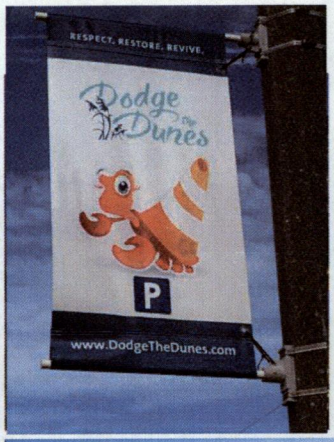
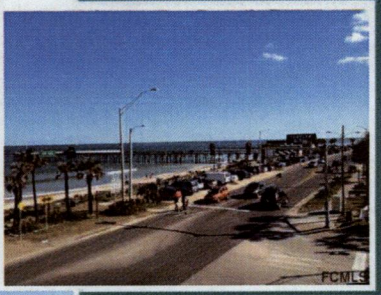
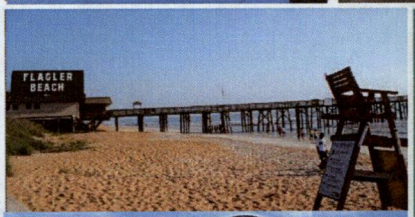
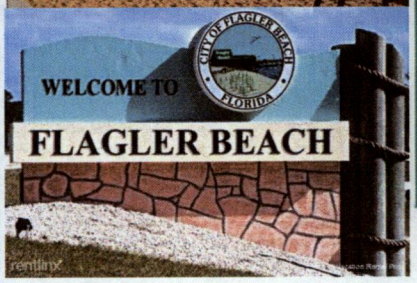








PAID PARKING COST BENEFIT ANALYSIS

CITY OF FLAGLER BEACH, FLORIDA

Flagler Beach, FL

January 7, 2019

DRAFT

City of Flagler Beach
105 S. 2nd Street
Flagler Beach, FL 32136

Walker Project No. 15-2239.02

WALKER
CONSULTANTS

TABLE OF CONTENTS

LIST OF EXHIBITS

EXECUTIVE SUMMARY

CONCLUSIONS AND RECOMMENDATIONS

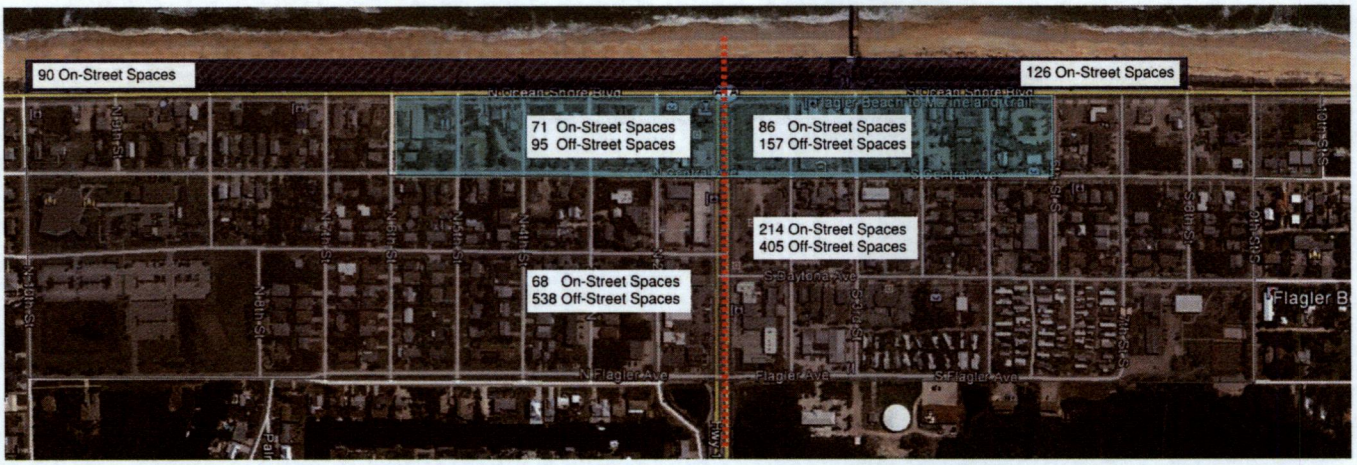
Parking will play a key role in encouraging continued revitalization in the City of Flagler Beach. In an effort to address the current and future parking concerns, the City has sought the professional services of a consulting firm to prepare a paid parking costs benefit analysis. The outcome of this analysis will assist the City with their decision to implement a paid parking program.

The overriding objectives for the development of a downtown paid parking program include:

- Encouraging turnover and access to the most convenient spaces;
- Improving the public perception of the available parking inventory; and
- Providing options to residents, visitors, and employees for parking.

The Flagler Beach study area has 655± on-street public parking spaces and 115± off-street public parking spaces as identified by Walker. In addition to the public parking inventory, Walker has identified the overall public and private parking inventory by areas north and south of Highway 100. When the total available public parking inventory is combined with the private parking inventory supporting private businesses, Walker estimates as many as 1,850± parking spaces are available in Flagler Beach study area.

Total Parking Space Inventory by Area (Public and Private)



Source: Google Earth and Walker Consultants 2019

Flagler Beach Study Area Parking Inventory

North of Highway 100			South of Highway 100		
On-Street	229	26%	On-Street	426	43%
Off-Street Public	48	6%	Off-Street Public	67	7%
Off-Street Private	585	68%	Off-Street Private	495	50%
Total	862	100%	Total	988	100%

Source: Walker Consultants 2019

Walker's analysis has provided an "order of magnitude" range of projections of paid parking revenues and expenses for seasonal and non-seasonal parking programs. The projections are as follows:

SEASONAL PARKING PROGRAM (MAY 15TH THROUGH SEPTEMBER 15TH)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Proposed Paid Parking Program (252 Metered; 157 Time Limit)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Potential Gross Revenue (PGR)	$221,856	$221,856	$221,856	$267,720	$267,720	$267,720	$313,584	$313,584	$313,584	$313,584
TOTAL OPERATING EXPENSES (OPEX)	$86,563	$88,727	$90,946	$93,219	$95,550	$97,938	$100,387	$102,897	$105,469	$108,106
NET OPERATING INCOME BEFORE REPAIRS & REPLACEMENT	$135,293	$133,129	$130,910	$174,501	$172,170	$169,782	$213,197	$210,687	$208,115	$205,478
Repairs & Replacement (CAPEX Reserve Fund) (1.5% of Project Cost)	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700	$2,700
Estimated Net Operating Income after CAPEX Reserve Fund	$132,593	$130,429	$128,210	$171,801	$169,470	$167,082	$210,497	$207,987	$205,415	$202,778

NON-SEASONAL PARKING PROGRAM (SEPTEMBER 15TH THROUGH MAY 15TH)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Proposed Paid Parking Program (157 On-Street Spaces)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
Total Potential Gross Revenue (PGR)	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800
TOTAL OPERATING EXPENSES (OPEX)	$106,721	$109,389	$112,123	$114,926	$117,800	$120,745	$123,763	$126,857	$130,029	$133,279
NET OPERATING INCOME	$ (29,921)	$ (32,589)	$ (35,323)	$ (38,126)	$ (41,000)	$ (43,945)	$ (46,963)	$ (50,057)	$ (53,229)	$ (56,479)

SUMMARY – COST BENEFIT ANALYSIS

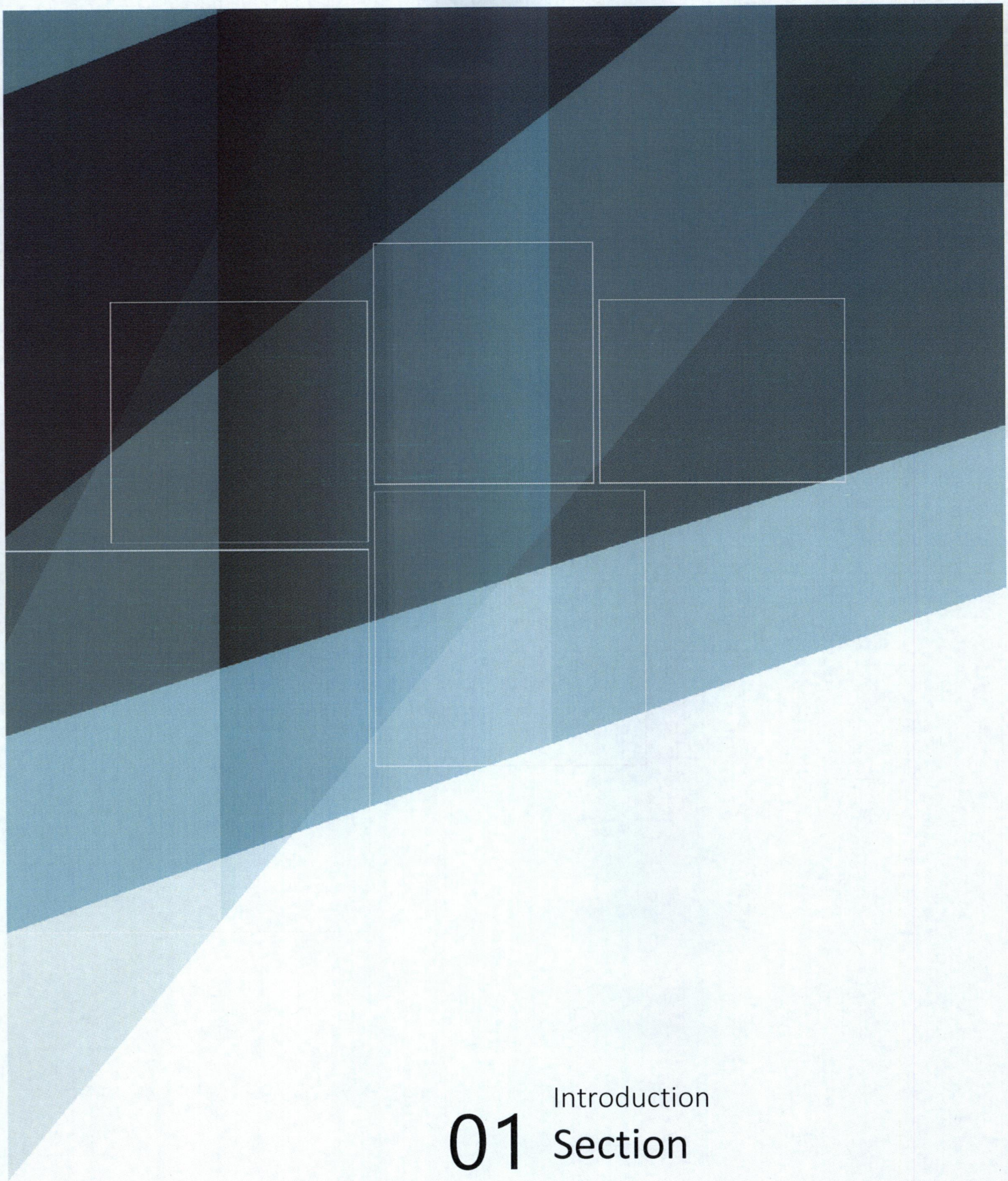
Net Operating Income (NOI)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Seasonal (NOI)	$135,293	$133,129	$130,910	$174,501	$172,170	$169,782	$213,197	$210,687	$208,115	$205,478
Non-Seasonal (NOI)	($29,921)	($32,589)	($35,323)	($38,126)	($41,000)	($43,945)	($46,963)	($50,057)	($53,229)	($56,479)
(Less) CapEx Reserve	($2,700)	($2,700)	($2,700)	($2,700)	($2,700)	($2,700)	($2,700)	($2,700)	($2,700)	($2,700)
(Less) Annual CapEx	($22,192)	($22,192)	($22,192)	($22,192)	($22,192)	($22,192)	($22,192)	($22,192)	($22,192)	($22,192)
Annual (NOI)	$80,480	$75,648	$70,695	$111,483	$106,278	$100,945	$141,342	$135,738	$129,994	$124,107

