marco's residential neighborhood, and to enhance the revitalization of the business district; the society has succeeded in keeping the old-world charm and character of San Marco intact. The San Marco movie theatre and Theatre Jacksonville, the oldest community theatre in the country dating back to 1938, are also located within the square.

The following maps depict the area of influence where the commercial activity impedes into the residential area as well as the neighborhood's official boundaries.

Figure 7: San Marco Area of Influence (San Marco Square)



Source: Google Earth and Timothy Haahs and Associates, Inc. 2018

Figure 8: Map of San Marco Official Neighborhood Boundaries



Source: City of Jacksonville

Neighborhood Meeting Summary

The following table summarizes the recorded responses during the neighborhood meeting.

Table 3: Summary of San Marco Stakeholder Issues and Concerns	
STAKEHOLDER ISSUES AND CONCERNS	
☞	Zoning Regulations and Parking Requirements should be reviewed and updated before infill development occurs.
☞	Parking is only a problem on Friday and Saturday evenings.
☞	Use of the church lot is really helpful for those who are going to the square.
☞	Time limits are not enforced.
☞	Car sharing services like Uber and Lyft are not readily available.
☞	There is a negative perception of parking which needs to improve.
☞	Traffic flow is good but some stakeholders favor two-way versus one-way traffic flow.
☞	Parking on Hendricks Avenue will be removed for the bike lane.
☞	Stakeholders are collaborating with JTA on a potential trolley program.
☞	Residents are driving, not walking, to the square even when they are located only 1 to 2 blocks away.
☞	Employee vehicles are filling up all of the on-street parking spaces on San Marco Place.
☞	The City should purchase and build public parking lots.
☞	Residents want control of who parks in front of their home.
☞	Some residents welcome the activity and vibrancy around the square as it indicates a healthy economy.

Source: Timothy Haahs and Associates, Inc. 2018

San Marco Recommendations

San Marco is currently experiencing periods of high demand and vehicles are parking in the on-street parking areas located within the residential neighborhoods. Based on the public meeting input and our field observations, we recommend the following:

1. Revise the current ordinances to allow residents to park their personal vehicles on street for more than 24 hours. In residential neighborhoods where all or a portion of the residences do not have access to off-street parking such as a driveway, garage, or carport area, residents should be permitted to park and store their personal vehicles on-street. Consideration should be made to address abandoned, commercial, and/or the storage of inoperable vehicles within the district.
 - a. Should the City procure LPR software and hardware equipment, we would recommend the creation of a formal policy and procedure to allow residents to register their vehicle(s) in that system which streamlines the administration and enforcement of parking in residential neighborhoods. Such policy could also prevent or prohibit an excessive number of vehicles per household, establish guidelines for overnight/visitor parking, and allow enforcement to issue citations for non-resident vehicles that are parked beyond 24-hours.
2. If a RPP program is implemented, review the parking requirements within the zoning ordinance in order to determine whether adjustments are needed to ensure the local businesses are capable of meeting their parking needs. In addition, provisions should be considered for businesses that secure parking or shared-parking agreements for their employees and customers.
3. In order to promote non-vehicular modes of transit, consider sidewalk improvements, additional lighting, and bicycle lanes.
4. Evaluate potential partnerships with other churches/private business owners for the sharing of their off-street parking areas through a formal agreement with the City. This will allow private owners to help alleviate some of the parking demand during peak hours without bearing additional liability and risk.

