



**Department Name:** Parking Department

**Fiscal Year:** 2011/12

**Date Prepared/Updated:** 03-24-11/ 06-21-11

**Department Mission/Purpose Statement**

“We are dedicated to providing clean, safe, and affordable parking with an unwavering commitment to customer satisfaction.”

**Department Description**

The department is the single largest provider of parking in the City, serving resident, commercial, and tourist/visitor parking needs. Simply put, the department’s mission is to consistently provide safe, clean, and affordable parking with a commitment to customer service. In addition, the department has a public safety duty to ensure parking regulations are adhered through its parking enforcement unit.

The department is comprised of three divisions (administration, on-street, and off-street). Various services, predominantly in the off-street division are contracted (hourly rate) labor, including cashiers/attendants and supervisors, security, janitorial, landscaping. Other contract services in the department (on-street division) include parking meter collections and towing services.

The department manages and operates 67 surface parking lots and 9 garages, including the new City Hall Garage on 17<sup>th</sup> Street and Meridian Avenue, the Pennsylvania Avenue Garage and 5<sup>th</sup> and Alton Garage. There are a total of 8,424 metered spaces both on and off-street and 14 residential parking permit zones citywide. Other units within the department include: sign/post installation; meter maintenance; customer service; and finance/coin room.

The department is forging ahead by investing in technology enhancements and in its most important resource, its’ employees, through its organizational development program. Organizational development efforts include a combination of in-house training programs and employee morale stimulators. This unique approach has provided our employees with a sense of professional and personal growth that is reflected in their work daily. Initiative and technology enhancements include WIFI capable multi-space pay stations for on-street and surface parking lots; pay-on-foot stations at garages; establishment of a Parking Enforcement Hotline and Dispatch; installation of Closed Circuit Television (CCTV) at all garages; and the relocation of the Parking Department’s Administration Office to the City Center II (Administration Building).