As you will see from the list of considerations and recommendations provided in the body of this analysis, there are many factors to consider when researching the best options for the City of Flagler Beach. When evolving from a free parking system to a paid parking system, Walker recommends keeping an element of the system free and unregulated. Typically, these free parking elements should remain throughout lesser-utilized public parking areas, and in most cases, the perimeter areas of downtown. Occupancy of the free and unregulated areas will likely increase once paid parking is established, but that is a key goal of dispersing the parking.

Initially, visitors and residents may not be excited about the fact that they now have to pay a fee to park along State Road A1A or be limited to 3-hour parking durations in the core commercial areas. The tradeoff will come in the form of available public parking during peak times in these core areas. These same users will have the option of parking for free and walking or pay a fee to park in a convenient location, relative to their downtown destination. The goal should be to promote parking turnover through value-pricing options while generating funds to develop and sustain the municipal parking system. The City should retain the option to charge event rates for larger events.

We recommend maintaining a voluntary parking advisory committee made up of key community stakeholders and appropriate City staff. The goal of the parking advisory committee should focus on continued process improvement through organized recommendations to City leadership. Whenever possible, sharing potential new initiatives and progress with the public is always a well-received idea. When the public is involved in the process, the outcomes are generally far more favorable than the surprise factor.

We encourage the City to review the detail in this report and consider the impact of the actions for implementing a paid parking system. Sometimes, too much technology can overcomplicate the process of change. We recognize the need for parking convenience and most importantly a user-friendly system for locals and visitors.



01 Introduction Section

INTRODUCTION

The City of Flagler Beach is a seaside community home to six miles of beaches, many fishing spots including the Flagler Beach Municipal Pier, restaurants with oceanfront dining, gift shops, and a whole host of recreational facilities.

Dodge the Dunes parking locations for beach access along State Road A1A include angled parking spaces between South 8th Street and Highway 100, and parallel parking spaces between Highway 100 and North 10th Street. Restaurants and retail shops line State Road A1A providing parking for customers only. Five public parking lots are located throughout Downtown Flagler Beach, three lots south of Highway 100 and two lots north of Highway 100.

The City of Flagler Beach is currently in the midst of repairs along State Road A1A, to include the replenishment of a portion of Flagler Beach between South 7th Street and South 28th Street caused by the effects of Hurricane Matthew in 2016. Construction will begin in January 2019 for the A1A project involving a total of 3.5 miles of road in three phases along State Road A1A between South 9th Street and Osprey Drive.

With all of these planned changes on the immediate horizon, the City wants to ensure that convenient parking spaces will remain available for visitors and patrons of the downtown businesses and beach access areas.

One solution the City is considering involves the need to develop a strategic approach toward implementing paid parking in downtown. To further vet this process, the City has hired Walker Consultants to evaluate the use of paid parking in the downtown and prepare an "order-of-magnitude" range of projections for paid parking revenues and expenses. The following pages within this report have been designed to represent Walker's analysis and recommendations for addressing and implementing a downtown paid parking system.

STUDY AREA

For the purposes of this analysis, the following streets have been recognized as the study area boundaries for the City of Flagler Beach:

- North 10th Street to the north
- State Road A1A/ Ocean Shore Boulevard to the east
- South 10th Street to the south, and
- North/ South Flagler Avenue to the west

Primary north/south study corridors will include the commercial activity located along State Road A1A/ Ocean Shore Boulevard as well as Central Avenue, and east/west corridors between North 10th Street and South 8th Street. The following exhibit has been provided to assist the reader with an aerial view of the parking study area.

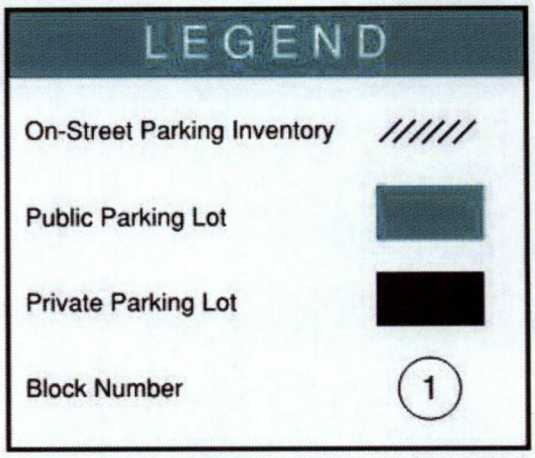
Exhibit 1: Paid Parking Study Area

Source: Google Earth and Walker Consultants 2019

PARKING SUPPLY

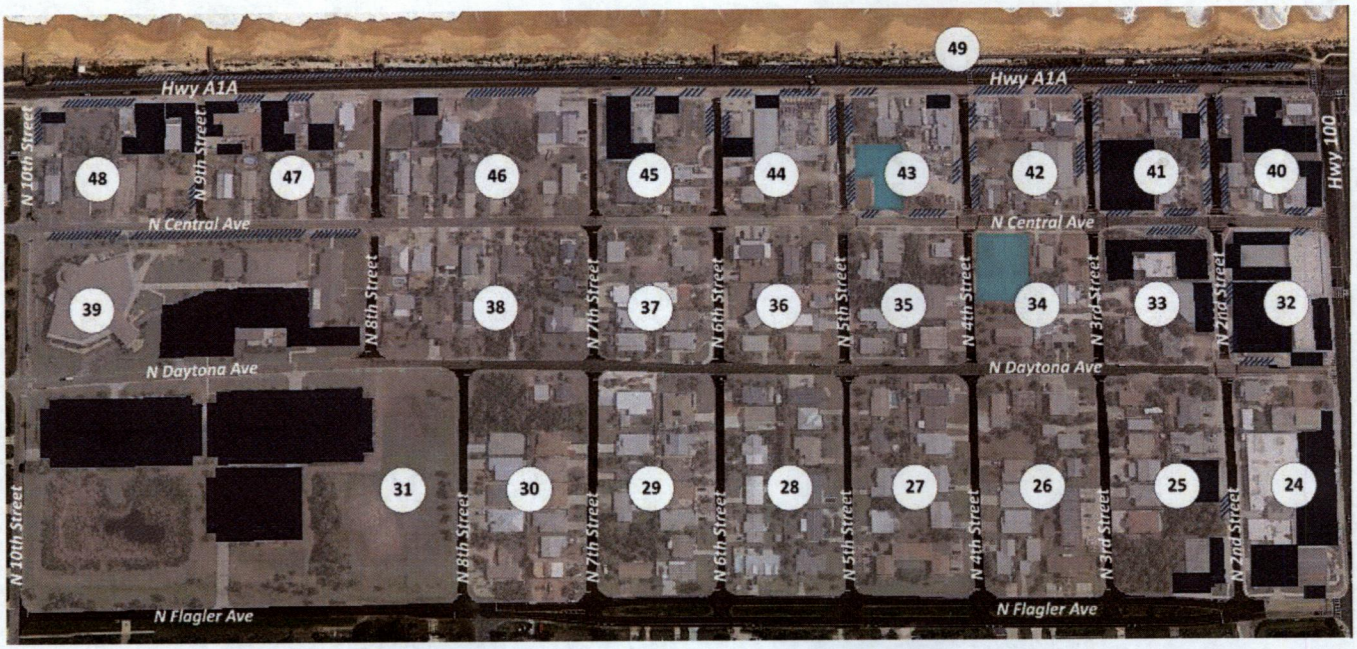
To provide an order of magnitude of the parking revenues and expenses, Walker verified the formal on-street parking inventory on a block-by-block basis. The formal on-street parking inventory west of State Road A1A has been identified as being paved and delineated with pavement markings. Additionally, Walker has identified rights of way areas within the paid parking study area where formal on-street parking inventory could be formalized along the ocean side of State Road A1A, north of Highway 100. The following exhibits have been provided to assist the reader with an aerial view of the formal on-street parking areas and the areas where on-street parking could be improved.

Exhibit 2: On-Street Parking Supply Summary Legend



Source: Walker Consultants 2019

Exhibit 3: On-Street Parking Supply Summary (North of Highway 100)



Source: Google Earth and Walker Consultants 2019

PARKING SUPPLY – NORTH OF HIGHWAY 100

The area north of Highway 100 includes mixed commercial uses ranging from places of worship, restaurants, retail, offices, medical offices, and financial institutions. These businesses have private parking inventory to support their parking demand and are easily located within walking distance to public on-street parking and each of the two public parking lots located at 4th Street North and 5th Street North.

