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City of Pittston Downtown Parking Study

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Figure 2: Study Area



C. Scope of Work

The scope of work for this study is multi-faceted and includes the following:

1. Study parking space utilization and parking demand by various user groups (employees, visitors etc.);
2. Identify needs and opportunities in relation to recognized standards in similar communities;
3. Develop recommended strategies and programs including possible parking change proposals; new, strategic parking areas;

4. Determine the quantity and quality of spaces, evaluating parking needs and sample various options for optimizing the utilization of public parking spaces for visitors/customers;
5. Provide guidance and recommendations related to best practices for public-private partnership for the construction of a parking structure; and
6. Provide guidance and information on the spectrum of funding for a parking structure.

D. Methodology

Within the study area, utilization data for on- and off-street parking spaces was collected on Wednesday, September 19 and Thursday, September 20, 2018. Counts were taken every two hours beginning at 8:00am. Additionally, parking supply data was collected for on- and off-street and publicly and privately-owned facilities.

Data was collected from the City of Pittston regarding planned developments, parking facility ownership and the rates that are charged for both on- and off-street parking. Additional comparative data was collected from nearby cities including Wilkes-Barr, Scranton, Jim Thorpe, York, Easton, West Chester and Lititz.



II. EXECUTIVE SUMMARY

Pittston's leadership has done an exceptional job of encouraging development and growth in the downtown core and recognizes that access to parking is an important factor in continuing to promote economic and community development. With the recent addition of the Luzerne Community College, new residential and commercial space north of downtown and slated residential development near Market Street and Main Street, providing adequate parking resources and maintaining those resources will remain of strategic importance to the City.

This study evaluated Pittston's current parking supply and utilization for both publicly owned and private parking resources, and a set of near- and mid-term recommendations were developed.

A. Parking Supply and Utilization

There are approximately 156 on-street and 1,519 off-street parking spaces, totaling 1,675 spaces in the study area. The Pittston Parking Authority controls all publicly owned off-street parking lots, while the City of Pittston controls the entire on-street inventory. Of the total, most parking is controlled by private interests (74%) whereas 17% are publicly owned.

Of the on-street inventory, 103 of the 156 spaces are metered (66%) and 119 spaces (76%) are revenue producing (either metered or permitted) leaving nearly a quarter of on-street spaces as non-revenue generating.

Parking utilization counts were taken on Wednesday, September 19 and Thursday, September 20 from 8am to 8pm. Off-street private parking demand peaked at 10am at 44% utilization, off-street public parking demand peaked at 10am at 47%, and on-street parking demand peaked at 10am at 58% utilized. **At the peak, over half the total parking supply in the study area remains available.** As a result, the addition of new parking supply is not currently recommended and to meet any increase in demand in the near term, it is instead recommended that Pittston engage in public private partnerships as described in detail below.

B. Best Practices Operational Recommendations

Despite localized areas of high parking demand (exceeding 85% occupancy), Pittston's relatively small size, topography, and variety and proximity to available parking supply are all positive attributes to be leveraged. With the right mix of incentives, communications, and collaboration, a more predictable, convenient, and sustainable parking system can be achieved. Key parking management recommendations include:

- Consolidating on- and off-street parking facilities into a single entity overseen by the Pittston Parking Authority. This will promote programmatic cohesion and operational efficiency and provide the best opportunity to manage parking resources as a single unit.
- Where possible, pursue shared-use parking arrangements with private parking owners to maximize the utilization of existing parking supply.



- Develop and implement an in-lieu parking fee program. In lieu fees are also another way to encourage shared parking. Developers or building owners can be required to pay a fee to the City in lieu of building parking for their projects. This requires availability of parking from other sources and often formal agreements for use. The City can aggregate fees over time to build parking or fund other transportation improvements.
- Adjust on-street hourly parking from \$.50 to \$1.00 except for the section of Main Street between Market Street and Butler Street which should be increased to \$1.50.
- Adjust off-street parking rates as follows:

Public Lot	Name	Current Permit Rate	Proposed Permit Rate
L	John Middleton Public Lot	\$30	\$40
c	Robert Conroy Public Lot	\$30	\$40
l	Upper Tomato Festival Lot	\$30	\$40
m	St. John's Public Lot	\$30	\$50
p	Library Lot	\$30	\$30

- Increase parking fines for overtime parking to \$20 and parking without a permit to \$40 to encourage on-street turnover and use of parking lots for long-term parking. Couple this recommendation with a “same day” discount of 50% for patrons who pay their parking citations the day they receive them.

- Decriminalize parking citations and create an administrative process for appeals.
- Dedicate one full time equivalent to parking enforcement and adopt an ambassadorial enforcement model. Use part-time staff at 12 hours weekly to conduct meter collections and maintenance tasks.
- Replace existing single space meters with smart parking meters that are credit card capable and communicate in real-time.
- Establish a brand for the parking program and update existing signage and wayfinding based on the new brand.
- Consider various lease arrangements through public private partnerships to maximize the amount of parking available for public use.
- Develop a formal annual parking program budget that includes a replacement reserve contribution.

C. Guiding Principles

We recommend that Pittston develop guiding principles for its parking program. The purpose of guiding principles is to establish a framework for current and future decision making that is based on broad goals and objectives. A lack of focus on strategic outcomes can keep parking programs from providing maximum benefits in achieving community and economic development goals.



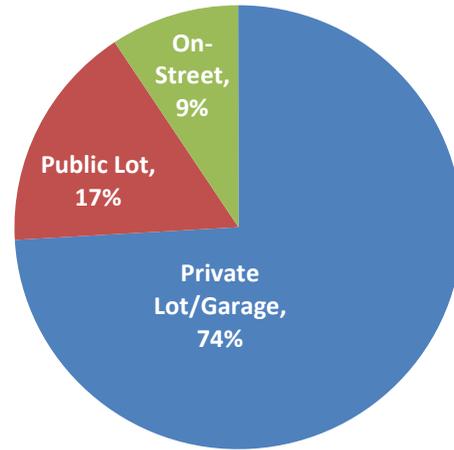
III. PARKING SUPPLY AND UTILIZATION

A. Parking Supply

There are approximately 156 on-street and 1,519 off-street parking spaces, totaling 1,675 spaces in the study area. The Pittston Parking Authority controls all publicly-owned off-street parking lots while the City of Pittston controls the entire on-street inventory.

Figure 3: Study Area Parking Supply

Type	Supply	%
Private Lot/Garage	1,241	74%
Public Lot	278	17%
On-Street	156	9%
Total	1,675	100%



Current on-street parking consists primarily of four parking types: metered parking with time limitations, metered parking without time limitations, non-metered parking, and permit parking. Currently, 4-hour time limits exist for on-street parking with meters. Time limitations do not exist for on-street parking controlled by pay stations.

Enforcement hours of operation are Monday-Friday from 8am to 6pm for on-street parking, and from 8am to 5pm for transient parking lot parking.

Figure 4: On-Street Parking Breakdown

On-Street Parking Type	Supply	%
Meter Parking (No Time Limitation)	20	13%
Meter Parking (4 Hours)	83	53%
Short-term Parking (10 Minutes)	4	3%
Non-Metered Parking	31	20%
Permit Parking	16	10%
ADA Parking	2	1%
Total	156	100%

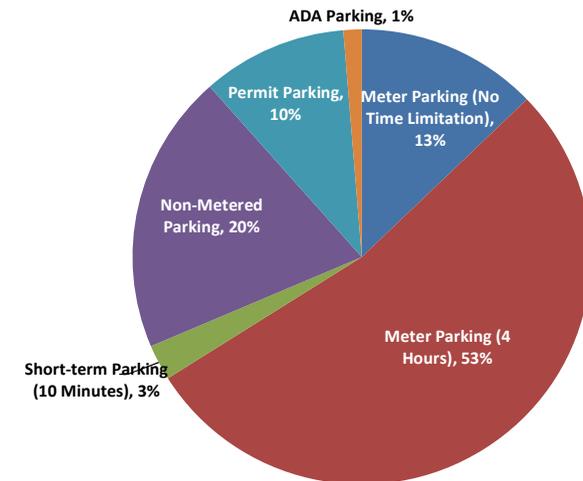


Figure 5: Parking Inventory Map



Parking Utilization

Parking utilization counts were taken on Wednesday, September 19 and Thursday, September 20 from 8am to 8pm. Off-street private parking demand peaked at 10am at 44% utilization, off-street public parking demand peaked at 10am at 47%, and on-street parking demand peaked at 10am at 58% utilized. At the peak, over half the total parking supply in the study area remains available. As a result,

the addition of new parking supply is not currently recommended and to meet any increase in demand in the near term, it is instead recommended that Pittston engage in public private partnerships as described in detail below.

The yellow highlighted cells in the tables below indicate times that the parking occupancy exceeded 85% for each off-street facility or street. Parking facilities at 85% utilization are functionally considered to be at capacity and it is recommended that facilities be operated to achieve this level so that parkers are nearly always able to find parking spaces. Sustained utilization above 85% creates customer dissatisfaction.

With some notable exceptions, most parking facilities in Pittston, whether on- or off-street, public or private exhibit moderate or low demand.

Private Off-Street Parking

Most off-street parking facilities on the north side of Main Street are underutilized.



