

**Downtown Parking Management
& Operations Analysis
Pensacola, Florida**



Phase One Services

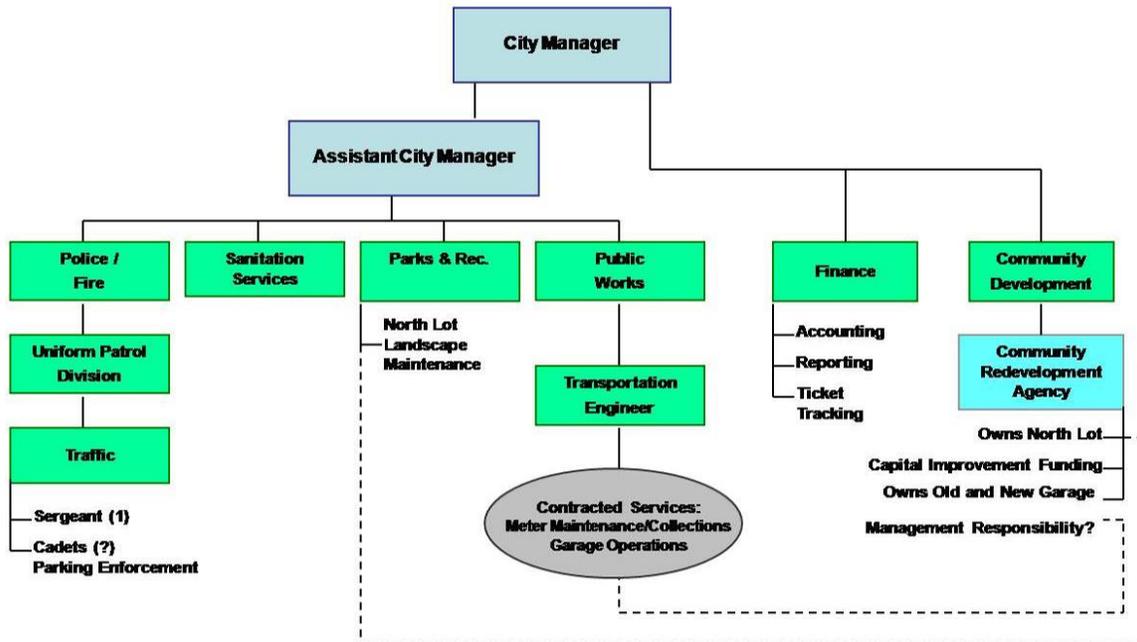
The Pensacola Downtown Improvement Board (DIB) hired Urban Place Consulting Group to perform a parking management analysis for the downtown Pensacola parking system. Andy Miller served as the project manager for the consulting assignment. The project included a review of both on-street and off-street municipal parking facilities and operations. The need for this parking analysis was identified by the DIB Board of Directors out of a desire to enhance the overall downtown parking experience for users and visitors. This awareness of the need to address parking in a more comprehensive and proactive manner was due in large part to negative perceptions about the downtown parking experience as demonstrated through numerous customer and community surveys that are regularly conducted by the DIB.

Our analysis found that the existing parking management and organizational structure in downtown Pensacola was convoluted and fragmented. There was no one staff person or entity in charge of planning, managing and overseeing the on-street and off-street municipal facilities and operations. The parking system was operating largely on “auto pilot”, with key aspects of the program being contracted out to vendors, with little or no contract monitoring or oversight being performed by municipal staff.

The municipal garage was poorly maintained, uninviting and underutilized because customers didn’t want to park in it. The majority of on-street parking meters were old, obsolete and malfunctioning, causing frustration for customers and visitors. Prime on-street free two hour parking areas were being habitually abused by owners and employees parking all day due to a lack of proper enforcement. Parking meter and fine revenues were placed into the City’s general fund and not reinvested into the parking system. Basically, the downtown Pensacola parking system received a failing grade in ten out of eleven categories.

