

**CITY OF HALLANDALE BEACH, FLORIDA**  
**MEMORANDUM**

**DATE:** June 30, 2015

**TO:** Honorable Mayor and City Commission

**FROM:** **Renee C. Miller, City Manager**

**SUBJECT:** Citywide Parking-Implemented and Proposed Operational Changes

---

**Objective**

This memo serves to provide a detailed narrative regarding the City of Hallandale Beach's approach to all aspects of public parking, including enforcement, payment methods, and overall needs assessment. This memo attempts to properly frame the salient issues so as to manage expectation of policy makers, administrators, and the general public.

**Background**

The City of Hallandale Beach (COHB) is a coastal community of less than 40,000 residents. The City's beach is less than 1 mile in length and is flanked by a series of high rise condominiums. There are 3 beach access for public access and only 2 public parking lots for beach goers, North Beach garage and South Beach parking lot.

COHB does not have a central business district (downtown). Instead, the City recognizes two primary business corridors:

1. Federal Highway
2. Hallandale Beach Boulevard

COHB is unique in that it is home to two pari-mutuel gaming facilities-Gulfstream Park and Race track, and Mardi Gras Casino. Parking at each of these leisure and commercial destinations takes place within their respective development and is currently free of charge to the public and employees. Parking at all other retail and commercial establishments along the business corridors also happens on-site. COHB does not have public on-street parking that services the commercial corridors.

COHB also has a high concentration of mid-rise and high rise condominiums. As required by Florida Building Code, all of the condominiums provide off-street parking for residents within the property.

## **Salient Issues**

Concerns for insufficient (or inadequate) parking city-wide have been growing over the past year. These concerns have escalated as a result of increased residential and commercial development. Several residents have also raised concerns about limited payment options when using the pay stations at both North & South Beach parking facilities. Other concerns that have surfaced relate to the oversaturation of residential parking areas (Diana Drive, Three Islands, Golden Isles Drive, N.E. 14th Avenue, & Atlantic Shores Blvd.) by visitors or employees of nearby condos or hotels.

Many of the mid and high rise condominiums within the City were built in the 1950's & 1960's. As such, the parking requirements for these buildings were significantly different at that time. Moreover, the City's demographics have also changed. According to the 2010 Census, the median age in Hallandale Beach is now 49. This shift to a younger residency also impacts the number of drivers in the average household, hence the number of cars in the household.

Looking ahead, the City of Hallandale Beach is poised to see a substantial increase in its resident and visitor population as a result of several large scale developments. Assuming that all development applications in the current pipeline come to fruition, the City will see approximately 4,000 additional residential and hotel units within the next 5 years.

Another salient issue involves the Commission's desire to institute residential and beach parking permits as a service enhancement for City residents. This would be a new program, aimed at facilitating parking for residents at premium locations throughout the City.

## **Parking Operational Changes (implemented and recommended)**

Solutions to some of the issues raised above require a more comprehensive approach. However, there are a number of issues that are operational in nature that can be solved immediately.

### 1. Improved pay stations (implemented):

The City is replacing the old pay stations at North and South Beach with new machines. These new machines, manufactured by Cale America, Inc. will provide a pay by phone application. Users can simply download an app to their smart devices and can pay for parking without ever having to touch the machine. Users will pay for parking using their license plate as an identifier (pay by plate technology).

The new pay stations will also take cash and credit cards for those that do not wish to use the pay by phone option. The machines are solar powered and are an aesthetic improvement over the current yellow Ventek machines.

The new centralized pay stations will also have an on-street application. The City will be replacing the single-space meters on Three Islands Blvd. in front of Scavo Park. The elimination of the single space meters will improve the aesthetics in front of the recently

renovated park, and the pay by phone option will enhance revenue by eliminating the frequency of inoperable single space meters due to coin jams.

2. Outsourced parking enforcement (recommended):

In addition to upgrading the pay stations, City staff recommends a modification to the way parking enforcement is done city wide.

3. Implement Residential Parking Permit Program (recommended)

4. Implement Residential Beach Parking Permit (recommended)

5. Increase fines for parking violations citywide (recommended)

*Current practice*

Enforcement of regulated parking areas is currently carried out by COHB Police Department using on-duty officers, Community Service Aides, or parking enforcement volunteers trained by Police in parking regulations. Parking enforcement is an ancillary duty for all involved in the process from volunteers, to CSA's, to sworn officers, to our Court Liaison and clerks. There are no personnel assigned specifically to parking enforcement whose costs we can attribute directly to that function.

This method yields inconsistent enforcement and often results in undesirable outcomes and resident complaints. In 2014 a total of 1,679 parking citations were issued citywide, while in 2013 a total of 2,263 citations were written. If analyzed over a full year, this amounts to an average of 4-6 parking citations issued per day. The estimated total annual Police expense for personnel issuing, processing and collection costs is \$13,983.