Figure 6: Private Off-Street Parking Utilization

Private Lot	User Group	Supply	8AM		10AM		12PM		2PM		4PM		6PM		8PM		
A	Infantina Tower	57	28	49%	34	59%	29	50%	28	49%	34	59%	33	57%	28	49%	
B	Cooper	124	38	30%	39	31%	42	33%	36	29%	40	32%	10	8%	3	2%	
C	300 Kennedy Blvd Residential	65	15	23%	15	22%	14	21%	9	14%	11	16%	15	22%	16	25%	
D	Domino's	34	11	32%	11	31%	10	28%	10	29%	9	26%	7	19%	5	13%	
E	National Water Specialties Company	65	26	39%	26	39%	26	40%	21	32%	13	19%	10	15%	3	5%	
F	Quinn's Market	95	19	19%	24	25%	27	28%	24	25%	26	27%	29	30%	16	16%	
G	CVS	69	16	22%	17	24%	18	26%	19	27%	21	30%	16	22%	11	16%	
H	Burger King	56	14	24%	16	29%	19	33%	15	26%	13	23%	13	23%	13	23%	
I	Post Office	58	53	91%	29	50%	5	9%	10	16%	10	16%	51	88%	49	84%	
J	Fidelity Bank	15	4	23%	7	43%	6	40%	7	43%	5	33%	1	3%	0	0%	
K	First Baptist	5	0	0%	0	0%	0	0%	1	10%	0	0%	1	10%	3	50%	
M	Geisinger Physician	22	12	52%	8	36%	8	36%	7	30%	7	30%	6	27%	4	16%	
N	N/A	8	3	38%	5	63%	4	44%	4	44%	5	56%	6	75%	2	25%	
O	SK Tech Group	10	8	75%	8	75%	7	70%	7	70%	7	65%	2	15%	3	30%	
P	N/A	26	6	23%	7	25%	7	27%	7	25%	4	15%	2	6%	0	0%	
Q	Community Bank	16	4	25%	6	34%	9	53%	6	38%	6	34%	4	22%	2	13%	
R	Hair Solon	30	7	23%	9	28%	10	33%	9	30%	8	25%	10	33%	7	22%	
S	Wells Fargo	25	6	22%	10	40%	9	34%	10	38%	9	36%	7	26%	9	36%	
T	2 N, Main St	7	1	14%	2	21%	1	14%	2	21%	1	14%	0	0%	0	0%	
U	Dr. Falcone Optometrist	6	0	0%	1	17%	3	42%	3	42%	1	17%	1	17%	2	33%	
V	Geisinger Clinic	27	15	54%	20	74%	19	69%	13	48%	14	50%	8	30%	4	13%	
W	Geisinger Rite Aid	36	19	53%	20	54%	19	53%	21	57%	16	44%	21	58%	11	31%	
X	Convenient Food Mart	8	1	6%	1	6%	1	13%	1	6%	1	6%	2	19%	1	13%	
Y	Gramery Restaurant	22	7	30%	6	27%	7	32%	4	16%	5	23%	5	23%	2	9%	
Z	N/A	7	3	36%	5	71%	4	50%	3	43%	4	50%	3	36%	2	21%	
a	Construction	6	2	33%	5	83%	2	33%	4	67%	4	58%	3	42%	2	25%	
b	Doctor Office	4	2	38%	2	50%	0	0%	3	75%	3	75%	2	50%	0	0%	
d	48 Main Str	20	12	60%	14	70%	18	90%	16	80%	14	68%	10	50%	7	33%	
e	UFCW & Reilly Associates	45	17	38%	25	56%	27	60%	26	57%	25	54%	5	10%	5	11%	
f	Landmark Community Bank	8	7	88%	5	63%	4	44%	4	50%	4	44%	1	13%	1	13%	
g	9 N. Main St	33	14	42%	29	88%	24	73%	25	76%	19	56%	6	18%	2	6%	
h	Cawley Physical Therapy	15	7	43%	12	80%	7	47%	12	80%	9	57%	11	73%	3	17%	
i	Geisinger Patients	13	4	27%	5	35%	5	35%	5	38%	4	27%	1	8%	1	4%	
j	N/A	11	8	73%	7	64%	7	59%	8	68%	8	68%	8	68%	8	68%	
k	Luthuanian Club	6	1	8%	2	33%	3	42%	3	42%	2	33%	3	50%	3	50%	
n	Residential	17	1	6%	2	9%	2	12%	4	21%	8	44%	7	38%	7	38%	
o	N/A	10	3	25%	3	25%	2	15%	3	30%	4	35%	3	30%	3	25%	
q	City Employees & Landmark Bank	57	46	80%	39	68%	36	63%	37	65%	24	41%	9	15%	12	20%	
r	Library & Sorella	37	8	22%	24	65%	22	58%	18	47%	23	61%	17	46%	13	35%	
s	City Hall visitor	44	39	88%	39	89%	31	69%	28	63%	23	52%	17	39%	13	28%	
t	N/A	22	13	59%	14	64%	14	64%	16	73%	14	64%	0	0%	0	0%	
Total			1,241	490	39%	545	44%	499	40%	478	38%	446	36%	356	29%	268	22%

Figure 7: Privately Owned Off-Street Utilization Map (10am)



Public Off-Street Parking

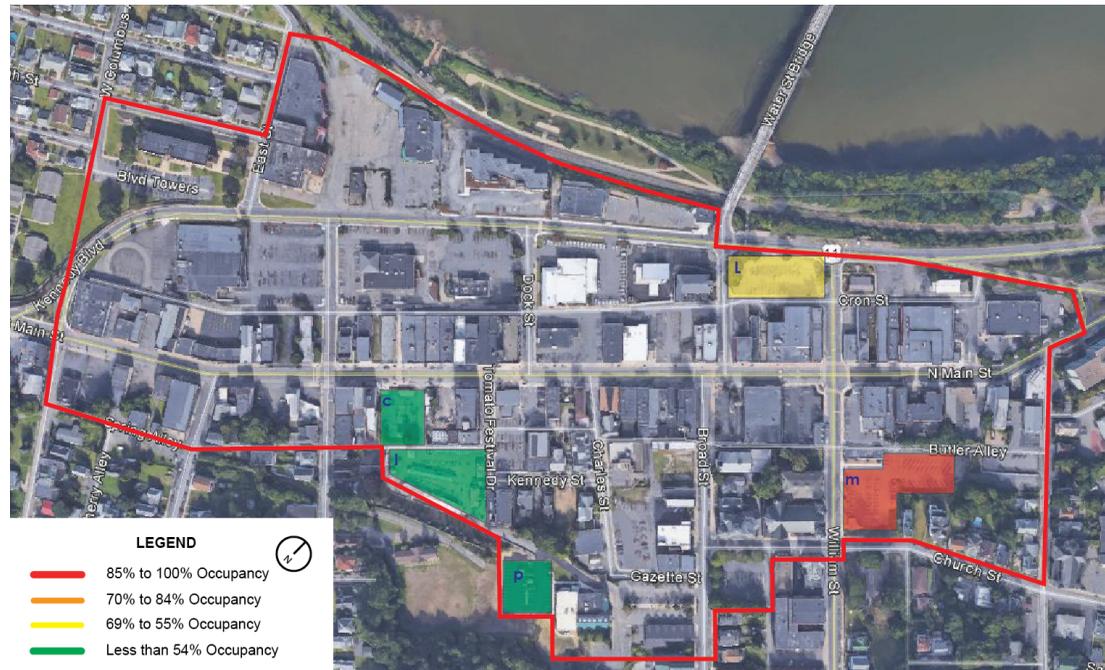
The Pittston Parking Authority operates and enforces all publicly owned off-street parking within the City. Lot L, John Middleton Public Parking Lot, Lot c, and Robert Conroy Public Parking Lot only allow transient parkers. Lot I (Upper Tomato Festival Lot) and Lot m, (St. John's Public Lot) only allow permit parkers.



Figure 8: Publicly Owned Off-Street Parking Utilization

Public Lot	Name / User Group	Supply	8AM		10AM		12PM		2PM		4PM		6PM		8PM	
L	John Middleton Public Lot	57	20	35%	37	64%	20	35%	14	24%	19	32%	43	75%	23	39%
c	Robert Conroy Public Lot	40	3	6%	5	11%	11	26%	12	29%	15	38%	15	38%	7	18%
l	Upper Tomato Festival Lot	67	15	22%	27	40%	26	39%	21	31%	21	31%	21	31%	19	28%
m	St. John's Public Lot	71	53	75%	62	87%	54	76%	58	82%	60	85%	21	30%	13	18%
p	Library Lot	43	1	1%	3	6%	4	8%	4	8%	5	10%	2	3%	3	7%
Total		278	91	33%	132	47%	114	41%	107	38%	119	43%	101	36%	64	23%

Figure 9: Publicly Owned Off-Street Utilization Map (10am)



In the figure below, downtown Pittston is divided into eight separate parking zones. Combining utilization for each zone for both public and private facilities indicates the amount of parking available within closer proximity to where a person might want to park.

Figure 10: Off-Street Parking Zones



Figure 11: Off-Street Parking Utilization by Zone

Zone	Supply	8AM		10AM		12PM		2PM		4PM		6PM		8PM	
1	57	28	49%	34	59%	29	50%	28	49%	34	59%	33	57%	28	49%
2	223	64	28%	64	29%	65	29%	55	24%	60	27%	31	14%	24	11%
3	261	81	31%	105	40%	90	34%	75	29%	72	27%	90	34%	46	18%
4	274	102	37%	92	34%	75	27%	74	27%	71	26%	101	37%	93	34%
5	98	46	47%	50	51%	49	50%	44	45%	38	39%	36	37%	20	20%
6	47	13	28%	19	39%	14	29%	14	30%	16	33%	14	29%	6	13%
7	331	114	34%	150	45%	157	47%	148	45%	139	42%	77	23%	65	19%
8	228	135	59%	164	72%	136	60%	148	65%	138	60%	77	34%	51	22%
Total	1519	581	38%	677	45%	613	40%	585	38%	565	37%	457	30%	332	22%

This analysis reveals that by zone, there is ample off-street parking availability with Zone 8 exhibiting the highest sustained parking demand - 10 am peak at 72% utilized.

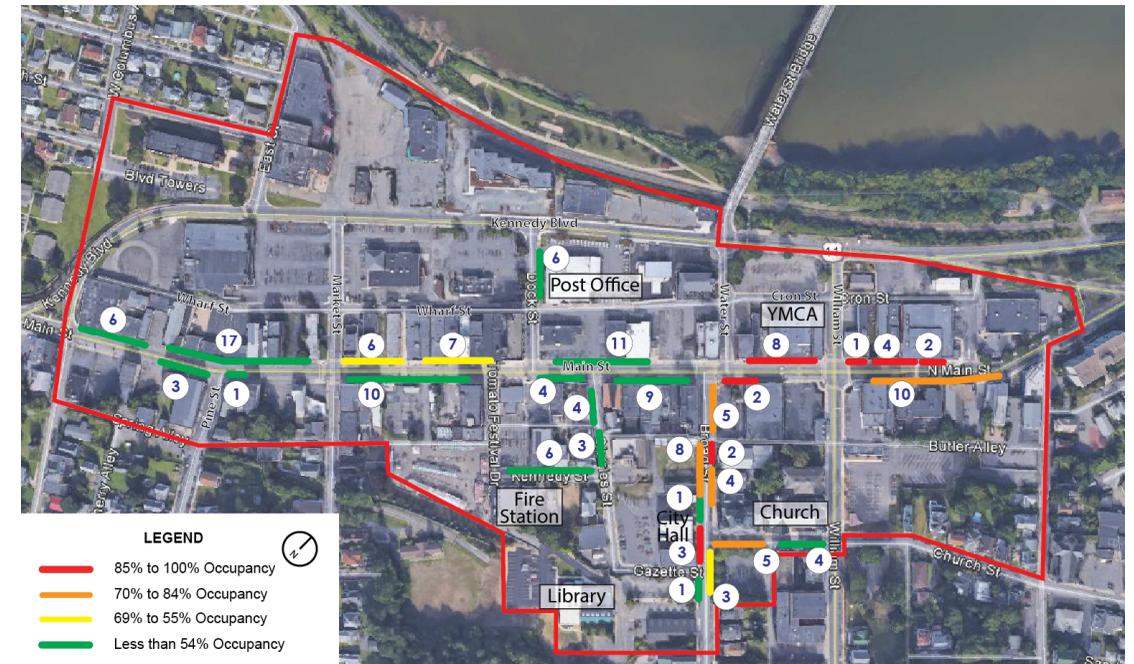
On-Street Parking

On-Street parking meters are operated and enforced by the City of Pittston. As with off-street facilities, counts were taken every two hours from 8am to pm. Peak occupancy occurred at 10am for all on-street spaces and at 60% utilization on aggregate.