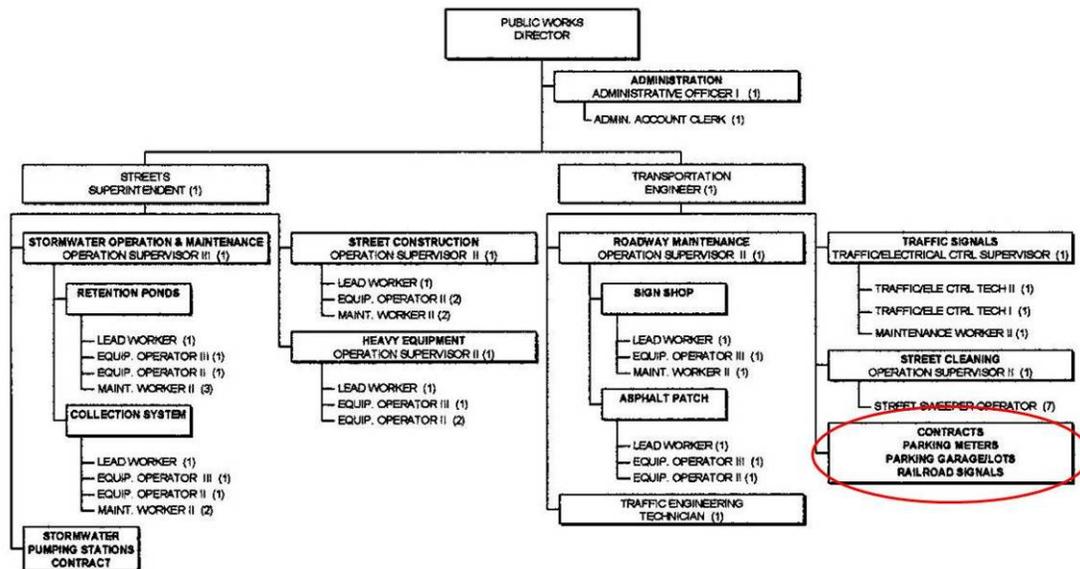
Our recommendations included the development of a new management and organizational model that consolidated on-street and off-street parking and transferred overall management responsibility to the DIB. Under the new model, a parking enterprise fund has been created and all parking revenues will be retained by and reinvested into the parking system. We recommended that parking enforcement be privatized. Our long term plan also included a phased approach to repairing the municipal garage and upgrading on-street parking meters and enforcement technology.