See attached Table of Organization

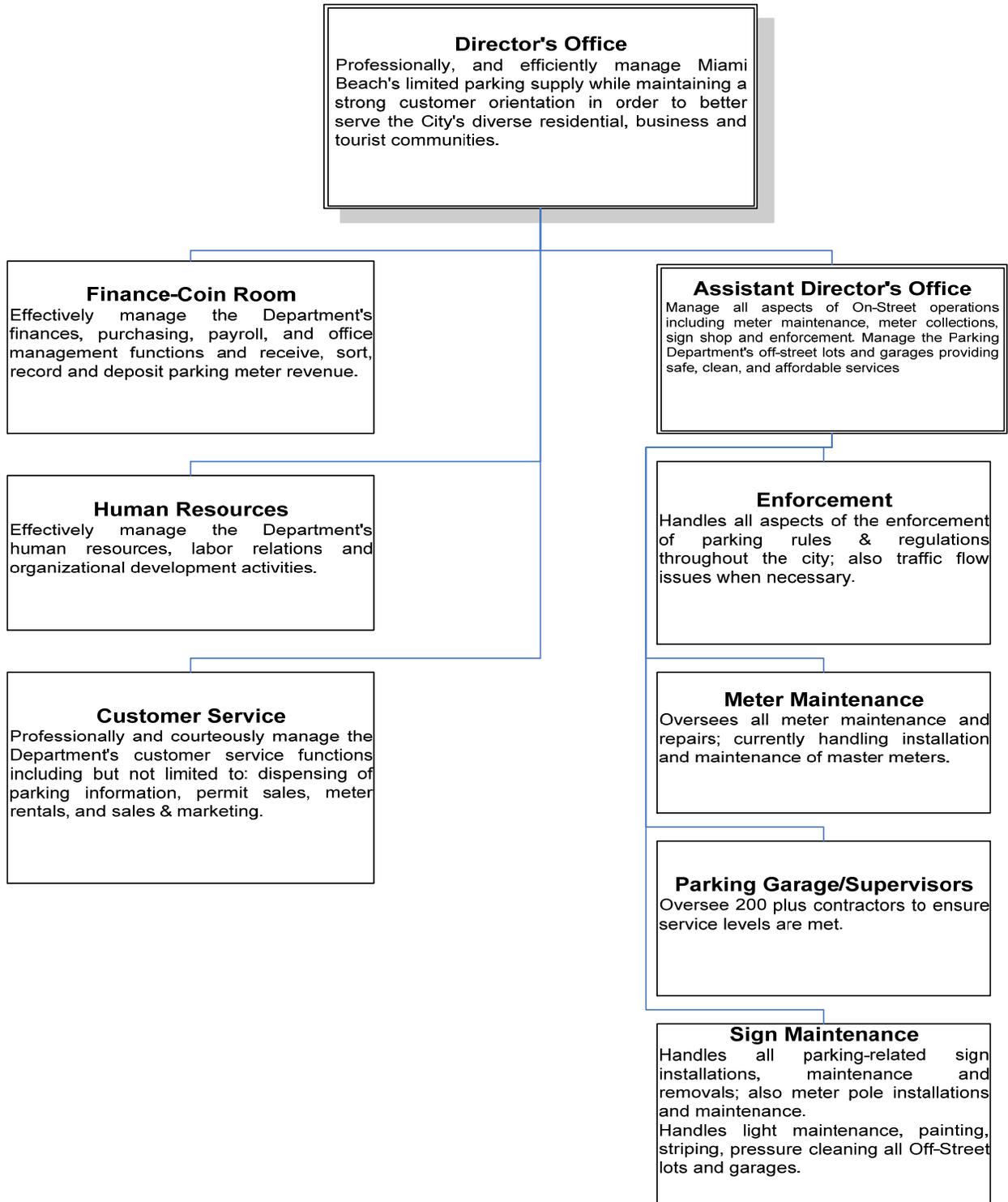


**Department Name:** Parking Department

**Fiscal Year:** 2011/12

**Date Prepared/Updated:** 03-24-11/ 06-21-11

---





**Department Name:** Parking Department

**Fiscal Year:** 2011/12

**Date Prepared/Updated:** 03-24-11/ 06-21-11

---

**Fiscal Environment:**

The City of Miami Beach Parking Department is an enterprise fund. As such, it subsists solely on revenues generated by its operations. The department's major revenue generators are parking meter operations, attended parking garage/lot operations, and parking citation revenues. Major expenses are personnel costs, including contract labor which increased again when the City's Living Wage Ordinance was amended. From a financial perspective, our bonding covenants require the department to maintain a debt service ratio of 1.35:1 or better.

**Business Environment:**

The department serves a wide variety of customers, ranging from tourists/visitors, commercial uses (office, entertainment, restaurant, retail, etc.) and their employees, residential, internal customers (city employees), and to some extent valet parking operations. Customer service trends are to provide enhanced service levels for security, cleanliness, and excellent hospitality by all those who come in contact with the customer while maximizing efficiencies wherever possible.

The department, as an enterprise fund, is the single largest provider of parking services in the City. As a public agency, its purpose is to provide parking services at the highest level of service. While the department's market share has decreased due to the downturn in the economy, the department continues to identify and implement cost saving measures. Clearly, in some cases, parking serves as an economic development incentive to stimulate growth in depressed areas. As such, parking facilities used for this purpose tend to operate at a deficit for multiple years or at least in the initial year. The number and role of these facilities are a delicate balance to ensure the viability of the entire system.



**Department Name:** Parking Department

**Fiscal Year:** 2011/12

**Date Prepared/Updated:** 03-24-11/ 06-21-11

### **Significant Prior Accomplishments:**

- Implemented the In Vehicle Parking Meter (IVPM) or in-car meter program that allows users to pay for parking from the comfort of their car without using credit cards or cash.
- Implemented the sale of non-resident IVPMs at Publix and Walgreens.
- Implemented the sale of IVPM parking time reloads online and via IVR.
- Increased parking opportunities in Residential Zone One/South Point to include restricted spaces on First and Second Streets.
- Successfully completed an increase in the hourly parking meter rate in the South Beach Parking Zone (metered parking south of 23rd Street) from \$1.25/hour to \$1.50/hour and extended the hours of enforcement to 3am; and 2) the upgrade to wireless communication of all multi-space meters.
- Successfully completed an increase in the hourly parking meter rates north of 23<sup>rd</sup> Street from \$0.50/hour to \$1/hour.
- Completed the installation of phase II multi space pay station with cellular wireless communication.
- Implemented the Altos Del Mar Residential Parking Program (RPP).
- Implemented Employee Value Coupon - Lincoln Road (EVC-LR) for reduced daily parking rates at the 17<sup>th</sup> Street Garage for Lincoln Road employees.
- Enhanced discount incentives for High Occupancy Vehicle / Inherently Low Emission Vehicle owners.
- Enhanced all Garages to include installation of Pay on Foot Stations and/or CCTV.
- Completely revised Standard Operating Procedures and patrol zones for the Meter Tech and Meter Tech Supervisor to include new responsibilities addressing the increase in customer service levels and the 10%-15% increase in revenues due to conversion from single space mechanisms to master meters in areas citywide.
- Implemented a comprehensive preventative maintenance program for all meters/pay stations throughout the City.
- Enabled sustained superior performance in our employees through providing continued outstanding training and development opportunities. We have implemented a department-wide organizational development program, to develop a world class Parking Department through continued growth and development of our employees both professionally and personally. We have created a fair, consistent, respectful and empowering environment which rewards excellence, and promotes accountability.
- Successfully established a method to receive, sort, deposit, record and report revenues received from our new multi-space parking meters. Improved the processing of multi-space meter credit cards transactions from modem based to the Internet.