The fine for an overtime parking violation or other general parking violation is \$30.00, plus \$4.00 for the school crossing guard fee. The current practice regarding the processing of parking citations issued is also administered by our Police Department. When someone receives a parking citation, they remit payment to Broward County and the County retains \$7.50 per citation for collection and processing, while the City receives the balance. The HBPD is responsible for the cost of the ticket stock. A person wishing to contest a parking citation is directed to contact the Broward County Court directly.

At present, HBPD maintains a database of citations issued, but we are unable to provide collection rates or citation dismissal rates. Hence, parking citation revenue projections are based primarily on historical data rather than detailed analytical information.

The collection and maintenance of the pay stations at North and South Beach, and the single space parking meters in front of Scavo Park is being done by the Department of Public Works Utilities Division. The annual cost (inclusive of replacement parts and staff time) is minimal, approximately \$5,000. But this responsibility consumes about 10 hours of a week of DPW staff time that would be better utilized if devoted to their core services.

Summary of expenses vs. revenue under current practice:

Annual Expenses	Annual Revenue
\$5,000 (DPW-Collection and Maintenance)	\$40,000 (from parking citations)
\$13,983 (HBPD-Enforcement)	\$147,000 (from parking meters)

Net fiscal impact of current practice = \$168,017 in net revenue

*Proposed approach*

City Staff will be recommending the engagement of a private parking operator that will be responsible for city wide parking enforcement, collection of revenue from pay stations, and repair of pay stations (once out of warranty period). The benefits to outsourcing the parking function is as follows:

- ✓ Focused resources/enhanced productivity-outsourcing parking enforcement and meter collection/repair allows the selected company to focus exclusively on these tasks. Further, a dedicated parking operator will ensure enhanced parking enforcement (greater compliance), which will maximize the use of public parking spaces.
- ✓ Industry expertise-by using a private parking operator the City will gain access to the latest parking technology, and as a result of the proposed management agreement, will gain much needed industry knowledge to assist the City in long-term parking solutions.

Details pertaining to outsourcing parking services:

- ✓ Utilizing an outsourced, professional parking operator is expected to increase both citation and parking meter revenue. By having dedicated staff to this effort, along with the utilization of the latest technology, City Staff anticipates a revenue increase of about 30%.

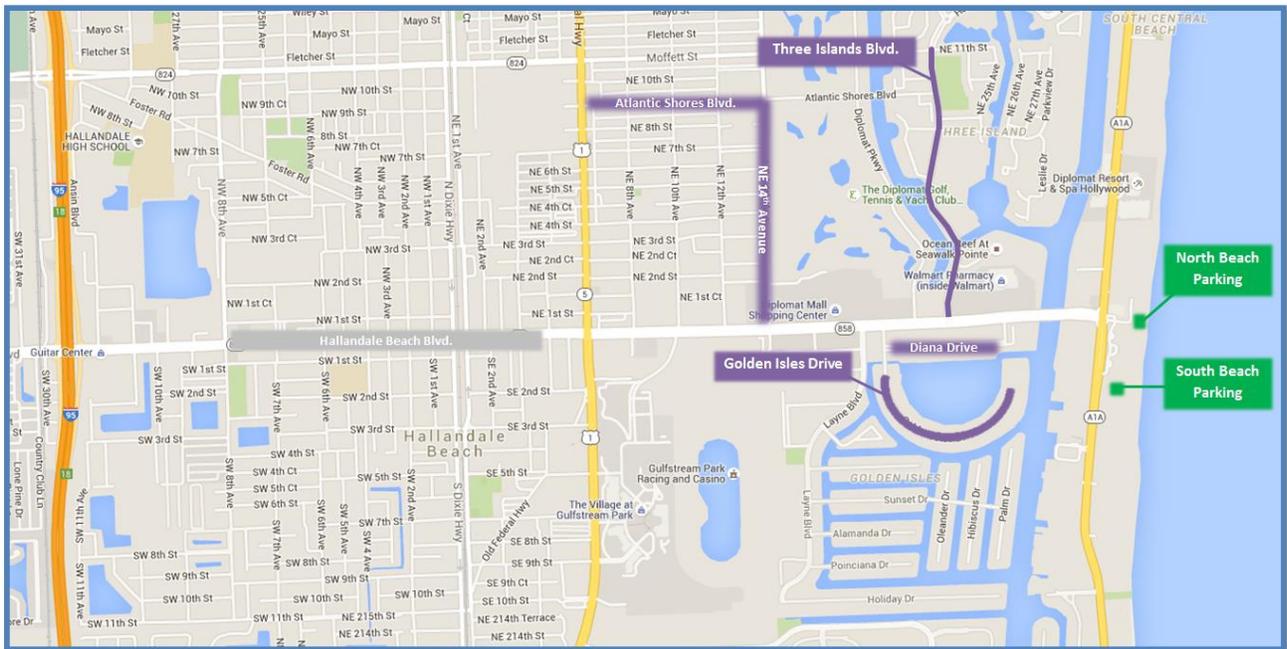
Under an outsourced model, the contracted parking operator is compensated in one of two ways:

1. Operator collects all revenue on behalf of the City, recovers their fee for services, and provides the City with net revenue
2. City collects all revenue and pays the Operator a management fee for services rendered

City Staff recommends option 2, whereby the City continues to collect all the parking revenue and pays the Operator a negotiated management fee.