- Each business has a designated parking lot or a shared parking lot;
- On-street parking is heavily used from on-site observation;
- On-street parking spaces are offered along State Road A1A and Central Avenue that serve the nearby restaurants and retail;
- Most of the on-street parking along State Road A1A appears to be used by beachgoers and patrons of oceanfront bars and restaurants.

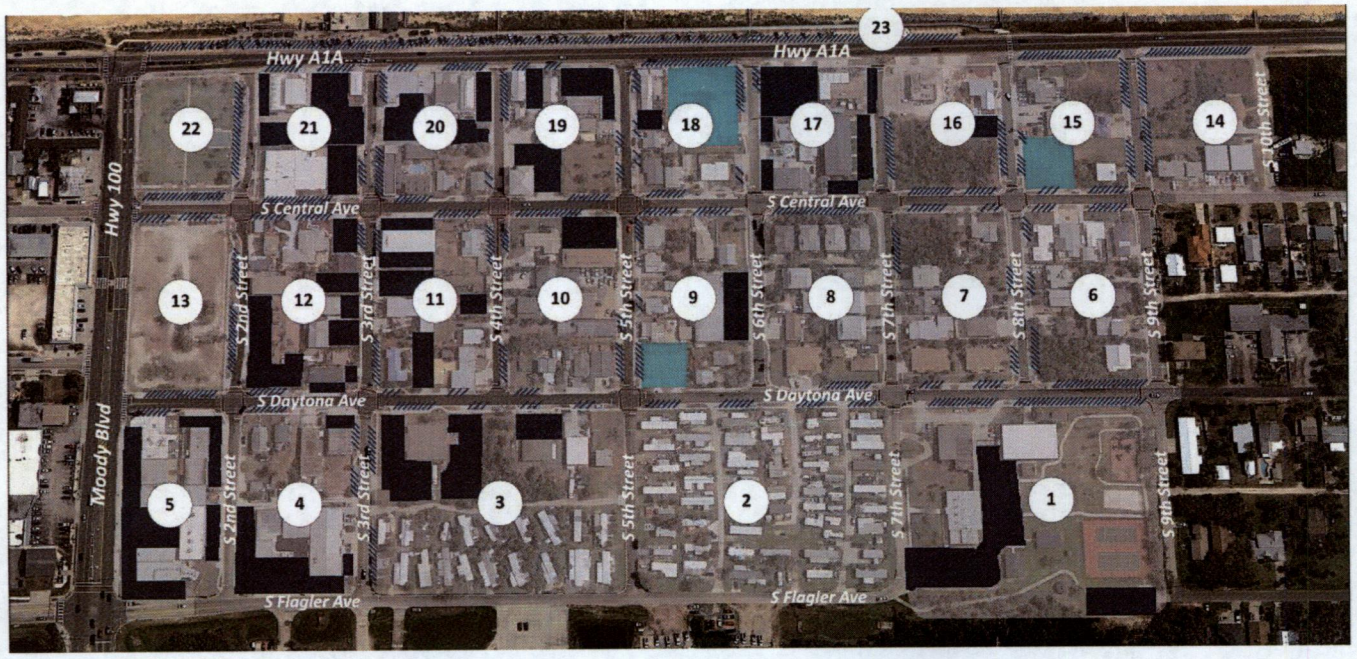
Walker has also provided the following exhibit to demonstrate the amount of public parking by block.

Exhibit 4: Public Parking Supply by the Numbers – North of Highway 100

Public Parking Supply Summary (North of Highway 100)				
Block Name	On-Street	Lot	ADA	Total number of Spaces
Blocks along N Flagler Avenue				
Block 25 – N 2nd Street	1	0	0	1
Blocks along N Daytona Avenue				
Block 32 – N Central Avenue	1	0	0	1
Block 32 – N Daytona Avenue	3	0	0	3
Block 32 – N 2nd Street	3	0	0	3
Block 33 – N Central Avenue next to PNC Bank	3	0	0	3
Block 34 – Lot at N 4th Street and N Central Ave	0	22	2	24
Block 39 – along Santa Maria Del Mar Church	25	0	0	25
Blocks along N Central Avenue				
Block 40 – N 2nd Street	3	0	0	3
Block 40 – N Central Avenue	2	0	0	2
Block 41 – 200 Block of N Ocean Shore Blvd	8	0	0	8
Block 41 – N 2nd Street	6	0	0	6
Block 41 – N Central Avenue	4	0	0	4
Block 41 – 3rd Street North	4	24	0	28
Block 42 – 300 Block of N Ocean Shore Blvd	6	0	0	6
Block 42 – 3rd Street North	5	0	0	5
Block 42 – N 4th Street	6	0	0	6
Block 43 – 400 Block of N Ocean Shore Blvd	2	0	0	2
Block 43 – N 4th Street	3	0	0	3
Block 43 – N Central Avenue	3	0	0	3
Block 43 – N 5th Street	6	22	2	30
Block 44 – 500 Block of N Ocean Shore Blvd	6	0	0	6
Block 44 – N 5th Street	4	0	0	4
Block 44 – N 6th Street	2	0	0	2
Block 45 – 600 Block of N Ocean Shore Blvd	8	0	0	8
Block 46 – 700 Block of N Ocean Shore Blvd	8	0	0	8
Block 47 – 800 Block of N Ocean Shore Blvd	4	0	0	4
Block 48 – 900 Block of N Ocean Shore Blvd	12	0	0	12
Parallel Parking along State Road A1A				
Block 49 – State Road A1A	90	0	0	90
Total	229	48	4	281

Source: Walker Consultants 2019

Exhibit 5: On-Street Parking Supply Summary (South of Highway 100)



Source: Google Earth and Walker Consultants 2019

PARKING SUPPLY – SOUTH OF HIGHWAY 100

The area south of Highway 100 is generally comprised up of retail, restaurant, and offices that line State Road A1A and Central Avenue, as well as South 2nd Street and South 3rd Street. This area has a dense mixed-use corridor of storefronts, restaurants, and peripheral municipal uses. Many of these businesses have minimal dedicated off-street parking for their patrons and rely heavily upon on-street parking for their customers and visitors. By design, there is roughly twice the amount of on-street parking spaces in the area south of Highway 100 compared to the blocks north of Highway 100. There are three free public parking lots in this area that support the parking needs for beachgoers and nearby retail and restaurant patrons.

- On-street parking is heavily utilized along State Road A1A and S Central Avenue and along South 2nd Street and South 3rd Street.
- Angle and front-in parking is available surrounding Veterans Park.
- Parking in this area is for local businesses and restaurants.
- Public off-street parking lots are located at the intersection of State Road A1A and 6th Street, South Daytona Avenue and South 5th Street, and Central Avenue and South 8th Street.

Exhibit 6: Public Parking Supply by the Numbers – South of Highway 100

Public Parking Supply Summary (South of Highway 100)				
Block Name	On-Street	Lot	ADA	Total number of Spaces
Blocks along S Flagler Avenue				
Block 1 – S Daytona Avenue	14	0	0	14
Block 2 – S Daytona Avenue	7	0	0	7
Block 3 – S Daytona Avenue	7	0	0	7
Block 3 – S 3rd Street	8	0	0	8
Block 4 – S Daytona Avenue	3	0	0	3
Block 4 – S 3rd Street	4	0	0	4
Block 5 – S Daytona Avenue	3	0	0	3
Blocks along S Daytona Avenue				
Block 6 – S Daytona Avenue	8	0	0	8
Block 6 – S 8th Street	7	0	0	7
Block 6 – S Central Avenue	4	0	0	4
Block 7 – S Daytona Avenue	5	0	0	5
Block 7 – 7th Street S	3	0	0	3
Block 7 – S Central Avenue	3	0	0	3
Block 7 – S 8th Street	3	0	0	3
Block 8 – S Daytona Avenue	4	0	0	4
Block 8 – S Central Avenue	6	0	0	6
Block 9 – S 5th Street	5	14	1	20
Block 9 – S Central Avenue	6	0	0	6
Block 10 – N Daytona Avenue	1	0	0	1
Block 10 – S 4th Street	5	0	0	5
Block 10 – S Central Avenue	6	0	0	6
Block 10 – S 5th Street	4	0	0	4
Block 11 – S Daytona Avenue	2	0	0	2
Block 11 – S 3rd Street	5	0	0	5
Block 11 – S Central Avenue	3	0	0	3
Block 11 – S 4th Street	3	0	0	3
Block 12 – S Daytona Avenue	4	0	0	4
Block 12 – S Central Avenue	5	0	0	5
Block 12 – S 3rd Street	2	0	0	2
Block 13 – S Daytona Avenue	5	0	0	5
Block 13 – S Central Avenue	3	0	0	3
Block 13 – S 2nd Street	13	0	0	13

Source: Walker Consultants 2019

Exhibit 7: Public Parking Supply by the Numbers – South of Highway 100 (contd.)