**Department Name:** Parking Department

**Fiscal Year:** 2011/12

**Date Prepared/Updated:** 03-24-11/ 06-21-11

- Successfully administered the mail-in permit-renewal program affording our clients sufficient time to respond and receive their new permit prior to the expiration date of the old permit.
- Completed the rehabilitation and installation of Master meters.
- Converted single space meters to Master Meter operations in beachfront surface lots and other high traffic areas.
- Implemented Access Control via City of Miami Beach Identification cards to allow ingress/egress in the 17<sup>th</sup> street garage and the City Hall Garage.
- Implemented a living data base to track all work order requests for maintenance tracking the requests from the initial requests to completion with the ability to keep the request in a reoccurring pending status until it is closed out.
- Increased coin room operation which resulted in a cost savings for the processing of revenue that was previously outsourced.
- Relocated parking spaces temporarily lost during the construction of the New World Symphony City Center designed by Frank Gehry.
- Replaced single space meter mechanical door locks with electronic locks.
- Opened 5<sup>th</sup> Street Garage in November 2009 with 1,080 parking spaces (of which 500 are City-owned) for public use.
- Opened City Hall Garage in November 2009 with 650 parking spaces for public use.
- Opened Pennsylvania Avenue Garage in October 2010 with 550 parking spaces for public use.



**Department Name:** Parking Department

**Fiscal Year:** 2011/12

**Date Prepared/Updated:** 03-24-11/ 06-21-11

---

**Critical Success Factors:**

- The downward trend in the economy affecting tourism.
- Interdepartmental cooperation and communication.

**Future Outlook:**

Tourism is a fragile industry whereby an incident locally, nationally, or internationally may have catastrophic repercussions to our local economy; however, our future outlook is increasingly optimistic as current trends indicate growth in both resort taxes and parking revenues, despite the depressed economic conditions experienced in other regions. Initiatives for enhanced savings include competitive bidding of various labor contracts; reduction of contract labor hours through deployment strategies and/or technology. Initiatives to enhance revenues include continued investment in updating and/or new technology. Challenges include increased operational expenses, predominantly in our labor pool, due to recently approved increase to the Living Wage Ordinance.



**Department Name:** Parking Department

**Fiscal Year:** 2011/12

**Date Prepared/Updated:** 03-24-11/ 06-21-11

---

### Miami Beach Strategic Planning Framework

The Department Work plan is aligned with Citywide strategic outcomes and initiatives established through extensive community input. The City's strategic planning process provides a framework at a broad level of where we want to go, how we get there, and how we measure our progress along the way. The process ensures increased communications at all levels of City government using consistent terms.

- Our Citywide **Vision** communicates the community's shared vision for the best possible future for the City of Miami Beach:  
*Cleaner and Safer, Beautiful and Vibrant, A Unique Urban and Historic Environment, A Mature, Stable, Residential Community with Well-Improved Infrastructure, A Cultural, Entertainment Tourism Capital and an International Center for Innovation and Business, While Maximizing Value to Our Community for the Tax Dollars Paid*
- Our Citywide **Mission** statement communicates the role of our government in achieving this vision:  
*We are committed to providing excellent public services and safety to all who live, work, and play in our vibrant, tropical, historic community*
- Our **Values** communicate to all levels of our organization the manner in which we expect all decisions, interactions and activities to be performed:  
*We maintain the City of Miami Beach as a world-class city.  
We work as a cooperative team of well-trained professionals.  
We serve the public with dignity and respect.  
We conduct the business of the City with honesty, integrity, and dedication.  
We are ambassadors of good will to our residents, visitors, and the business community*
- Our **Identified Priorities** communicate activities that are essential to help us achieve our vision:  
*Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development, Neighborhood Services, and Investment in Technology*
- We have developed **Key Intended Outcomes** across all City Departments. These are the results the City plans to achieve towards accomplishing its Vision. These outcomes are from the customer/community perspective (e.g. quality of service provided, customer satisfaction).
- **Key Performance Indicators (KPI)** express the City's Key Intended Outcomes in measurable terms. Departments monitor additional performance indicators (*Department Performance Indicators*) that support these Citywide Key Performance Indicators.
- **Initiatives** are undertaken to drive the performance level for a key performance indicator.



