WALKER CONSULTANTS

49 West 38th Street, 9th Floor
New York, NY 10018

212.288.2501
walkerconsultants.com

January 3, 2019

Mr. Ziad Andrew Shehady
Business Administrator
Borough of Red Bank
90 Monmouth Street
Red Bank, New Jersey 07701

Re: *Parking Study – Walker Project #18-1547.00*

Dear Mr. Shehady:

Attached is Walker's analysis of the current parking conditions in the Borough of Red Bank. The report provides our findings and recommendations, which we believe can assist the Borough of Red Bank as it strives to address challenges with the parking system and plan for future parking, transportation and mobility issues and conditions.

Please do not hesitate to contact us should you have any questions regarding the recommendations found in this report.

Sincerely,

WALKER CONSULTANTS

Carolyn H. Krasnow, Ph.D.
Vice President

Brian J. Bartholomew, CAPP
Senior Parking Consultant

Comprehensive Parking Study

Red Bank, NJ

January 3, 2019

Prepared for:
Borough of Red Bank, NJ &
Red Bank RiverCenter

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EXECUTIVE SUMMARY

Walker Consultants was retained by the Borough of Red Bank and RiverCenter to provide an evaluation of the parking system. The Borough's downtown core has a vibrant mix of retail, dining and entertainment uses that attracts visitors from within the Borough and from its surrounding communities.

Parking in the downtown core is busy, and stakeholders have expressed concern that the parking system is inadequate to accommodate the demand generated by downtown businesses and arts venues. There are also questions about strategies for managing the parking system for efficiency and customer service. The goal of the study is to provide input on the parking supply's ability to meet the community's needs, and on ways to make the system operate more effectively.

Parking Demand

Walker analyzed demand patterns on four days—two event days and two non-event days. Our analysis focuses on the weekday daytime peak and the weekend evening peak. During the weekend peak events were occurring at both the Basie Theater and the Two River Theater. During both peaks the parking system was adequate to accommodate the demand. Specific areas were busy and exhibited occupancy rates above the "effective" (realistically usable) supply, as shown in red on the heat maps on pages 23 and 24. This is to be expected, as the prime parking areas will always fill before drivers fan out to other areas. So, while space was not necessarily available in the most convenient locations that people prefer, overall space did continue to be available in the core area of downtown. Non-municipal but publicly-available parking supplies exhibited large surpluses. These surpluses are good resources for the theaters. These include the 141 W. Front St. Garage, NJ Transit lots in the evening and on weekends, and the West Side Lofts public garage.

The Borough asked us to look at a potential future scenario that includes full leasing of second story office spaces (roughly 45,000 sf) that are currently vacant, leasing of vacant retail/restaurant space, and simultaneous sold-out shows at the existing Basie Theater, the soon-to-open 550-seat second Basie Theater, and the Two River Theater. Under that scenario, we project a deficit of ±220 spaces on a weekday during the day and roughly 100 spaces on a weekend evening with three events. This deficit projection assumes that publicly-available supplies such as 141 W. Front St. Garage would accommodate some of the demand.

Beyond the privately-owned but publicly-available supplies, there are many private lots (signed for use by specific tenants and/or customers only) throughout the study area that have surplus parking. Combined, we saw upwards of 1,000 vacant spaces in the core area, which is defined as areas 3, 4, 5 and 7 in the map on page 18. Public-private agreements to use surplus private parking for employee permits and for event parking at night could reduce or eliminate the deficit while providing a better level of service for customers by shifting long-term demand out of prime parking areas. Private agreements can also provide resources throughout the area, and in this way can provide convenience.

A parking manager can help coordinate such a program and institute other best practices for parking management (outlined below) that support better use of the existing resources. Many of the options outlined below will help improve customer access to prime parking resources in the short term. To solve the projected longer-term deficit, however, agreements will need to be made with owners of private parking lots and this is more challenging to achieve. A parking manager should be brought on as soon as possible to begin making the near-term improvements that will free up space for customers in key areas. The parking manager should also begin exploring

options to create public-private agreements for employee and event parking on private lots. While these improvements are happening, the parking utility will be building up revenue (as discussed below) to help pay for a variety of improvements.

If agreements to use private lots are not viable, a garage will be needed to support the Borough's projected growth scenario. Our analysis provides a conceptual layout and expense projection for adding structured parking at the White Street Lot. A partnership to have a private developer build parking in exchange for the land can be explored to reduce the financial impact to the Borough.

Parking Management / Operations

In reviewing past parking studies conducted by several different firms over the past 30+ years the parking conditions documented then are not much different than what has been observed today. Based on best industry practices, standards, and technology, parking in Red Bank is severely lacking.

The largest issue related to the management of parking is that parking decisions are made mostly based on subjective issues and political influences. Parking in Red Bank has served as a revenue stream that lowers the ad valorem tax rate by transferring excess parking funds from the Parking Utility to the General Fund. Lower tax rates are popular, but over time this practice has hurt the ability of the parking system to provide the service it was intended to provide, and that the public wants. Without being able to hold on to revenues, parking programs and facilities have suffered, and parking equipment and technology has long outlived its effective life-cycle. Single space parking meters are obsolete, and the parking lenses are UV damaged making the meter faces difficult to read. Regulatory signage is old, faded, loose and in need of study area-wide replacement. The motor vehicle used to enforce parking is 18 years old and does not meet emission standards of newer vehicles.

Another important consequence of the lack of fund is that there is no parking manager to oversee key planning and operations functions. Long-term parking planning is nonexistent, which has been in part the impetus of this report. Most of the parking problems encountered operationally, on a day-to-day basis as well as long-term, result from adoption of policies and procedures that counter best industry practices. Parking enforcement efforts are insufficient to properly enforce posted time limits and encourage curbside space turnover, leading to monopolization of these spaces by drivers other than those they are intended to serve. Long-term parking occurs in areas where the turnover of spaces is desired.

During this study, stakeholder meetings were held with residents and business owners as well as landlords/property owners in the study area. As part of the interview each was asked whose name came to mind when a parking problem arose and they needed to call Borough Hall for assistance. There was no one name that came to mind in any interview. Some mentioned the Mayor, some identified Council members and others identified Parking Utility employees. This is the key problem with parking in Red Bank: there is no one official responsible for parking management.

To correct the parking issues in Red Bank, it is recommended that an experienced Parking Director be hired immediately to head up the Parking Utility. This individual should be the *only* individual charged with parking decision-making in Red Bank. This person should be empowered and supported by the Mayor, Borough Council and Administration to conduct all parking business and policy making. This individual must become the face of parking in Red Bank who is charged with creating a comprehensive parking program of on-street and off-street parking.

The transfer of surplus parking revenues must be reduced over the course of the next three years until it is eliminated. It is recommended that the General Fund reduce its dependence on this revenue in increments of $500,000 each fiscal year. These revenues should be reinvested into parking in Red Bank. The Parking Utility should follow a private-sector business model and strive for efficiency and cost-effectiveness at all times even if this necessitates privatization of specific services or responsibilities.

If Borough officials cannot agree on this method of operation for the Parking Utility, the only remaining option to make parking successful in Red Bank is the creation of a Parking Authority. This would remove the Borough from all parking management responsibilities and transfer them to a semi-autonomous agency. This agency would have a Board of Directors assigned by the Mayor and Council, but like the Parking Utility approach also requires the hiring of a seasoned parking professional to manage the operation.

Without the buy-in of *all* Borough officials to hire a parking professional and empower this individual to make all parking decisions, the information found in the body of this report is nothing more than methods of increasing the surplus parking revenues transferred to the General Fund without resolving the parking issues in Red Bank.

The following chart identifies, by priority, the steps required to be taken to effectively manage the Red Bank parking program. The Implementation Plan should be followed line by line and in the order that it is provided. The Implementation Plan provided is meant to be implemented in its entirety and the plan provided is not designed to be completed in an a la carte manner. Each of the recommendations are closely tied to each other and cherry picking the improvements identified will not lead to the results required to meet best industry practices. A comprehensive chart that includes cost projections for each recommendation can be found in Table 21.

Implementation Plan

Implementation Plan

Immediate/0-12 Months

- **Install/Empower a Parking Director to oversee ALL parking operations.**
- **Empower Parking Utility or Create Parking Authority.**
- **Wean General Fund of $500,000 of surplus parking revenue and reinvest this parking revenue into parking.**
- **Replace on-street parking meters and convert to dual head smart meters.**
- **Convert ALL off-street parking lots/areas to multi-space meters. Include Shelters for Multi-Space Meters.**
- **Ensure all on-street parking regulatory signage is in place and legible / comprehensive.**
- **Along with meter replacement, adopt license plate recognition for enforcement.**
- **Create / Identify Capital Improvement Program (CIP) Budget for All Surface Parking Lots.**
- **Improve Performance of Parking Enforcement Staff.**
- **Adopt/Implement Payment-In-Lieu of Program. Fees to go to Parking Utility.**
- **Work with owners of private lots to develop shared parking agreements and develop /Adopt Low Cost Employee Parking Permit Program to Remove from Core Business District Lots.**
- **Once New On-Street Smart Meters Are Installed, Extend Enforcement Hours From 6pm Until 9pm Mon-Sat.**
- **No Longer Allow for the Approval of Any Development Project to Occur Without the Review/Approval of the Parking Director.**
- **Work to Incorporate 141 W. Front St. Garage into Publicly Available Space to Delay Potential Need to Develop New Garage.**
- **Develop Wayfinding Signage Program Bid Specification and Publicly Bid.**

Near Term/12-24 Months

- **Continue to wean General Fund of surplus parking revenues by $500,000.**
- **Adopt Convenience Pricing On-Street at Broad Street, White Street and Monmouth Street Locations.**
- **Bid and Award One-Half of Surface Lots in CIP program (2020). Remaining half in 2021.**
- **Reassign Employee Parking Permit Program to all lots Except English and White Street.**
- **Develop Valet Parking Ordinance.**

Long-term/24+ Months

- **Wean the General Fund of the final $500,000 - $600,000 of surplus parking revenue.**
- **Award Signage Bid/Installation.**
- **Increase Staff According to Program Needs and Revenues Generated**
- **Conduct Parking Supply & Demand Update to Assess Impact of Program Changes/Improvements**
- **If Necessary, Develop Structured Parking to Support Demand After Utilizing Current Parking Inventory to its Greatest Level Possible.**

INTRODUCTION

Parking has been a much-discussed issue in Red Bank for a long time. With a successful retail/dining district in the heart of downtown core and two live theaters that bring more people into the area, primarily in the evenings, the Borough is vibrant and busy. The ability of the parking system to support the commercial core is an issue of concern.

In most cities we work for, there is a range of opinions on parking. Input from the public ranges from, "there's plenty of parking if you are willing to walk a few blocks" to "there is a serious shortage of parking," and from "a garage will ruin our downtown feel" to "we need a garage." We also hear a range of opinions on rates, from "increasing meter rates would help prevent meter-feeding by store owners" to "parking should be free." Red Bank is no exception; our public forum, stakeholder meetings, and surveys all showed the full range of concerns. Nearly everyone agrees, however, that improvements can be made to the parking operation.

With that background in mind, the Borough retained Walker to provide an independent assessment of the parking system, using qualitative input from stakeholders as well as utilization counts and a review of Borough processes for managing parking. The goal of the study is to provide recommendations towards improving the parking system for the Borough's residents, visitors and businesses.

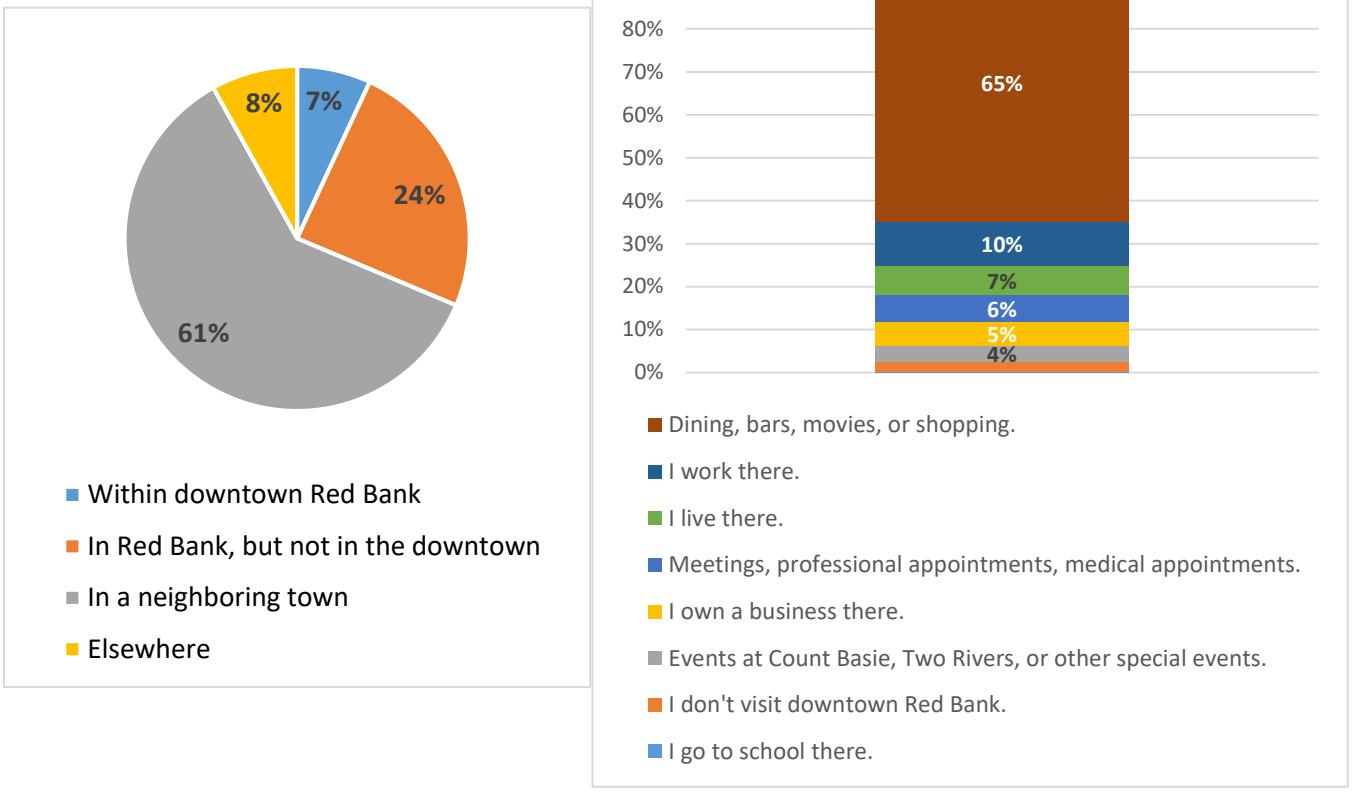
PUBLIC INPUT

SURVEYS

Walker conducted two surveys of the general public. One was an origin and destination survey designed primarily to understand where people are coming from when they come to Red Bank, and what the purpose of their trip is. A few additional questions were asked as well. There were 82 respondents to that survey. The second was an online survey linked to the Borough's website. This survey yielded 520 responses.

The majority of respondents (61 percent) to the online survey reported that they live in a neighboring town, followed by those living within Red Bank, but not in the downtown (24 percent). The Origin and Destination survey asked respondents to list their residential zip code, and approximately 20 percent listed a zip code within Red Bank. The majority of respondents indicated that, in general, the most common reason for visiting downtown Red Bank is for dining, bars, movies, or shopping (65 percent), followed by work (10 percent).

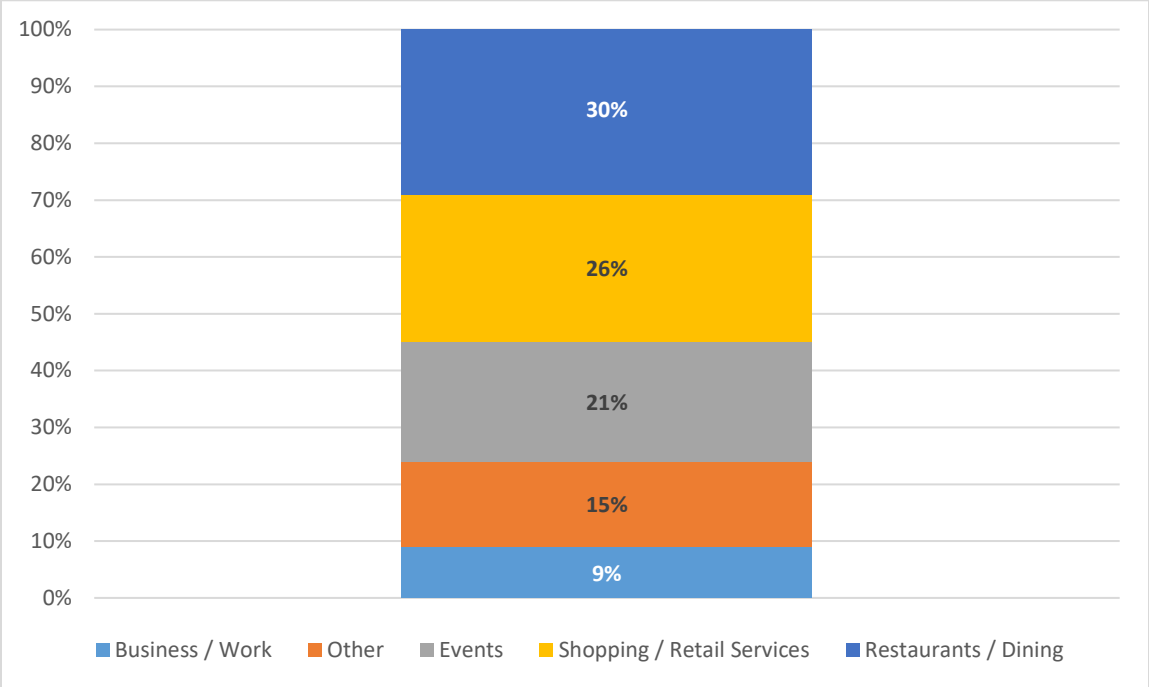
Figure 1: Where do you live? What is your most common reason for visiting downtown Red Bank?



