

## PARKING SERVICES

### Service Description

The City manages neighborhood and downtown parking programs, including operation of off-street parking facilities, parking control and Municipal Court enforcement of the City Code. This also includes planning and development for future parking needs of the city. The parking program includes 2,608 spaces in seven downtown structures, 550 spaces in downtown surface lots, 3,792 on-street spaces and neighborhood parking permits. In the downtown area, Parking Services also provides eight bike cages for all-day storage and widely distributed bike racks for short-term use. The City's parking programs provide the following services:

Off-Street Parking - serves 600,000 short-term parking customers and supports the sale and management of over 24,000 long-term monthly parking permits annually. Provides administration and management of contracts to operate and maintain the off-street parking facilities; responds to public inquiries, comments, and complaints; and coordinates and monitors the annual sale of 75,000 parking validations. Staff provide financial analysis for proposed parking facility projects, support capital improvement projects for the downtown parking facilities, and manage special event parking (e.g., Farmers' Market, Saturday Market, Eugene Celebration, and Hult Center Events). Staff oversees the service contracts for daily cleaning of 13 downtown parking facilities and downtown security guide services. The contracts for facility maintenance are currently held by the City of Eugene Facility Management.

On-Street Parking - provides enforcement for 5,500 regulated short-term parking spaces in the downtown area and numerous regulated residential permit areas and maintains 1,750 meters. Staff respond to public requests and complaints and manage parking enforcement of short-term parking spaces in the downtown and University of Oregon areas, parking spaces in residential permit parking areas, and commercial parking zones. Over 75,000 parking citations are issued and processed annually.

The FY06 Adopted Budget for department operations is \$3.2 million from the Parking Enterprise Fund. The fund employs 19.23 FTE. The Capital Budget is \$0.4 million and the Debt Service Budget is \$0.6 million. Current revenues are anticipated to be \$4.5 million for FY06. The Parking Funds will also provide \$643,000 in direct support to the General Fund in FY06.

### Historic Perspective

1990 City Council appoints special task force to develop recommendations for changes to Downtown Development District.

- 1991 City Council eliminates Downtown Development tax collections and implements service changes for the downtown. Changes include discontinuance of free 3-hour parking, attended City parking facilities to collect parking fees, free parking on weekends in downtown parking garages, and offering merchant parking validations.
- 1993 City Council extends parking exempt zone in downtown area.
- 1994 Parking Enterprise Fund created.
- 1995 City Council combines city-wide on-street parking operations with the parking enterprise system.
- 1997 Pearl Street garage opens with 267 spaces and 4,000 square feet of commercial lease space.
- 1999 Broadway Place garage opens with 742 spaces, 12,000 square feet of commercial lease space and 170 housing units.
- 2002 New City Library opens with 69 below ground parking spaces.
- 2005 Citation payments accepted via the internet.

### Citizen Involvement

The Budget Committee represents the public interest in reviewing the annual budget for this service.

### Customer Input

The Parking Services staff receive feedback from customers through a variety of formal and informal methods including customer surveys, phone calls, contacts with City Council, through the PSO, Municipal Court, e-mail, news media, contacts from specific business customers such as DEI, dePaul Security and Diamond Parking Services.

### Mission

Our mission is to supply, allocate and manage adequate, safe parking to meet the parking needs of the business and residential communities in a manner that supports transportation system needs, growth management policies and goals, and City Council and community goals.

### Outcomes

- Support orderly development and land use.
- Support compact urban growth and growth management policies.
- Support downtown housing.
- Support alternative modes of transportation.
- Support a viable economy, vital downtown, and healthy business climate.
- Provide an attractive and appropriately conserved physical environment.
- Maintain residential neighborhood livability.

- Develop and maintain an adequate parking supply and a dynamic and financially stable parking system.

### **Operating Principles**

- Focus services on our customers.
- Operate efficiently and cost effectively.
- Continually seek improvement and strive for excellence.
- Seek to benefit the greater good of the community.
- Employ a professional and well trained staff.
- Treat all people with mutual respect, equitably and fairly.
- Be flexible and willing to change.
- Share leadership and embrace team interaction and decision-making.
- Empower one another by communicating openly.

### **Current Operating Environment**

#### External Trends

#### **Policy related to land use issues and parking demand**

Overall, downtown density is increasing, although growth in certain portions of greater downtown is stagnant. Higher land values encourage more intensive development. As land value and density increase, there is a trend to move away from surface parking to development of adequate structured parking. Parking structures are an essential component in the achievement of the goal of compact urban growth. Therefore, well-balanced and coordinated policies and plans, such as the Downtown Plan and CATS, adopted in 2004 for developing structured parking, are essential to managing parking demand consistent with the City's goal of compact urban growth.