Public Parking Supply Summary (South of Highway 100)				
Block Name	On-Street	Lot	ADA	Total number of Spaces
Blocks along S Central Avenue				
Block 14 – S Ocean Shore Boulevard	6	0	0	6
Block 14 – 9th Street S	8	0	0	8
Block 15 – S Central Avenue	3	17	2	22
Block 15 – S 8th Street	2	0	0	2
Block 15 – S Ocean Shore Boulevard	6	0	0	6
Block 15 – 9th Street S	9	0	0	9
Block 16 – 7th Street S	6	0	0	6
Block 16 – S Ocean Shore Boulevard	3	0	0	3
Block 16 – S Central Avenue	8	0	0	8
Block 17 – 6th Street S	2	0	0	2
Block 18 – S Central Avenue	3	0	0	3
Block 18 – S 5th Street	4	0	0	4
Block 18 – S Ocean Shore Boulevard	7	0	0	7
Block 18 - 6th Street S	5	36	2	43
Block 19 – S Central Avenue	3	0	0	3
Block 19 – S 4th Street	3	0	0	3
Block 19 – S Ocean Shore Boulevard	2	0	0	2
Block 19 – S 5th Street	2	0	0	2
Block 20 – S Central Avenue	3	0	0	3
Block 20 – S 3rd Street	6	0	0	6
Block 20 – S Ocean Shore Boulevard	7	0	0	7
Block 21 – S Central Avenue	6	0	0	6
Block 21 – S Ocean Shore Boulevard	5	0	0	5
Block 21 – S 3rd Street	1	0	0	1
Block 22 – S Central Avenue	15	0	0	15
Block 22 – S 2nd Avenue	14	0	0	14
Parallel Parking along State Road A1A				
Block 23 – State Road A1A	122	0	4	126
Total	426	67	9	502

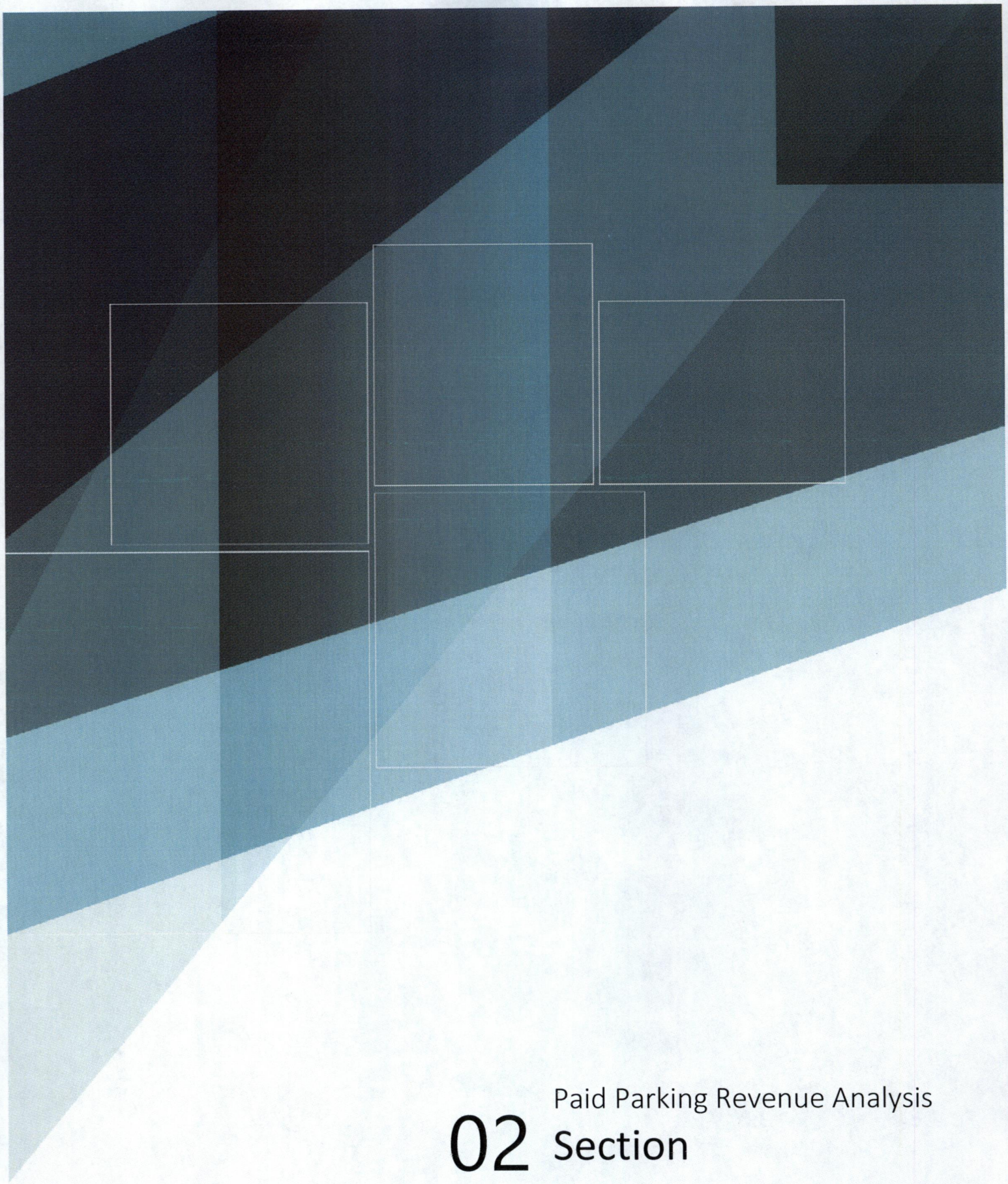
Source: Walker Consultants 2019

Additional findings show five City-owned parking areas within the study area within two city blocks of Flagler Beach. A "Dodge the Dunes" wayfinding signage package directs visitors to this free parking throughout the study area. This creates a free off-street parking bank of 82± spaces.

Exhibit 8: Off-Street Public Parking Supply in the Study Area

Off-Street Public Parking Supply Summary			
Street Name	# of Spaces	ADA	Total number of Spaces
**Block 18- S Ocean Shore Boulevard Lot*	*36*	*2*	*38*
Block 15 – S Central Avenue and S 8th Street	17	2	19
Block 9 – S Daytona Avenue and S 5th Street	14	1	15
Block 34 – N Central Avenue and N 4th Street	22	2	24
Block 43 – N Central Avenue and N 5th Street	22	2	24
Total	111	9	120
**Block 18 is recommended to be paid parking inventory*			

Source: Walker Consultants 2019



Paid Parking Revenue Analysis

02 Section

PAID PARKING REVENUE ANALYSIS

PAID PARKING REVENUES

Walker recommends a paid parking system with parking meters that accept coin and credit cards (standard features) plus integrate with a pay-by-phone provider, including a parking app. The parking app should allow users to add time to their parking session and to be reminded before the parking session expires. The typical cost to the City for using a pay-by-phone service is $0.35 per transaction which is commonly passed along to the user. There would be some benefits to integrating with an existing pay-by-phone provider that already provides a pay-by-phone service in a nearby municipal jurisdiction, so users can use one app for the area rather than a special app just for the City of Flagler Beach. Below is an example of an on-street sign package and a sample screen shot from a pay-by-phone provider app and basic features offered by the service.

The next few pages show the assumptions for a seasonal and non-seasonal approach toward implementing a paid parking plan with revenues projected over a ten-year period.

SEASONAL APPROACH

The seasonal approach is an initial rollout of pay stations along State Road A1A, only during the peak summer months. This seasonal approach also includes the enforcement of time-limited hours of operation for all on-street parking spaces bound by North 6th Street and South 6th Street, and State Road A1A and Central Avenue in the Flagler Beach study area.

NON-SEASONAL APPROACH

The non-seasonal approach removes the pay stations along State Road A1A and places them in storage. Spaces along State Road A1A would not be regulated during the non-seasonal hours of operation. The time-limited spaces would continue to be enforced during the non-seasonal hours of operation to enable convenient visitor access to the local businesses and restaurants, further supporting year-round economic vitality.

SEASONAL REVENUE ASSUMPTIONS (MAY 15TH THROUGH SEPTEMBER 15TH):

- On-street parking along the ocean side of State Road A1A and the City-owned surface parking lot located at State Road A1A and South 6th Street = $1.00 per hour; no time limits enforced; 1.25 per hour years four through six; $1.50 per hour years seven through ten
- On-Street parking bound by the west side of State Road A1A, the east side of Central Avenue, North 6th Street and South 6th Street remains free of charge however, limited to 3-hour parking time limits; no paid parking revenues are generated
- All other on-street and City-owned off-street locations remain unregulated

- Hours of operation:

  - Sunday through Saturday 8:00am to 6:00pm

Proposed Paid Parking Program (252 Spaces)		Base Assumptions			
OPERATING REVENUE	Supply	Period	Util./ Vol.	Day	Rate
On-Street Meters A1A - Monday through Friday (8a to 6p)	216	88	5	1.0	$1.00
On-Street Meters A1A - Saturday and Sunday (8a to 6p)	216	32	9	1.0	$1.00
Off-Street Meter A1A and South 6th Street Monday through Friday (8a to 6p)	36	88	5	1.0	$1.00
Off-Street Meter A1A and South 6th Street Saturday and Sunday (8a to 6p)	36	32	9	1.0	$1.00
Parking Citation Revenue - $20 expired meter @ 80% collection	10	120	2	0.80	$20.00

- On-street parking is enforced by civil citation for parking beyond a three-hour limit
- Parked overtime citations:

  - Courtesy warning for first violation
  - $20 civil citation for all subsequent violations

- Expired meter citations:

  - $20 civil citation

- Approximately two (2) citations issued per hour by officer
- 80% citation payment/collection rate

- **Total potential gross revenue (PGR) for Year 1: $221,856**

NON-SEASONAL REVENUE ASSUMPTIONS (SEPTEMBER 15TH THROUGH MAY 15TH):

- All on-street and off-street parking remains free of charge
- On-Street parking bound by the west side of State Road A1A, the east side of Central Avenue, North 6th Street and South 6th Street remains free of charge however, limited to 3-hour parking time limits; no paid parking revenues are generated

- Hours of operation:

  - Sunday through Saturday 8:00am to 6:00pm

Proposed Paid Parking Program (252 Spaces)	Base Assumptions				
OPERATING REVENUE	Supply	Period	Util./ Vol.	Day	Rate
On-Street Meters A1A - Monday through Friday (8a to 6p)	-	-	-	-	$0.00
On-Street Meters A1A - Saturday and Sunday (8a to 6p)	-	-	-	-	$0.00
Off-Street Meter A1A and South 6th Street Monday through Friday (8a to 6p)	-	-	-	-	$0.00
Off-Street Meter A1A and South 6th Street Saturday and Sunday (8a to 6p)	-	-	-	-	$0.00
Parking Citation Revenue - $20 expired meter @ 80% collection	10	240	2	0.80	$20.00

- On-street parking is enforced by civil citation for parking beyond three-hour limits
- Parked overtime citations:

  - Courtesy warning for first violation
  - $20 civil citation for all subsequent violations

- Approximately two (2) citations issued per hour by officer
- 80% citation payment/collection rate

- **Total potential gross revenue (PGR) for Year 1: $76,800**

The following exhibits demonstrate the potential revenue by seasonal and non-seasonal implementation.