5. Where on-street time-limits do not exist adjacent to the commercial area, implement appropriate time limits and install signage.
6. Enforce time limits on all on-street parking spaces and issue citations as it will discourage long-term users, such as employees and merchants, from parking in the most convenient parking areas and allow customers and visitors to locate parking more quickly (thereby reducing roadway congestion).
 - a. Utilize ambassadors during the first weeks of strict time limit enforcement to help educate users on the rules and restrictions.
 - b. Consider implementing the use of a warning for a first time offender to reduce the negative perception of the new time restrictions and allow users to modify their behavior. This allows those visitors who did not park in the area when the ambassadors were present to receive a courtesy citation.
7. Evaluate why Uber and Lyft are not providing a high level of service in the area by having discussions with both local drivers and the corporate office. It may be necessary to implement a minimum fare within the district to encourage increased availability.
8. Continue to explore the use of a trolley or shuttle through JTA as a means of transportation demand management (TDM) efforts.
9. Since many residential parcels have access to off-street parking areas adjacent to their home, an RPP would not address a physical need for access but rather a quality of life concern. Should the City decide to offer an RPP program to residents:
 - a. It should only be implemented along streets where a minimum of 60% of the households voted in favor of implementation of an RPP program **AND** 60% of the households purchase an RPP permit, in order to offset the cost of enforcement and installation/maintenance of signage. We initially anticipated the annual permit fee would be between \$25.00 to \$75.00 in order to fully offset the costs associated with managing the RPP program and not require a public subsidy, however, upon further review, the fee may be much higher depending on the number of RPP zones that are implemented. (See Estimated Implementation Cost Section later in this report).
 - b. To minimize labor costs, the RPP should be limited to select hours during the day.
 - c. The City should consider allowing two-hour parking for general public use which could be limited to the daytime hours and number of hours (typically 2-4 depending on the area needs).
 - d. The City should retain their right to offer a specified number of monthly on-street permits within each RPP street, area, or zone. We believe once time limits are enforced adjacent to the commercial district(s), employees and merchants will find alternate modes of transportation or search for other free or low cost parking alternatives.
 - e. Due to the dynamic nature of parking, implementation of an RPP will require careful coordination between the City, the residents, the commercial district, and the general public. In addition, the City should monitor the impact on parking in the surrounding area for a minimum of 6 months in order to address any unintended consequences of the newly implemented RPP program.
10. The most effective and efficient way to manage parking and modify behavior is the implementation of paid parking. Not only does paid parking create a financially self-sufficient parking district, it also encourages the use of alternate modes of transportation. Furthermore, the revenue generated by parking fees could be reinvested in the district for funding the use of private parking areas, streetscape improvements, lighting, signage, wayfinding, circulator shuttles, etc. Again, the City should perform on-going monitoring of the impact of paid parking in the surrounding area to ensure that new residential areas are not being negatively impacted, that the parking needs of the commercial district are being met, and that the current pricing structure and time limits are allowing the City to properly manage and distribute the parking demand.

Estimated Implementation Cost

In order to provide an order of magnitude cost estimate for the implementation of an RPP program, we developed a sample operating budget which assumes a 4 x 4 block area (similar to the neighborhood surrounding the Shoppes of Avondale). We also performed a benchmark analysis of residential permit parking rates both nationally, within other southeast coastal cities, and within Florida.

Benchmark Analysis of Annual Residential Permit Rates

We obtained and reviewed the RPP permit prices from the 75 most populous U.S. Cities as published in June 2017 by a news station located in Portland, Oregon. We have included their report of permit prices in Appendix B of this report. In summary, the most expensive annual permit rate recorded was \$210 in Portland, OR which has a population of 639,863. Other notable rates in this report for Florida Cities include Miami at \$25 per year and Tampa at \$0. Jacksonville and Orlando are reported as not having a RPP program.

We have independently obtained other permit rates through the corresponding City's website as follows:

Key West, FL (\$10)	St. Petersburg, FL (\$15)	Ft. Lauderdale, FL (\$30)
Savannah, GA (\$175)	South Miami, FL (\$20)	St. Augustine, FL (\$30)
Charleston, SC (\$10)	Wilmington, NC (\$25)	Gainesville, FL (\$22 to \$110.25)

Based on the US survey of the rates in the 75 most populous U.S. Cities, 61 of the cities have an active RPP program and only 45 of those charge residents for a permit. While the range of an annual residential parking permit is from \$0 to \$210, most of the cities are charging between \$10 and \$30. It was noted during our research that many RPP zones are near or within an area with paid on- and off-street parking which may allow a municipality to offset the cost to administer the RPP program.

There are also other cities that issue a residential parking pass as a means to provide residents with discounted or free parking at paid parking locations. We do not recommend such program for Jacksonville at this time as paid parking does not exist in any of the RPP focus areas.