**Department Name:** Parking Department

**Fiscal Year:** 2011/12

**Date Prepared/Updated:** 03-24-11/ 06-21-11

---

**Citywide Key Intended Outcomes supported by the Department:**

- Improve Cleanliness of Miami Beach Rights of Way Especially in Business Areas
- Expand e-government
- Improve Process Through Information Technology
- Improve Parking Availability
- Enhance Mobility throughout the City
- Maintain City's Infrastructure
- Maximize efficient delivery of services
- Improve the City's overall financial health and maintain overall bond rating
- Maintain Miami Beach public area & rights of way Citywide

**See Department Performance Plan for additional supporting details**

## Parking Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual							Target	FY 2011/2012 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	
Improve cleanliness of Miami Beach rights of way especially in business areas	% of public area cleanliness assessments for parking lots scoring 2.0 or better		56.4%	76.4%	74.4%	72.8%	65.7%	78%	90%	
	Public Area Cleanliness Rating Index: Parking Lots (Litter)	2.26	2.21	1.81	1.87	1.96	2	1.81	1.5	
	Public Area Appearance rating: Parking Lots and Garages									
	Public Area Cleanliness Rating Index: Garages									
Improve parking availability	KPI: % rating the availability of parking across MB as about the right amount									<ul style="list-style-type: none"> <li>Develop map of the city with desirable sites for purchase suitable for expansion of parking facilities</li> <li>Explore outsourcing of dispatch operations or add 4 part-time dispatchers to provide coverage for leave, etc. in lieu of using part-time Parking Enforcement Specialists-offset by increased rev</li> <li>Continue to develop and implement marketing plan for parking and traffic, including identification of areas of underutilized capacity through measurement of garage capacity</li> </ul>
	Residents	21%		19%		21.4%			80%	
	Businesses	18%		28%		27.5%			80%	
	# of parking spaces available citywide (surface lots and garages)	13,598	13,598	13,649	13,426	13,377	14,409	14,959		
	% of garage transactions through "pay-on-foot"					19.2%	19.7%	24.8%	20%	
% Garage Turn-Over Ratio			145.5%	147%	141.3%	131.3%	128.0%	130%		

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined

Citywide Key Intended Outcome	Departmental Performance Indicator	Actual							Target	FY 2011/2012 Adopted Initiatives
		FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12	
Maximize Efficient Delivery of Services	Total meters operable as a % of total meters installed			94.34%	94.34%	98.34%	99.21%	99.25%	95%	<ul style="list-style-type: none"> <li>Implement Wifi enables parking options</li> <li>Continue to explore other meter payment options</li> </ul>
Improve the City's overall financial health and maintain overall bond rating	# of scofflaws detected	1,009	930	1,018	1,386	1,381	1,663	1,485	1,280	<ul style="list-style-type: none"> <li>Implement and evaluate pilot program for valet franchising</li> <li>Include Electric Car Charging stations in Parking garages</li> </ul>
	DecoBike- # of Bikes (to be archived after contractual number of bikes are reached)									
	DecoBike -# of operating stations (to be archived after contractual number of operating stations are reached)									
Improve process through information technology	# of Total IPARK Devices Sold					3,080	2,085	2,562	1,980	<ul style="list-style-type: none"> <li>Handheld Upgrades-Valet</li> <li>Continue to work with IT to create a database that is able to link information within the department and export to EDEN to eliminate duplicate data entry by both the Parking and Finance Dept.</li> <li>Explore opportunities for providing additional online parking services i.e. renewal and purchase of residential permits, on street and off street parking , etc.</li> </ul>
	# of Resident IPARK Devices Sold					2,568	1,471	1,697	1,380	
	# of non-Resident IPARK Devices Sold					512	614	865	600	
	# of IPARK Reloads					3,600	9,553	14,828	12,000	
Enhance mobility throughout the City	DecoBike- # of Trips							302,308		
	DecoBike-# of Members							1,579		
	# of citations issued for illegal loading activities on major thoroughfare	9,769	8,646	10,536	9,379	8,557	14,751	20,119	16,000	
Expand e-government	Supports Measures on Citywide Scorecard									<ul style="list-style-type: none"> <li>Continue to work with IT to develop Parking website with the ability to perform business transactions online</li> </ul>
Maintain Miami Beach public area & rights of way Citywide	Supports Measures on Citywide Scorecard									<ul style="list-style-type: none"> <li>Facilitate departments to improve measurement methodologies for public appearance-ROW/Parks Landscaping and garages</li> </ul>

If Actual Field is blank then data was unavailable or survey question was not asked in that year

TBD - To Be Determined