Exhibit 9: Seasonal Revenue Projections

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Proposed Paid Parking Program (252 Metered; 157 Time Limit)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPERATING REVENUE	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
On-Street Meters A1A - Monday through Friday (8a to 6p)	$95,040	$95,040	$95,040	$118,800	$118,800	$118,800	$142,560	$142,560	$142,560	$142,560
On-Street Meters A1A - Saturday and Sunday (8a to 6p)	$62,208	$62,208	$62,208	$77,760	$77,760	$77,760	$93,312	$93,312	$93,312	$93,312
Off-Street Meter A1A and South 6th Street - Monday through Friday (8a to 6p)	$15,840	$15,840	$15,840	$19,800	$19,800	$19,800	$23,760	$23,760	$23,760	$23,760
Off-Street Meter A1A and South 6th Street - Saturday and Sunday (8a to 6p)	$10,368	$10,368	$10,368	$12,960	$12,960	$12,960	$15,552	$15,552	$15,552	$15,552
Parking Citation Revenue - $20 expired meter @ 80% collection	$38,400	$38,400	$38,400	$38,400	$38,400	$38,400	$38,400	$38,400	$38,400	$38,400
Total Potential Gross Revenue (PGR)	**$221,856**	**$221,856**	**$221,856**	**$267,720**	**$267,720**	**$267,720**	**$313,584**	**$313,584**	**$313,584**	**$313,584**
Total Gross Revenue per Space	*$542*	*$542*	*$542*	*$655*	*$655*	*$655*	*$767*	*$767*	*$767*	*$767*

Source: Walker Consultants 2019

Exhibit 10: Non-Seasonal Revenue Projections

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Proposed Paid Parking Program (157 On-Street Spaces)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPERATING REVENUE	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
On-Street Meters A1A - Monday through Friday (8a to 6p)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
On-Street Meters A1A - Saturday and Sunday (8a to 6p)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Off-Street Meter A1A and South 6th Street - Monday through Friday (8a to 6p)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Off-Street Meter A1A and South 6th Street - Saturday and Sunday (8a to 6p)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Parking Citation Revenue - $20 expired meter @ 80% collection	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800	$76,800
Total Potential Gross Revenue (PGR)	**$76,800**	**$76,800**	**$76,800**	**$76,800**	**$76,800**	**$76,800**	**$76,800**	**$76,800**	**$76,800**	**$76,800**
Total Gross Revenue per Space	*$489*	*$489*	*$489*	*$489*	*$489*	*$489*	*$489*	*$489*	*$489*	*$489*

Source: Walker Consultants 2019

RECOMMENDED PARKING RATES

On-street parking has become the preferred choice in the City of Flagler Beach, as it is the most conveniently located and free. The result is increased traffic as users circulate searching for an open spot, increased carbon emissions and ultimately patron frustration.

The primary purpose for charging a fee for parking convenience is not the collection of revenue, although this is important, but rather to allocate a scarce resource efficiently. Most highly valued commodities in limited supply are often fairly rationed by price. Charging appropriate parking fees allows the market participants to value each parking asset properly.

Free parking increases the tax burden on all city property owners, not just visitors and employees. Providing free parking puts the City of Flagler Beach and its taxpayers in the position of being the ultimate, sole provider of downtown parking for the foreseeable future because parking revenue at today's parking rates is not sufficient to amortize the costs of constructing new parking. It is important to maintain this commodity within the downtown core. The City controls a finite number of parking spaces and needs to manage the allocation of that scarce resource carefully.

Walker recommends the following rates

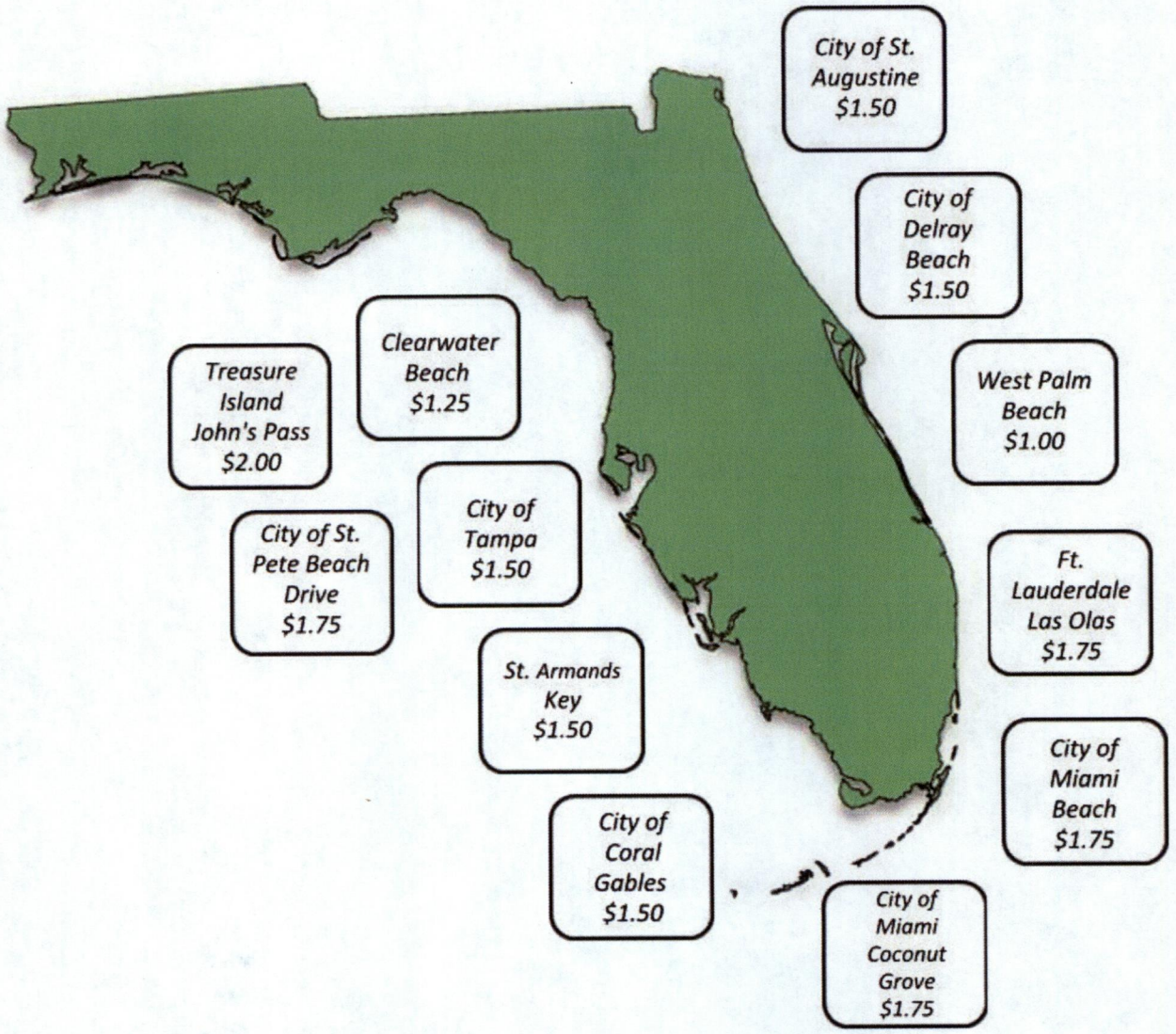
- $1.00/ hour fee for the 216± spaces along State Road A1A and the 36± spaces located in the City lot on the corner of South Ocean Shore Boulevard and 6th Street South.
- Free 3-hour parking for the 71± on-street spaces located north of Highway 100 between N 6th Street and Highway 100 and the 86± on-street spaces south of Highway 100 from Highway 100 to 6th Street South.
- The remainder of the on-street parking inventory in Flagler Beach study area will remain free of charge with no time restrictions.

COMPARISON PARKING RATES

A quick search of Walker's project data base in the Florida market reveals the following municipal comparable rates in communities that have developed on-street paid parking systems.

As shown by the data in the following exhibit, comparable on-street rates typically range from $1.00 per hour to $2.00 per hour in core downtown areas. Walker encourages the City of Flagler Beach to consider establishing a downtown paid parking system with a value pricing approach in mind. In core areas where demand typically exceeds 85 percent of the available inventory, we recommend establishing a rate to promote availability of premium curbside parking. When core rates are paired with short-term duration limits, parking inventory will almost always be available to the first-time visitor and local repeat patron. Walker suggests the City consider commissioning regular parking utilization studies to help determine parking demand by time of day and day of week. The raw data collected from a utilization study can be used to establish the criteria for a value-priced system. Implementing a paid parking system with a transaction-based database will reduce the need for manual utilization studies.

Exhibit 11: Comparable Rates for Florida Municipalities



Source: Walker Consultants and Google Images 2019

RECOMMENDED PARKING FINES

Paid parking requires establishing fines and enforcement for non-compliance. Typical fines for these types of violations in the Florida market range anywhere from $15 to $25 for parking overtime/expired meter; $20 to $30 for restricted parking violations; and $250 for disabled parking violations as specified under the Florida State Statutes. Municipalities will often establish a local ordinance that allows for the addition of an administration fee on each citation. Administration fees may be used to defray operating costs such as those associated with citation adjudication. A number of local municipalities have created language where additional fees may be added to a citation to help fund school crossing guard programs.

Should a citation remain uncontested or unpaid after 10 to 14 days, a municipality may develop language for the addition of a late fee. Late fees typically range from $5 to $10 per citation. Walker recommends the implementation of late fees to encourage prompt payment.