Annual Operating Expenses

For the purpose of our analysis, we made the following assumptions:

1. 1.5 employees would handle the enforcement and administration of the RPP program at a salary of \$15.00 per hour, 15% payroll taxes, and 30% for Health and Pension expenses. No management or on-street supervisor labor expense is allocated for the permit management position.
2. Uniforms are budgeted at \$850 per employee per year which includes funds allocated for shoes.
3. Printing expenses include the cost for residential decals and other communication.
4. Fuel expenses include the cost of gasoline for the enforcement vehicle.
5. Repairs and Maintenance expenses include vehicle maintenance.
6. Software Maintenance-Support includes the cost for the annual license agreement with Genetec.
7. Communication expenses include the cell phone plans for employees (mobile app enforcement).
8. Postage expense includes the cost for mailing the residential decals for visual enforcement and other communication.
9. Equipment & Vehicle Financing expenses include the cost of the enforcement vehicle and a new Genetec LPR System on a 60 month term with a 5.25% cost of capital.
10. Annual escalations on all operating expenses and wages are calculated at 3%.

CAPITAL EXPENSES

11. Genetec LPR – One Unit with RPP Software	\$45,000.00
12. Enforcement Vehicle	\$25,000.00
13. Signage 18"x24" (\$60 sign/4 per block/16 blocks)	\$ 3,840.00
14. Signage Installation (\$45/sign @ 64 signs)	<u>\$ 2,880.00</u>
15. Total Capital Expenses	\$76,720.00

RPP Estimated Operating Expenses

Our estimated operating expenses are included below.

Table 4: Statement of Estimated RPP Operating and Capital Expenses										
RPP Operating Expenses	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Payroll & Benefits										
Salaries & Wages	\$ 46,800	\$ 48,204	\$ 49,650	\$ 51,140	\$ 52,674	\$54,254	\$ 55,882	\$ 57,558	\$ 59,285	\$ 61,063
Payroll Taxes - 15%	\$ 7,020	\$ 7,231	\$ 7,448	\$ 7,671	\$ 7,901	\$ 8,138	\$ 8,382	\$ 8,634	\$ 8,893	\$ 9,160
Health & Pension- 30%	\$ 14,040	\$ 14,461	\$ 14,895	\$ 15,342	\$ 15,802	\$16,276	\$ 16,764	\$ 17,267	\$ 17,785	\$ 18,319
Payroll & Benefit Expense	\$ 67,860	\$ 69,896	\$ 71,993	\$ 74,152	\$ 76,377	\$78,668	\$ 81,028	\$ 83,459	\$ 85,963	\$ 88,542
Operating Expenses										
Uniforms	\$ 1,275	\$ 1,313	\$ 1,353	\$ 1,393	\$ 1,435	\$ 1,478	\$ 1,522	\$ 1,568	\$ 1,615	\$ 1,664
Printing	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524
Fuel Expense	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	\$ 2,319	\$ 2,388	\$ 2,460	\$ 2,534	\$ 2,610
Repairs & Maintenance	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	\$ 1,159	\$ 1,194	\$ 1,230	\$ 1,267	\$ 1,305
Software Maintenance-Support	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464	\$ 5,628	\$ 5,796	\$ 5,970	\$ 6,149	\$ 6,334	\$ 6,524
Communications	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	\$ 2,782	\$ 2,866	\$ 2,952	\$ 3,040	\$ 3,131
Postage	\$ 1,200	\$ 1,236	\$ 1,273	\$ 1,311	\$ 1,351	\$ 1,391	\$ 1,433	\$ 1,476	\$ 1,520	\$ 1,566
Total Operating Expense	\$ 17,875	\$ 18,411	\$ 18,964	\$ 19,532	\$ 20,118	\$ 20,722	\$ 21,344	\$ 21,984	\$ 22,644	\$ 23,323
Expense Total	\$ 85,735	\$ 88,410	\$ 91,062	\$ 93,794	\$ 96,608	\$99,506	\$102,491	\$105,566	\$108,733	\$111,995
Equipment/Vehicle Financing	\$ 17,484	\$ 17,484	\$ 17,484	\$ 17,484	\$ 17,484					
TOTAL EXPENSE	\$103,219	\$105,894	\$108,546	\$111,278	\$114,092	\$99,506	\$102,491	\$105,566	\$108,733	\$111,995

Source: Timothy Haahs and Associates, Inc. 2018

We estimate the operating and financing expenses for years 1 to 5 will be between \$105,000 and \$115,000. After that time, the annual expenses will decrease by approximately \$17,500 assuming the LPR equipment and enforcement vehicle are still operational. The expenses listed in the previous table represent a single 16 block RPP area while the expenses for multiple areas may not increase proportionately as there may be economies of scale.