Source: Walker Consultants, 2018

The Origin and Destination survey asked respondents to indicate the reason for their trip at the time of their survey response. Again, dining and shopping were the two most common responses followed by special events. The "other" category included reasons like visiting the docks and visiting friends or family.

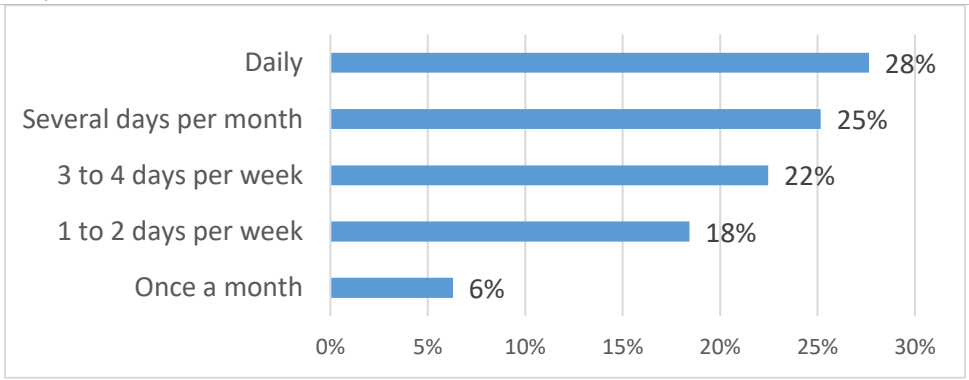
Figure 2: What is the reason for your trip today?



Source: Walker Consultants, 2018

The survey also asked how often respondents are in the downtown area of Red Bank and, if they are rarely in the area, why they do not visit more often. Approximately 28 percent of respondents indicated that they are in the area on a daily basis, followed by several days per month. Of those respondents who indicated that they visit the downtown area several days per month or less, 87 percent commented on parking as a reason for rarely visiting downtown.

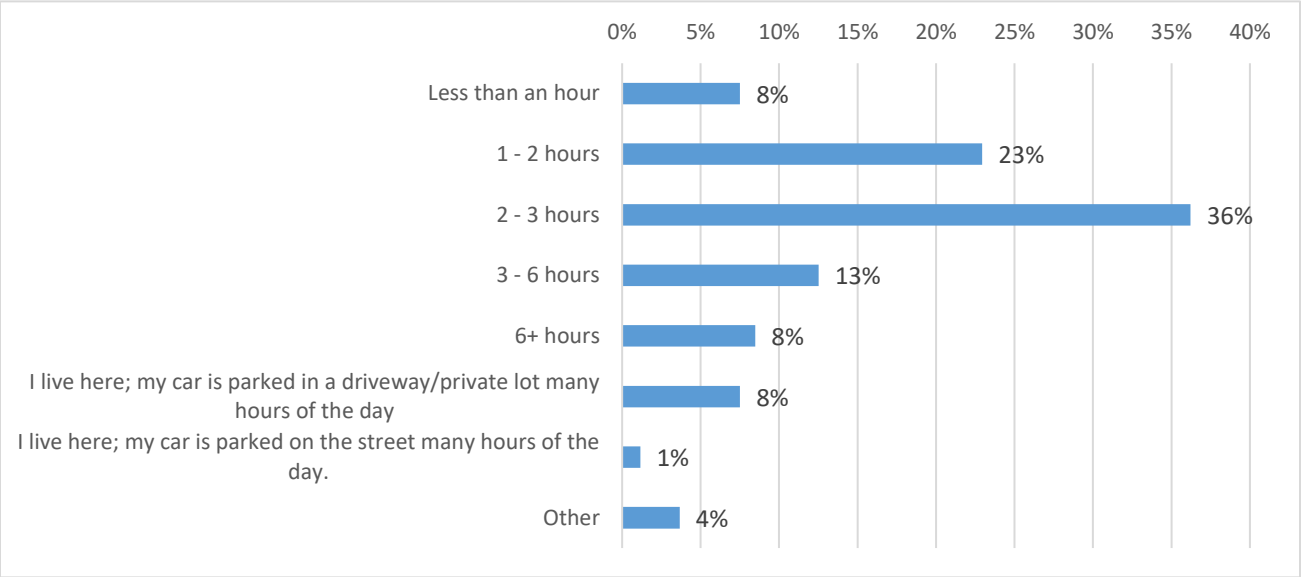
Figure 3: How often do you visit the downtown area of Red Bank?



Source: Walker Consultants, 2018

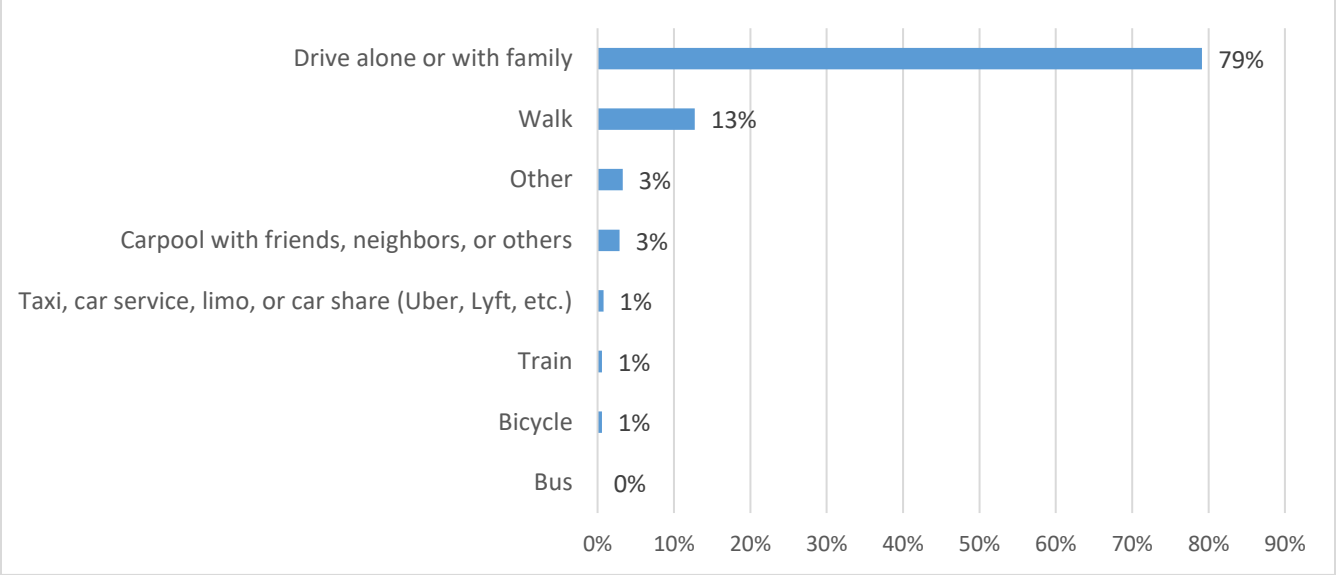
Most respondents, approximately 67 percent, indicated that when they visit the downtown area, they typically stay for three hours or less. Not surprisingly given the high percentage of people coming from outside the downtown, 79 percent indicated that they typically drive to downtown Red Bank when visiting.

Figure 4: How long do you typically stay?



Source: Walker Consultants, 2018

Figure 5: How do you typically get to downtown Red Bank?

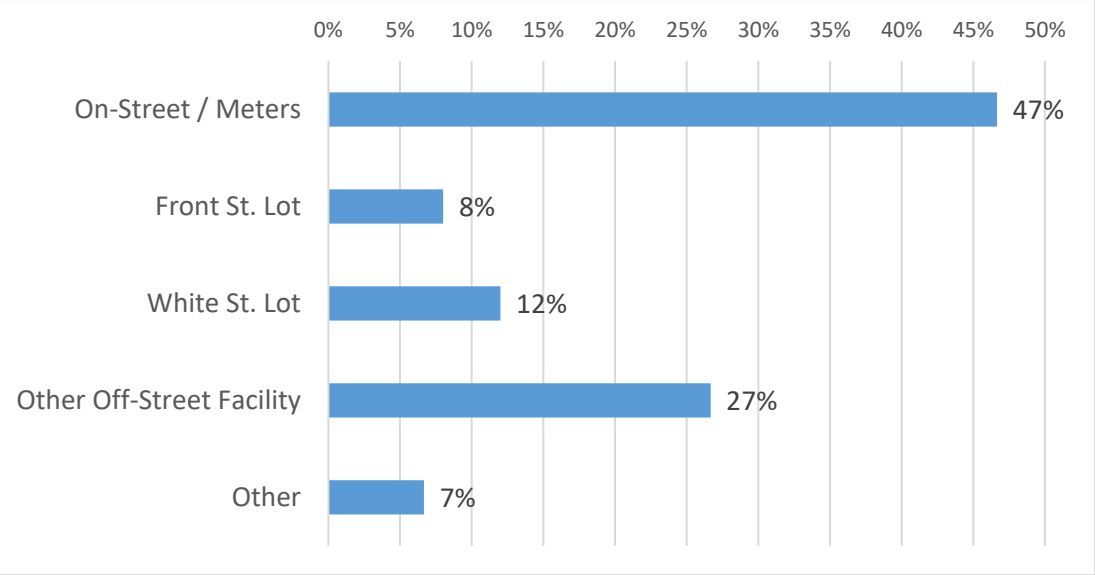


Source: Walker Consultants, 2018

The Origin and Destination survey also asked respondents to indicate where they had parked and why. Of those who drove to the downtown area, approximately 47 percent parked on-street. Of those who indicated they parked on-street, close proximity to the destination was listed as the most common reason why. Approximately 8 percent of respondents indicated they parked in the Front St. (English) Lot, and also listed the close proximity to destination. About 12 percent of respondents parked in the White St. Lot and most commented that ample space

availability was the reason. The remaining 33 percent of respondents parked in a different off-street facility or checked "other" and wrote in comments that included "I don't know" or "wherever I can find parking." The online survey also asked respondents to indicate which factor is most important when deciding when to park, and 57 percent indicated that proximity to destination is the most important factor, followed by cost (16 percent) and the possibility of getting a ticket (12 percent).

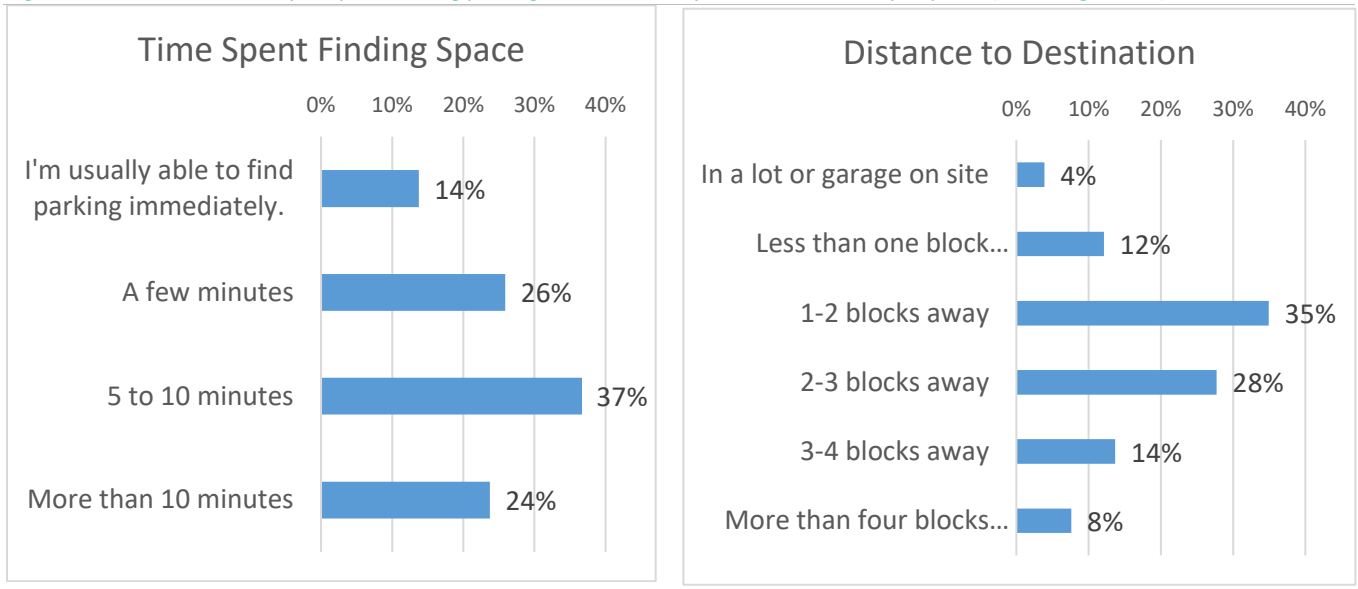
Figure 6: Where did you park, and why?



Source: Walker Consultants, 2018

While 61 percent of respondents indicated it takes at least 5 minutes to find parking in downtown Red bank, just 8 percent indicated they typically park more than 4 blocks away from their destination (excluding special events) while 79 percent park within 3 blocks.

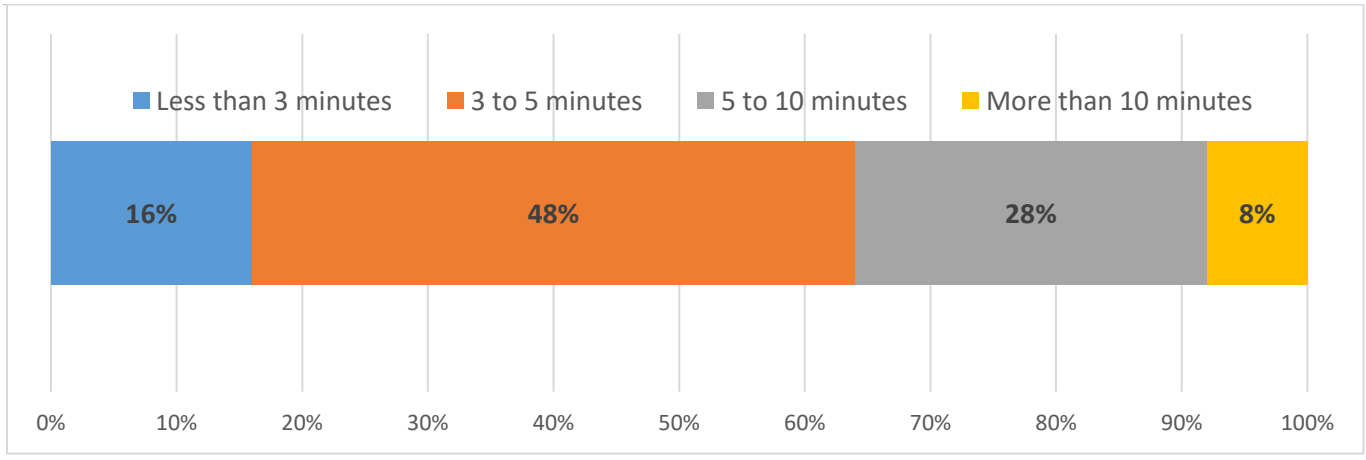
Figure 7: How much time do you spend finding parking? How far from your destination do you park? (Excluding Events)



Source: Walker Consultants, 2018

The Origin and Destination survey also asked respondents to indicate what they believe is a reasonable distance to walk from a parking space to the destination. About 48 percent of respondents indicated that a walk of between 3 and 5 minutes is reasonable. Another 28 percent found a distance up to 10 minutes reasonable. Only 16 percent of respondents were uncomfortable parking more than a 3-minute walk from their destination.

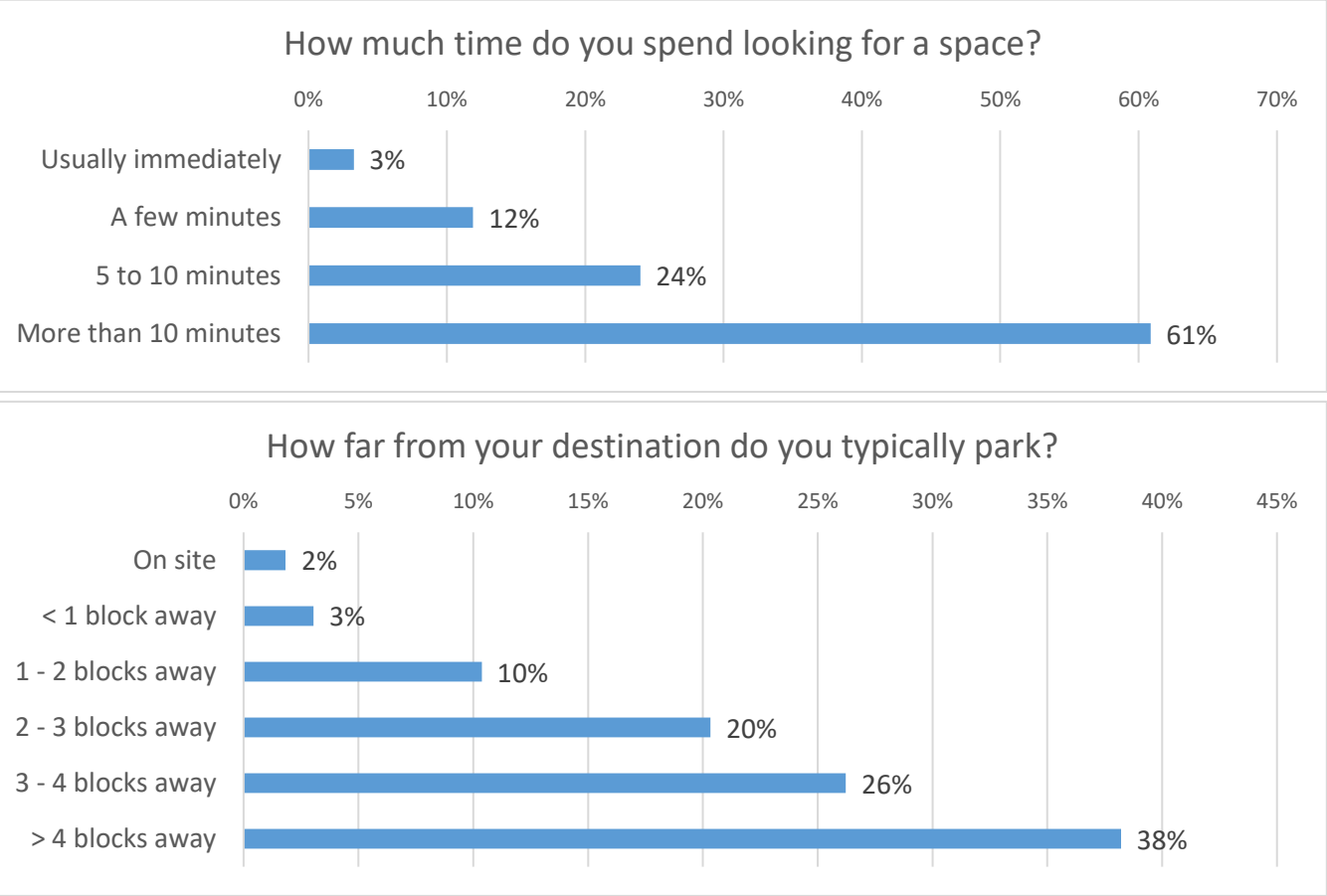
Figure 8: What is a reasonable walking distance?