We recommend establishing the following fees specific to paid parking:

Courtesy warning for first Overtime violation - $0.00
Overtime/expired meter - $20.00
Restricted parking area - $25.00
Unauthorized ADA parking - $250.00
Failure to pay within 10 days – add $5.00
Paid compliance within first 48-hours – reduce fine amount by $5

PARKING ENFORCEMENT

ENFORCEMENT ASSUMPTIONS

Walker recommends introducing zonal time limits to the study area creating turnover to discourage employees from parking in these spaces. Paid parking is concurrently implemented along State Road A1A. The spaces outside the study area will not have restricted time limits. It is best to use the first one to two months of implementation as a grace-period program to gauge customer response to a time limit as well as the effectiveness of providing more parking available for visitors. The plan consists of the following components:

1. Time limits of three hours for on-street parking spaces in Blocks 18 to 22 south of Highway 100 and Blocks 40 to 44 north of Highway 100 (these are the blocks lining State Road A1A);
2. Paid, metered parking added for on-street spaces along State Road A1A;
3. Utilize multi-space meters (MSMs);
4. Recommend hourly pricing of $1.00 per hour for all spaces on the beachside of State Road A1A;
5. Standardize signage for hours of operation;
6. Utilize parking ambassadors to enforce time limits and paid spaces.

All revenue generated by the paid parking program should initially be devoted to expenses and operational improvements to the City of Flagler Beach parking system. After parking expenses have been settled, any excess revenues will help offset many of the capital improvement projects and operating costs associated with the downtown rights of ways and public access areas, such as the beachfront and pier.

RECOMMENDED HOURS OF OPERATION

The beachfront and commercial downtown on-street parking spaces should be managed Sunday through Saturday from 8:00am to 6:00pm.

Three-hour on-street parking is recommended for the commercial on-street areas in Downtown Flagler Beach. Consisting of ten (10) city blocks, this on-street parking inventory is primarily focused in the downtown commercial core between North 6th Street and 6th Street South. Walker recommends standardizing the three-hour limits within the study area. Our initial count estimates an approximate total of 157± on-street spaces located within the three-hour time limit area.

PAID PARKING IMPLEMENTATION EXPENSES

Walker recommends an ambassador approach to parking through a professional parking management company. These ambassadors should be dressed in a non-threatening uniform, be able to provide area directions and assistance, be knowledgeable and able to assist users with the new meters and promote all the parking options. In addition, they would write citations; however, they should consider themselves a welcoming service to downtown, which goes beyond a traditional rule enforcer.

Current enforcement is dependent upon the available police and code enforcement resources, and like many other communities, Walker understands these resources are often limited, with the primary goal of these departments needing to address more pressing community safety needs and quality of life issues. Given the potential nature of this start up program, we recommend the City outsource the management of the parking program to a professional parking operator. This allows the City to focus on the overall impact of the program without also having to learn the day-to-day operations of paid parking. Professional parking operators can provide enforcement, revenue collections, staffing for events, and limited maintenance on the parking meters. The City would provide a main contact for the operating contract to provide guidance and contract oversight.

Several national companies offer professional parking management services with local offices throughout the state of Florida. Walker believes a number of these organizations would be interested in teaming with the City. Some of the national companies include SP+, ABM Parking Services, LAZ Parking, Lanier Parking, and Denison Parking. When selecting an operator for parking, it is imperative to carefully vet each proposal to allow for a fair comparison.

The management fee is typically based on the budgeted expenses to staff, equip, maintain, and supply the operation. These fees are based directly on the level of service dictated by the City and hours of operation. In addition to the direct costs, there is an actual management fee for the services. The entire fee should be considered, as each operator will have its own approach and cost basis in addition to the management fee. Considering enforcement staffing for seven day a week, part-time basic maintenance, supervision, and supplies, our conceptual opinion of cost to manage the parking ranges from $175,000 - $200,000 annually.

Ultimately, the best way to obtain a fair price is through a well written request for proposals designed to allow comparison between vendors and clearly state the minimum required standards. An opinion of the cost to implement the paid parking program has been provided at the end of this report section.

OPINION OF COST TO IMPLEMENT THE PAID PARKING PROGRAM

There are two different types of parking meters, smart single-space meters (SSMs) and smart multi-space meters (MSMs). Following are the major differences between them:

- The public generally finds SSMs easier to use. SSMs are familiar and require no special instructions. MSMs require instructions; in fact, ambassadors are generally deployed to assist customers during initial rollout.
- SSMs do not require signage. Motorists see the meter and know they are expected to pay. MSMs require signage (w/arrows) advising motorists to pay at the MSM. Pay-by-space meters also require space numbers.
- SSM manufacturers charge credit card transaction fees above and beyond typical merchant processing fees – typically $0.13 per transaction. This is how they can afford to put all that technology into every meter. MSM manufacturers do not charge these fees.
- SSMs are more susceptible to vandalism and theft. MSMs are more secure and are recommended for high-risk vandalism areas.
- SSMs have smaller coin vaults and consequently need to be collected more frequently.
- MSMs, by their nature, do not allow for 'piggybacking' (parking at a meter that has time left on it from the previous parker). This can account for increased revenues of up to 10%. SSMs may also require sensors to zero out the meter, which also decreases battery life.
- SSMs cannot accommodate pay-by-space or mobile license plate enforcement, which are more efficient than physically inspecting every meter.

ADVANTAGES OF MULTI-SPACE METERS

- Increased revenue (reportedly averaging 20% to 40%) without increasing parking rates, due to the following:
    - Improved compliance due to more payment options for the motorist;
    - Higher operability due to fewer malfunctions (e.g., coin jams) and real time wireless communication reports maintenance issues to enhance response time;
    - Multi-space meters don't show unused time on the meter, eliminating the free parking provided when a motorist pulls into a space with time left on the meter (a.k.a. piggy-backing);
    - Motorists tend to purchase larger blocks of time when paying by credit card; and
    - In pay and display there is no need to designate parking spaces, so more cars may fit on the street (depending on the sizes of the parked cars).
- Flexibility and user convenience. The machines can accept multiple forms of payment including credit/smart cards, coins, as well as remote payments from other meters or via cell phone.
- Credit card payments and larger coin vaults reduce the frequency of collections.
- Wireless communications advise collection staff when coin vaults need to be collected.
- Credit card transactions reduce the number of coins to be collected, transported, counted and deposited.
- Variable rate structures are available to encourage turnover of spaces and to discourage long-term parkers. Rates can vary by time of day and by day of week. Flat rates can also be set for event periods
- Strong audit trail. Every transaction is tracked and reported. Errors or theft are easily identified.
- Financial software provides a full range of revenue and statistical reports.

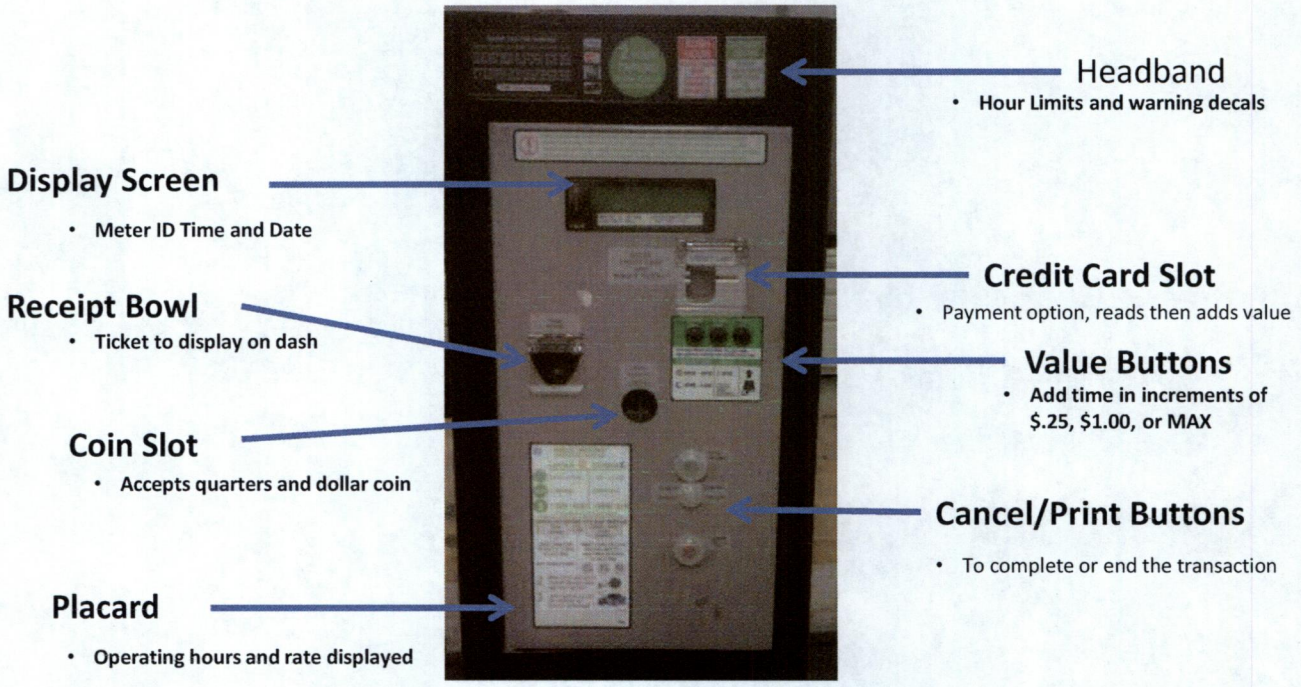
DISADVANTAGES OF MULTI-SPACE METERS

- Higher initial investment compared to single-space meters. Multi-space meters cost more than conventional meters and require a concrete mounting surface.
- Pay and Display units require the patron to return to their vehicle to place the receipt on the vehicle's dashboard. This issue is compounded for motorcycles, as the receipt is not secured; however, 'sticky-back' and duplicate receipts are available.
- Pay-by-space or Pay-by-License Plate systems require the patron to enter a space or plate number at the meter. Input errors or faulty memory can result in user frustration and/or fines.
- If one multi-space meter is out of service multiple spaces are affected; however, if one form of payment is out of service, other payment modes may still work (e.g., If credit card communication is down coin payment should be available)
- Requires additional customer education and supplemental signage. A marketing campaign is needed to promote, educate, and encourage acceptance of the new system.
- On-going monthly fees for central management system, wireless airtime, receipt paper, and processing of credit card payments.
- Spare and replacement parts are more expensive than conventional meters
- Operating procedures for reserving spaces is less convenient (there are no meters at every space for bagging)

MAINTENANCE

Multi-space meters are designed to be maintained by the local operator. The multi-space vendor will train the designated staff to monitor and maintain the meters. The meter software is self-diagnostic, so the meter usually self-reports when maintenance is required. They are modular in design so that staff can replace parts rather than repair them. It is recommended that spare parts be purchased and kept on-hand to minimize down-time in the event of equipment failures. Faulty parts are replaced and shipped to the vendor for repair or replacement.