- ✓ Outsourcing of parking operations is not uncommon among many U.S. Cities. Parking has grown into a very complex industry, requiring dedicated professionals to ensure optimum service delivery. The City of Hallandale Beach's parking operations do not rise to the level of justifying a dedicated department to provide these services. Hence outsourcing provides the City with expert services at a fraction of the cost.
- ✓ The procurement of parking operations is done in a number of ways. Depending on the scope of services desired by a municipality, some cities opt to piggy-back off of existing contracts in other municipalities. This option seemed feasible to COHB given our limited parking operations. However, the existing contracts that were reviewed and considered varied in scope and timing. Therefore, City Staff will seek to procure the services of a parking operator by issuing a Request for Proposals (RFP).

**Long-term programmatic recommendations**



Map highlights existing parking lots (green) and proposed residential permit areas (purple)

As previously mentioned, several of the City's mid-rise and high-rise buildings have a deficiency of on-site parking as a result of demographic changes to the City's population. At one time, a single parking space was adequate to meet the needs for a condo on the beach. Not so today. As a result of limited parking inventory in many of the City's multi-family buildings, residents of these buildings resort to parking in the public right-of-way on the surrounding streets.

Competing with residents for these on-street parking spaces are employees of nearby business establishments, making the demand for on-street inventory much greater. To

address this issue, it is recommended that the City consider the implementation of a residential parking program.

Residential parking programs in other cities are regulated using designated zones that are restricted to residents of the immediate area. Residential zones would be designated by the appropriate signage. The City could regulate the established residential zones in a couple of ways:

- Residential permits-permits would be issued to residents upon proof of residency. City will charge a nominal fee to cover the cost of printing, enforcement, and administration. Enforcement of the area would be handled by the outsourced parking operator as part of the service agreement.

Under this program, permits could also be available for visitors of the residents. The specifics of the visitor permits would be established once City staff launches educational information about the program and obtains feedback from residents as to their needs for visitor permits.

- Residential zones using license plate recognition (LPR)-using this approach, residents would not need to be issued a permit. Residents would simply register their vehicle(s) with the City and parking enforcement would be done by verifying the tag through a smart device carried by the parking enforcement personnel. Under this option, a temporary permit option might still be necessary for visitor parking, should the City deem this to be necessary.

Another element under long term programmatic recommendations is the consideration for constructing public parking facilities. As development in the City continues to advance, the discussion of public parking has increased, prompting the obvious questions; how many spaces should be constructed? Where should the facility be built? Should we construct a parking garage, or build surface lots? These and other operational questions are best addressed using industry expertise that will afford the City analytical information that will aid Staff in formulating sound recommendations to the City Commission. The engagement of a professional parking operator will also include an element of overall parking consultation and a baseline of analytical reports.

### **Anticipated service enhancements thru outsourced parking operations**

The engagement of a professional parking operator is expected to generate a number of enhancements to the City's current level of service related to parking. They are as follows:

1. Consistent and comprehensive parking enforcement (metered areas as well as residential areas)
2. Professional presence and customer service by the assigned parking staff
3. On-line parking ticket payment options for residents

4. Streamlined and localized appeal process for contested parking citations
5. Increased revenue to City as a result of consistent enforcement
6. Increased meter collection controls thru implementation of industry best practices
7. Facilitate the ability to implement a new residential permit program
8. Industry expertise to assist the City in determining long-term public facility needs

### **Next Steps**

City Staff strongly recommends the approach of engaging a professional parking operator to address the growing issues of city wide parking. Despite what is a growing need in this area, currently the regulated public parking spaces are very limited. This limited inventory makes the economics of an outsourced parking operation somewhat challenging. Notwithstanding, City Staff is committed to seeking viable solutions to concerns raised by both residents and the Commission.

Staff anticipates presenting this issue for discussion at the first meeting in August. Should there be consensus by the City Commission to pursue the recommended approach, Staff will prepare a request for proposals (RFP) that will go out to private parking operators. The scope of work will include parking enforcement, meter collection and repair, customer service, and overall management and consultation. The anticipated time frame for issuance of the RFP is 30 days from Commission consensus.

---

Renee C. Miller, City Manager

---

Date

C: Daniel A. Rosemond, Deputy City Manager/CRA Director

### **Attachments: related articles**

- ✓ *Feed the meter-the next parking revolution*
- ✓ *Outsourcing on-street parking*