Source: Walker Consultants, 2018

The survey also asked respondents to answer questions about parking during special events, and answers reflected that patrons have a more difficult time finding parking during a special event than during a typical visit. The majority of respondents (61 percent) indicated that once they arrive in downtown Red Bank, they spend more than 10 minutes looking for a space; however, only 38 percent of respondents indicated that typically park more than 4 blocks away from their destination during special events.

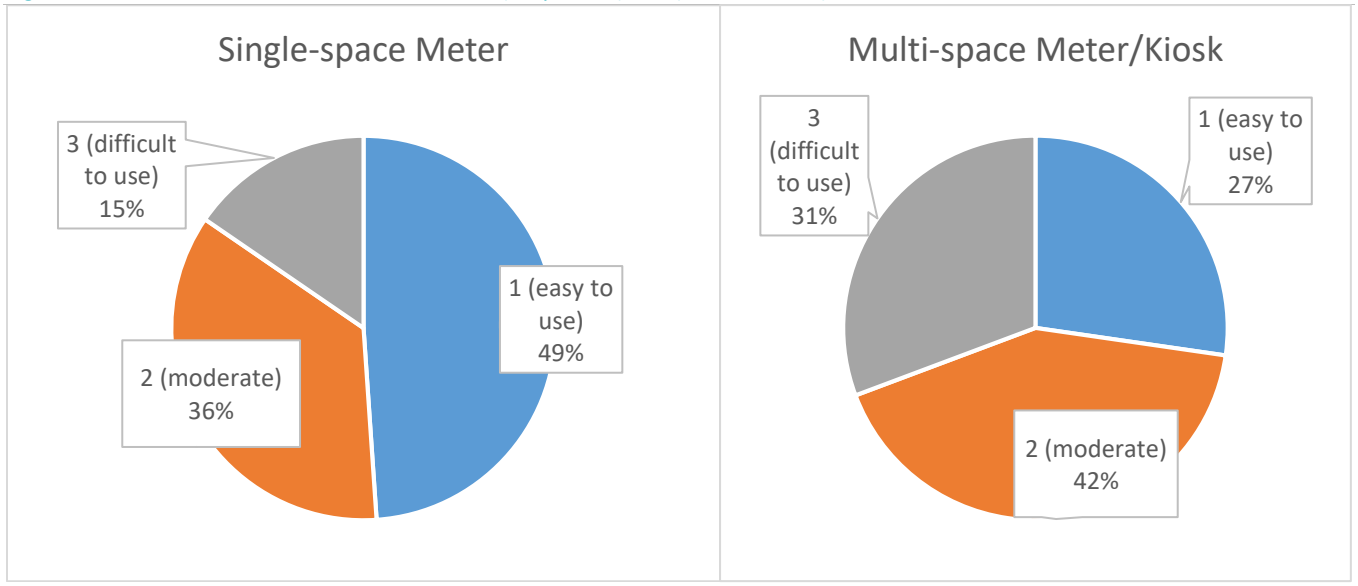
Figure 9: Special Events



Source: Walker Consultants, 2018

Respondents were also asked to rank both the single-space meters and the multi-space meter kiosks on a scale from 1 (easy to use) to 3 (difficult to use). In general, more respondents indicated that the single-space meters are easier to use, but only 31 percent indicated that the multi-space meters are difficult to use; most found them "moderate."

Figure 10: Please rate the on-street meters from 1 (easy to use) to 3 (difficult to use)

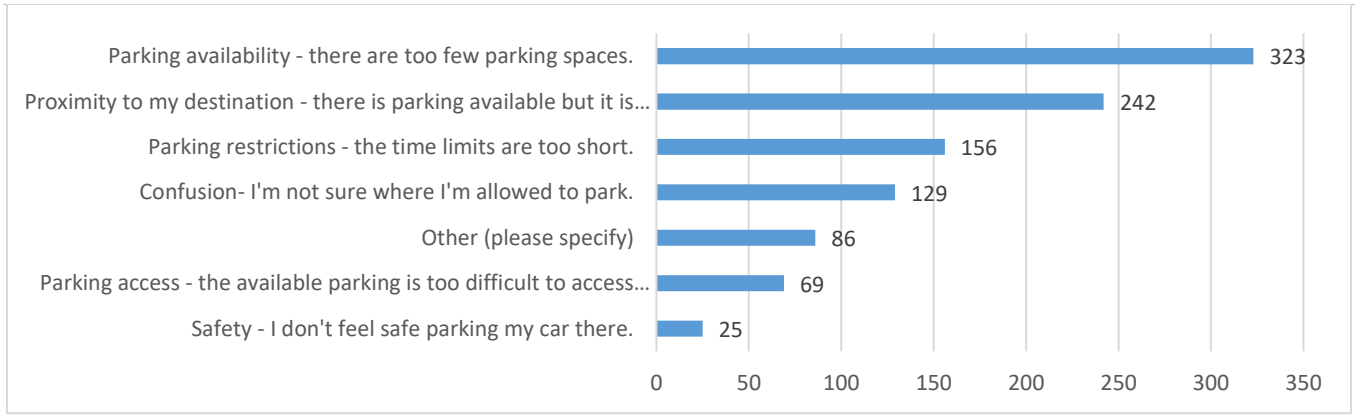


Source: Walker Consultants, 2018

Respondents were also asked to indicate how likely they would be to use a central valet service downtown. Approximately 54 percent indicated they would never use it, 34 percent indicated they would use it for no charge, and 12 percent indicated they would use it even if they had to pay a fee for the service.

Respondents were asked to rank parking in downtown Red Bank on a scale of 1 (terrible) to 5 (excellent). Responses below 4 (good) were considered negative responses. About 12 percent of respondents indicated that parking in downtown Red Bank is either good or excellent, while 88 percent indicated it was less than "good" (of these were 27 percent who indicated parking is "ok". Of the individuals who indicated parking is not good, most individuals marked parking availability as a reason, followed by available spaces close enough to the destination, and parking restrictions. Respondents could also fill in an "other" answer, which was open-ended. Of the 86 open-ended responses, many respondents indicated that they either do not wish to pay for parking, or that parking is too expensive.

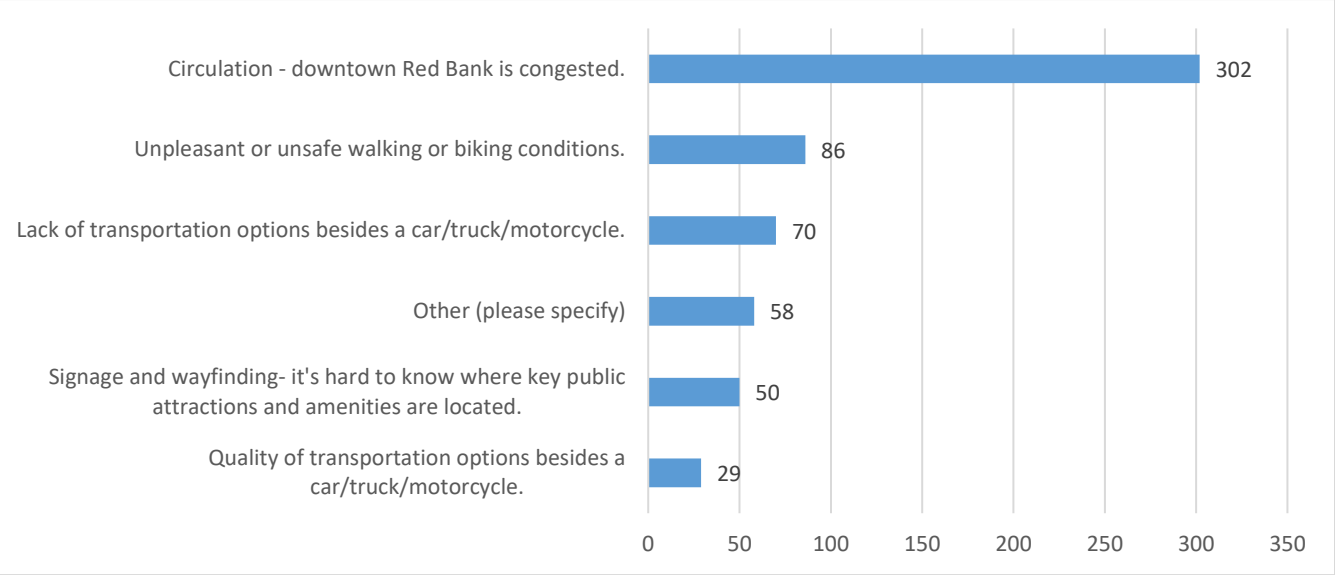
Figure 11: What are issues that affect a negative view of parking downtown?



Source: Walker Consultants, 2018

Similarly, respondents ranked mobility in downtown Red Bank on the same scale. About 12 percent indicated mobility is good or excellent, 27 percent marked that it is ok, and 61 percent indicated it is bad or terrible. The most common reason marked for unfavorable views was overwhelmingly circulation and congestion in the downtown, followed by unpleasant or unsafe walking or biking conditions.

Figure 12: What are issues that affect a negative view of mobility downtown?



Source: Walker Consultants, 2018

The survey ended with three open-ended questions about parking in downtown Red Bank. The first asked individuals to list what they think are the best aspects of parking downtown, the second asked what they think are the worst aspects, and the third asked respondents to list any suggestions or other comments about parking downtown.

As with any open-ended question, responses were wide-ranging. However, most of responses targeted the same issues. The following is a summary of responses for each of the questions presented.

<u>What do you think are the best aspects of downtown parking?</u>

- No charge for parking after 6:00 pm and all day on Sundays.
- Parking lots that are attached to businesses and are, therefore, free.
- Lots of options centrally located to businesses and restaurants.
- Fairly easy to find parking on non-special event days.
- Can't think of any.
- Safety, ease of use, availability.
- The accessibility to the stores.
- If there's a space and you're close to your venue.
- If you get a spot downtown, it's close to just about any place you want to visit.
- Fairly reasonable rates.

- Proximity to where I want to go when I can get a space near it - which is almost never.
- Usually not difficult to get a spot except on weekend evening.
- Using the app for parking is very easy.
- The shops, restaurants and parks. It would be so much fun if not for parking and traffic.
- There are none.

The survey reveals a range of opinion. While many respondents feel that parking is not too difficult or too expensive, others find it a challenge. Shops, restaurants, and retail locations appear to be an attractive destination for users, but they do not look forward to the parking experience that goes along with visiting Red Bank.

What do you think are the worst aspects of downtown parking?

- The uneven sidewalks.
- Small parking spots (White St. lot).
- Still putting quarters in the old meters.
- Inconvenience, cost, risk of getting a ticket due to an archaic system.
- Circulation, clarity of signage, need more green space/art work/benches, need something nice to look at while walking from parking lots to destinations (such as Count Basie or restaurants), paint curbs, use more traffic calming devices to protect pedestrians.
- Congestion, lack of availability.
- Permit parking in the lots to the west of Broad Street can be confusing and frustrating. Most people only know about the lot on White Street and the lots between Front and White. Marina Lot is usually available but can be far from destination (and the uphill walk from the lot can be challenging for some) on-street parking is typically very difficult to find.
- The kiosk meters take too long to use. Mechanic Street parking lot is poorly lit. Mechanic Street itself is poorly lit. The 2-hour limit for the on-street meters is too short.
- Paying to park, especially when kiosk is confusing or does not work or waiting to use kiosk in bad weather.
- Hard to find where you need it.
- Not able to park as close as I would like. Also, the parking spaces in the White Street lot are too skinny even for a normal car.
- The Borough's capacity is not sufficient on weekends (day and night) or during special events. Although there are many paved parking lots in town, many spaces go unused that could be employed flexibly to meet changing needs.
- I must walk long distances and I don't walk well.
- Spaces for firemen only by a closed down firehouse. Restaurant valets stealing free street parking after 6pm.

In line with the responses for the first question, the responses to this question were also broad in nature. The focus of these responses identified parking as being inconvenient (spaces not located where they are needed) and also noted that traffic congestion is made worse by visitors hunting for a space. Additionally, the multi-space meter technology currently being used seems to be unpopular and viewed as difficult to use. Finally, respondents did identify infrastructure requiring upgrading, replacement or repair.

Please note any other comments or suggestions you have about downtown parking.

- New parking has been studied to death!

- I avoid going to Red Bank because of the parking.
- People are lazy and not willing to walk a few blocks to their destination. Also, the parking authority "tax" assessment to businesses based on number of required spots should be audited. Where has all the money they have assessed and collected, at $10K a spot, gone?
- Keep trash out of parking lots and streets, add security cameras.
- Parking garages seem to be the answer, but I question how safe they would be.
- Everyone wants a parking space right on Broad Street. There are places to park, but no one wants to walk! Student parking needs to be evaluated. Also, persons who work in Red Bank should not be parking near their work place. Parking lots could be labeled.
- I think downtown parking is sufficient. For some that don't like to walk there will never be enough. We have a parking garage over Passo's on Front Street, and one across from Riverview. We should also be able to park in school and church lots when not in use. They pay no property tax and when not in service their lots should be available.
- $1.50/hour for the parking meters is too expensive.
- Get rid of paid parking. Why do day parkers have to pay, and night time parkers do not?
- A parking garage should be built somewhere in town to accommodate heavy use periods. The city should build it, finance it, and run it. No public/private partnership. And the lot should cost no more than other metered spaces in town.
- The town's existing parking capacity should be mapped and quantified. Arrangements for the use of this capacity on a flexible, as-needed basis should be investigated. Some lots may already be under borough control (e.g., the middle school lot between Harding Rd. and Branch Ave.). The availability of lots in private hands (e.g., St. James' lot) could, perhaps, be negotiated. A special events shuttle system might also be developed, using existing resources.
- When its busy in town we Uber to avoid parking.
- I am a visiting nurse in Red Bank, I resent having to pay an arm and a leg and walk a block to make a quick visit- when I go to town for leisure or personal appointments it is a total hit or miss. Either I find something right away or drive around for 10 minutes. I think there should be more 15 minute no fee parking- I shouldn't have to pay and then walk 2 blocks to run in somewhere to pick up lunch- that discourages me from using local businesses while I'm in town.
- It used to be a town any one could stroll but now it's for Staten Islanders and or people with money to park because the money you take in parking gets taken from your stores.
- Angle spots along main drag, you can fit 3 cars in to one spot. Have valet available every day.

The comments provided identified thoughts on how to remedy the parking situation as well as thoughts on using a paid parking program. As was identified in the Public Input Meeting, issues such as instituting green space, replacing aging technology and shared-use parking ideas were also identified.

PUBLIC INPUT MEETING / STAKEHOLDER INTERVIEWS

To ensure that all parties were offered an opportunity to provide their opinion on parking in Red Bank, a public meeting was held to gather input from all that attended. Comments offered during this meeting included:

- Employees are parking on-street instead of in lots.
- There is a need for convenient parking.
- Pedestrian experience is not that good. Poor landscaping and sidewalk conditions.
- Need to accommodate bicycle use.
- Can take up to 5 minutes to find a spot.
- Students in White Street Lot and should be in east side lots.
- Parking enforcement on Broad Street is non-existent.
- Parking should be free.
- Parking problems exist only a couple times of year.
- Zoning Board a problem as they are not properly planning for parking.
- First time visitors have a problem finding parking in Red Bank.
- Restaurants are a problem related to employee parking.
- No one wants to walk.
- Residents worried about parking impacting their tax rate.
- Building owners having problem renting 2nd floor space because of lack of convenient parking.
- Count Basie Theater expanding without supplying parking.
- Green space needed in core business district.

In addition to the public input gathering meeting, one-on-one interviews were held with a cross-section of individuals including residents, business owners and land/building owners. The areas of concern mostly focused around the issues identified as part of the public meeting but also identified the following issues:

- Perception that Borough officials favor business community over residents.
- Government is reactionary as it relates to parking issues.
- Red Bank hit its stride 3 years ago and is now on a downward slide.
- Red Bank Catholic allowed to build new gym on parking lot and not replace spaces.
- An expensive parking deck may make things worse.
- Business community does not want in-lieu of fees.
- Shrinking parking staff every year.
- Loss of Globe Street Garage purchase payments by Hospital will be a problem.
- Restaurant goers do not complain about convenient parking, but restaurant employees do.