Multi-Space Meter Face (Example)



Source: Walker Consultants 2019

Multi-Space Meter Graphic (Example)

Note: This is the general placard format. Other types of placards could display different rates, hours of operation, etc.

Source: Walker Consultants 2019

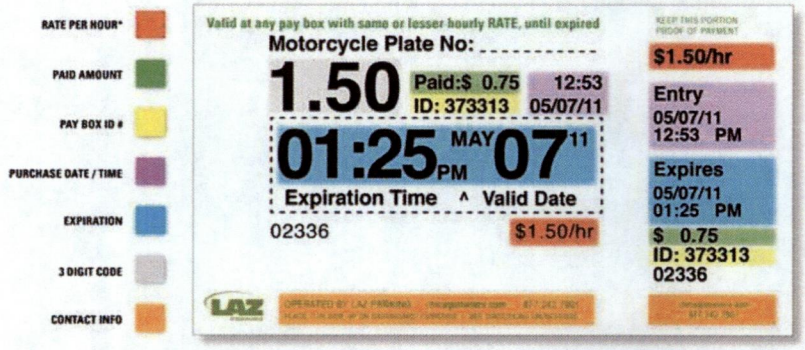
Depending on the specific application and manufacturer, most multi-space meters can be configured for use in one of four modes of operation: *Pay and Display, Pay-by-Space, Pay-by-License Plate, or Pay-by-Phone (Cell).*

PAY AND DISPLAY (WALKER DOES NOT RECOMMEND FOR ON-STREET PARKING)

In pay and display mode, consumers park the vehicle, walk to the parking meter, pay a variable fee for a certain amount of time and receive a receipt. Somewhat less convenient for the consumer than individual meters, in pay and display mode, the consumer has to return to their vehicle to place the receipt on the dashboard. The receipt indicates the duration, location, machine number and end time for which the vehicle has paid for parking. Enforcement is done by visually inspecting the expiration time on the receipt on each car.

In order to make pay-and-display more appealing to consumers, some cities allow the motorist the option of driving to another part of the city or district and parking with the same receipt – as long as it hasn't expired.

Multi-Space Meter Receipt (Example)



Source: CPM, City of Chicago

PAY-BY-SPACE (NOT RECOMMENDED FOR DUNE PARKING, REQUIRES SPACE-NUMBERING INFRASTRUCTURE)

In pay-by-space mode, the patron is not required to return to the vehicle with a receipt. Instead each parking space is numbered. Patrons approach the parking meter, enter the parking space number in which their vehicle is parked, and select the amount of time desired. No receipt is needed for enforcement, but there can be a receipt for proof of transaction. Enforcement is done by viewing a web-based report of paid and/or unpaid spaces on a hand-held enforcement device or from any web-enabled computer. Some manufacturers have incorporated enforcement via a smart phone.

Most pay-by-space applications offer the added convenience of allowing patrons to add parking time to the meter from another meter or through their cell phone for added convenience. Pay-by-space meters are typically used in off-street applications where spaces can be easily numbered using signs or surface paint; however, they are also gaining popularity for on-street applications due to the pay-by-cell phone option, no need for the customer to return to their car with the receipt, and their improved enforcement options.

Cities that are upgrading from conventional meters to pay-by-space meters typically use the existing meter poles as number signs.

PAY-BY-PLATE (WALKER RECOMMENDED FOR USE WITH LICENSE PLATE RECOGNITION TECHNOLOGY)

In pay-by- plate mode, the patron is not required to remember their parking space or return to their vehicle with a receipt. Instead, they enter their vehicle's license plate information, and select the amount of parking time. No receipt is required for enforcement, but there can be a receipt for proof of transaction. This system allows a patron to move their vehicle to another spot within the same meter zone without having to pay for parking again, provided there was time remaining on the original purchase, and they were not in violation of the posted time restrictions. Many applications also allow patrons to add parking time to the meter from another meter or by their cell phone for added convenience. Enforcement is done with a License Plate Recognition ("LPR") system.

Enforcement can be done with a vehicle mounted CCTV system that scans the license plates of all parked cars, or with a hand-held unit, either scanning or manually entering the license plate.

Pay-by-plate technology continues to be implemented in many cities throughout the US as cities are switching license plate credentialing for residential parking programs and commercial service vehicles.

Walker recommends the City use MSMs that require installation for limited months throughout the year from May through September during peak tourism season. Based on this information, the following opinion of cost will focus on a MSM system installation with a basic enforcement package using handheld enforcement technology.

HARDWARE

Costs for installing a multi-space meter varies based on the quantity of units. The basic cost is approximately:

- $10,000 per unit for an on-line unit that accepts coins, banknotes, token, smart cards and credit cards;
- In addition to equipment costs, monthly management fees from $25.00 to $30.00 per unit are required to maintain real time wireless connectivity, process credit card payments and to host the data;
- When credit cards are accepted, there are also credit card merchant fees. These fees typically include a flat charge per transaction of $0.15 to $0.20 plus 1.2 to 3.0 percent of the transaction amount. This makes credit cards acceptance cost prohibitive for transactions under 50 cents;
- Routine operating costs include battery replacement every two to three years and paper receipts. The approximate cost is estimated at $250 per meter, per year;
- Extended warranties and service agreements will range from $400 to $1,000 per meter, per year, depending upon the type of meter and the level of service requested (parts only warranties will be on the lower end, the inclusion of on-site repairs will be on the higher end.)
- Meter collection carts typically run $750 per collection cart and may be factored into the overall capital cost of the equipment purchase.

Costs for implementing handheld enforcement citation devices also varies based on the quantity of units and the number of amenities offered. Standard amenity options available with today's enforcement technology include an embedded printer and a camera option to include a photo of the license plate credential with the printed violation. In few instances, integration efficiencies may be recognized by purchasing a proprietary citation issuance system provided by a MSM vendor, as opposed to one provided by an enforcement vendor.

In recent years, Walker has seen the advancement of technology that has allowed a transition from the need to purchase proprietary handheld devices to the use of a mobile phone connected to a Bluetooth printer. Hardware devices are no longer necessary as today's mobile phones have access to a software database through use of an internet browser. These types of solutions work especially well in secured Wi-Fi enabled markets, however the use of cellular data to communicate in open areas will suffice just as well. The basic cost for a propriety handheld system is approximately:

- $10,000 per back office citation software
- Approximately $5,000 per citation writer with printer and peripherals

SOFTWARE

Technological improvements in the cell phone industry have extended to the parking industry; however, pay-by-cell (PbC) actually bypasses the meter completely. Here's how it works:

1. The pay-by-cell vendor sets up an account with the City of Flagler Beach, identifying all parking spaces and/or zones.
2. Motorists register their cellphones and provide credit card payment information for the pay-by-cell vendor via their cell phone.
3. Upon parking, the motorist calls the pay-by-cell vendor's automated payment line.
4. The motorist enters the appropriate location codes for the City of Flagler Beach, zone, meter number, space number, etc., or enters their license plate. The motorist enters the desired parking time.
5. The pay-by-cell vendor charges a convenience fee to the parker, typically $0.35 per transaction.
6. Enforcement is done by viewing a web-based report of paid transactions provided by the pay-by-cell vendor.
7. The pay-by-cell vendor deposits the parking fees into the City of Flagler Beach's established bank account, keeping the collected convenience fees.

Benefits and features of Pay-by-Cell to customers:

- No need to worry about coin availability.
- After registering your phone, license plate and credit card information once, the information is stored for fast and efficient use in the future; including in other municipalities that use the same vendor.
- Receive a text message when parking time is about to expire.

- Extend parking remotely (within the maximum time limit).
- Pay for time parked only (in selected locations) by stopping a parking session manually via the cell phone.
- Simple and user friendly.
- View/maintain parking transactions and receipts online.

Pay-by-cell adds another layer of enforcement when used in conjunction with parking meters, as the enforcement officer needs to view a web-based report of paid vehicles in addition to checking the meter back office database. Most vendors integrate their software systems to enable the City of Flagler Beach to view combined payment data through a primary database hosting all electronic transaction data.

Pay-by-cell typically does not enjoy a high percentage of usage; however, it is easy and inexpensive to implement, and provides a high level of customer service to those who wish to use it.

Software costs for SSM's are included in the cost per SSM procurement and implementation and as previously mentioned, stand-alone software costs for a basic enforcement package is approximately $10,000. Typically, an amount equal to 5% of the initial capital purchase price is required for an annual service agreement for each of these software solutions.

ANNUAL OPERATING COSTS

Similar to our explanation of paid parking revenues, we have provided an understanding of annual operating costs using the previously mentioned implementation plan. A detailed breakdown of these costs has been provided over the following pages of this report.