In order to implement a fully funded program within the sample RPP which has 220 residential units along four adjacent streets, 100% of the residential units would need to purchase one annual permit at a cost of \$480 each.

Based on the above information, we do not anticipate a RPP program would be self-funded at any of the RPP areas examined without a substantial public subsidy, a very large residential permit rate, or another funding source.

The City may consider implementing a paid parking program during the peak times of the week and days. The paid parking system can be fully electronic and not need the capital requirements or installation of traditional parking meters and/or pay stations. Instead, the City can adopt a pay by cell application and require all patrons pay for parking via an app. This type of program will allow for the parking spaces in the core of the district to be used by patrons and encourage employees to park in the outskirts of the commercial district. It would also allow for an additional revenue source to be invested back into the district and could potentially help reduce the cost of the residential permits if an RPP is elected.

As an example, an area with 150 paid on-street parking spaces would generate in excess of \$25,000 of new parking revenue with each space being occupied, on average, for only one hour each day at the current hourly rate of \$0.50. That number doubles if each parking space is filled for an average of two hours each day.

**APPENDIX A
RESIDENTIAL MEETING
ATTENDANCE SHEETS**

SPRINGFIELD RPP MEETING ATTENDANCE

	NAME	January 23, 2018
1	Victor LeTourneaut	
2	Rachel Kohl	
3	Kevin O'Halloren	
4	Kimberly Pryor	
5	Darren DeManino	
6	Deborah Herrington	
7	Hector Zayas	
8	Robert Steele	
9	Karissa Moffett	
10	Susan Noonan	
11	Bill Hoff	
12	Steve Manis	
13	Aaron Grice	
14	Doug Vanderlaan	
15	Sharron Speicher	
16	Chris Farley	
17	Michael King	
18	Jose Padilla	
19	Meredith Moseley	
20	Siere Steele	
21	Richard Breitmoser	
22	Dianne Breitmoser	
23	Carol Garrett	
24	Keith Garrett	
25	Oscar Williams	
26	Norma Williams	
27	Jackie Sullivan	
28	Lance Shugerman	
29	Mark Hendicks	
30	Lane Manis	
31	Pat Todd	
32	Allison Daurizio	

RIVERSIDE/AVONDALE RPP MEETING ATTENDANCE

	NAME	January 24, 2018
1	Glenn Carroll	
2	Tom Merter	
3	John Winkler	
4	Lynne Price	
5	Susan Gibandin	
6	Pam Brickle	
7	Erit Davis	
8	Iris Eisenberg	
9	Gerden Club of Jacksonville	
10	Michael Kirkman	
11	Berry Kirkman	
12	Ennis Davis	
13	Fred Pope	
14	Jennifer Mansfield	
15	Jack Shad	
16	Nancy Powell	
17	Alicia Grant	
18	Dianne Garcia	
19	Allan DeVault	
20	Kathleen Odea	
21	Laura Fornecker	
22	Kate Hallock	
23	Lee McT	
24	Lee Properties (Skip)	
25	Lynn Kuhlman	
26	Joe Lisska	
27	Karissa Moffett	
28	Jane Belz	
29	Bernie Contrerds	
30	Adrienne Burke	

SAN MARCO RPP MEETING ATTENDANCE

	NAME	January 25, 2018
1	Leanna Cumber	
2	George Foote	
3	Andy Zarka	
4	Kein Kuzel	
5	Sara Johnston	
6	Gary Weber	
7	Maralle Can	
8	Guy Anderson	
9	David Blue	
10	Zimmermann Boulos	
11	Linzee Ott	
12	Bryan Mickler	
13	Debra Pataky	
14	Barbara Summers	
15	Ron Summers	
16	Sandy Myers	
17	Joy Burnett	
18	John Crescimbeni	
19	Lilla Ross	
20	Kiley Efrin	
21	Desiree Bailey	
22	Sam Sfron	
23	Fred Leviren	
24	Patty Andrews	
25	Fred Lambrol	
26	Tiffany Heavenor	
27	Bruce Klimek	