As is common with most communities, the issues are easy to identify but the consensus on addressing the problems varies based on whether the stakeholder is a resident or business owner. The greatest issue in solving the parking issues in Red Bank is to lessen the animosity that is held by residents for the business community and the business community for the residents. This can be achieved by developing a parking program that is self-funding and in which improvements to the program do not impact the tax rate of the resident. However, some residents are reluctant to see their business district change at all.

INVENTORY OF EXISTING PARKING SUPPLY

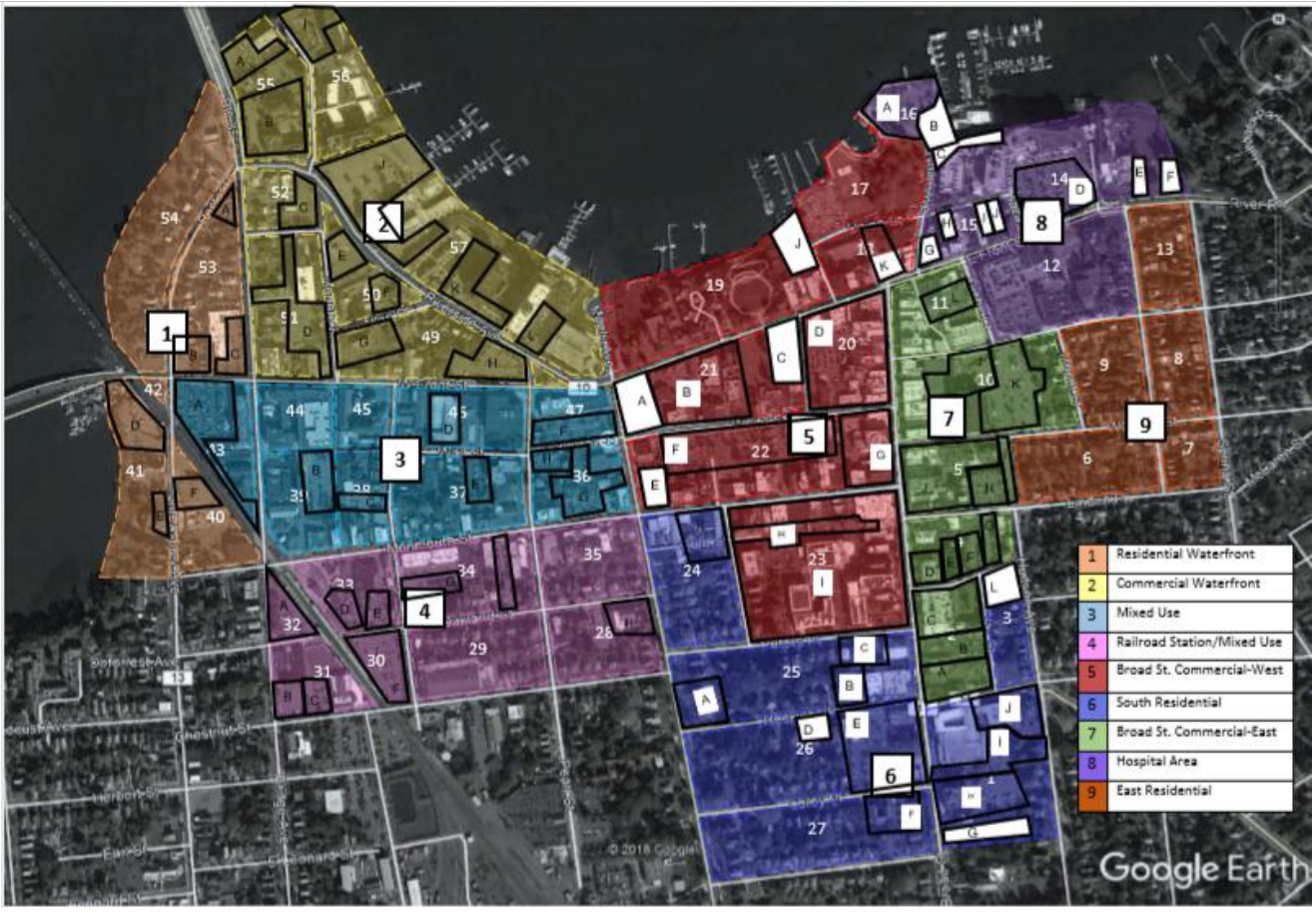
The qualitative information on the parking system that we received from stakeholders in the input sessions and surveys is supplemented by surveys of demand patterns in the area. Occupancy data were collected on four days to give an overview of how parking is used and where the "hot spots" are. On two of the survey days data was collected every two hours from 8 am to 8 pm[1] in the entire 57-block study area. On the other two days data was collected in the same timeframe, but for the core area only. The core area is defined as areas 3, 4, 5 and 7 in the map below.

STUDY AREA

[1] The counts start at these times; the 8 pm count ran until past 9 pm.

Figure 13 delineates the boundaries of the study area for this engagement. Approximately 57 blocks in downtown Red Bank were organized into nine zones based on their geographical location and their land use characteristics. The northern boundary of the study area is the Navesink River, while the southern border varies, but generally runs along Monmouth Street, Chestnut Street, Waverly Place and Linden Place. The western boundary of the study area is also the river; the study area extends east to Spring Street.

Figure 13: Study Area



Source: Google Earth and Walker Consultants

Of the 57 blocks in the study area, many are outside the core commercial area where the public parking is focused. The core area (areas 3, 4, 5, and 7) is composed of a mix of metered and unmetered on-street parking and contains all of the publicly-owned off-street parking. Outside the core, on-street parking is a mix of metered and unmetered parking, but off-street parking is primarily in privately-owned lots. Some of these lots are available to the public, but most are for use by specific buildings only.

PARKING SUPPLY

PUBLICLY OWNED OFF-STREET PARKING

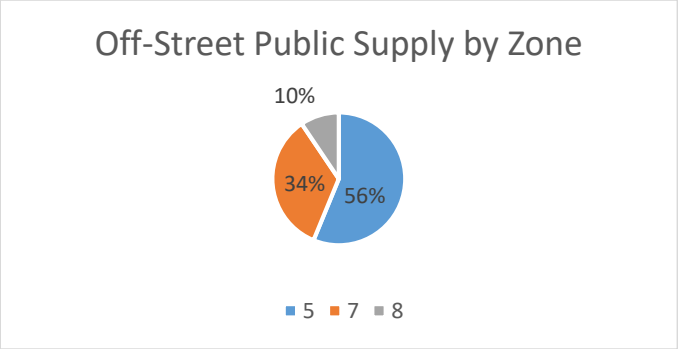
The Borough of Red Bank owns and operates seven off-street public parking lots. Within these seven lots, Walker recorded 900 parking spaces, as shown in the tables below. The Mechanic-Wallace Lot and the White Street Lot are the two largest single sources of public parking in the downtown.

Table 1: Public Off-Street Parking Supply

Zone	Block	Name	Inventory
7	5	Wallace-Linden Lot	79
7	10	Mechanic-Wallace Parking Lot	230
8	16	Katherine Elkus White Circle (Marina)	85
5	17	Union St Lot	41
5	20	English Plaza Lot	152
5	22	White Street Lot	271
5	23	Gold Street Parking Lot	42
Total			**900**

Source: Walker Consultants, 2018

All of the municipally-owned parking is located in zones 5, 7 and 8. The largest supply is in zone 5, which includes the White Street and English Plaza lots as well as the Union Street and Gold Street parking areas. Zone 7 includes the Mechanic-Wallace and Wallace-Linden lots. Zone 8 includes Marine Park.



While these lots are municipally-owned and categorized as public in our analysis, it should be noted that signage within the lots indicates a mix of public and private, reserved and shared spaces. For example, in the Mechanic-Wallace Lot, Walker identified 230 spaces. Of those spaces, there are 28 spaces signed and outfitted with meters; an additional 78 spaces are signed as permit parking, but also accommodate transient parking in the afternoon and on Saturdays with meters. Another subsection of the lot is reserved for specific businesses. This pattern is repeated in other municipal lots. In some cases, spaces are permit-only until 3 pm, while in Mechanic Wallace there are spaces that are for a private tenant until 6 pm. The confusing mix of regulations makes the lots more difficult for the public to use than is necessary; the operations section of this report will recommend options to streamline these lots.

ON-STREET PARKING

On-street parking is available as paid, single-space metered spaces, multi-space meters, or unmetered spaces. For the most part, on-street parking is signed, and restrictions are marked.

Metered parking is generally provided along heavily trafficked streets in the commercial district. Table 2 summarizes the on-street metered inventory by zone.

Table 2: On-Street Parking Supply

Zone	Inventory
1	24
2	102
3	124
4	235
5	219
6	205
7	94
8	24
9	107
Total	877

Source: Walker Consultants, 2018

PRIVATE OFF-STREET PARKING

In addition to the municipally-owned parking facilities in downtown Red Bank, there are numerous privately-owned surface parking lots and garages. Privately-owned facilities are typically reserved or signed for an individual business or use. Observations indicate that many businesses offer free parking to their visitors. Walker observed private parking facilities on most blocks within the study area. The total privately-owned parking supply is summarized by zone in the table below. Based on our observations, Zones 2, 3, and 8 account for the largest sources of private off-street parking while Zone 9 contains less than 4% of the private supply. Most of the parking is in surface lots. There are three garages included--the Globe Court Garage on Block 12, the 141 W. Front St. Garage on Block 45 and the West Side Lofts Garage on Block 44. The Hospital has a private garage that requires an access card for entry. This garage is excluded from the analysis.

It is important to note that some of the facilities included in the private count are actually public facilities that are privately owned. That is, they are available to the general public and they are thus a resource for venues like the Count Basie Theater. These include the 141 W. Front St. Garage (serving Pazzo Restaurant and the 141 W. Front Street Office building), the West Side Lofts, which has a public area in their garage, and the NJ Transit lots, which are open to the public free of charge after 11am.

Table 3: Private Off-Street Parking Supply

Zone	Inventory	% of Total
1	376	6.4%
2	1,170	19.9%
3	1,049	17.9%
4	499	8.5%
5	542	9.2%
6	593	10.1%
7	657	11.2%
8	765	13.0%
9	224	3.8%
Total	**5,875**	**100%**

Source: Walker Consultants, 2018

CURRENT PARKING UTILIZATION

WEEKDAY CONDITIONS

To understand parking patterns in the study area, Walker observed parking occupancy rates in the study area on two weekdays and two weekend days. One weekday and weekend day included the whole 57-block area, and one weekday and weekend day included the core area only. The four dates also included a mix of weekday and weekend events and days without events, as follows:

- Friday, September 28th, 2018, when there were events at both the Basie and River Theaters in the evening. Overall attendance at the evening events was 1,379 patrons.
- Tuesday, November 6, 2018. There were no events that day.
- Saturday, September 29, when there were events at the Basie (1,399) and River Theater (199).
- Saturday, November 10 when there were no events.

MUNICIPAL PARKING OCCUPANCY

The tables on the following page summarize public parking occupancy by zone during a weekday and weekend, respectively. These were the peak days in our counts; both had evening events.

On the weekday, occupancy peaked at 2:00 p.m. with 925 out of 1,363 spaces occupied. This is an occupancy rate of 68 percent. On the weekend, occupancy peaked at 6 pm with 1,104 spaces occupied out of 1,487, which equates to an occupancy rate of 74 percent. While current occupancy rates, as a whole, do not indicate a shortage of parking, there are a few "hot spots" of activity where occupancy rates on a specific block or a specific lot exceeded 85 percent of capacity. These are shown in Figure 14 and Figure 15. When occupancy exceeds this level, patrons may experience delays and frustration while searching for a space. Therefore, the parking supply may be perceived as inadequate even though there are some spaces available in the parking system overall. For example, the English Plaza Lot on Block 20 in Zone 5 experienced a peak parking occupancy rate of 93%.

It is also worth noting that some spaces are reserved during the day in permit-only spaces. Most of these can be freed up for general use, so with a few operational changes this portion of the supply will be available.

Table 4: Public Parking Occupancy – Core Area Weekday

Zone	Inventory	8:00 AM	10:00 AM	12:00 PM	2:00 PM	4:00 PM	6:00 PM	8:00 PM
On-Street								
3	124	39	52	58	55	61	84	69
4	235	126	151	186	185	193	174	145
5	219	74	100	118	136	136	168	151
7	94	31	38	80	72	89	91	82
On-St. Subtotal	**672**	**270**	**341**	**442**	**448**	**479**	**517**	**447**
Off-Street								
5	506	145	214	337	374	310	228	312
7	185	43	99	92	103	89	63	45
Off-St. Subtotal	**691**	**188**	**313**	**429**	**477**	**399**	**291**	**357**
Total	**1,363**	**458**	**654**	**871**	**925**	**878**	**808**	**804**

*Area 7 off-street is reduced to exclude spaces that are private during the day.

Source: Walker Consultants, 2018

Table 5: Public Parking Occupancy – Core Area Weekend

Zone	Inventory	8:00 AM	10:00 AM	12:00 PM	2:00 PM	4:00 PM	6:00 PM	8:00 PM
On-Street								
3	124	38	40	43	57	54	81	91
4	235	109	118	135	145	132	146	123
5	219	64	113	124	138	109	142	132
7	94	75	71	84	94	91	99	88
On-St. Subtotal	**672**	**286**	**342**	**386**	**434**	**386**	**468**	**434**
Off-Street								
5	506	200	245	332	441	374	410	440
7	309	56	43	43	37	43	226	136
Off-St. Subtotal	**815**	**256**	**288**	**375**	**478**	**417**	**636**	**576**
Total	**1,487**	**542**	**630**	**761**	**912**	**803**	**1,104**	**1,010**

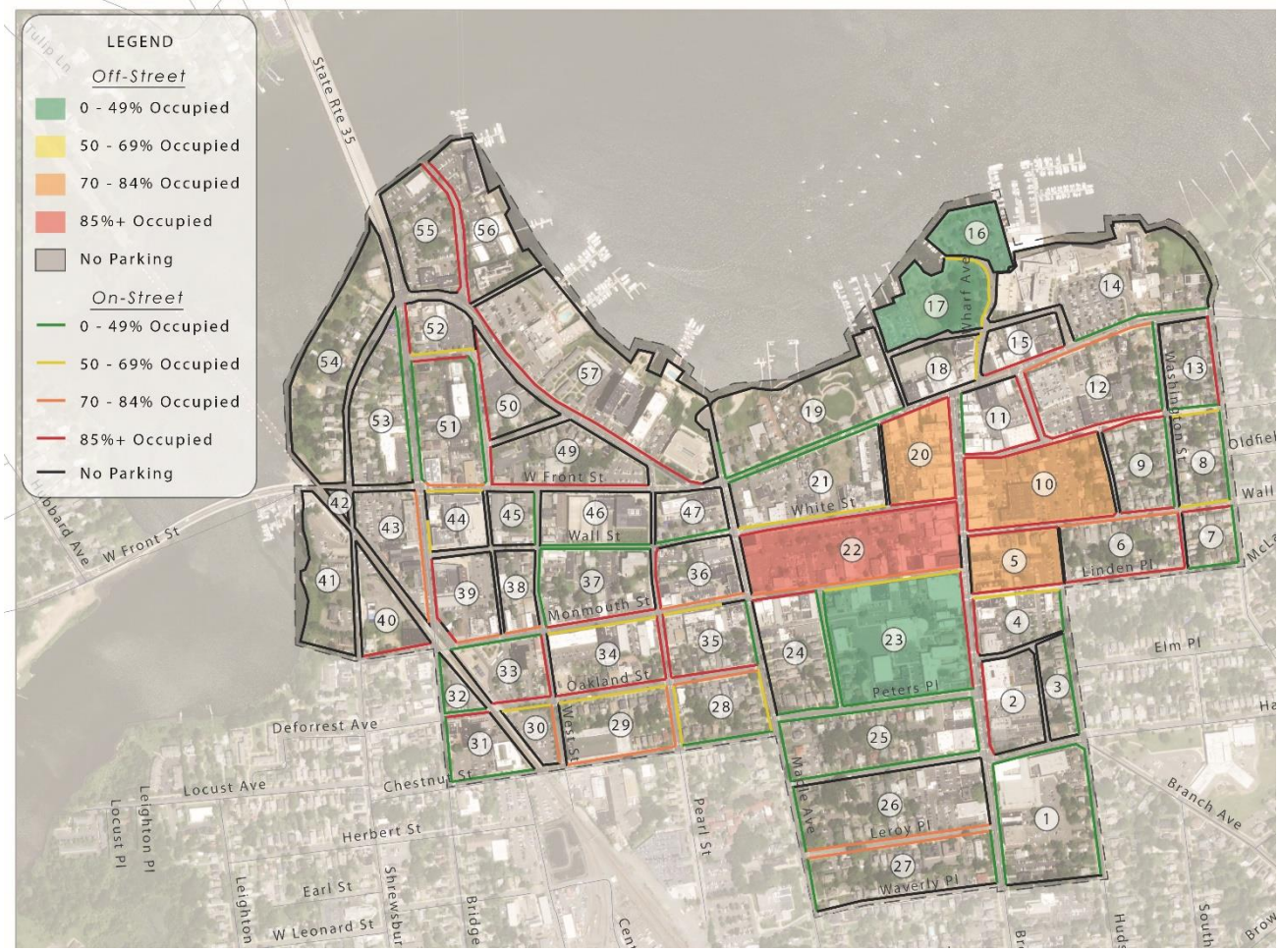
Source: Walker Consultants, 2018

The map(s) on the next pages illustrate on- and municipal off-street public parking occupancies by block/block-face during the peak hour. Red outlines (for on-street) and fill (for off-street) show occupancy rates greater than 85%.