#### **Population growth and a transforming downtown**

The demand for long-term parking (monthly) has shown moderate growth in the last few years. With more professional and business offices downtown, there is greater demand for monthly employee parking. The City's population is growing and as a result, the overall demand for parking is also growing. Parking must ensure the best mix of on-street and off-street parking to support the needs of businesses and city-wide growth goals and policies.

#### **Supply and demand**

Analysis of future supply and demand is increasingly more difficult. Volatility in the business sector in the downtown area is especially challenging. It is equally difficult to forecast the impact of increased demand from growing University of Oregon enrollment, the new federal courthouse, the train station and Fifth Street development. Planned developments such as a new grocery outlet on the eastside and large westside commercial re-development, impact all aspects of service planning, including revenues, total capacity needs, changing security and maintenance needs/costs, and capital

improvement budget requirements. All planning and development activities should include parking considerations.

### **Support of growth management goals**

General public demand for parking has not yet aligned itself with growth management strategies. Downtown businesses would prefer that low-cost parking be readily available for all of their customers and employees. This, however, could lead to increased downtown congestion and poor use of land, a limited resource. While the City actively supports the use of alternative modes of transportation, businesses and many of their customers and employees find this inconvenient. Parking in outlying areas, such as the Valley River Mall, is typically subsidized to the parker. Parking Services must continually strive to align operations and strategies with the City's broader growth management goals.

### **Facility security**

Costs of addressing vandalism and security issues are increasing faster than inflation and are expected to continue to do so. With more downtown employees and residents in new mixed-use development using the parking facilities, night time demand has increased with a corresponding increase in security concerns. Most security services are now contracted. Addressing the increased demand for security measures will require a combination of additional security staff resources, financial resources, and technology-based solutions.

### **Facility maintenance and capital improvements**

The City's growth management policies and goals necessitate the development of facilities that contain more parking capacity on less acreage. Options for addressing the increasing cost curve within a constrained rate environment could include reducing subsidies (e.g., one-hour free parking program) or reducing expenditures. Implementing newer parking technologies, such as electronic pay boxes or multi-spaced meters, might reduce expenditures through automation.

### **Residential Parking**

There is an increasing trend of more parking demand in residential neighborhoods. A variety of reasons including population increase, higher densities, driving behavior pattern changes, and mixed land use affect this trend. As this trend continues, there will be greater demand for parking management of the limited on-street parking available.

### **Mixed-Use Development**

Mixed-use development is desired as a part of the City's growth management goals. As centers of community activity and commerce develop outside of the core downtown area, public parking is encroaching on

residential on-street parking. As this increases, decisions must be considered for appropriate parking approaches such as meters, structures, and parking limitation zones in and around these areas. There is an increased demand for Parking Services staff, city-wide policy decisions, and customer interactions.

### **Technology is driving change**

Technology is creating a need to change how service is provided. For example, people expect to be able to purchase parking permits over the internet, people believe they should be able to pay citations over the internet, and multi-space meters can reduce operating costs. A modern technology infrastructure is needed to keep this service both cost-effective and at service levels capable of meeting customer expectations.

### Internal Conditions

#### **Financial self-support and service costs**

In order to support growth management goals, Parking Services funds the debt service financing for structured parking downtown. Consolidated parking in structures reduces the need for surface lots and encourages a higher development density downtown. Historically, the City has used parking fund reserves and revenues to build parking structures. Recently, the City Council indicated some desire for public/private partnerships for the construction of future parking facilities. Automation advances are making parking services more cost effective.

### Performance Measures

#### **Total System**

##### Effectiveness

- Average percent of spaces filled at any time

##### Efficiency

- Cost per parking space

##### Financial

- Annual net operating contribution to replacement reserve
- Percent of annual operating costs covered by revenues
- Annual contribution to the General Fund for operations

##### Customer Satisfaction

- Percent of customers satisfied or very satisfied with service

**Strategy 1: Create the minimum number of spaces in parking structures in the core downtown area necessary to achieve desired growth management land use density goals.**

**Objective:** Decrease the number of available parking spaces in the core downtown area per 1,000 sq. ft. of development from 2.50 spaces to 2.20 spaces by FY 08.

#### Work Activities:

- Plan for and manage the need for additional parking space as downtown development occurs.
- Improve parking space utilization, through effective communications, security and customer satisfaction.

**Strategy 2: Maintain the parking enterprise fund self-sufficiency while supporting the cost requirements of operations, capital improvements, debt service, and debt service coverage reserves.**

**Objective:** Maintain annual percent of costs covered by revenues at 100% minimum.

#### Work Activities:

- Monitor and contain overhead costs to remain cost effective.
- Regularly update facility maintenance and capital improvement needs for parking facilities.
- Manage new facility costs through capital cost sharing methods, with public/private partnerships.