Parking System General Organizational Overview Chart

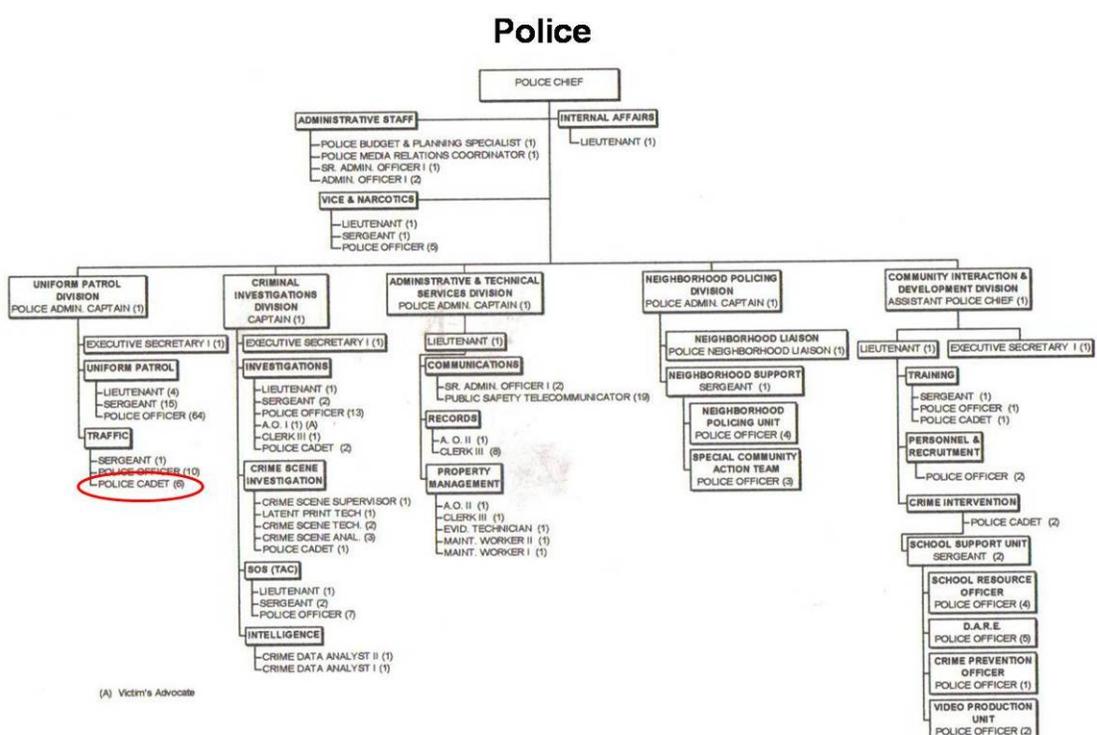


Detailed Departmental Organizational Chart

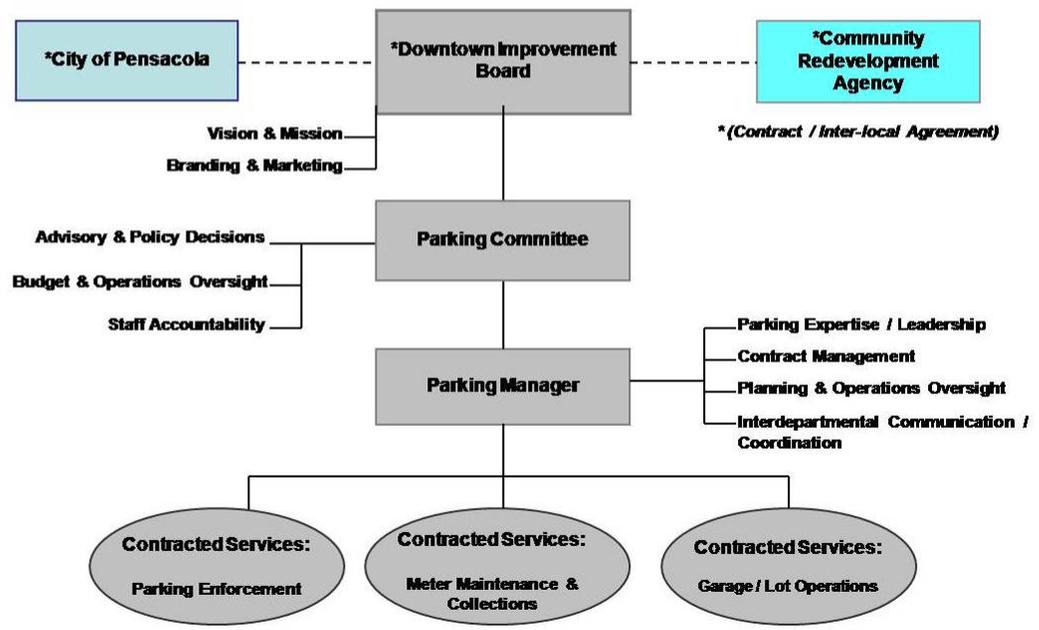
PUBLIC WORKS



Detailed Departmental Organizational Chart



Proposed Pensacola Parking Model



Phase Two Services

The City of Pensacola agreed with all of the findings and recommendations contained in our initial report and agreed to transfer parking management responsibility to the Pensacola Downtown Improvement Board.

As part of the transfer process, the City and DIB requested a comprehensive documentation of existing parking supply, on-street parking regulations, an inventory of existing parking meters, a parking rate analysis and a set of recommendations for any proposed changes to parking rates and regulations. Andy Miller performed these field documentation services and developed baseline mapping and inventory documents to assist with the parking management transition and the ongoing phased plan to deploy new equipment throughout the downtown parking system.

Sub-Areas 5 & 6 On-Street Parking Regulations



Phase Three Services

Pensacola phase three involved actual on-site interim parking management services and operational start up services for the newly created Pensacola Downtown Parking Management District (DPMD). Andy Miller worked full time in Pensacola from October 2007 through February 2008 on an extremely compressed schedule to get the DPMD fully operational. The process included managing three RFP solicitations simultaneously on behalf of the Downtown Improvement Board: 1) an engineering RFP to perform a condition appraisal report for the municipal parking structure; 2) an RFP for parking management services and privatized enforcement services; 3) and an RFP for parking enforcement technology and software for the new computerized ticket writing and tracking system.

By the end of our contract on February 29, 2008 the DPMD had all new vendor contracts in place, the new parking operator was on site and staffed, and the new electronic parking ticket system was fully operational.

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