Figure 14: Public Parking Occupancy, Weekday 2 pm

Source: Google Earth and Walker Consultants, 2018

Figure 15: Public Parking Occupancy, Saturday 6 pm



Source: Google Earth and Walker Consultants, 2018

PRIVATE PARKING OCCUPANCY

In addition to the public on- and off-street parking supply, parking activity in downtown Red Bank is supported by private off-street parking facilities, in both garages and surface lots. The private supply makes up the majority of parking in the downtown. In areas like the northwest corner of the study area, the overwhelming majority of the parking supply is a more suburban type of layout where surface parking surrounds a building. The parking is specific to the attached land use and not available for general public parking.

In the core downtown, peak parking occupancy in the private lots occurred around 2:00 p.m. during our weekday count, with approximately 51% of the supply occupied. Blocks 12, 22, 32, 33, and 56 experienced occupancy levels near or above the available supply. Blocks 32 and 33 serve NJ Transit commuters. Overall, though, there were over 1,300 vacant spaces in the private lots during this peak.

Table 6: Private Off-Street Parking Occupancy – Weekday

Zone	Inventory	8:00 AM	10:00 AM	12:00 PM	2:00 PM	4:00 PM	6:00 PM	8:00 PM
3	1,049	288	367	377	391	385	427	292
4	499	103	125	307	363	415	203	57
5	542	64	90	182	236	186	159	99
7	657	328	397	422	413	370	212	204
Total	**2,747**	**783**	**979**	**1,288**	**1,403**	**1,356**	**1,001**	**652**
Occupancy		**29%**	**36%**	**47%**	**51%**	**49%**	**36%**	**24%**

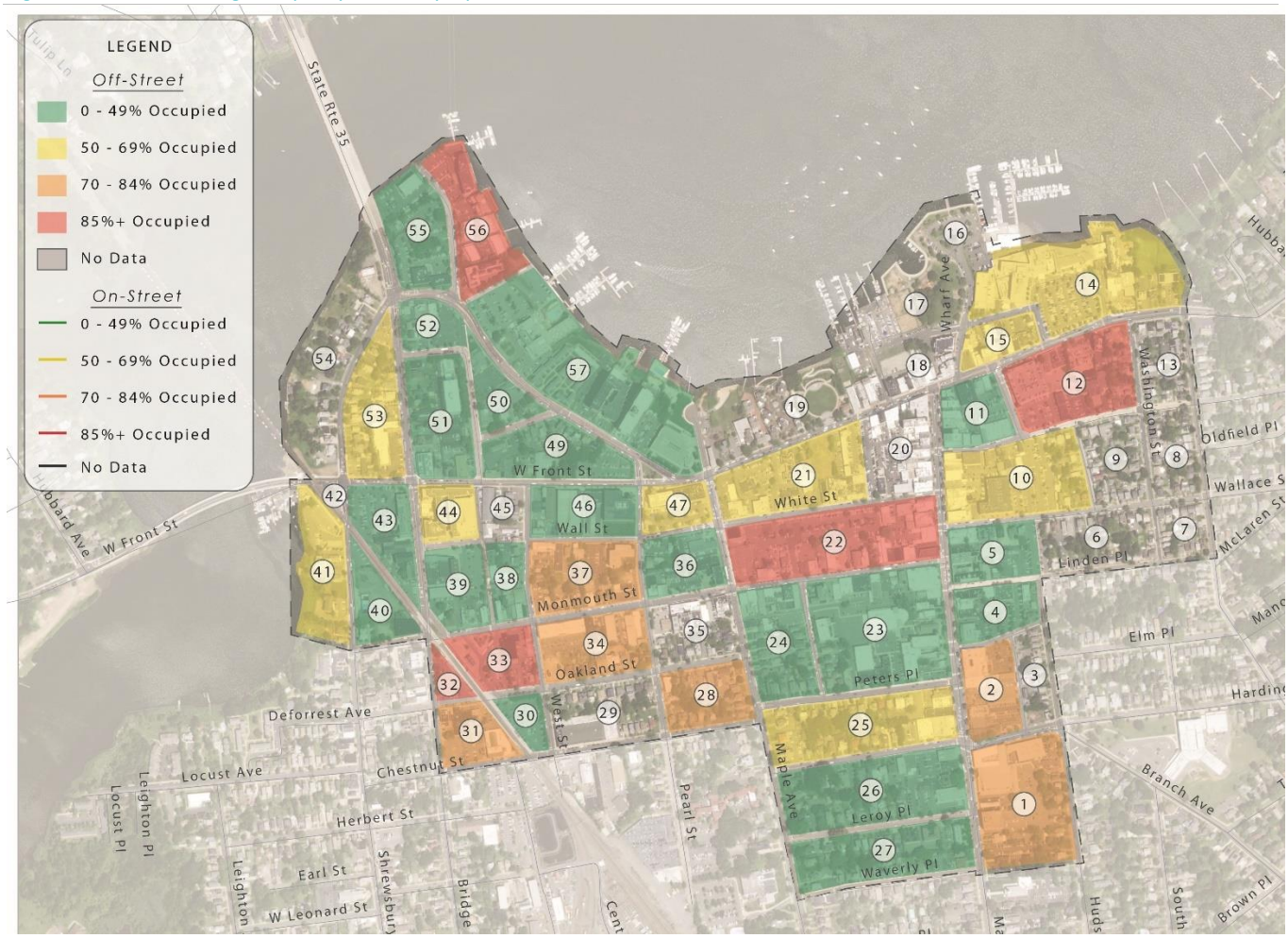
Source: Walker Consultants, 2018

Table 7: Private Off-Street Parking Occupancy – Saturday

Zone	Inventory	8:00 AM	10:00 AM	12:00 PM	2:00 PM	4:00 PM	6:00 PM	8:00 PM
3	1,049	233	270	318	331	264	389	478
4	499	176	203	195	207	226	217	205
5	542	69	89	116	126	115	220	176
7	657	220	242	230	266	341	332	302
Total	**2,747**	**698**	**804**	**859**	**930**	**946**	**1,158**	**1,161**
		25%	**29%**	**31%**	**34%**	**34%**	**42%**	**42%**

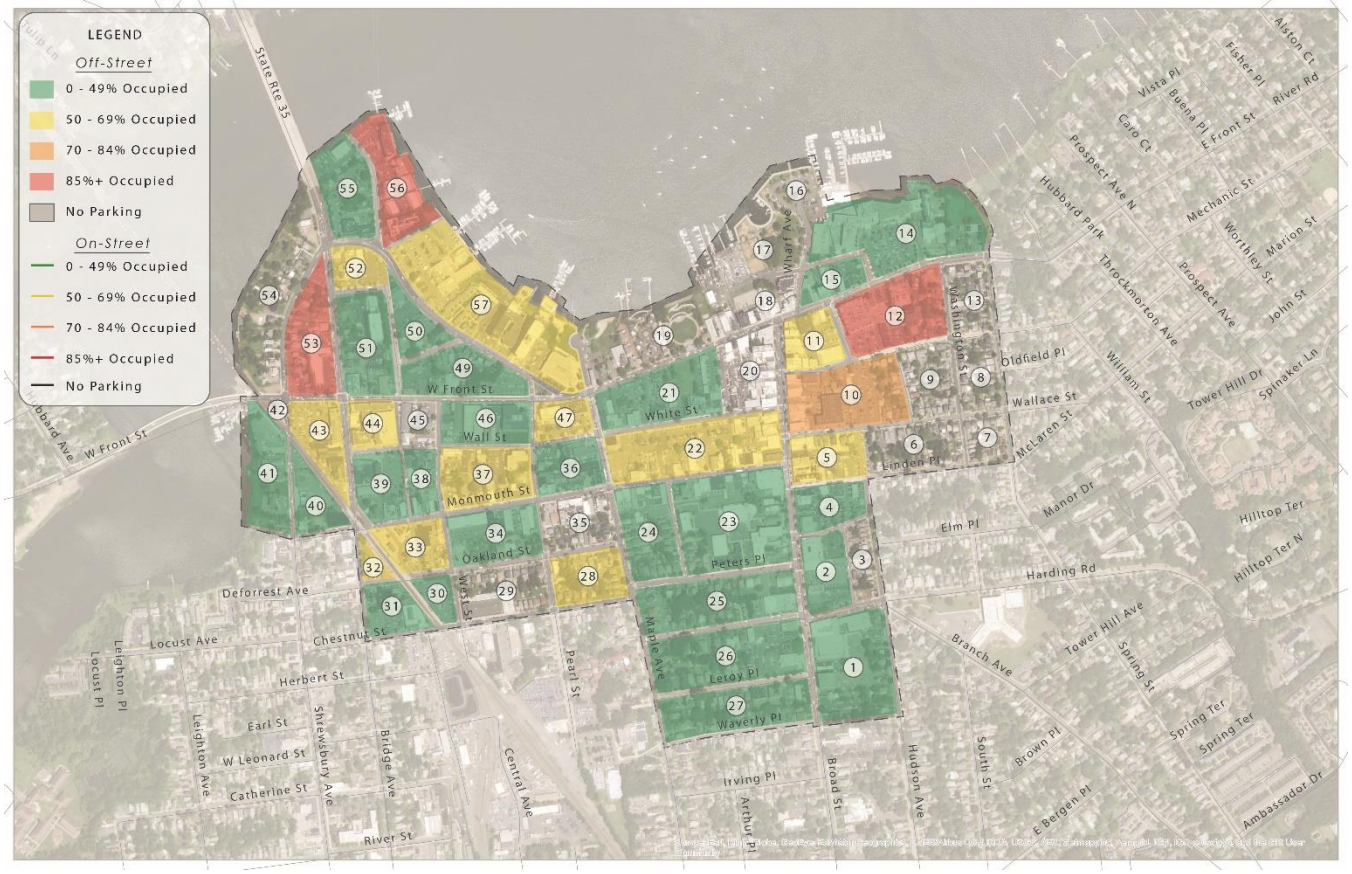
Source: Walker Consultants, 2018

Figure 16: Private Parking Occupancy, Weekday 2 pm



Source: Google Earth and Walker Consultants, 2018

Figure 17: Private Off-Street Parking Occupancy – Saturday Event



Source: Google Earth and Walker Consultants, 2018

PUBLICLY-AVAILABLE PRIVATELY-OWNED PARKING

There are a few privately owned parking facilities that should really be categorized as public parking insofar as they are available for general use.[2] These include:

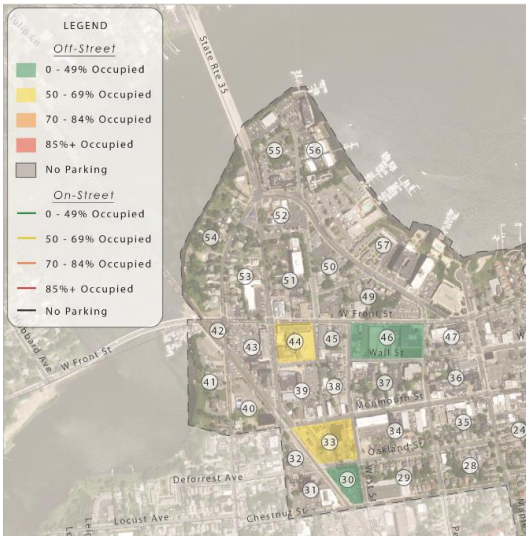
- The NJ Transit lots on Blocks 30, 32 and 33, which are available for non-NJT customers after 11 am.
- The West Side Lofts garage on Block 44, which includes 112 spaces for the general public in addition to reserved parking for residents.
- The 141 W. Front St. Garage on Block 46, which serves the Pazzo Restaurant as well as the office complex at 141 W. Front Street. The garage is open to the public and has 378 spaces.

The Count Basie Theater shows these facilities as parking options on their website. The two theaters can make good use of these spaces and our occupancy counts suggest that they were used to a limited extent for event parking. The NJ Transit and West Side Lofts parking are a long walk from the Broad Street/Monmouth Street/Front Street commercial core. The 141 W. Front St. Garage is reasonably close to some destinations along Front and Monmouth streets and not a bad walk, but for most restaurant and retail customers the 2,000' walk to Broad

[2] The Globe Garage on Block 11 is publicly available but not included here as it is not a viable resource.

Street will be considered too far. If these facilities became more highly utilized for event parking, however, it would ease traffic conditions around Broad Street on busy days. Parking occupancy for these facilities varied but the most central of them, the 141 W. Front St. Garage, always had a surplus of 200 spaces or more. The associated office building is not yet fully leased so the surplus will decrease over time, but we project the garage to continue to have some surplus (70 spaces or so) at full leasing unless an unusually high-generating tenant takes a significant amount of space. This is discussed in the section on future conditions.

Figure 18: Publicly-available, Privately-owned Parking – Saturday Evening



Source: Google Earth and Walker Consultants, 2018

Figure 19: Publicly-available Privately-owned Parking - Weekday Daytime

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Source: Google Earth and Walker Consultants, 2018

PARKING ADEQUACY

EFFECTIVE PARKING SUPPLY

A parking system that is at 100% of capacity is not functioning efficiently. People trying to park are circling around too many areas looking for the last one or two available spaces, creating traffic beyond the normal levels of a busy downtown. Additionally, temporary losses of space due to misparked vehicles, broken glass or other obstructions, or construction, are common and reduce the supply, so assuming 100 percent of the spaces are viable does not work.

For that reason, when we evaluate the adequacy of a parking system we reduce the supply somewhat to create a cushion of empty spaces that serves as a bulwark against the challenges cited above. The reduced supply, which we refer to as an "effective supply" is 85 percent to 95 percent of the full supply.

Some factors that affect the efficiency of the parking system are:

- Capacity – Large, scattered surface lots operate less efficiently than a more compact facility, such as a parking structure, which offers consolidated parking in which traffic generally passes more available parking spaces in a more compact area. Moreover, it is more difficult to find the available spaces in a widespread parking area than a centralized parking facility.
- Type of users – Monthly or regular parking patrons can find the available spaces more efficiently than infrequent visitors because they are familiar with the layout of the parking facility and typically know where the spaces will be available when they are parking.
- On-street vs. off-street – On-street parking spaces are less efficient than off-street spaces due to the time it takes patrons to find the last few vacant spaces. In addition, patrons are typically limited to one side of the street at a time and often must parallel park in traffic to use the space. Many times, on-street spaces are not striped or are signed in a confusing manner, thereby leading to lost spaces and frustrated parking patrons.

To evaluate the adequacy of the parking system to accommodate the parking demand, Walker compared the effective parking supply to the observed parking demand. Overall, parking in the Borough is adequate to support demand on an average day with events at the theaters.[3] Again, this does not mean that there are not parking "hot spots" on some blocks. However, adequate parking is available within a few blocks of shortfalls.

[3] The events on the survey days were not sell-outs. We provide an adjusted projection including sell-out events in the next section of the report.

Table 8: Public Parking Adequacy by Zone – Core Area Weekday 2 pm

Zone	Inventory	Effective Supply	2 pm Occupancy	Adequacy
On-Street				
3	124	105	55	50
4	235	200	185	15
5	219	186	136	50
7	94	80	72	8
On-St. Subtotal	**672**	**571**	**448**	**123**
Off-Street				
5	506	455	374	81
7	185	167	103	64
Off-St. Subtotal	**691**	**622**	**477**	**145**
Total	**1,363**	**1,193**	**925**	**268**

*Area 7 off-street is reduced to exclude spaces that are private during the day.

Source: Walker Consultants, 2018

Table 9: Public Parking Adequacy by Zone – Core Area Weekend 6 pm

Zone	Inventory	Effective Supply	6 pm Occupancy	Adequacy
On-Street				
3	124	105	81	24
4	235	200	146	54
5	219	186	142	44
7	94	80	99	(19)
On-St. Subtotal	**672**	**571**	**468**	**103**
Off-Street				
5	506	455	410	45
7	309	278	226	52
Off-St. Subtotal	**815**	**733**	**636**	**97**
Total	**1,487**	**1,304**	**1,104**	**200**

Source: Walker Consultants, 2018

TURNOVER STUDY

Finally, Walker collected the last three digits of license plates in some areas to analyze length of stay. A sampling of 105 meters along Broad Street, Front Street, and Monmouth Street shows a total of 28 cars staying for more than two hours, 16 cars staying more than four hours, and 11 cars staying more than six hours. This does not include cars that pulled in at 4 pm and stayed past 6 pm when the meter time limit expires. Cars that stay for more than four hours are preventing much-needed turnover for customers. The 11 cars that stayed more than six hours took up roughly 10 percent of the on-street spaces for the better part of the day, preventing 30 or more shorter-stay visitors from using the prime on-street parking. Furthermore, the 27 spaces occupied for four or more hours represent 25 percent of the spaces studied. Even at a four-hour stay (as opposed to six or eight hours) this is a considerable percentage of spaces taken up for a significant portion of the day. Our operations recommendations are designed to help prevent this misuse of prime on-street resources by employees or other long-stay parkers.

FINDINGS – CURRENT CONDITIONS

The survey data show that under normal conditions, the core study area has adequate parking to accommodate demand. Parking is more constrained on an event night. However, even with a 1,400-person event at the Basie and an event at the Two River Theater while their on-site lot was closed for construction, parking was available in the study area and even in the White Street Lot. A full house at the Basie would add roughly 70 cars. That would obviously increase utilization in the core area shown in the table. Some of the additional parkers would likely park at the NJ Transit lots or 141 W. Front St. Garage.