Figure 12: On-Street Parking Utilization

Street	Between	Side	Supply	8AM		10AM		12PM		2PM		4PM		6PM		8PM	
Main St	E Columbus Ave & Butler St	N	62	26	42%	38	61%	45	73%	36	57%	36	57%	37	60%	30	48%
		S	39	14	35%	23	58%	23	59%	21	53%	22	55%	27	68%	21	54%
Church St	Broad St & William St	S	9	5	50%	5	56%	5	50%	4	39%	2	22%	1	11%	1	6%
Dock St	Wharf St & Kennedy Blvd	E	6	0	0%	3	42%	3	50%	2	25%	3	42%	1	8%	0	0%
Charles St	Main St & Gazette St	W	7	5	71%	4	57%	2	29%	3	43%	4	57%	3	43%	2	29%
Broad St	Main St & Church St	W	13	8	58%	9	69%	8	58%	4	31%	4	31%	2	15%	2	15%
		E	14	8	57%	11	79%	4	29%	11	75%	5	36%	6	39%	5	32%
Kennedy St	Tomato Festival Dr & Charles St	N	6	3	50%	2	33%	3	42%	2	33%	3	42%	3	50%	3	42%
Total			156	68	43%	94	60%	92	59%	81	52%	77	49%	79	50%	62	40%

Figure 13: On-Street Parking Utilization Map (10am)



Performing similar zone analysis with on-street spaces reveals that there are areas where parking demand is high for on-street parking and others where demand is adequately met with existing spaces. Though Zone 5 has relatively few on-street parking spaces, this area is consistently at capacity.



Figure 14: On-Street Parking Zones



Figure 15: On-Street Parking Utilization by Zone

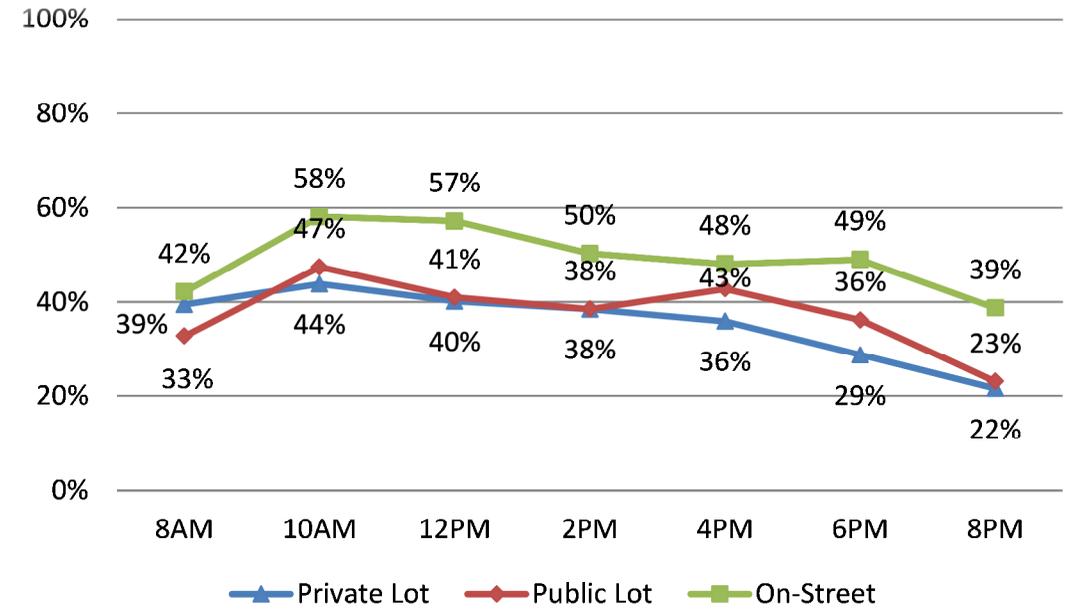
Zone	Supply	8AM	10AM	12PM	2PM	4PM	6PM	8PM
3	23	6 (24%)	10 (41%)	14 (61%)	12 (50%)	8 (33%)	14 (59%)	13 (54%)
4	43	14 (33%)	23 (53%)	30 (70%)	20 (45%)	26 (59%)	24 (55%)	17 (40%)
5	15	13 (83%)	15 (100%)	15 (100%)	13 (83%)	12 (77%)	10 (67%)	5 (33%)
6	4	1 (13%)	1 (25%)	2 (50%)	2 (50%)	1 (13%)	3 (63%)	3 (75%)
7	36	18 (49%)	20 (56%)	17 (47%)	13 (36%)	17 (46%)	15 (42%)	13 (36%)
8	35	18 (50%)	26 (73%)	14 (39%)	22 (63%)	16 (44%)	14 (40%)	12 (33%)
Total	156	68 (43%)	94 (60%)	92 (59%)	81 (52%)	77 (49%)	79 (50%)	62 (40%)

Overall Utilization

Peak occupancy for all parking spaces in downtown Pittston occurs at 10am. Utilization tapers throughout the day from 10am. Areas of limited availability exist for both on- and off-street parking on the east side of downtown, driven by employee demand (as opposed to visitor or residential demand).

Figure 16: Parking Utilization

On- and Off-Street Parking	Supply	8AM	10AM	12PM	2PM	4PM	6PM	8PM
Private Lot/Garage	1,241	490 (39%)	545 (44%)	499 (40%)	478 (38%)	446 (36%)	356 (29%)	268 (22%)
Public Lot	278	91 (33%)	132 (47%)	114 (41%)	107 (38%)	119 (43%)	101 (36%)	64 (23%)
On-Street	160	68 (42%)	93 (58%)	92 (57%)	81 (50%)	77 (48%)	79 (49%)	62 (39%)
Total	1,679	649 (39%)	770 (46%)	704 (42%)	665 (40%)	642 (38%)	535 (32%)	394 (23%)



IV. BEST PRACTICES IN PARKING MANAGEMENT

Despite localized areas of high parking demand, Pittston's relatively small size, topography, and variety and proximity to available parking supply are all positive attributes to be leveraged. With the right mix of incentives, communications, and collaboration, a more predictable, convenient, and sustainable parking system can be achieved. Parking management strategies for consideration follow along with implementation recommendations.

A. Consolidate Parking Management within Parking Authority

On- and off-street parking facilities should be organized and operated under a single entity, the Pittston Parking Authority. This promotes programmatic cohesion and operational efficiency and provides the best opportunity to manage parking resources as a single unit.

Consolidating parking management into one single unit is highly recommended. This will improve coordination, communication and overall program effectiveness. Even with the best intentions, decentralized systems lack the necessary cohesiveness, singular strategic direction and efficiency that should be hallmarks of a well-run organization.

B. Shared Parking

Shared parking can have a significant impact on mixed-use development parking requirements. Combining land uses results in a demand for parking spaces that is less than the demand generated by separate, freestanding developments of similar size and character.

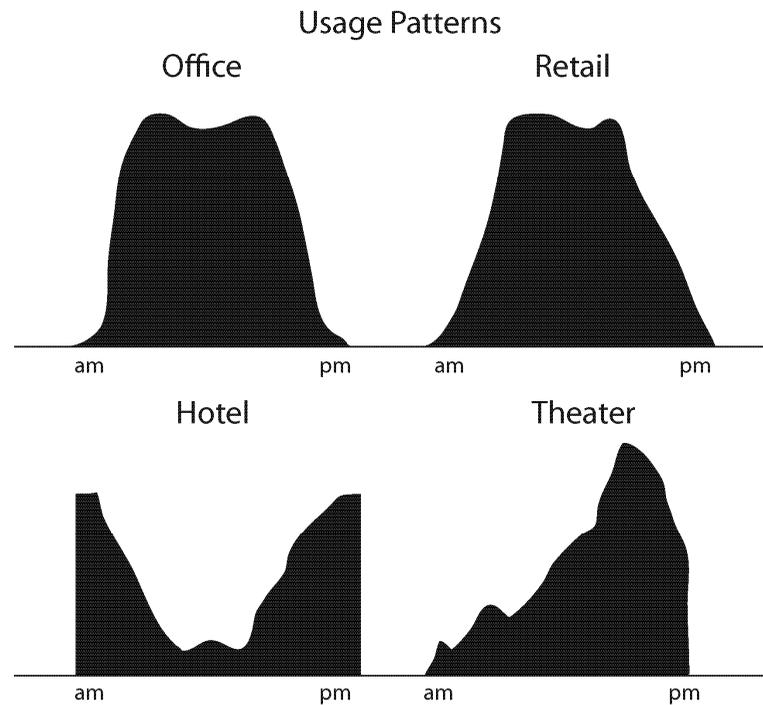
Shared parking is defined as parking space that can be used to serve two or more individual land uses, without conflict or encroachment. The opportunity to implement shared parking is the result of two conditions:

- Variations in the peak accumulation of parked vehicles due to different activity patterns of adjacent or nearby land uses (by hour, by day, by season).
- Relationships among land use activities that result in people's attraction to two or more land uses on a single auto trip to a given area or development.

The following graphic represents typical shared-use parking patterns. Peaks are where parking demand is high with valleys indicating where parking demand is low. By allowing each space to be used by various users, the parking facility will maximize both parkers accommodated and revenue generated.



Figure 17: Parking Demand by Use Type



RECOMMENDATION: Shared Parking

The City of Pittston should continue to work with private property owners to maximize the use of both public and private parking facilities for the benefit of downtown stakeholders.

The City of Pittston is in a prime position to negotiate with private property owners so that private parking areas can be used for shared parking. The City may collaborate by offering to assist with the physical improvement of some parking facilities and manage parking permits for the various private entities that require parking during

certain hours of the day. The City may agree to market the facility on maps, its website and on wayfinding signage. In exchange, private property owners would allow limited use of the lot for public parking, such as on evenings and weekends.

See Appendix A for model shared parking ordinance.

There are other mechanisms the City might pursue to provide incentives for shared parking arrangements. We recommend consideration of in-lieu fees so that the City can amass financial resources over time to fund access and mobility improvements in the future including new parking facilities.

RECOMMENDATION: In-Lieu Fees

In lieu fees are also another way to encourage shared parking. Developers or building owners can be required to pay a fee to the City in lieu of building parking for their project. This requires availability of parking from other sources and often formal agreements for use. The City can aggregate fees over time to build parking or fund other transportation improvements.

C. Parking Pricing

The Pittston Parking Authority charges \$30 monthly for parking lot permits, \$15 for the first car for residential parking and \$10 for each additional car. A volume discount is offered for monthly parking granting a free permit with the purchase of 10 or more permits by the



same individual or entity. Two-week and one-week permits are also available at \$20 and \$10 respectively.

Figure 18: Parking Pricing

Long-term Parking		Transient Parking
Regular Monthly	\$30/month	\$.50/hour
Two-week	\$20	
One-week	\$10	
Residential	\$15/month for first car \$10/month additional car	

There are approximately 134 regular permits and 10 resident permits sold per month. An additional 4 permits are sold for the Broad Lot. For the first eight months of 2018, permit fees averaged \$4,023 per month, a five percent increase over the same period in 2017.

Transient parking is offered at \$.50/hour and produces just over \$800/month on average or about \$10,000 annually.