SEASONAL OPERATING COST ASSUMPTIONS

Walker suggests the following assumptions for seasonal operations:

- One (1) full-time supervisor responsible for on-street enforcement and maintenance activity
- One (1) part-time maintenance employee for meter repairs and maintenance
- Two (2) full-time enforcement ambassadors and two (2) part-time enforcement ambassadors
- Uniform purchase cost at $200 per season per employee
- $500 per month for sign and on-street environment repairs
- $1,133 per month for enforcement software and hardware service contract plus meter software/database subscription service agreement
- $800 per month for sixteen (16) pay station communication modems
- $2,662 for Bank and Bank Card Fees (1.5% fee, assumes 80% credit card payments
- $1,000 per month for enforcement supplies to include parking citation paper stock
- $1,680 per season for seven (7) employee mobile phone service plans
- $500 per month for marketing and promotions material
- $2,000 per month for parking service management contract

NON-SEASONAL OPERATING COST ASSUMPTIONS

Walker suggests the following assumptions for non-seasonal operations:

- One (1) full-time supervisor responsible for on-street enforcement and maintenance activity
- One (1) part-time maintenance employee for meter repairs and maintenance
- One (1) full-time enforcement ambassadors and two (2) part-time enforcement ambassadors
- Uniform purchase cost at $200 per season per employee
- $4,000 per season for sign, and on-street environment repairs ($500/month)
- $6,664 per season for enforcement software/hardware service contract ($833/month)

- $8,000 per season for enforcement supplies to include parking citation paper stock ($1,000/month)
- $2,400 per season for five (5) employee mobile phone service plans ($300/month)
- $922 per season for credit card transaction fees with 80% of parking citation revenue processed as a credit card transaction ($115.25/month)
- $4,000 per season for marketing and promotions material ($500/month)
- $4,000 per season for parking service management contract ($500/month)

TEN-YEAR CAPITAL COST ASSUMPTIONS

OPTION 1: PROPRIETARY HANDHELD ENFORCEMENT DEVICES

- $20,000 upfront capital costs for parking citation software and four (4) proprietary handheld enforcement devices (*cost of proprietary enforcement device capital cost could be substituted with the use of ambassador mobile phone having cellular access to the parking citation software through a mobile web browser)
- Repairs and Replacement for four (4) enforcement handhelds (CAPEX Reserve Fund) (1.5% of Project Cost) = $300/year
- $160,000 upfront capital costs for 16 MSMs ($10,000/multi-space meter)
- Repairs and Replacement (CAPEX Reserve Fund) (1.5% of Project Cost) = $2,400/year
- Capital costs financed at 4% financing over 10-year purchase agreement
- Average annual payment $22,192 per year for a ten-year period.

OPTION 2: MOBILE PHONE ENFORCEMENT DEVICES

- $160,000 upfront capital costs for 16 MSMs ($10,000/multi-space meter)
- Repairs and Replacement (CAPEX Reserve Fund) (1.5% of Project Cost) = $2,400/year
- Capital costs financed at 4% financing over 10-year purchase agreement
- Average annual payment $19,727 per year for a ten-year period.

WALKER CONSULTANTS

4904 Eisenhower Boulevard, Suite 150
Tampa, FL 33634

813.888.5800
www.walkerconsultants.com

January 7, 2019

(Sent via e-mail: lnewsom@cityofflaglerbeach.com)

Mr. Larry Newsom
City of Flagler Beach
105 S. 2nd Street
Flagler Beach, FL 32136

DRAFT

Re: *Parking Consulting Services for Paid Parking Cost Benefit Analysis*
Flagler Beach, FL
Walker Project No. 15-2239.02

Dear Mr. Newsom:

Walker is pleased to present this draft analysis to assist the City of Flagler Beach providing parking consulting services for a paid parking cost benefit analysis. This report represents our analysis and recommendations and is intended to assist with evaluating various issues associated with a paid parking initiative in the Downtown Flagler Beach.

We thank you for the opportunity to be of service to the City of Flagler Beach. Please do call or email if there are any questions regarding our work.

Sincerely,

WALKER CONSULTANTS

Jim Corbett, CAPP
Consultant

Emily Krueger
Planner/Analyst

JMC:mm

Exhibit 12: City of Flagler Beach Projected Annual Labor Costs for On-Street Parking Operations – Seasonal Operations

Position	FTE's	Type	Rate/Hr	Hours	Wages	Payroll Tax	Payroll Tax	Health/ Pension	Total H/P	W/Comp	W/Comp	Annual
Supervisor	1.00	Hourly	20.00	704	$ 14,080	11.50%	$ 1,619	7.60%	$ 54	6.30%	$ 887	$ 16,640
Maintenance	0.50	Hourly	10.00	352	$ 3,520	11.50%	$ 405	7.60%	$ 27	6.30%	$ 222	$ 4,173
Enforcement	2.31	Hourly	12.00	2,400	$ 28,800	11.50%	$ 3,312	7.60%	$ 182	6.30%	$ 1,814	$ 34,109
Meter Collector	0.25	Hourly	10.00	176	$ 1,760	11.50%	$ 202	7.60%	$ 13	6.30%	$ 111	$ 2,087
Total FTE's	4.06			3,632	$ 48,160		$ 5,538		$ 276		$ 3,034	$ 57,009

Source: Walker Consultants 2019

Exhibit 13: City of Flagler Beach Projected Annual Labor Costs for On-Street Parking Operations – Non-Seasonal Operations

Position	FTE's	Type	Rate/Hr	Hours	Wages	Payroll Tax	Payroll Tax	Health/ Pension	Total H/P	W/Comp	W/Comp	Annual
Supervisor	1.00	Hourly	20.00	1,408	$ 28,160	11.50%	$ 3,238	7.60%	$ 107	6.30%	$ 1,774	$ 33,279
Maintenance	0.34	Hourly	10.00	704	$ 7,040	11.50%	$ 810	7.60%	$ 54	6.30%	$ 444	$ 8,347
Enforcement	1.31	Hourly	12.00	2,400	$ 28,800	11.50%	$ 3,312	7.60%	$ 182	6.30%	$ 1,814	$ 34,109
Meter Collector	0.00	Hourly	10.00	-	$ -	11.50%	$ -	7.60%	$ -	6.30%	$ -	$ -
Total FTE's	2.65			4,512	$ 64,000		$ 7,360		$ 343		$ 4,032	$ 75,735

Source: Walker Consultants 2019

Exhibit 14: Seasonal Operating Costs

Proposed Paid Parking Program (252 Metered; 157 Time Limit)	Year 1 2020	Year 2 2021	Year 3 2022	Year 4 2023	Year 5 2024	Year 6 2025	Year 7 2026	Year 8 2027	Year 9 2028	Year 10 2029
OPERATING EXPENSE	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025
Contractual Services (Personnel)	$57,009	$58,434	$59,895	$61,392	$62,927	$64,500	$66,113	$67,766	$69,460	$71,196
Uniforms (Personnel)	$1,400	$1,435	$1,471	$1,508	$1,545	$1,584	$1,624	$1,664	$1,706	$1,748
Repairs & Maintenance - General	$2,000	$2,050	$2,101	$2,154	$2,208	$2,263	$2,319	$2,377	$2,437	$2,498
Maintenance and Subscription - Contracts	$4,532	$4,645	$4,761	$4,880	$5,002	$5,128	$5,256	$5,387	$5,522	$5,660
General & Operating Supplies	$4,000	$4,100	$4,203	$4,308	$4,415	$4,526	$4,639	$4,755	$4,874	$4,995
Communications (Meter)	$3,280	$3,362	$3,446	$3,532	$3,621	$3,711	$3,804	$3,899	$3,996	$4,096
Telephone & Internet Services (Personal)	$1,680	$1,722	$1,765	$1,809	$1,854	$1,901	$1,948	$1,997	$2,047	$2,098
Advertising, Marketing and Communications	$2,000	$2,050	$2,101	$2,154	$2,208	$2,263	$2,319	$2,377	$2,437	$2,498
Bank & Bank Card Fees (1.5% Fee, 80% CC Payment)	$2,662	$2,729	$2,797	$2,867	$2,939	$3,012	$3,087	$3,165	$3,244	$3,325
Management Fee	$8,000	$8,200	$8,405	$8,615	$8,831	$9,051	$9,278	$9,509	$9,747	$9,991
TOTAL OPERATING EXPENSES (OPEX)	**$86,563**	**$88,727**	**$90,946**	**$93,219**	**$95,550**	**$97,938**	**$100,387**	**$102,897**	**$105,469**	**$108,106**
Total OPEX per Space	*$212*	*$217*	*$222*	*$228*	*$234*	*$239*	*$245*	*$252*	*$258*	*$264*

Source: Walker Consultants 2019

Exhibit 15: Non-Seasonal Operating Costs

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Proposed Paid Parking Program (157 On-Street Spaces)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
OPERATING EXPENSE	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025	0.025
Contractual Services (Personnel)	$75,735	$77,628	$79,569	$81,558	$83,597	$85,687	$87,829	$90,025	$92,276	$94,583
Uniforms (Personnel)	$1,000	$1,025	$1,051	$1,077	$1,104	$1,131	$1,160	$1,189	$1,218	$1,249
Repairs & Maintenance - General	$4,000	$4,100	$4,203	$4,308	$4,415	$4,526	$4,639	$4,755	$4,874	$4,995
Maintenance and Subscription - Contracts	$6,664	$6,831	$7,001	$7,176	$7,356	$7,540	$7,728	$7,921	$8,119	$8,322
General & Operating Supplies	$8,000	$8,200	$8,405	$8,615	$8,831	$9,051	$9,278	$9,509	$9,747	$9,991
Communications (Meter)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Telephone & Internet Services (Personal)	$2,400	$2,460	$2,522	$2,585	$2,649	$2,715	$2,783	$2,853	$2,924	$2,997
Advertising, Marketing and Communications	$4,000	$4,100	$4,203	$4,308	$4,415	$4,526	$4,639	$4,755	$4,874	$4,995
Bank & Bank Card Fees (1.5% Fee, 80% CC Payment)	$922	$945	$968	$992	$1,017	$1,043	$1,069	$1,095	$1,123	$1,151
Management Fee	$4,000	$4,100	$4,203	$4,308	$4,415	$4,526	$4,639	$4,755	$4,874	$4,995
TOTAL OPERATING EXPENSES (OPEX)	**$106,721**	**$109,389**	**$112,123**	**$114,926**	**$117,800**	**$120,745**	**$123,763**	**$126,857**	**$130,029**	**$133,279**
Total OPEX per Space	*$680*	*$697*	*$714*	*$732*	*$750*	*$769*	*$788*	*$808*	*$828*	*$849*

Source: Walker Consultants 2019