This doesn't mean that parking is always available where an individual prefers to park, or within a preferred radius of a location. Some streets and lots were at their effective capacity, as shown in the maps. Others had some spaces unavailable due to permit restrictions; in our section on operations, we make recommendations for doing away with most restricted spaces to improve availability for visitors. And as the online survey showed, most people say they park more than a block (but within three) from their destination and that it takes more than five minutes of driving around to find a space. (Some of that time is probably spent navigating one-way streets, which can make it longer to go a relatively short distance.) As the survey further suggests, some people mind this and some don't. This split is typical of the input we get from stakeholders in many studies; some stakeholders have expectations more in line with urban parking and are comfortable driving around or just parking farther away to begin with, while some have expectations more in line with suburban parking and dislike the challenges and pricing associated with traditional downtown parking operations. A mall shopper may park a four-minute walk away from the mall, but the direct sightline makes the distance seem shorter than, say, the walk from the 141 W. Front St. Garage to the Basie Theater. Operational changes can help improve availability of parking for visitors so that more spaces are available closer to major destinations.

SHARED USE OPPORTUNITIES

The 141 W. Front St. Garage is open to the public. It is very underutilized, including at Basie event times. Our survey data showed excess capacity of 200 spaces even at event times, and the parking operator for the garage has confirmed that utilization peaks at roughly 40% of the 378-space capacity (which equates to 150 spaces filled). We speculate that the garage's low utilization is a function of several things:

The public might not realize they can park here

- Lack of signage on the garage making clear that it is public parking.
- Lack of integration into the City's parking map or directional (street) signage. The garage is privately owned, so perhaps neither the City nor the owner has been interested to incorporate it into the municipal parking system to that extent, but the lack of coordination is likely limiting its utilization by the general public.
- Distance from major destinations: From the Wall Street pedestrian exit of the 141 W. Front St. Garage to the Basie Theater is roughly 1,000 feet. For the average person this is only a four-minute walk, which is

acceptable in an urban environment, especially for an event (people expect traffic and parking to be more difficult for an event). However, the White Street Lot is closer and has better sightlines to the theater, so while the 141 W. Front St. Garage may have an acceptable walking distance is will remain a secondary option for many people.

The first two of these issues have solutions if the Borough and the owners of the garage can find a way to integrate the garage into the municipal inventory better. To improve connectivity of the garage for theater-goers, perhaps Count Basie Theater could operate a shuttle during events. The Borough could improve lighting and possibly create a walkway of enhanced characteristics (increased lighting levels, decorative pavers, enhanced landscape features, etc.) that leads to the theaters. If it is feasible to make Water Street a two-way street, it would be easy to have directional signage along Maple pointing to the garage as an alternative to White Street Lot. Much of the traffic headed to the White Street Lot is on Maple, so the signage would be visible and the ability to turn west would be helpful.

The building associated with the garage is not completely leased. We project that new tenants could add up to 120 spaces, so the garage can continue to be part of a solution but will likely not continue to offer the very large surplus it can offer now, but at night when most theater events occur, the garage would be available.

The Basie Theater also advertises the availability of the NJ Transit lots and West Side Lofts garage on their website, and our occupancy surveys suggested they were used by one or both theaters at event times. The longer walks to the Basie from these facilities to the west may be offset for some people by the lower volume of traffic before and after the event. As with the 141 W. Front St. Garage, a stronger district-wide approach to parking might help boost utilization of these facilities by integrating them more clearly into the public supply. This would help reduce the impact in the downtown core. The goal isn't for everyone to change their patterns, but to encourage more people to fan out through the area.

Other private facilities in the area have underutilized supplies, and in some cases have a fair number of spaces available especially during evening events. It is harder to make use of these supplies for the general public for several reasons, including that they are spread out, harder to "advertise" as public, often have smaller pockets of available spaces, etc. Many owners don't like to open their supplies to the general public, though public-private agreements in which a municipality covers things like insurance make many owners more comfortable allowing public parking on their land. Although there are more challenges with utilizing a private supply, they can be useful in a few ways:

1. Discounted employee permits for downtown workers can be offered in private lots. This is easier because the number of permits issued can be small in any given lot but spread over several lots can add up to a helpful inventory. This doesn't work as well for visitor parking but since downtown employees can be assigned a location for their permit, it is easier to make use of small pockets. Moving employee permits out of municipal lots would help increase the inventory available to visitors. One space on street or in a municipal lot that is occupied for eight hours by an employee could serve six or more shoppers/diners.
2. In the evenings, larger lots that are focused on daytime activity such as offices, schools or banks could be opened up to the public on event nights. This would require temporary signs and "flaggers," but can be an easy way to create resources for people driving up the street looking for a place to park.

In our operations section we discuss the value of having a full-time parking manager coordinate parking challenges in the downtown. The options described above would be manageable if this position is created, as the

coordination is probably greater than the Public Works department can reasonably be expected to handle under current conditions.

FUTURE PARKING CONDITIONS

Growth of parking demand comes from several sources:

1. New Land Uses: Information provided by the Borough's Planning Department shows projects the have been recently completed or are still in approvals or development. The following is a summary of major projects from the list:

    - Anderson Building – Warehouse conversion to mixed-use, including on-site parking.
    - 39 East Front Street – Redevelopment of building with on-site parking.
    - 101-107 Oakland Street – conversion of office and vacant lot to TOD mixed-use including 45 residential units and a garage.
    - 32 Mechanic Street – conversion of firehouse to commercial with residential. Needs 16 spaces, providing 4.
    - 36 Hardin Road – 18 residential units.
    - 133-7 Monmouth Street – warehouse conversion to expand school physical education area.
    - 24-30 Mechanic Street – Riverwalk Commons – 24-unit residential with parking below.
    - 1 Bridge Avenue – West Side Lofts – residential with parking.
    - 182-192 Broad Street – Rowhouses with parking.
    - 55 West Front Street – 35 units above parking.
    - Station Place at Red Bank – 45 units with parking.
    - Count Basie expansion.

    The projects cited are mostly residential or mixed-use residential (meaning they will have a commercial component at grade), and many are transit-oriented developments near the train station. As shown in the list, parking is provided; only one project—redevelopment of the fire house--is described as being short of the required parking. The shortage is shown as 12 spaces. By and large, though, the projects outlined by the Planning Department are meeting needs onsite.

    The Count Basie Theater is in the process of developing a new 550-seat theater. The theater has not yet determined how often the new space will run in tandem with the main theater, but there is potential for it to occur often enough to require a solution.

2. Increased Occupancy of Existing, But Vacant, Space: Red Bank has second story office, mostly along Broad Street and within the immediate surrounding area (zone 5), that is vacant. We understand from Borough officials and RiverCenter staff that owners have a hard time renting these spaces, with potential tenants citing the lack of parking as one issue that makes Red Bank less competitive than other locations. RiverCenter staff estimate that there is approximately 45,000 sf of vacant second-story office. At a typical office parking ratio, this square footage could generate 135 additional cars if all of it were all leased out. The Borough's assumption for the future projection is that all 45,000 sf could be leased out.

Red Bank also has several vacant retail/dining spaces. We counted roughly 13 along a section of Broad Street. Assuming ten of these rented out as restaurants at 2,500 sf each, parking demand could increase by 250 spaces on a weekend evening.

3. Development on Existing Parking Lots: Development on existing resources reduces the available supply and increases demand pressure on other resources. The new developments shown in the Borough's information will not replace public parking or publicly-available parking like the 141 W. Front St. Garage or West Side Lofts.

Reductions in Demand: There can also be a decline in demand. Growth of multi-family residential developments in downtown areas increases the density around stores and restaurants, increasing the number of people who walk, bike, or use transportation network companies (TNC's) like Lyft, Uber and Juno. Some of the biggest impact of TNC's, next to airports and hotels, is restaurants and bars; TNC's allow people to have drinks at a bar without concern.

The impact of TNC's is relatively recent and is less dramatic a force thus far in areas like Red Bank where the large volume of people coming from outside the Borough itself is likely to be using their own cars. TNC's have had the most impact in more urban areas among people who either don't own a car or can use a TNC for a short distance for the same price as parking a car without the hassle. TNC's have less impact in suburban areas where it is more difficult not to have a car, and where the distances of travel are great enough to make a TNC more expensive than parking. Only one person in our surveys mentioned using TNC's in Red Bank. For this reason, we do not project a downward trend in Red Bank parking demand in the short term. However, we note that it is likely to become more prevalent over time.

The table below shows the results of our projections, based on the scenario provided by the Borough.
taking into account a full house at both theaters, the additional impact of the new theater that will open in the Basie, and the additional leased restaurant and office space described above.

We consider this to be a conservative projection insofar as it assumes the following:

- Full house at Two River, Count Basie main theater, and the new 550-seat theater at Count Basie.
- All 45,000 sf of second-story office gets leased.
- Most of the vacant space on Broad Street gets leased as higher-generating restaurant, while all other space remains leased.

Table 10: Demand Projections - Build-out Conditions

	Weekday	Weekend/Evening
Current Municipal Surplus		
On-St Public Surplus	101	45
Off-St Public Surplus	211	102
Total Public Surplus	312	147
*Usable Municipal Surplus	111	102
Additional Publicly-available Supplies		
Supply 2 River theatre**		130
141 W. Front (surplus at full leasing)	72	207
NJ Transit Surplus		75
Usable Additional Public Surplus		412
Total Available Supply	**183**	**514**
Additional Cars - 2nd fl office	135	
Additional Cars - Restaurants	125	250
Additional Cars - sold out event venues		128
Additional Cars - Basie expansion***	50	224
Total Added Cars	310	602
Surplus/Deficit	-199	-88
Spaces needed to accommodate deficit	**-221**	**-98**

*Usable surplus excludes on-street parking and, on the weekday, the 100 spaces in the Wallace lot that are reserved for a private tenant.
**The theater parking lot was closed during our counts and should be added back in to the inventory to absorb cars that used other resources on our survey days.
***Includes an evening event in the 550-seat theater and some additional employee and visitor demand for the educational/rehearsal areas during a weekday.

Source: Walker Consultants, 2018

FINDINGS – FUTURE CONDITIONS

As discussed above, the projections assume all of the vacant second-story office space gets leased out and that both the Two River and expanded Basie Theater are completely occupied. Under this scenario, we project a deficit of ±220 spaces. The projection assumes utilization of publicly-available resources but does not include any of the private spaces.

There are a few options for mitigating the deficit.

1. Try to use existing private parking resources: As shown in the discussion of private parking, there were at least 1,300 spaces available in areas 3, 4, 5, and 7 during our counts. This includes the publicly-available supplies included in the surplus available in Table 10, but even excluding those facilities there is a large surplus. As

described in Current Conditions section, a parking manager can help create shared parking deals with private owners to allow a handful (or more) of permits per lot in multiple lots. Any given lot might only make a small number of spaces available, but it could be enough to accommodate a few second-story office spaces or some existing downtown permits, for example. Multiple arrangements could significantly reduce, or even eliminate, the projected deficit. Arrangements to use lots that are largely vacant at night could provide resources for the theaters. The sort of coordination needed to achieve this solution may seem daunting given the current lack of coordination of resources, but a district-wide approach can solve several parking issues at once: by moving long-term parkers into these facilities, the Borough not only creates an option for new tenants, but clears up space on-street and in existing surface lots like White Street whose highest and best use should be customers, not all-day parkers. If employee permits could be moved out of existing lots and long-term parking on-street could also be reduced by providing permits within private lots, a significant amount of space could be freed up.

That said, there are significant hurdles to creating public-private agreements: in some cases the question of payment/rates is challenging, but perhaps the bigger hurdle is liability insurance, nighttime lighting, and other operational considerations. In addition, while a parking manager tasked with making these arrangements can accomplish much more than the Borough can possibly do in the absence of dedicated staff, even a parking manager relies on a cooperative spirit and a set of goals shared among members of the community. If that good will is not present, a parking manager cannot succeed.

2. Develop parking. Building a garage in the vicinity of White Street would make more parking available in a location that many people want it–convenient to Broad Street, Monmouth Street, Front Street and the Basie Theater--reducing frustration for those who don't know Red Bank well enough to find the pockets of available parking or who don't like the walking distances in this more urban-style downtown. Having a large supply in a single location makes it easy to sign for "Municipal Garage" and direct most patrons to a single location. Another plus is that it requires less stakeholder cooperation and creativity than creating public access to private lots.

   The most obvious negative of a garage is cost. As shown in Table 11, a garage with enough spaces to replace the surface parking it takes up plus enough spaces to support the growth projection would cost nearly $1.1M annually to cover construction costs and operating expenses; the debt service is projected to add up to more than $26M over the 30-year bond period and there are operational costs beyond that.

   Entering into an agreement with a private developer to build the spaces as part of a larger development project would reduce the Borough's financial exposure. We cannot estimate the extent of the reduction, as these transactions vary depending on land values, income potential from the new land use, and other factors. In addition to financial considerations, it is worth noting that a development that could include the 220 net new spaces, replacement of the existing 271 spaces, an income-generating development, and the additional parking needed for that development, might require underground parking or an imposing above-grade facility (to put it in perspective, the 491 public spaces would make the garage more than 25 percent larger than the 141 W. Front Street garage). Putting aside massing considerations, a sizable garage that is not maintained properly becomes dirty and poorly lit, leading to safety concerns.

RECOMMENDATIONS

We recommend a phased approach to ameliorating conditions currently and preparing for future growth. More information is included in the section on operations.

1. Hire a parking manager to begin working on immediate operational challenges:
    - Start improving availability of spaces for visitors by eliminating permit-only reserved areas to the greatest extent possible.
    - Increase the consistency of enforcement to reduce long stays in prime on-street parking areas.
    - Create permit spaces as alternatives to longer-term on-street and in the White Street Lot, including other municipal lots that are less valuable to customers as well as private lots. Employees stay for longer periods of time and know the area; for these reasons they don't need the level of convenience that customers do. While permit parkers may not get as convenient a space, having reliable access to a low-cost permit space may reduce some parking stress for downtown employees.
    - Make other improvements to the parking operation as outlined starting on page 45. These will improve the financial position of the parking utility while adding efficiency.
2. Meet with business owners to discuss longer-term and wider-ranging public-private shared parking agreements that have the potential to create a flexible parking district. This discussion should begin as soon as a parking manager is brought on board. Starting with these steps will enable the Borough to improve the financial performance as well as the efficiency of the parking system to support growth.
3. If shared parking agreements cannot be reached or are not viable, a garage will be needed to solve the deficit generated by the Borough's growth scenario. Public-private agreements can be evaluated for financial viability.

PARKING DEVELOPMENT OPTION

Although the Borough maintains several surface parking lots throughout the business district, the development of a parking garage capable of supporting the number of spaces identified to meet future conditions can occur at only one Borough-owned parking lot.

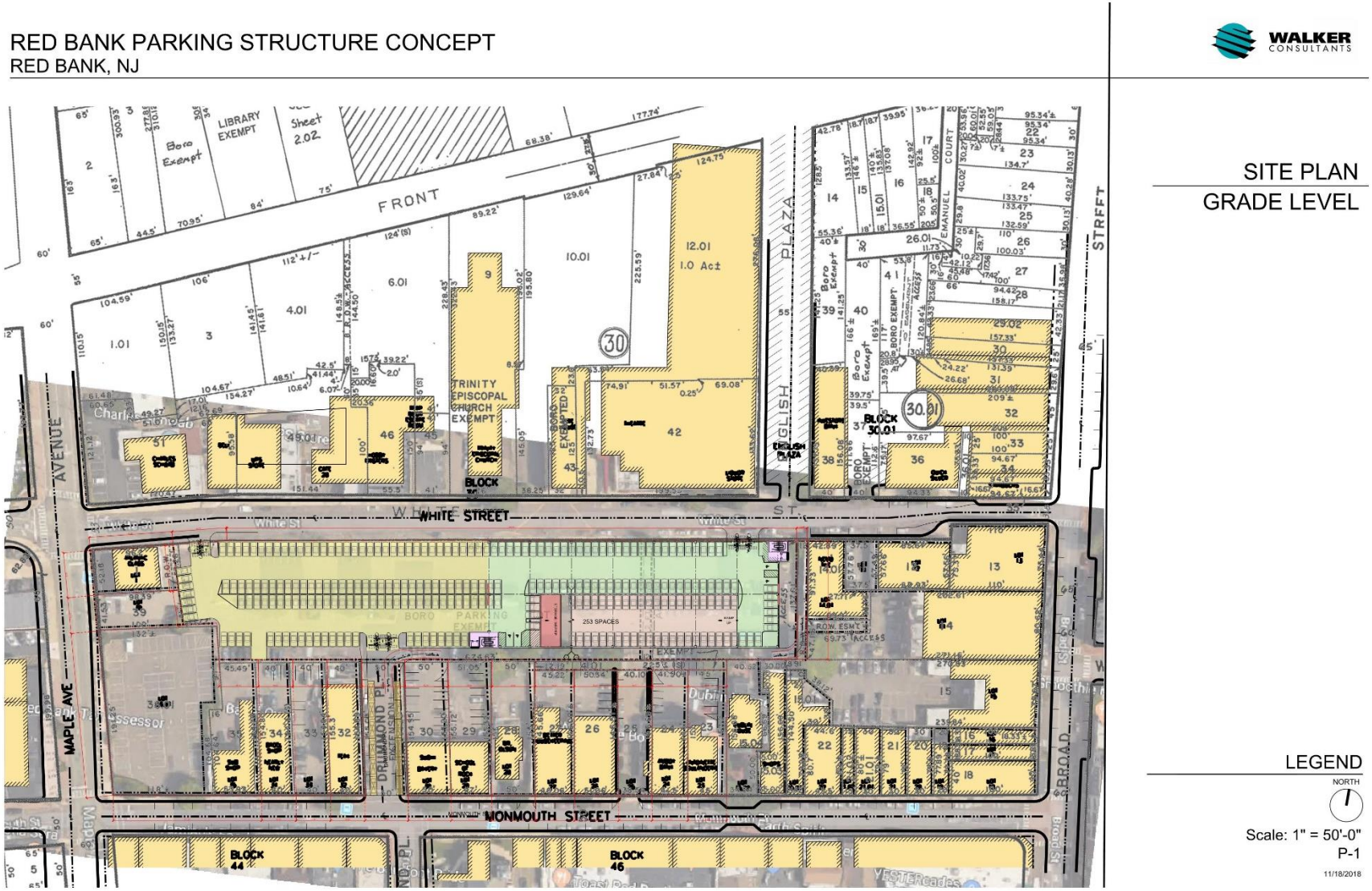
The White Street Lot is the natural choice for the location of this type of facility as it is of the correct physical size to support an efficient precast structure as well as being centrally located to serve the Broad Street business area and the expanded Count Basie Theater.