Figure 19: Parking Revenue

	Monthly Parking		Transient Parking	
	2018	2017	2018	2017
January	\$ 3,755	\$ 3,870	\$ 654.70	\$ 863.75
February	\$ 4,205	\$ 3,885	\$ 586.72	\$ 822.98
March	\$ 4,215	\$ 3,825	\$ 707.40	\$1,036.75
April	\$ 4,395	\$ 3,885	\$ 581.25	\$ 594.75
May	\$ 3,585	\$ 3,885	\$ 1351.40	\$1,020.70
June	\$ 3,600	\$ 3,805	\$ 386.10	\$1,119.10
July	\$ 4,200	\$ 3,795	\$1,451.20	\$ 651.45
August	\$ 4,230	\$ 3,795		\$ 986.05
Average	\$ 4,023	\$ 3,843	\$ 816.97	\$ 886.94
% Difference		5%		-8%
12-month Total*	\$ 48,278	\$ 46,118	\$ 9,804	\$ 11,040
% Difference		5%		-11%
Total Estimated Program Revenue*			2018	2017
			\$58,082	\$57,158

*Estimate, based on average



Peer Pricing Comparisons

For both on- and off-street parking, Pittston offers parking rates below its peers. In most cases, Pittston is significantly below the market.

Figure 20: Peer Parking Rates

Municipality	On Street Parking	Time Limit	Off Street Parking			
			Lot	Garage	Lot (Monthly)	Garage (Monthly)
Wilkes-Barre	\$2.00/hr	4 hours	N/A	N/A	N/A	N/A
Scranton	\$1.50/hr	2 hours and 10 hours	N/A	Hourly Rate: Up To 1 Hour \$3.50 Up To 2 Hours \$6.00 Up To 8 Hours \$8.00 Up To 12 Hours \$9.00 Up To 24 Hours \$12.00 Lost Ticket Fee \$20.00 Weekend Rates: Friday 3pm - Midnight \$5.00 Sat & Sun All Day \$5.00	N/A	Standard Rate \$90 Reserved Rate \$120
Jim Thorpe	\$0.50-1.00/hr	N/A	\$5/day (M-F) \$6/day (weekend) \$10/day during some town events and festivals	N/A	N/A	N/A
York	\$1.00/hr	N/A	N/A	\$2.50/hr	\$15.00-\$60.86 Price variation based on lot location	Standard Rate \$91.14 Reserved Rate \$113.31
Easton	\$1.00/hr	N/A	N/A	\$2.00-\$3.00/hr for daily parking from 5am-5pm \$1.00 flat fee for all other times	N/A	\$55- \$70 Price variation based on garage location
West Chester	\$1.50/hr	3 hours	\$1.50/hr	\$1.00-\$1.50/hr	\$50	\$75- \$80
Lititz	\$1.00/hr	N/A	N/A	N/A	N/A	N/A
Pittston	\$.50/hr	0 and 4 hours	\$.50/hr	N/A	\$30	N/A

Parking Pricing Strategies

The most effective and efficient manner to manage a parking system is through the use of parking fees and time limitations. The implementation of a paid parking system allows a city to distribute parking demand, encourage turnover, improve customer/visitor

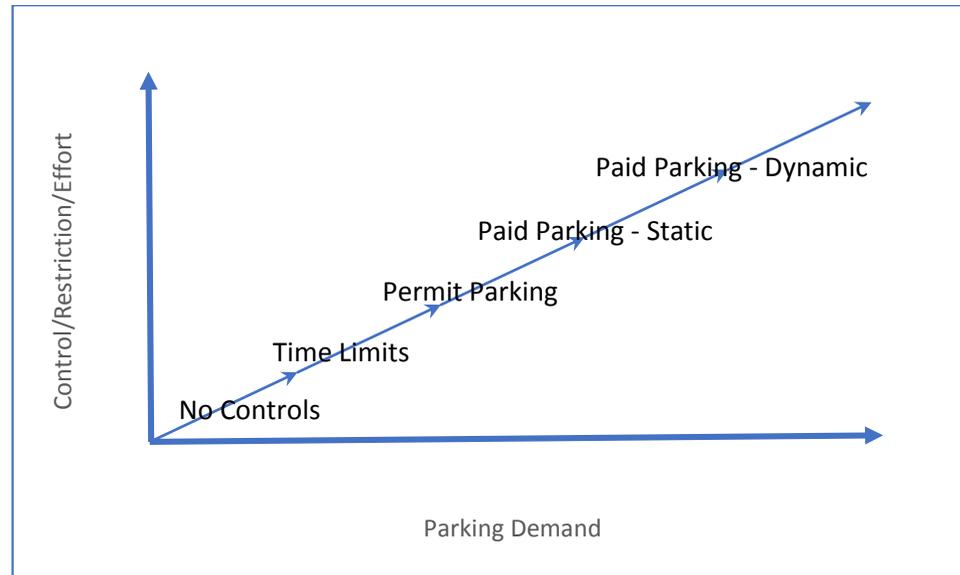
satisfaction, reduce roadway congestion, improve pedestrian safety, and promote a walkable destination.

Typically, on-street parking is most appropriately utilized by short-term users, such as customers and visitors, or those who may only have a small amount of time for their visit. Ideally, convenient on-street parking spaces that are easily accessed and proximate to many destinations, are utilized by a large number of vehicles on a daily basis and experience high turnover. Conversely, off-street parking is best utilized for longer-term patrons such as employees or visitors/customers who are spending several hours in the area or may want to park without time restrictions. Pittston uses pricing and time limits to manage its parking but does so in a uniform manner meaning that the pricing that is charged for both on- and off-street parking is constant regardless of the demand.

Utilizing a demand-based approach that segments parking users by facility, based on established and communicated prioritization, will produce the most efficient and effective parking program.



Figure 21 Parking Strategy vs. Demand



Because Pittston exhibits different demand for different parking areas, it is recommended that a more tiered approach is used that is based on demonstrated demand. This approach segments parking resources by usage and applies different pricing strategies for different areas.

The following graphic outlines how trigger points can be used to move from one parking strategy to another.

Figure 22: Parking Management Trigger Matrix

Peak Occupancy	Unrestricted or time-limited parking areas	Existing pay-parking areas
>90%	Introduce shorter time limits or parking fees	Increase parking fee by 20%
>85%	Introduce shorter time limits or permits (without) pay parking	Increase parking fee by 10%
45%-85%	Periodic monitoring	Periodic monitoring
<45%	Increase time period for parking	Reduce parking fees by 10%
<20%	Remove all parking restrictions	Reduce parking fee by 20% or consider removing charges

Implementing a demand-based, market-driven model requires periodic assessment of actual parking demand. At a minimum, an annual assessment conducted during “normal” conditions is recommended.



RECOMMENDATION: Parking Pricing

We recommend increasing on-street rates from \$.50 to \$1.00. On Main Street between Market Street and Butler Street we recommend an hourly rate of \$1.50 given the high utilization. Time limits for all on-street parking should be two hours per parking session and may require establishing a “block-face” prohibition. See parking enforcement recommendations below for detail.

We recommend the following rate changes for publicly-owned parking lots:

Figure 23: Recommended Off-Street Monthly Rates

Public Lot	Name/User Group	Current	Proposed
L	John Middleton Public Lot	\$30	\$40
c	Robert Conroy Public Lot	\$30	\$40
l	Upper Tomato Festival Lot	\$30	\$40
m	St. John's Public Lot	\$30	\$50
p	Library Lot	\$30	\$30

Increases to \$40 are intended to bring the pricing closer to market and proposed adjustments to the St. John's Lot and Library Lot reflect relative demand for each.

D. Parking Enforcement

Parking enforcement is currently provided by the City of Pittston. With consolidation of the parking program we recommend that enforcement duties are assumed by the Authority. Enforcement staff

should be dedicated to enforcement duties and meter collections and maintenance should occur outside of enforcement shifts so that enforcement efforts are not adversely impacted to accommodate other assigned duties and responsibilities.

RECOMMENDATION: Parking Enforcement

1. Shift parking enforcement duties from the City to the Pittston Parking Authority.
2. Adopt an ambassadorial parking enforcement program.



The parking ambassador approach is based on delivering excellent customer service by maximizing patron interaction. Traditional enforcement programs often focus on citation productivity whereas the ambassador model's aim is to provide information, aid, and general hospitality services and information. The primary goals of an ambassador program is to support economic and commercial activity while promoting safety and customer satisfaction for those



who live, work, and visit in a downtown, and to educate parkers on how to use parking facilities without violating Pittston's policies, rules, and regulations.

A parking ambassador is a specially-trained employee who knows the entire downtown, including buildings and parking lots. They assist visitors, students, faculty, and staff, and ensure that the experience of the Pittston downtown is enjoyable from the moment of arrival.

Parking Ambassadors:

- Welcome all people to the community
- Offer assurance, experience, information, and a friendly face
- Have full knowledge of all events being held downtown, locations, times, special arrangements, and parking details
- Help passengers who have questions about using downtown shuttles and public transportation, encouraging alternative transportation
- Fully knowledgeable of bike storage locations and can make bicycle safety recommendations
- Perform all parking enforcement functions
- Provide motorist assistance
- Can administer first aid, CPR, and emergency response

The parking ambassador's duties also include parking enforcement but should focus on access management first. This may mean that the discretion available to the parking ambassador expands such that field problem-solving becomes the general approach rather than routine application of parking regulations. Likely, this will mean

few citations are written but should not result in lower compliance levels and inefficient parking resource usage.

Any meaningful shift from the traditional enforcement model to the ambassador approach requires a comprehensive training program, rewritten job descriptions, and a shift in the skills sought throughout hiring efforts. Prospective applicants are hired based on their customer service and problem-solving skills. Experience in hospitality, retail, and customer service is preferred over a criminal justice background or orientation.

Training elements for parking ambassadors include:

- Tactical communications
- Customer service
- Motorist assistance
- Downtown tours
- CPR
- Bike safety
- First Observer Training
- Community Emergency Response Team (CERT)

Training resources are available through the International Parking & Mobility Institute (www.parking-mobility.org) and include on-line and on-site training on several topics presented above including:

- Conflict Resolution Training
- Customer Service Training
- Parking Fundamentals Training
- Tactical Communications

Additional training and on-going professional development can also be accessed through the Pennsylvania Parking Association, a



non-profit local trade association that provides training and networking opportunities within the Commonwealth of Pennsylvania.



RECOMMENDATION: Enforcement Staffing

Based on comparable downtowns, and assuming weekday, 9am-6pm enforcement, it is likely that Pittston will need no more than 1 FTE of parking ambassador staff to enforce downtown parking.

Parking Fines

All fines for on-street parking are \$5 no matter the violation, except accessible parking (ADA) violations (\$50). All fines for lot parking are \$20, except accessible parking (ADA) violations (\$50).

RECOMMENDATION: Parking Fines

We recommend adjusting the fine amount for overtime parking to \$20 and parking without a permit to \$40. Due to the current low fine amount, it is likely that some parkers will accept the citation rather than pay any higher parking rate, increasing the volume of citations written. Fine amounts and parking fees must be coordinated so that parking in violation of the established rules is not encouraged. Pittston's goal should be complete voluntary compliance with the parking regulations

so that parking resources are available for their intended purpose and not abused.

Pittston should also implement a "same-day" discount of 50% (for non-safety or ADA violations) for patrons who pay their parking citations the day they receive them. This supports the ambassadorial approach proposed above and creates an incentive to resolve parking citations as quickly as possible.

On-Street Parking Restrictions

In addition to the two-hour maximum time stay for on-street parking, we recommend Pittston consider implementing a "block face" parking restriction. Block face restrictions are meant to keep a person from moving from one space on a block to another space after expiration of the allowable time limits, thus thwarting the intent to increase parking turnover.