APPENDIX B
RESIDENTIAL PERMIT RATES
70 U.S. CITIES

RESIDENTIAL PARKING PERMIT PRICES
75 MOST POPULOUS U.S. CITIES

	CITIES	HIGHEST ANNUAL PERMIT PRICE	OTHER PERMIT PRICES	POPULATION
1	Portland, OR	\$210 in Zones N, G	\$180 in Zone M; \$60 in all other zones	639,863
2	Oakland, CA	\$160 in Area M	\$82 in all other areas	420,005
3	San Francisco, CA	\$127		870,887
4	Omaha, NE	\$100		446,970
5	Tucson, AZ	\$72		530,706
6	Memphis, TN	\$50		652,717
7	New Orleans, LA	\$40		391,495
8	Philadelphia, PA	\$35		1,567,872
9	San Jose, CA	\$35		1,025,350
10	Washington, D.C.	\$35		681,170
11	Los Angeles, CA	\$34		3,976,322
12	Long Beach, CA	\$33		470,130
13	Riverside, CA	\$33*		324,722
14	Seattle, WA	\$32.50		704,352
15	Santa Ana, CA	\$32.40		334,217
16	Charlotte, NC	\$30		842,051
17	El Paso, TX	\$30		683,080
18	Las Vegas, NV	\$30		632,912
19	Cincinnati, OH	\$30		298,800
20	Houston, TX	\$27.95		2,303,482
21	Chicago, IL	\$25		2,704,958
22	Columbus, OH	\$25		860,090
23	Miami, FL	\$25		453,579
24	Minneapolis, MN	\$25		413,651
25	San Antonio, TX	\$20		1,492,510
26	Louisville, KY	\$20		616,261
27	Baltimore, MD	\$20		614,664
28	Atlanta, GA	\$20		472,522
29	Raleigh, NC	\$20		458,880
30	Pittsburgh, PA	\$20		303,625
31	Chula Vista, CA	\$20		267,172
32	San Diego, CA	\$15		1,406,630
33	Austin, TX	\$15		947,890
34	Anaheim, CA	\$15		351,043
35	Saint Paul, MN	\$15		302,398
36	Irvine, CA	\$12.50		266,122
37	Anchorage, AK	\$12		298,192
38	Phoenix, AZ	\$10		1,615,017
39	Nashville, TN	\$10		660,388
40	Kansas City, MO	\$10		481,420
41	Cleveland, OH	\$10		385,809
42	Lexington, KY	\$10		318,449
43	St. Louis, MO	\$10		311,404
44	Newark, NJ	\$10		281,764
45	Dallas, TX	\$6.50		1,317,929
46	Indianapolis, IN	\$0		855,164
47	Fort Worth, TX	\$0		854,113
48	Denver, CO	\$0		693,060
49	Boston, MA	\$0		673,184
50	Milwaukee, WI	\$0		595,047
51	Albuquerque, NM	\$0		559,277
52	Fresno, CA	\$0		522,053
53	Sacramento, CA	\$0		495,234
54	Colorado Springs, CO	\$0		465,101
55	Virginia Beach, VA	\$0		452,602
56	Tampa, FL	\$0		377,165

57	Bakersfield, CA	\$0		376,380
58	Aurora, CO	\$0		361,710
59	Honolulu, HI	\$0		351,792
60	Stockton, CA	\$0		307,072
61	Greensboro, NC	\$0		287,027
62	New York City, NY	No Program		8,537,673
63	Jacksonville, FL	No Program		880,619
64	Detroit, MI	No Program		672,795
65	Oklahoma City, OK	No Program		638,367
66	Mesa, AZ	No Program		484,587
67	Tulsa, OK	No Program		403,090
68	Arlington, TX	No Program		392,772
69	Wichita, KS	No Program		389,902
70	Corpus Christi, TX	No Program		325,733
71	Henderson, NV	No Program		292,969
72	Plano, TX	No Program		286,057
73	Lincoln, NE	No Program		280,364
74	Toledo, OH	No Program		278,508
75	Orlando, FL	No Program		277,173

*one-time application fee (not annual)

APPENDIX C
SAMPLE AGREEMENT FOR CITY USE
OF A PRIVATE OFF-STREET PARKING LOT