Based on a need to develop approximately ±220 new parking spaces, the following conceptual drawings were developed to illustrate the mass and functional design of a parking garage located on the White Street Lot. The conceptual design includes a grade level (253 spaces), one typical level (137 spaces), and a rooftop level (86 spaces) for a total of 476 spaces. This space count includes replacement of a portion of the 271 spaces currently maintained at this surface lot facility. Although this space count does not result in 491 spaces (271 current spaces plus 220 new spaces), alternative solutions can be accommodated in the design versus building an additional typical level to gain the 15-space differential. (In the grade-level sketch on the following page, the yellow area remains surface parking.) Height of the structure is approximately 30 feet.

Other design features include two stair towers each equipped with one elevator car. Two vehicular entry/exit plazas are located on White Street and on Drummond Place (one on each street). Design includes the use of a gated system utilizing pay-on-foot technology for revenue collection.

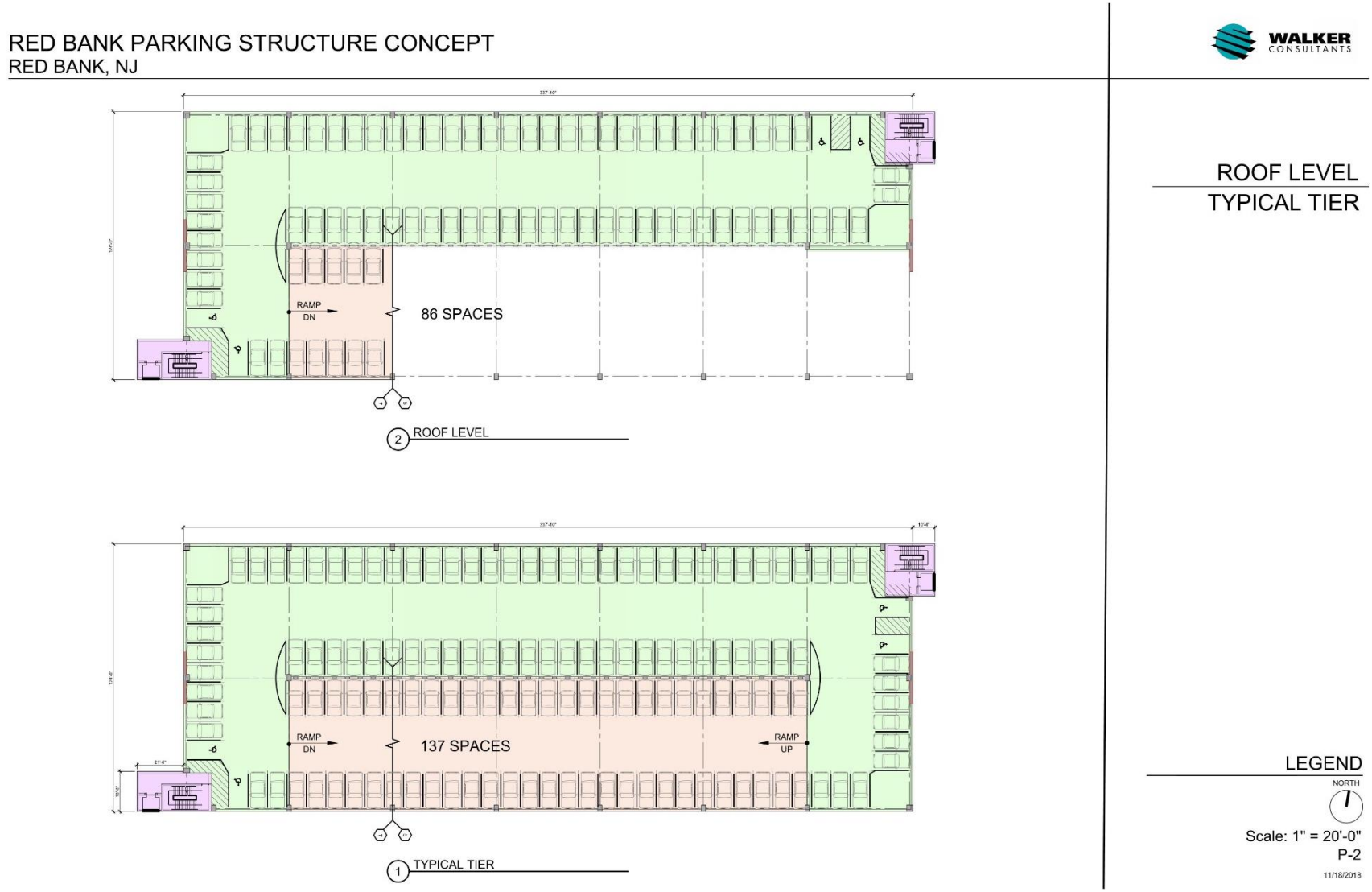
The drawings on the next pages illustrate this conceptual design by floor type.

Figure 20: Alternative Garage Site Plan – Grade Level



Source: Walker Consultants, 2018

Figure 21: Alternative Garage Site Plan – Roof/Typical Tier



Source: Walker Consultants, 2018

To help illustrate the cost of developing, maintaining and operating a structured parking facility, the following table identifies the cost, in 2018 dollars, to develop and support, on an annual basis, a parking garage of this size in this region of the country. All costs are estimated based on current market conditions and assume a parking garage developed by the Borough and publicly financed.

Table 11: Parking Garage Proforma -White Lot Scenario

PROJECT DESCRIPTION

343 Space Above Grade Pre-Cast Parking Garage

PROJECT DEVELOPMENT COST				
Garage Structure	343 Spaces			
Cost/Space	$30,000		$10,290,000	
Hard Construction Cost Estimate				**$10,290,000**
Misc. Construction Costs*		15%	$1,543,500	
Total Construction Budget				**$11,833,500**
Architectural/Engineering				
Surveys, Soil, Title, Testing, Etc.		12.0%	$1,234,800	
Professional Fees Estimate				**$1,234,800**
TOTAL PROJECT DEVELOPMENT COST TO BE FINANCED				**$13,068,000**
FINANCING COSTS				
Cost of Issuance				$392,040
Debt Service Reserve (DSR)				$680,000
Construction Fund Earnings (CFE)				($89,000)
Capitalized Interest Fund (Annual debt service payment X 18 months)				$1,335,000
LOAN SIZE				**$15,386,040**
DEBT SERVICE CALCULATION				Tax Exempt
Principal				$15,386,040
Rate				4.0%
Term (Yrs)				30
ESTIMATE OF ANNUAL DEBT SERVICE (Level Payments)				**$890,000**
ASSUMED OPERATIONAL COSTS				
Annual Operating Cost per Space				$500
Spaces				343
ESTIMATE OF ANNUAL PROJECT OPERATING EXPENSE				**$171,500**
TOTAL ANNUAL PROJECTED EXPENDITURE				**$1,061,500**

*Includes:
General Conditions
Contractor Overhead/Profit
Contingency

DSR: A bond requirement amount equal to debt service obligation for one year. Since DSR balance remains fixed throughout the life of the bond, the issuer can realize annual interest earnings on the balance until bond reaches maturity.

Does not inlcude annual structural reserve fund funding.

CFE: These funds are drawn down over a 12-18 month period.

Issuer can earn 1.5% interest on amount of unused CFE to lower amount of bond issue.

Source: Walker Consultants, 2018

FUNDING ALTERNATIVES

REVENUE BONDING

Revenue bonding is considered a more equitable method of funding parking projects as it is the users of the parking program that support the development of new projects and not the residents of the municipality in which the project is located.

Parking revenue collected from each division of parking (off-street, on-street & enforcement) is commonly required to support the issuance of parking revenue bonds, as revenue generated by a newly constructed parking garage is typically insufficient to account for its operating costs and the annual debt service for bond payments. There are risks when municipalities are reliant on parking revenues as the single source of financially supporting a bond issue and due to these risks bond underwriters require that parking revenues generated by a municipal parking program exceed the annual debt service requirement by a minimum of 50 percent. In addition, underwriters will look at the past financial and organizational history (at least prior three years) of the parking agency and how the parking organization is managed as well as the résumé of the person responsible for the management of the parking program.

As is the case in the Borough of Red Bank, in order to rely on parking revenues as the sole source of funding for a parking structure and other major surface parking lot improvements required, the current sources of revenue need to be increased to support both the operating and debt service costs related to the development of a new parking garage and the daily operation of the parking program as a whole. The management section of this report outlines the basics of how this can begin to occur. However, the ability of the parking program to generate the revenues required to financially support the development of a new garage may be difficult to achieve at this time. It is important to keep in mind that many of the spaces in the garage would be used only during special events at the Count Basie Theater. While these events are frequent, they don't fill spaces for enough hours of the day to contribute revenue at the levels needed to support debt service. It is worth noting, too, that under current pricing, most parking for Count Basie events would be free.

GENERAL OBLIGATION BONDING

General Obligation (GO) bonds are secured by the commitment of a government agency to levy ad valorem property taxes as necessary to repay debt service related to the loan.

As GO bonds are supported by property taxes, the burden of repayment becomes the responsibility of residents and businesses in the community although they may not directly benefit from the development of the specific project. In addition, GO funding for parking-related projects reduces the amount the General Fund can support for other municipal projects. For this reason, municipalities prefer revenue bonding to GO bonding for parking projects when financially feasible.

For this project, GO bonding would most likely be required if other funding alternatives are not available, as the Borough's parking program would likely not meet the litmus test for revenue bonding at this point in time.

TRANSIT ORIENTED DEVELOPMENT (TOD) INFRASTRUCTURE FINANCING ACT

The Federal government anticipates that the demand for living near a transit hub will almost double over the next twenty years to over 15 million households. To meet this demand, significant new development near transit stations will be required. The challenges associated with financing needed infrastructure improvements can

present barriers to the successful implementation of TOD. Commonly, local governments recognize the economic benefits associated with TOD, but lack the financial wherewithal to repay the loans.

On March 30, 2015, the Congressional Senate Committee on Environment and Public Works, introduced the Transit Oriented Development (TOD) Infrastructure Financing Act to help local communities better capitalize on their transit systems to catalyze economic development by providing financing support in the form of loans or loan guarantees under the highly successful Transportation Infrastructure Finance and Innovation Act (TIFIA) program.

The Transit Oriented Development (TOD) Infrastructure Financing Act is modeled after the approach taken for ITS projects, which are eligible for TIFIA financing but have a lower cost threshold than other TIFIA projects. Under this legislation, TOD projects have a lower cost threshold of $10 million.

Financing can be used to construct or improve infrastructure at transit station areas, such as the White Street Lot, to support development. Qualified borrowers, which could include states, local governments or public-private partnerships, have to demonstrate a reliable, dedicated revenue source to repay the loan. Because local government must repay the loan at a modest interest rate, the cost to the federal government is very low. Additionally, local communities, states, and the federal government can benefit from new economic development and more resilient communities that will result from these projects. Although this approach requires repayment of the loan and is not a grant, the terms and rates may be more attractive than conventional bonding.

IN-LIEU PARKING FEES

To help support the development of a parking garage another option is to allow property owners in the study area the option to pay a fee “in-lieu” of providing the amount of on-site parking required by code. This fee can be structured as a one-time payment or an annual lease payment. The drawback to in-lieu fee programs is that the revenue generated is often inadequate to fund an entirely new parking facility. However, even when that is true, in-lieu fees can augment other financing options and are an efficient way of pooling costs that landowners would otherwise pay individually.

The Borough of Red Bank does maintain a payment in-lieu of parking (PILOP) fee ordinance. The fees are assessed based on actual need. However, the PILOP was suspended in 2014 due to economic conditions.
The Parking Deficiency Schedule assessment for payment is as follows:

Parking Deficiency Schedule
Deficiency & Cost Per Space
1 to 5 - $500
6 to 10 - $1,000
11 to 15 - $1,500
16 to 20 – $2,000
22 and above - $2,500

According to this example: if a developer is short by 22 spaces, a payment of $30,000 must be made ($500 for spaces 1-5, $1,000 for spaces 6-10, and so on) to the Capital Improvement Fund.

PILOP fees allow developers to pay the Borough a set fee for parking they cannot, or choose not to, provide on-site. The Borough then uses the fees to help support centralized municipal parking resources. PILOP fees are helpful to building owners in urban infill areas where various challenges related to building footprints make it

difficult or impossible to provide parking. In-lieu fees have other advantages as well: by encouraging (or requiring, in some cases) parking to be consolidated in several facilities rather than spread all over an area, less of the landscape in a downtown is taken up with curb cuts, driveways, and surface lots that are available only to visitors of a specific venue. Private lots for each business encourage driving from one store to another and can become aesthetically undesirable as well. Perhaps a greater advantage of consolidating required parking in a few larger municipal facilities is that it allows for shared parking, which reduces the number of spaces needed. A restaurant that peaks at night takes advantage of the spaces vacated by area office employees, and residents fill the gaps left by daytime employees, retail shoppers, and others. The shared use model is efficient from an urban planning standpoint – less land devoted to parking, more available for people-serving land uses – and from a financial standpoint as well.

An in-lieu program does not give a business a right to reserved spaces – the idea is to create a shared inventory – and does not exempt their tenants from paying for a monthly permit. Although the spaces are not reserved, it is helpful to manage the parking system for adequate supply.

Setting the fee for a parking space is not an exact science and there are many approaches. Often it is identified as the value that is estimated as the prevailing cost to develop a new parking space in the study area, but in some cases, adjustments are made to account for shared use, revenue generated, or other construction cost-offsetting factors. In a recent survey, Walker saw fees ranging from $4,000 per stall to over $40,000 per stall. Some other municipalities we have worked with have in-lieu fees "on the books" at considerably lower fees than it takes to build a garage space, but even then, they do not enforce them out of concern that it will stifle development.

Most residential and commercial development in Red Bank appears to be providing sufficient on-site parking; in-lieu fees would be most pressing where redevelopment of older parcels does not allow for parking development. We understand the Borough's hesitance potentially to discourage (re)development by charging in-lieu fees but note that the best practice is to have parking solutions paid for by those who benefit from them. As the Borough separates the parking utility from the general fund over time, it may have surpluses that can be used to reduce or eliminate in-lieu fees. We also recommend allowing businesses to make shared parking agreements with other businesses within 600 feet.

PARKING MANAGEMENT ALTERNATIVES

The notion of a single-source responsibility center for parking was popularized after World War II. Enabled by the GI Bill, and unlike the previous generation that lived in cities, the returning GIs moved into newly constructed suburban homes. For the most part, their work destination remained in cities. The high volume of vehicles inundated roadways. City streets were equally inundated because they had insufficient parking supply to accommodate the ever-growing parking demand.

Initially, cities attempted to manage parking themselves. However, recognizing that the on-street parking supply was inadequate, they began to build off-street parking facilities. Cities' staffs at that time recognized that the on-street parking spaces were much more popular than their off-street counterparts. The cities began to use parking meters to create turnover parking. City officials also recognized that certain expertise was required to manage parking, particularly the newly emerging off-street facilities.

Not wanting to be strapped with parking management responsibilities, in the late 1940's many cities formed parking departments and parking authorities to provide expertise and focus in parking management. As time passed, those cities that created specialized parking entities began to manage, operate, and construct off-street parking facilities. While most departments and authorities flourished, those cities that continued the fragmented approach to parking management languished in their ability to deliver quality parking management services.

Although the parking departments and authorities generally succeeded in the management of off-street parking, a fundamental flaw existed - the relationship between on- and off-street parking was ignored. Typically, police departments oversaw on-street parking enforcement. Since pricing of parking meters and fine structures were determined by those that possessed little experience in transportation system management, might be influenced by special interests, and were unfamiliar with creating pricing strategies that played the relationship between on- and off-street parking, overall parking management lacked success.

The Borough of Red Bank currently utilizes a Parking Utility approach as a means of consolidated parking management but has hurt its effectiveness by appropriating excess parking revenues to keep the property tax rate stable. For this reason, and because parking has not been managed successfully since the management deficiencies were identified in a 1993 parking study, we identify alternatives to the Parking Utility model of management.

The purpose of this section is to identify the operational advantages and disadvantages for the various options available in managing the Borough's parking program. These management alternatives include:

- A Parking "Enterprise Fund" approach (Parking Utility)
- A Parking Authority management approach
- A conventional Borough department approach

As part of this report, a review of the current Parking System was conducted. Staffing levels, financial performance, technologies, and parking facility conditions were examined. In addition, discussions with each party involved in the daily and long-term operation, or policy-making for parking, were held to help evaluate the performance of the current management structure.

PARKING UTILITY

Presently, the Borough of Red Bank manages its parking utilizing a Parking Utility (Enterprise Fund) which is designed to be self-funding with revenues used to support daily and long-term parking operations. Unlike a Parking Authority, a Parking Enterprise Fund is a direct unit of municipal government. It is an accounting construct of municipal government that follows a businesslike model and is intended to generate adequate income to be self-sustaining. This model generally does not have a board of directors and relinquishes three extremely important powers that New Jersey parking authorities have. These include:

- The power to approve its own budget.
- The power to set its own fees and parking rates.
- The inability for parking revenues to be used for other purposes than parking improvements.