We recommend a 4-hour block face rule that prohibits returning and parking on the same block face for four hours. A block face is the portion of a street between two intersections and includes all on-street parking on both sides. Enforcing block-face restrictions can be done by manual tire chalking but is facilitated easily via license plate recognition technology described below.

Appeals Administration

By Pittston City Code, parking citations are administered through the Magisterial District Judge with penalties up to and including imprisonment for failure to pay parking fines.



We propose Pittston decriminalize parking citations and replace with an administrative model managed by the Pittston Parking Authority. An administrative process is much less confrontational than a criminal approach, it will cost less to administer, and it will relieve the court system of the burden to hear parking citation appeals thus freeing up resources for more important matters.

As part of a civil system, first level appeals could be handled within the Parking Authority at an administrative level based on clearly established rules and procedures. Second level appeals could be dealt with by Parking Authority management and final appeals by an impartial administrative hearing examiner who is employed by the Authority but otherwise independent to render appeals decisions.

Figure 24: Proposed Citation Appeals Process



It should be noted that decriminalization of parking citations will require changes to the Pennsylvania Vehicle Code in order to allow Pittston to affect a vehicle registration suspension for unpaid parking citations. Currently, only the Philadelphia Parking Authority has this power and Pittston will need a mechanism like registration suspensions to collect unpaid citations.

E. Size and Location of Potential New Parking Recent and Planned Development

The opening of Luzerne Community College on Main Street, a 20 plus unit housing development on the private parcel adjacent to Kennedy Blvd. and East Street and potential new residential developments near Main Street and Market Street should all be accommodated with existing parking resources based on current parking utilization. On the west side of Pittston there is ample private parking supply that can accommodate these developments either in partnership with the City or separately. How the City might partner with private entities will be discussed below.



Figure 25: Off-Street Parking Zones



RECOMMENDATION: Potential New Parking

We do not recommend that Pittston pursue new parking supply development at this time based on the high anticipated cost for construction (estimated at \$18,000-\$22,000 per space in structured parking and \$3,000-\$5,000 in surface parking) and the current availability of both public and privately-owned parking in the study area.

We noted previously that Zone 8 exhibits the greatest demand for off-street parking. Though we do not recommend Pittston add any new parking supply currently, any new development of significant size may push parking demand from the current moderate state to high

demand. Developments near Zone 1 should be easily accommodated in Zone 2 or Zone 3 which both have ample parking supply and are in proximity. Development in Zone 3 can be accommodated in that same zone given the high number of available parking spaces even if development occurs on an existing parking lot.

F. Parking Technology

Over the past decade, technology has been introduced into the parking industry to advance revenue control, customer service, and data-collection analysis objectives not previously possible. Technology is not pursued for technology's sake; rather, it should be viewed to a strategic end such as improving customer service, reducing operational costs, or improving revenue generation. Technology improvements in parking and transportation are also expensive and can require significant capital in reserve to implement. Therefore, a long-term plan is important for an organization to develop a plan for implementing the right kinds of technology. Such a plan will allow Pittston to consider and install the following technologies to improve customer convenience, enhance revenue security, and provide for reductions in operating expenses.

1. Mobile License Plate Recognition
2. Advanced single head parking meters



Mobile License Plate Recognition



Mobile License Plate Recognition (LPR) systems are comprised of a vehicle-mounted camera system and on-board computer that scans and records license plate numbers and matches unique license plate numbers against allowed plate numbers. In this way, LPR can be used to manage permit parking where a hang-tag, sticker or decal is currently used. Permit-less parking is seen by many as superior to systems that rely on hang-tag/decal credentials and eliminates the need for the patron to obtain a physical credential.

LPR is also used to efficiently identify and resolve citation issues with repeat violators. Scofflaw lists are loaded into the LPR on-board database and the driver is notified when a license plate on the list is located. The enforcement officer then follows the established department protocol in dealing with the violation.

LPR effectively collects occupancy data while simultaneously conducting enforcement operations. As pictures of registration plates are taken, the photo is location and time stamped, allowing for improved asset utilization, reduced costs over typical enforcement, and greater data accuracy.

If parking departments do not sensor their parking spaces, occupancy count information from LPR and other sources can be used to develop sophisticated analytics. They can also create predictive modeling that provides parking consumers information about where they might reasonably find an open parking space at any given hour of the day. LPR may be an acceptable alternative to installing sensors to all parking spaces since adding hundreds of sensors may be cost prohibitive.

Advancements in LPR technology have also produced viable handheld readers via smartphones and blue-tooth connected printers. This may be an option for Pittston in advance of a vehicle-mounted mobile LPR system and may ultimately supplement such a system.



Typical cost: \$70,000-\$100,000 for the LPR computer, cameras, and software, plus vehicle and special equipment needed for the vehicle (such as light bar).



Advance single head meters

New single-head parking meters offer high levels of convenience and operational efficiencies, like that found with multi-space parking kiosks. They also accept multiple forms of payment and provide alarm communications to parking departments. Some also include a sensor that can be embedded into the parking space that senses when a vehicle is parked in the space.



This information can be provided to the parking public so that they have real time information about space availability.

Typical cost: \$500 per meter plus operating costs ranging from \$10-\$15/month.

RECOMMENDATION: Technology

Pittston should update its on-street meters with smart meters that offer similar convenience, durability and efficiency as its existing parking kiosks. Parking patrons desire multiple payment options and parking departments improve their operational efficiency with the real-time communications capabilities of new parking meters.

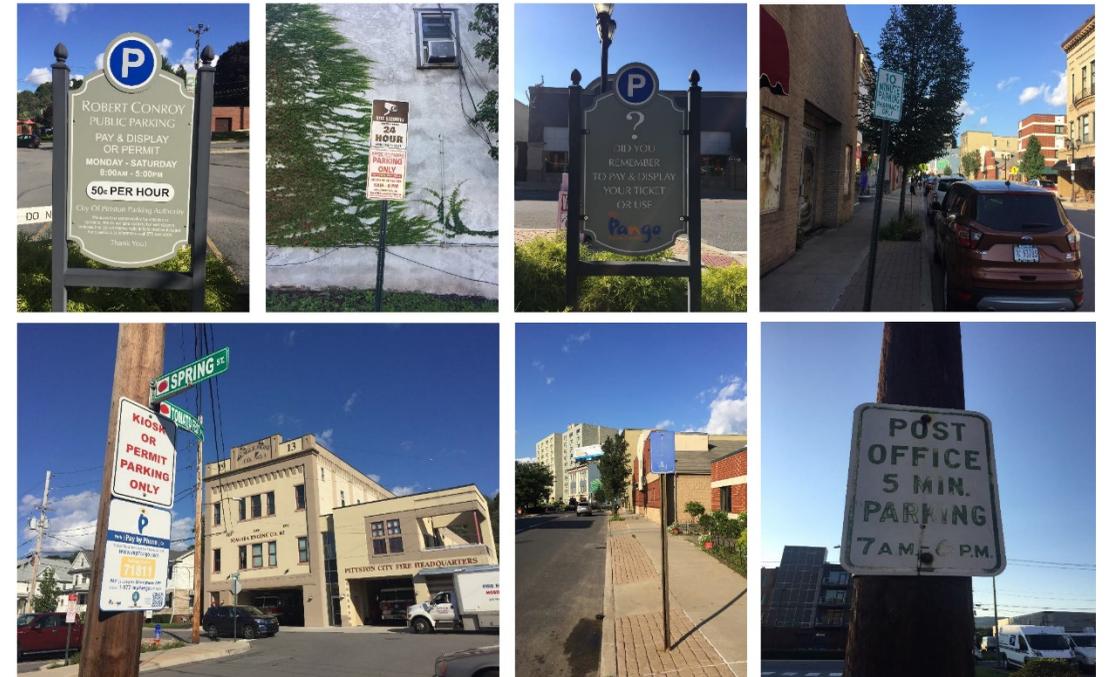
Pittston should also evaluate the use of LPR for enforcement, whether vehicle or bicycle mounted. LPR may extend the coverage and reach

of parking enforcement staff, improving voluntary compliance of parking regulations.

G. Wayfinding and Signage

Pittston currently uses several different types of signs to communicate parking rules, regulations and offerings but this approach lacks cohesion and in some cases legibility. Several signs are old and faded and in general disrepair.

Figure 26: Pittston Parking Signs



Wayfinding is the ability to understand where you are, find where you want to go, and then recollect the path traveled when departing. It is generally not necessary to place a high priority on wayfinding in areas



where most of the users are employees or other regular users. However, in Pittston it may be difficult for visitors and customers to find parking when all the on-street spaces are filled.

Signage is a means of communication with the driver and/or pedestrian, especially intended for those using a facility for the first time. To be effective, the signage for a parking system must be clear, concise, and simple. While the creative designer may desire an aesthetic statement, plain is far better than fancy, particularly for traffic direction. We recommend developing a signage and wayfinding system that is simple and conveys a friendly message. All visitor/customer spaces should be easy to identify to a first-time visitor without confusion about who may or may not park in a space.

The signage system should include:

- Trailblazer signs – Located on streets leading to the downtown, these signs show where parking can be found.
- Site signs – Located at the parking lot, these signs describe the type of parking available.
- Parking rate signs – These signs give hourly, daily, and monthly rates.
- Parking regulatory signs – Not part of the parking promotion sign system, these signs are related to the enforcement of the parking ordinance.

We recommend the use of gateway signage and lighting to provide motorists with a more visual cue regarding the location of the public

off-street parking lots as they are somewhat difficult to identify among the various private parking lots. Some best practices for sign design and location are as follows:

- All signage should have a general organizing principle that is consistently evident in the system.
- Directional signage for both pedestrians and vehicles must be continuous (i.e. repeated at each point of choice) until the destination is reached.
- Signs should be placed in consistent and, therefore, predictable locations.
- A sign should be placed at every point where a driver or pedestrian must decide.

An important aspect of signage is the use of graphic design. Effective signage programs combine aesthetics with information. Choice of color, typeface, character size, weight and spacing, and the use of uppercase and lowercase text all influence readability. The arrangement of text and symbols must be



visually distinct. They must not contradict their basic meaning or intent, so as not to confuse the user. The background is equally important: backgrounds that are too small or too large for the type size can greatly detract from the effectiveness of the sign. A well designed and implemented wayfinding and signage system will not only make finding and using the City's parking more convenient; it can also enhance the image of downtown. A downtown logo can be included on a standard parking and wayfinding sign to create a greater visual impact or image.

Figure 27: Raleigh, NC Wayfinding Signs



RECOMMENDATIONS: Signage and Wayfinding

1. Establish a brand for the parking program with an identity and corresponding value proposition.
2. Update existing signs based on the program brand.

Organizational Brand

A brand goes beyond an organization's name, logo and visual identity. A brand represents an unspoken promise, or commitment – of quality, value, professionalism and financial stewardship – about the consistent experience patrons can expect when interacting with the Parking Authority and its service providing partners. Over time, a brand becomes synonymous with an organization. When patrons see an organization's signage, communication pieces or uniforms, an emotional connection is created that evokes the memories and feelings that a person associates with that organization.

Branding creates value and starts with truth. It identifies shared values and areas of expertise; for example, what community needs are and are not being met by the department? What story is your current brand telling about the department? What story do you want it to tell? An organizational brand provides the foundation for the creation of content and tone for marketing, customer relations efforts and overall organizational culture.

The key pieces of establishing an organizational brand identity include: 1) creating an organizational vision, mission and set of shared values, 2) developing key messaging and 3) identifying the organization's key audiences.¹

3. Once a brand is established, Pittston should develop a supportive and cohesive signage package. This package should integrate all

¹ Source: Solesbee Group, used with permission.



primary and secondary signs with common fonts, colors and graphics.

See Examples:

[Smart Park: Portland, Oregon](#)

[Easy Park Anchorage, Alaska](#)

[ALTPlus, Atlanta, Georgia](#)

4. A complete signage inventory should be conducted to identify signage gaps and where improvements to sign placement will have the greatest impact.

Priority should be given to:

- a. Areas where visitors are likely to park.
- b. Overflow areas where permit parkers may be less familiar.
- c. Parking facilities that accommodate both transient and permit parkers.
- d. Parking facilities where a change in operating approach has taken place.
- e. Areas where parking charges now apply.
- f. High citation areas. Often, the reason for high volume in citations can be attributed to poor or inadequate signage.

See Appendix B for additional signage information.

H. Public Private Partnerships²

The general accepted definition of a public-private partnership (P3) is a contractual agreement between public and private sector partners where a government agency contracts with a private entity to construct, operate, finance, maintain, and/ or manage a facility or system. While the public sector usually retains project ownership, the private sector is given additional decision rights as to how the certain tasks are completed or how the project is operated. Types of P3 vary according to the nature of the project and whether the project is for new construction or existing facilities.

P3 for New Projects

Design Bid Build

Traditional procurement in which the public sector awards design and construction to private firms.

Design Build

Combines the design and construction phases into a single fixed-fee contract. The private sector assumes responsibility for design work and all construction activities. The public entity retains responsibility for financing, operating and maintaining the project.

Design Build Operate Maintain (DBOM)

Private sector designs, constructs, operates, and maintains the facility for a specified period, meeting specified performance requirements. The public sector retains ownership and financial risk, and

² From *An Overview of Public-Private Partnerships in Road, Parking, and Transit Projects*, Kristen Latham and Aron Trombka, Office of Legislative Oversight, Report Number 2010-6. January 26, 2010



compensation to the private partner can be in the form of availability payments.

Design Build Finance Operate Maintain

Like DBOM, with the addition of the private sector provides some or all the project financing. The public sector retains ownership of the facility and the private sector compensation is often in the form of fees.

Build Own Operate

Design, construction, operation, and maintenance of the facility are the responsibility of the private sector. The private sector owns the facility and retains all operating revenue and is responsible for all risks. The Build-Own-Operate-Transfer method is similar, but the project is transferred to the public after a specified time period.

P3 for Existing Projects

Operations & Maintenance Contract

Public sector contracts with the private sector to perform services (i.e., planning and environmental studies, program and financial management, operations and maintenance, etc.).

Long-Term Lease

The most common structure used by institutions is the lease-leaseback model, which is one where a private party (an LLC, for example) enters a ground lease for a term longer than the lease. For example, a typical ground lease term for a parking garage is 35 to 40 years, while the typical term of the lease is 25 to 30 years. The private party designs,

builds, and finances 100 percent of the project. The private party then leases the building—in our case, a parking structure—back to the public entity. The public entity pays rent over the term of the lease. At the end of the lease, assuming all debt obligations have been met, the asset then reverts to the institution for a very small fee, which is typically \$1.

Asset Sale

Ownership of a publicly financed facility is fully transferred to the private sector indefinitely.

P3 Benefits

The involvement of the private sector in the development of transportation projects can provide additional financing options and operational flexibility to achieve a project's objectives. Some frequently cited benefits of P3s are:

- A Quick Influx of Cash. Contracts often stipulate a large upfront payment that local officials can use to close budget gaps or free up resources for other needs.
- Lower Project Costs. Agreements can lead to cost efficiencies based on assumptions about lower direct costs (e.g., cost saving construction methods), lower indirect costs (e.g., lower overhead expenses), and lower life-cycle costs (e.g., from minimizing long-term costs).
- Access to Non-Traditional Funding. Partnerships can include the use of private equity and federal and state financing options/programs,



which promote P3s such as non-traditional bonding authority, federal credit assistance, and state infrastructure banks.

- Transferring and Sharing of Risk. Partnership arrangements may require a private firm to assume design, construction, financing, operations, and maintenance risks. If a private firm has more capacity to manage or diversify these risks, then public responsibility for these risks can be lowered.
- Improved Quality. P3 arrangements can provide the flexibility to maximize the use of innovative technology and the ability to select the best materials in order to improve the quality of a project.

P3 Risks and Challenges

Shifting financial and operational project risks to a private firm under a public- private partnership may result in the public getting less value or paying more compared to more traditional public financing. A P3 arrangement can also limit a local government's ability to make operational project changes or changes that would further other public policies. Some frequently cited risks and challenges of P3s for transportation projects include:

- Difficulty in Estimating Value. Determining the long-term value of a transportation project can be a complex and imprecise activity. An agreement that incorporates a forecast that underestimates a projects long term value can lock in a long-term public loss.
- Additional Costs to the Public Sector. P3s can result in extra costs to the public sector such as costs to review, select, and monitor the

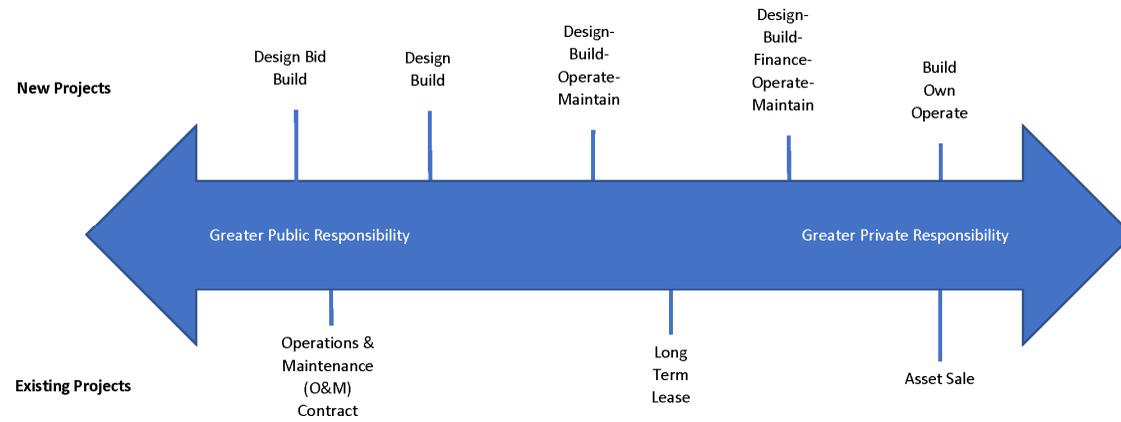
partnership; and the potential foregone tax revenue when tax-exempt debt is issued.

- Higher Cost of Private Financing. Generally, the borrowing costs of private debt are higher than public tax-exempt debt. This cost difference can result in these higher costs being passed through to the public in the forms of a lower up-front payment or higher user rates.
- Financial Difficulties by the Private Sector Partner. If a private sector partner can no longer finance the operations and defaults on the partnership agreement, the public partner may have to step in and identify funds to finance the operating costs.
- Loss of Policy Control. Government policies in all policy areas are interconnected; therefore, a P3 agreement may have a long-term impact on future policy, particularly transportation, economic, or environmental policies.

P3 arrangements span a continuum of public/ private responsibility. The diagram below depicts several P3 arrangements, with increasing levels of private sector responsibility from left to right.



Figure 28: P3 Continuum



RECOMMENDATIONS: Public Private Partnerships

Lease arrangements are likely to be the best option for Pittston and can take a variety of forms. Pittston could offer private developers a ground lease for developments and require a parking component to be included as a condition of the lease or use an in-lieu parking fee mechanism as outlined above.

Another option is for Pittston to temporarily lease parking assets from private owners to bridge any gap between existing parking supply and demand.

I. Residential Parking

Residential land use in downtown Pittston requires special consideration and parking management strategies that provide some long-term on-street parking near residential properties and directs commuter parkers into off-street facilities designed for that purpose.



Communities across Pennsylvania and the country utilize residential parking permit (RPP) programs to provide on-street accommodations for residents and improve air quality and neighborhood quality of life. In Pittston, an RPP may be appropriate for Broad Street, Market Street, and Charles Street.



The first step in establishing an RPP is to develop by ordinance the legislative mechanism for establishing the necessary authority. Once the authority exists, an evaluation of parking turnover and duration of stay in targeted areas must be done in order to determine if the RPP is appropriate and needed. Administration of the program and enforcement would be a responsibility of the Pittston Parking Authority.

See Appendix C for model residential parking program ordinance.

J. Parking Program Budget

The Parking Authority does not currently have a formal budget, but it is recommended that one is developed and maintained.

RECOMMENDATIONS: Parking Program Budget

The following basic proforma is offered to illustrate anticipated revenue and expenses. The calculations will illustrate implementation of parking rate changes and staffing as recommended above.

Assumptions for this model include the following:

1. On-street meter rates change from \$.50 to \$1.00 per hour. The model reflects some loss of revenue based on national elasticity analysis. National research from the Transportation Research Board, the national academic authority on transportation research, identifies in a manual on transportation elasticities a national “meta-elasticity” for parking price between -.1 and -.3.³ This means that for every 1% increase in permit price, demand

- should reduce by between .1-.3%. For meter rates, a .2% reduction in demand has been calculated.
2. Monthly parking rates change as follows – Lots L, c to \$40; Lot m to \$50 and Lot p remains at \$30. A .1% reduction in demand has been calculated.
3. Citation revenue is not included in this model but should be accounted for in a formal budget.
4. The model includes field staff only at 40 hours per week of enforcement and 12 hours per week of meter collections and maintenance. Both positions are funded at \$12/hour.
5. Allocated costs for such expenses as supervision, office space and others are excluded from this model.
6. A replacement reserve is recommended for both surface parking and meter equipment. For surface parking spaces, 278 spaces were included at a replacement cost of \$2,000 each and the annual reserve rate is 5%. For meters, 103 meters are included at an initial cost of \$550 and an annual replacement rate of 10%. Existing kiosks are not included in this calculation but should be included in the final formal budget.
7. One-time costs for new meters, signage and wayfinding improvements are not included in this operating budget.

³Vaca, E. and Kuzmyak, J.R. Chapter 13—Parking Pricing and Fees. In, *TCRP Report 95 Traveler Response to Transportation System Changes*. Washington, D.C.: Transit Cooperative Research Program, Transportation Research Board. Retrieved May 1, 2013: http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_rpt_95c13.pdf.



Figure 29: Sample Budget Proforma

REVENUE	Projected New	Current Estimated
On-Street Revenue	\$15,686	\$9,804
Off-Street Revenue	\$69,240	\$48,278
Gross Parking Revenue	\$84,926	\$58,082
OPERATING EXPENSES	Total	
Salaries & Wages	\$33,946	
Payroll Taxes & Burden	\$5,534	
Health, Welfare & Pension	\$15,065	
Workers Compensation	\$2,699	
Uniforms & Laundry	\$1,480	
Printing & Signage	\$1,200	
Amenities & Supplies	\$2,400	
Credit Card Processing & Fees	\$2,353	
Annual Reserve Contribution	\$33,465	
Total Operating Expenses	\$98,142	
NET OPERATING INCOME	(\$13,216)	



V. GUIDING PRINCIPLES

The purpose of guiding principles is to establish a framework for current and future decision making that is based on broad goals and objectives. Parking and transportation management is rich in tactical decision-making. However, a lack of focus on strategic outcomes can keep parking programs from playing their essential role in community and economic development and promoting quality of life for the communities for which the programs exist in the first place. The following guiding principles should be formally adopted and reviewed periodically to ensure alignment with broader goals.

A. Strategic Importance

Providing adequate parking resources is of critical importance to the Authority and its stakeholders. Providing enough parking and managing parking and transportation resources will require capital, operating, and human resources, all of which are necessary to maximize access in support of the City's larger goals.

B. Economic Development Focus

The Parking program exists to support economic development goals and the area where parking management strategies are in place. This creates a critical connection between the parking program and economic activity and factors most closely impacted by parking management strategies. It encourages a sharing of the burden and rewards of parking management. Businesses and their customers are more likely to support parking management strategies if they can see direct impact and experience for themselves the benefits of improved

access and mobility brought about by progressive parking management strategies.

C. Parking Allocation

Prioritization of the use of parking resources by facility and area, and by user group, must be carefully defined, broadly understood, and communicated. As demand for parking intensifies, it will be necessary to segment parking users and facilities resulting in limited access by some in favor of others. For example, curb space adjacent to retail establishments should be reserved for short-term stays. Pricing disincentives and/or time limitations that discourage long-term stays will force those who may previously have enjoyed close-up access to utilize other parking facilities that are priced for longer term stays. These facilities are likely to be remote by comparison.

D. Marketing/Communications

Parking resources for public use must be arranged, marketed, and communicated as a system that serves the various user groups who require access to parking. This includes parking resources available through participating private property owners. Information regarding Pittston's parking system must be broadly disseminated, communication must include multiple layers, outlets and tactics, and the system must be branded as a cohesive whole.

E. Enterprise Model

In time, the City's parking program should become self-supporting, and any residual revenue derived from the system should be invested in the area from which parking revenues are earned. Preferably, this will be

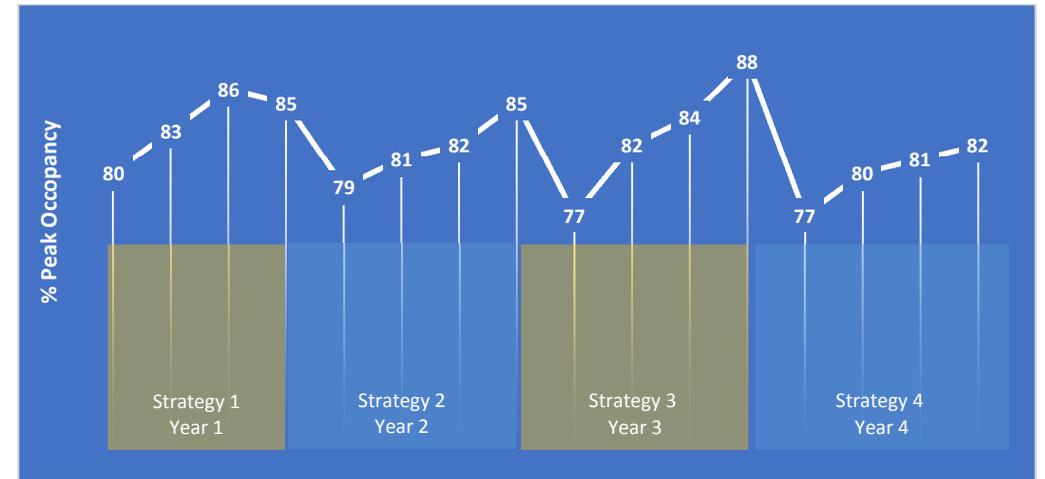


on transportation-related improvements or improvements that support economic development goals.

F. Data Driven Parking Management

A rationalized approach to parking management will define Pittston's parking program. Utilization data will be collected and used to determine the most appropriate management strategies. Sustained peak-hour utilization of 85% will be the base utilization benchmark. The desired peak occupancy of 85% allows there to be some amount of spaces available, therefore reducing customer dissatisfaction, congestion, and environmental impacts of excessive driving to look for available parking. Peak-hour utilization and other data developed into key performance metrics (KPIs) that will be used to guide the strategic direction of the parking program.

Figure 30: Strategy Triggers by Parking Occupancy



G. Customer-Centric

Pittston's parking program will be exemplified by exceptional customer service. Pittston values its stakeholders and parking and transportation patrons and will be transparent, collaborative, and communicative in its parking management dealings. Parking services and policies will be viewed as fair, equitable, thoughtful, and proactive.



VI. PHASING

A. Near-Term (1 year)

Pittston is wisely attempting to get ahead of its parking challenges and position itself for continued growth and expansion. Several key steps can be taken to strategically position the City for the future. Key recommendations include the following:

1. Pittston should consolidate its parking programs and services within a single unit overseen by the Parking Authority. Parking enforcement staff of 1 FTE is recommended. This staffing should be supplemented with part-time staff responsible for meter maintenance and collections.
2. In-Lieu parking fees would provide Pittston with funds for future parking and access investments while providing developers with much needed flexibility. An in-lieu program should be created to allow developers to forgo some or all on-site parking requirements in exchange for a fee that can be put toward future access and mobility resources.
3. The Authority should improve its parking signage and wayfinding system to include private parking resources. This should include marketing and communications efforts aimed at the various parking patrons who frequent downtown Pittston. A comprehensive marketing and branding effort will promote all available parking resources regardless of ownership.

4. The City recognizes the catalytic nature of parking and the strategic importance of providing access and mobility to downtown users is to promote economic development and community vitality. Pittston must develop and adopt key guiding principles for the management of its parking resources. This, in combination with changes to organizational alignment and human resourcing, will provide for a strategic approach to the provision of access and mobility programs and services and the alignment of parking and transportation programs with overarching economic and community development goals.
5. We recommend replacing existing meters with contemporary smart parking meters.
6. New parking pricing for both on- and off-street facilities should take effect as soon as possible.

B. Mid-Term (2-5 years)

Longer term strategies include the following:

1. Parking demand should be monitored as development projects occur. Prior to adding new supply, the Authority should look to partner with private parking lot owners to maximize the use of these lots for public use.
2. In addition to new meters, we recommend the Authority invest in a license-plate-reading (LPR) parking enforcement platform.



APPENDIX A – Model Shared Parking Ordinance

(Bridgeport, CT)

11-1-16 Shared Parking:

a. **Eligibility:** Where two or more uses on the same or separate sites are able to share the same parking spaces because their parking demands occur at different times (both during the day and during the week), the same parking spaces may be counted to satisfy the off-street parking requirements for each use upon the approval of a Shared Parking Plan by the Planning and Zoning Commission. Applications for Shared Parking Plan approval shall include:

1. The names and addresses of the uses and of the owners or tenants who will share the parking.
2. The location and number of parking spaces to be shared.
3. An analysis showing that the peak parking times of the uses occur at different times and that the parking area will be large enough for the anticipated demands of both uses.
4. A legal instrument such as a lease, easement or deed restriction that guarantees access to the parking for both uses, designates the time periods under which each use will have rights to count spaces for purposes of the space requirements under Section 11-1-8, and places restrictions on the hours of operation of each use.

b. **Guidelines for Calculation of Shared Parking Requirement Reduction:** In all cases, applications for reduction allowances in parking must be prepared to the satisfaction of the Planning and Zoning Commission, based on the

information exhibited in the steps outlined below. On-street parking spaces may not be included in the required minimum.

1. The parking requirements for each use shall be determined based on the standard methods for determining minimum parking supply as outlined in Section 11-1-8.
2. The parking requirements for each use (as determined in step 1) shall be multiplied by the percent occupancy rates found by time period as calculated by the Institute of Transportation Engineers and found in Table
3. 11, Shared Parking: Parking Occupancy Rates Matrix, unless a study of local conditions is available.
4. The resulting minimum requirements for each individual use shall be summed for each of the weekly time periods to determine the maximum parking requirement for the combined uses for each time period.
5. The highest sum parking requirement for the combined uses of any time period shall be identified as the adjusted minimum parking requirement resulting from Shared Parking reduction.

c. **Approval of Shared Parking:** The Planning and Zoning Commission may grant an application for Shared Parking if it finds that:

1. The analysis provided presents a realistic projection of parking demands likely to be generated.
2. Peak demand is sufficiently distinct so that the Planning and Zoning Commission is able to clearly identify a number of spaces for which there will rarely be an overlap of parking demand.



3. Rights to the use of spaces are clearly identified so as to facilitate enforcement.
 4. The shared parking reduction does not exceed 20% of the total requirement, with the exception of the Downtown Village Districts where the shared parking reduction shall not exceed 30 percent.
- d. **Enforcement:** The approved Shared Parking Plan will run as restrictive covenants acceptable to the Office of the City Attorney. The City's Zoning Enforcement Officer is responsible for overseeing the implementation of the specific Shared Parking Plan upon acceptance of the covenants. Building owners shall be required to submit an annual audit of their Shared Parking Plans to the City Zoning Enforcement Officer, to be completed by a qualified professional and paid for by the building owner.



APPENDIX B – Signage Principles

The following principles impact the effectiveness of signage and help readers to understand the intended message of the sign.

1. **Keep It Simple** – Too much copy is confusing and unnecessary. Like a billboard, there are only so many characters of information that can be absorbed at once. Remember that white space is important. Filling a sign with copy makes it far more difficult to read.
2. **Contrasting Colors** – Signs backs should be white and copy a single highly contrasting color. This helps legibility.

Preferred



Not Recommended



Preferred



Not Recommended



3. **Sign Economy** – As with limiting the amount of copy per sign, it is important to economize on the number of signs used for a facility. Every space may not need to be signed if arrows can be used to show the zones for which parking regulations apply.

Preferred

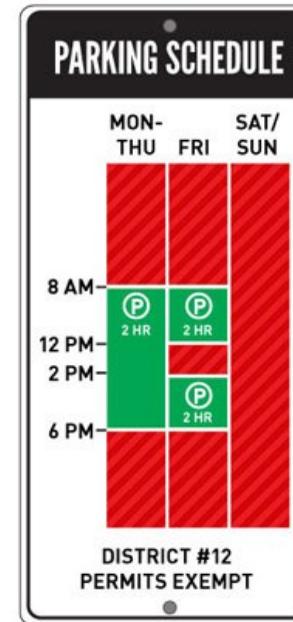


Not Recommended



4. **Graphics** – Recently, graphics have been introduced to signs to improve legibility and reduce the amount of copy on signs. This approach may help Vallejo especially regarding street sweeping operations.

Preferred



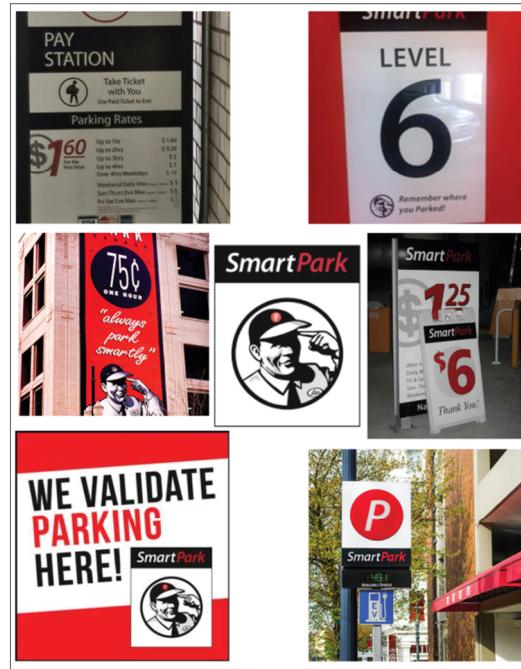
Not Recommended



See: <http://www.wnyc.org/story/283907-nyc-unclutters-parking-signs-with-redesign/>



5. **Branding** – Where possible, parking signage should reinforce the parking program's brand. This can be achieved by using common fonts, colors and symbols.



Additional Resources:

- <https://priceconomics.com/a-designers-war-on-misleading-parking-signs/>
<http://signs123.com/2017/06/11/wayfinding-signs-what-is-the-point/>
<http://signs123.com/2017/02/07/get-parking-lot-signs-looking-great/>
<https://www.wired.com/2015/04/las-proposed-parking-signs-brilliantly-simple/>



APPENDIX C – Model Residential Parking Permit Program Ordinance

(Harrisburg, PA)

Purpose.

The Council of the City of Harrisburg deems it to be in the interest of the citizens of the City to provide for the establishment of a residential parking permit program to ensure primary access to available parking space by neighborhood residents as well as to provide for a cleaner ambient air level. The powers and duties as contained in this chapter shall be performed by an Administrator who shall be designated by the Mayor (hereinafter "Administrator") and are enacted for the maintenance of the public health and welfare of the citizens of the City. The Administrator may be a person, bureau or other legal entity.

Residential permit parking.

A. The Administrator is hereby authorized to designate, subject to approval by Council as hereinafter provided, public highways and other areas within the City on which the parking of vehicles may be restricted on weekdays, excepting holidays, in whole or in part, unless otherwise indicated, to vehicles bearing a valid parking permit issued pursuant to this chapter. This authority shall be in addition to and may be exercised in conjunction with any other authority to regulate the times and conditions of motor vehicle parking.

B. Residential permit parking zones in the following areas during the following hours are hereby approved:

Definitions.

For the purpose of this chapter, the following terms shall have the following meanings designated for each, unless the context clearly dictates otherwise:

PROPRIETOR

A person who owns or leases real property within a residential area of which he or she is not a resident and who owns or manages a business enterprise or professional office at that address. For purposes of this chapter, a proprietor shall be entitled to one parking permit for such business or professional office address.

RESIDENT

A person who owns or leases real property within a residential area and who maintains either a voting residence or bona fide occupancy, or both, at that address.

RESIDENTIAL AREA

A contiguous area containing public highways or parts thereof primarily abutted by residential property or residential and related non-



business property such as schools, parks, churches, hospitals, and nursing homes.

Residential area eligibility.

A. A residential area shall be deemed impacted and thereby eligible for residential permit parking if:

(1) During any period between the hours of 7:00 a.m. and 6:30 p.m., weekdays except holidays, the number of vehicles parked or standing, legally or illegally, on the streets in the area is equal to 70% or more of the legal on-street parking capacity of the area. For purpose of this criterion, a legal parking space shall be 20 linear feet; or

(2) During the same period as in Subsection **A (1)** above, 10% or more of the vehicles parked (or standing) on the streets in the area are not registered in the name of a person residing in this area. For purposes of this criterion, the Administrator shall undertake such surveys as said Administrator deems necessary to satisfy the eligibility requirements as stated herein.

B. In determining whether an area identified as impacted is eligible for residential permit parking, the Administrator shall take into consideration the following factors:

(1) The local and metropolitan needs with respect to clean air and environment;

(2) The possibility of a reduction in total vehicle miles driven in the City;

(3) The likelihood of alleviating traffic congestion, illegal parking, and related health and safety hazards;

(4) The proximity of public transportation to the residential area;

(5) The desire and need of the residents for residential permit parking and their willingness to bear the administrative costs in connection therewith; and

(6) The need for parking in excess of the residential permit parking program in proximity to establishments located therein and used by the general public for religious, health or educational purposes.

C. In order to determine whether a particular street, avenue or other location should be designated as a residential permit parking area or to determine whether to remove such designation, the Administrator may conduct, upon his or her own initiative or upon a petition of a majority of the households in such area addressed to the Administrator or Council, a public forum prior to the designation of a parking permit area or prior to the withdrawal of such designation once it is established. Such forum shall be held only after due notice has been published in a newspaper of general circulation. The notice shall clearly state the purpose of the forum, the exact location and boundaries of the residential permit parking area under consideration and the reasons why such area is being proposed for designation or removal as a residential permit parking area. During such forum any interested person shall be entitled to appear and be heard. No forum shall be held and no area designated if it is not found to be an impacted area under Subsection **A** hereof.

D. Within 30 days following the close of the public forum, the Administrator shall recommend by report to Council, based on the record of such forum, whether to designate the area under consideration as a residential permit



parking area or to remove the designation in the case of an established residential permit parking area.

E. The Administrator's report to Council shall include, inter alia, a recommendation of specific hours and streets as it pertains to the particular needs of each designated residential area.

Issuance of parking permits.

Following Council approval of the designation of a residential permit parking area, the Administrator shall issue appropriate permits and shall cause parking signs to be erected in the area, indicating the times, locations, and conditions under which parking shall be by permit only. A permit shall be issued, upon application and payment of the applicable fee, only to the owner or the operator of a motor vehicle who resides on or is a proprietor of property immediately adjacent to a street, avenue, or other location within the residential permit parking area. A separate permit shall be required for each motor vehicle.

Permit application.

The application for a permit shall contain the name of the owner or operator of the motor vehicle, the resident's or proprietor's address, the motor vehicle's make, model and registration number, and the number of the applicant's operator permit. The motor vehicle's registration and operator's license may, in the discretion of the Administrator, be required to be presented at the time of making said application in order to verify the contents thereof. The permit shall be renewed annually. The permit shall display the motor vehicle's serial number, license number, zone number and expiration date.

Responsibility of permit holder.

A. Notwithstanding any provision of this chapter to the contrary, the holder of a residential parking permit shall be permitted to stand or park a motor vehicle operated by him or her in any designated residential parking area during such times as the parking of motor vehicles therein is permitted. While a vehicle for which a residential parking permit has been issued is so parked, such permit shall be displayed so as to be clearly visible through the windshield of the vehicle. A residential parking permit shall not guarantee or reserve to the holder of a permit a parking space within a designated residential permit parking area.

B. A residential parking permit shall not authorize the holder thereof to stand or park a motor vehicle in such places or during such times as the stopping, standing, or parking of motor vehicles is prohibited or set aside for specified types of vehicles, nor exempt the holder from the observance of any traffic regulation other than residential permit parking restriction; provided, however that a holder of a current residential parking permit shall be permitted to park at no cost to the holder of the permit between 8:00 a.m. and 9:00 a.m. and between 3:00 p.m. and 5:00 p.m. at any meter within the residential parking permit zone for which the holder's permit was issued. No parking ticket shall be issued to the owner of an automobile parked at a meter within a residential parking permit zone between 8:00 a.m. and 9:00 a.m. and between 3:00 p.m. and 5:00 p.m. if a current residential parking permit for the applicable zone is displayed in the vehicle's windshield.



Additionally, between the hours of 9:00 a.m. and 3:00 p.m., a permit holder may park at a meter space beyond the posted time limit without being in violation of § 3-133.14 so long as additional coins are deposited in the meter to keep it from expiring.

C. No person other than the permittee named thereon shall use a residential parking permit or display it on a vehicle operated or parked, and any such use or display by a person other than the permittee shall constitute a violation of this chapter by the permittee and by the person who so used or displayed such parking permit.

D. It shall constitute a violation of this chapter for any person to falsely represent himself or herself as eligible for a residential parking permit or to furnish any false information in an application to the Administrator in order to obtain a residential parking permit.

Exemption from payment of permit fee.

All residents who qualify for a residential parking permit and have attained the age of 65 years are hereby exempted from payment of the fee of \$15 charged for the residential parking permit.

Duties of Administrator; fees.

A. The Administrator is authorized to revoke the residential parking permit of any permittee found to be in violation of this chapter, and, upon written notification thereof, the permit holder shall surrender such permit to the

Administrator. The permit holder's failure, when requested, to surrender a residential parking permit shall constitute a violation of this chapter.

B. The Administrator is authorized to establish residential parking fees to cover the administrative costs of permits issued pursuant to this chapter.

C. The annual residential parking fee shall be \$30 for a new residential customer's first annual parking permit and a renewal charge of \$25 for each additional year. However, the annual fee shall be prorated so that permittees who apply for a permit after the eighth month of the permit year shall pay only \$10 for such permit.

D. The Administrator is authorized to make provisions for the issuance of temporary parking permits to bona fide visitors of residents of a designated residential parking area and for the issuance of exemption parking permits to handicapped persons.

E. Temporary residential parking permits effective for 30 days may be obtained for a fee of \$15. Temporary residential parking permits effective for two weeks may be obtained for a fee of \$10.

F. The Administrator shall adopt rules and regulations necessary for the administration of this residential parking permit program. These rules and regulations shall be subject to approval by City Council prior to being effective.

G. The Administrator is authorized upon petition of the majority of the households in any such area, or upon his or her own initiative, to adjust the



hours of residential parking in a residential permit parking zone upon a case-by-case review of the relevant conditions prevailing and to transmit notice of such changes to the Traffic Engineer for appropriate action; provided, however, that the Administrator may not extend the restricted hours earlier than 8:00 a.m. or later than 5:00 p.m.

Enforcement governed by this chapter.

A. Chapter X-XXX shall be deemed to authorize and empower authorized agents of the City to enforce parking regulations consistent with this chapter and the Traffic Code, in accordance with such provisions or as otherwise authorized by law.

B. Nothing in Chapter 3-139 shall be deemed to impede the police powers of the City.

Penalty.

A. Whoever violates any provision of this chapter shall, upon conviction thereof, pay to the City a fine in the amount of \$15.

B. Any duly authorized employee of the City under the direction of the Mayor or Chief of Police shall notify such person of the unlawful parking charge by placing a written notice or ticket under the windshield wiper, or in some conspicuous place on such vehicle, indicating the time of the violation, the amount of the unlawful parking charge, that such charge shall not be more than \$15 and shall be paid to the City, and the place where such payment shall be made and the manner of payment. The unlawful parking charge

shall be paid to the City not later than 10 days after the date of the violation, and the notice or ticket placed on the vehicle at the time of the violation shall advise the owner or operator of such vehicle that, unless the unlawful parking charge is paid within the time limits herein specified, the fine payable upon conviction of such unlawful parking and failure to pay such charge shall be \$15 and costs and, in default of payment thereof, imprisonment for not more than 10 days.



Acknowledgements

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