The Utility/Enterprise Fund approach to parking management most often offers a municipality the best mix of operational advantages. These include:

- Municipality maintains direct control of parking operations and long-term parking planning goals.
- Financial structure (self-supporting) permits department to sometimes work outside of financial restraints placed on other "general fund" municipal departments.
- Parking operations and development do not place a tax burden on the citizens of its municipality.

Overall, there are no operational disadvantages to this approach other than that the parking Enterprise Fund does not maintain the operational freedom of a Parking Authority and parking issues often become political at higher levels of government. Another disadvantage is that parking revenues can be used for other purposes, which has a tendency to siphon money away from the parking system towards other initiatives. While it is understandable that a municipality would rely on parking revenues to support other important goals, it has the negative consequence of leaving parking without adequate financial resources for needed maintenance, upgrades, and/or new construction.

CONVENTIONAL "PARKING DEPARTMENT" APPROACH

Not unlike other municipal departments, a Parking Department can manage its special charge from a single consolidated base. Although parking departments can succeed in managing on- and off-street parking facilities, there are certain inherent problems that prevent parking departments from delivering the highest level of service that is befitting a municipality like Red Bank.

The primary problem is that parking departments cannot control all the variables associated with the delivery of parking services. Parking departments are most often created to be reliant on other departments that have cooperation with a parking department as a secondary or tertiary responsibility. A meter pole is broken - call the Public Works Department. Parking income is suspect - call the Finance Department. Have a problem with a parking contract –call the Law Department. Parking Departments find it difficult to divest themselves of reliance on other departments, thus maintaining a fatal parking flaw –fragmentation of critical support services and the absence of a true business model.

Another problem is that parking departments must compete for funding in the municipal budget environment and cannot operate like a business. It is difficult to explain to city fathers why a parking structure's restoration needs are more important than other competing interests. Unfortunately, a frequent byproduct of parking department managed facilities is poor structural maintenance and a Class "B" appearance of parking facilities.

Lastly, parking divisions organized under other departments (public works, engineering, etc.) are most often used in situations where a city charter limits and defines the number and nature of individual departments. Parking divisions have similar, but diminished, powers and abilities compared to parking departments. However, a parking division has two more liabilities. They must:

- Seek permission to perform actions from a subordinate position within the department in which they reside. And;
- They must not only compete for funds with other departments, but also within the department that they reside as the subordinate entity. Parking divisions are generally weak and find it difficult, if not impossible, to bring about significant change.

"PARKING AUTHORITY" APPROACH

A parking authority is generally defined as a city affiliated arm of government charged with managing the parking found within its designated boundaries. Charged with the overall responsibility for parking operations and planning in its respective municipality, a parking authority is a semi-autonomous agency that is fully dependent on the parking revenues it generates. Parking Authorities receive no property tax support for use in their operation.

The necessity to create a Parking Authority is most often driven by the need to increase service levels and essentially lessen the bureaucracy associated with the daily operation of a municipally-run department, either a Parking Utility or Parking Department.

A Parking Authority is defined as an independent body politic of a municipality enabled under state legislation and created by a municipal ordinance or resolution. In New Jersey, Parking Authorities have the following powers and characteristics:

- The ability to acquire real property either through negotiation or its vested powers of eminent domain.
- A parking authority has a five-member board of directors (sometimes seven). The board is appointed by the mayor with the consent of the Borough council.
- The board is empowered to hire a director and any other employees that it deems necessary to manage and operate parking facilities, processes, and functions under its jurisdiction.
- It is empowered to operate all public off-street parking within its city limit.
- It has the power to set rates for on- and off-street parking, thus removing the rate setting process from the political arena.
- It has the power to create and approve its own budget. The budgets are generally intended to be revenue neutral.
- It may keep excess revenues from its operation. This permits a parking authority to create reserves for future expansion and renewal/replacement.
- It has the power to issue bonds. However, because of much more favorable interest rates, Parking Authorities commonly work with the municipality in which they reside and seek its financial secondary backing.

PARKING AUTHORITY DEVELOPMENT ISSUES

Parking Authorities are often established to allow a parking agency to lessen the bureaucratic red tape and time associated with normal everyday procedure such as public procurement procedures, and to allow for greater latitude in meeting the overall parking needs of the geographic area it is intended to serve. Generally, an agency designed for the sole purpose of supplying parking services provides a greater level of service in a true private-sector business model. As these agencies are developed as an arm of municipal government, they do maintain tax-exempt status and pay an annual payment to the General Fund in lieu of property taxes. In NJ this annual payment averages 5% of its annual revenues.

STAFFING

Normally, board members are recruited from the local business and residential community and appointed by a Mayor or Council to govern parking authorities. Most parking authority boards consist of five members. Board members are required to reside in or have their principal place of business within the respective municipality the parking authority resides. Individual board members serve as chairperson, treasurer, and secretary, with the remaining members serving as general board members. Appointments to these board positions are usually staggered to allow for continuity as terms expire. Board meetings are held on a regularly scheduled basis and are open to the public for input.

An Executive Director is responsible for managing the daily operation of a parking authority and reports to the chairman. It is important to note that under this operating scenario, the Executive Director reports directly to the chairperson of the board and not directly to the Mayor or Borough Administrator. Parking policy, both internally and externally, is set by board members upon operational recommendations made by the Executive Director.

Staffing required under this management approach can be addressed using the same methods available under a municipal department approach to management. Based on market conditions, the authority may decide to maintain essential personnel as direct parking authority employees or may decide to privatize certain positions using private-sector personnel (or may decide a combination of both methods may work best). However, when a municipality decides to establish a parking authority, staffing issues may not be simple and straightforward.

Since it may be necessary to create new or additional positions under a parking authority operation, new positions may not fall under civil service guidelines. This can sometimes mean the appointment of employees based on their political connections or affiliations. Although this may be advantageous in allowing the Parking Authority to fill vacant positions in an expedient manner, the result may be personnel being hired to perform or manage critical tasks who are not necessarily the best fit for the position. For this reason, the Executive Director should possess all hiring and firing powers.

FINANCE

Currently, the Borough's Finance Director is directly responsible for the administration of the department's operating budget. The Finance Director oversees the long-term management of the parking department's budget (long-term investments, bonding commitments, line item transfers, etc.) and ensures that the Parking Utility meets projected revenues while not exceeding planned annual expenses.

Under a parking authority approach, a financial officer would be hired to directly oversee all the department's financial matters. Borough personnel would be removed from all financial matters. A highly experienced financial

officer would report directly to the Executive Director and both individuals would be responsible for ensuring the financial solvency of the agency.

The development of any new parking facility would require the parking authority to secure bonding to finance the project. The Parking Authority would become the first line of support for the funding of any debt service generated through parking revenues. The Borough would be required to guarantee new debt on a secondary basis using tax dollars. The Parking Utility is currently designated an "Enterprise Fund." Under this scenario, parking revenues are pledged to debt service with any operational excess in annual revenues being placed in a "parking reserve" or "sinking" fund. Under a Parking Authority approach this same method of operation would continue. However, Borough officials would no longer have the authority or capability to transfer funds to the General Fund to keep taxes artificially low versus invest in its parking infrastructure.

Since a parking authority is a not-for-profit agency, excess revenues would be pledged to normal system improvements or a capital improvement program that may include the future acquisition of land for long-term facility development planning.

ESSENTIAL SERVICES

With the creation of a Parking Authority, existing service contracts would have to be transferred to the new agency or canceled. As most contracts are negotiable, this task should be relatively simple. Contracts that may not be negotiable usually contain clauses that allow for the timely notification of cancellation without cause and without penalty by either party.

Presently, the Parking System receives several services from other Borough departments, including:

- Fleet maintenance
- Payroll and accounting services
- Information technology support (including phones & two-way radios)
- Mail
- Procurement
- Human resources
- Legal support
- Risk management and self-insurance

There are also several lesser services such as sign shop, copying, and printing services that are also received from other related Borough departments. Some or all services may have to be derived from private-sector services if it is in the best financial interest of the Parking Authority. The Parking Authority would not be beholden to Internal Service Fees (ISF's) from Borough departments.

BUDGETING

In developing an operational budget, it will be necessary to project the revenues received during the first several years of operation. This exercise will be relatively simple since the Borough has a documented track record of revenues and the excess parking revenues that have been appropriated to support the General Fund. Current parking rates must be examined.

Over the course of the first year, operational budgets may require adjustment based on costs associated with the development of this new agency. Budgets should be designed to allow for unforeseen costs either in supplies or services that may arise during the first year of operation.

RECOMMENDATION

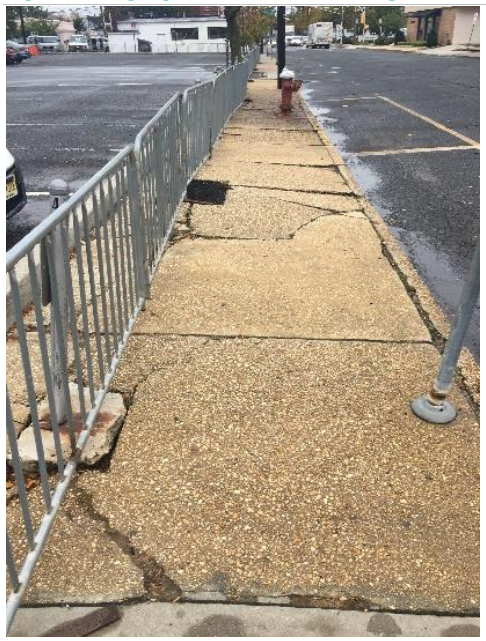
If the Borough choses to not hire and empower an experienced Parking Director to head up the Parking Utility, then it is *strongly recommended* that the Borough of Red Bank create a Parking Authority under 1948 New Jersey adopted N.J.S.A. 40:11A et. seq., commonly known as the Parking Authority law, which authorized New Jersey municipal governments to create a parking authority.

In reviewing past parking studies completed for the Borough as well as speaking to myriad stakeholders identified by Borough and RiverCenter representatives, it is clear that parking management and long-term planning is fragmented and has been suffering this operational and managerial condition for nearly 30 years.

The biggest advantage to the Borough establishing a Parking Authority is that parking would be removed from political pressure. In addition, the establishment of a Parking Authority would eliminate the subsidy currently supplied by the Parking Utility, $1,600,000± to the General Fund; these funds would be placed back into parking reserves to fund much-needed repair and replacement. This action of transferring surplus revenues to the General Fund has left the Parking Utility with no funding ability and as a result the Parking Utility is operating under the current conditions:

- Utilizing 18-year-old inefficient motor vehicles that do not meet today's emission standards
- Operating surface parking lots that are experiencing failing asphalt, broken sidewalks, faded striping and failing revenue collection devices
- Signage systems that are old, faded and in need of replacement Borough-wide
- Landscaping that is substandard or non-existent
- Immediate need to upgrade all parking-related aging technology

Figure 22: Signage and Sidewalk Existing Conditions



Source: Walker Consultants, 2018

It has become evident that the management of parking in Red Bank is heavily influenced by local politics. Parking is viewed by Borough officials as a revenue generator to support the General Fund and keep the municipal tax rate artificially lower. While lower taxes is an understandable goal, the result of sending parking revenues to the general fund is that the parking system does not have funds for important management and maintenance projects that support its mission to provide effective service to the public. Instead, as identified in this report, the assessment of rates and fees should be viewed as a method of effectively controlling parking demand to encourage the turnover of spaces and to meet the financial need to operate like a private-sector business model. Until this view of parking is changed by Borough officials and parking revenue is no longer used for General Fund purposes, no other parking management alternative will correct the parking problem in Red Bank. If *all* Borough officials take a business-like approach to parking by adopting best industry practices, only then can a Parking Utility method of management be considered a viable approach to solving the parking issues in Red Bank.

If Borough officials continue with a Parking Utility approach to management then an experienced Parking Director must be hired from the parking industry to manage the daily and long-term operation of parking in Red Bank. This action is necessary to overcome the parking issues in Red Bank as there is no one official who has any type of parking industry experience to provide short- and long-term planning for parking in Red Bank. With this individual hired, no planning or zoning decisions should be made or approved without the input of the Parking Director.

The Parking Director should be charged with the financial oversight of the Utility. *At no time* should parking revenues be transferred to the General Fund. Although the General Fund may not be capable of reducing its dependence on parking revenue in one fiscal year, the process of eliminating this transfer should not exceed three fiscal years. This will allow the Parking Utility to plan for improvements and the General Fund to make adjustments for the reduction in subsidies from the Parking Utility.

Reengineering the Delivery of Parking Services

Reengineering is generally defined by mundane and uninspired synonyms such as rearranging, redirecting, renegotiating, and re-planning. To achieve this goal, the Borough of Red Bank must look at things not as they are, but as they should be. This does not mean merely fixing or improving existing procedures; it means starting fresh with little reliance on past practices, procedures, and approaches. For reengineering to succeed, a top-down process must occur, which encourages former job descriptions, titles, and organizational structures to potentially change. Reengineering is a proposition that must produce dramatic results and thus requires equally dramatic changes.

It is easily said that reengineering is required to create a new parking paradigm, yet it is intimidating because it requires the creation of a vision of the perfect parking system. Even while in the process of forming this vision of the parking system, the reengineering process can easily fail by falling into the past traps of preconceived notions and political realities. For the reengineering of the parking system to succeed, the Borough of Red Bank must shelve those elements that taint creativity and revisit some politically unpopular approaches that may have previously been dismissed.

Adopting a "Mission Statement" for the Parking Program

A well-crafted mission statement that is supported by strong goals depicts an accurate picture of the final product. The suggested mission statement is based on information imparted by Borough of Red Bank representatives, and on observations of the existing parking system, experience in other cities throughout the nation, and general goals articulated by the Borough. It is recommended that the Parking System's *Mission Statement* read as follows:

"The Borough of Red Bank's on and off-street parking system shall support existing land uses, assist the Borough's economic development initiatives, and preserve parking for its residents, business owners and visitors, by providing adequate and high-quality parking resources and related services for all user groups that rely on public parking within the Borough of Red Bank."

Goals to Support the Mission Statement

Parking management is an interrelated network of strategies and tactics that are formulated to meet certain goals for the parking system. The logical starting point is to set goals to support the Mission Statement and to clarify the vision of the parking system. Based on interviews with stakeholders and Borough of Red Bank staff and based on best industry practices, the following goals for the parking system are recommended for adoption.

- Provide sufficient parking to service existing land uses
- Provide safe, clean, well-lit and attractive parking facilities
- Promote turnover of on-street downtown parking spaces
- Promote easy access to parking destinations
- Employ efficient and understandable parking management strategies
- *Recognize that parking is a business and a service and as such follow a business model*
- View parking as necessary infrastructure to spur economic development
- Deliver on- and off-street parking services from a single source responsibility center
- Recognize that overall on- and off-street parking need to be managed by an experienced public-sector parking professional
- Recognize that contractual services should be actively examined as an option and directed closely

- Preserve the most convenient and proximate parking spaces for short-term parking patrons
- Encourage long-term parking patrons, presumably employees, to park in spaces that are less proximate to their destinations
- Promote a consistent look (branding) so that public parking could be easily identifiable

PARKING & MOBILITY PROGRAMS & TECHNOLOGY

PARKING METERS

The Parking Utility currently employs T2 multi-space pay-by-space parking technology at White Street Lot, English Lot, and on Monmouth Street between Maple Avenue and Bridge Street as well as Bridge Street. These meters are between 5 and 7 years of age and are nearing their useful life-cycle of 10 years (when maintained per manufacturers recommendations). These meters are credit card capable and are integrated with the Borough's mobile payment app. On-street meters are older POM single space meters and are well beyond their intended life-cycle. These meters are not credit card capable but are integrated with the Borough's mobile payment app.

This mix of technology, 27 multi-space meters/530 single space meters, provides the parking public with the greatest level of service; where single space meters are employed on-street, users are not required to walk to the nearest multi-space meter to make payments, while off-street users have a meter device(s) located in common pedestrian pathways to allow the user to conduct their transaction.

Borough officials have conveyed that they are investigating the conversion of on-street technology from single-space meters to multi-space units. This conversion should be evaluated carefully as the conversion provides a lesser level of service insofar as on-street users will now be required to search out any meter and walk in a direction that may be opposite their destination. This requirement is less palatable in poor weather conditions or if sidewalks are snow-covered or icy. In general, there are members of the public who dislike these meters.

The multi-space meter does offer certain advantages over the single space meter. These include:

- In using multi-space meters, there are fewer units for collections and maintenance. This could potentially reduce staffing or contract costs.
- Multi-space meters offer more payment options. This includes dollar bills and the ability to pay a parking citation at a multi-space meter. However, dollar bill acceptance can be problematic in most climates due to moisture and high humidity. This is especially true in on-street applications where the use of a shelter is frequently impossible due to existing sidewalk dimensions.
- Coin vaults are larger, requiring less frequent collections. However, with the increased popularity of credit card and pay-by-cell usage, this advantage also applies to single space meters. Collection rates are also an internal policy decision as each municipality maintains their own standards as to how much revenue they allow to be contained in a meter and/or for what period.
- The aesthetic value of a reduced number of single space meters. However, the argument can be made that increased levels of signage informing the user of use and location of the multi-space system can recreate the same aesthetic condition. As Red Bank's current single space meters use a single pole for

each meter, the Borough can reduce single space meter clutter by using double headed poles. This would reduce the number of meter poles by half.
- Multi-space meters have larger user screens that can make user interaction easier.
- Requiring fewer units reduces the number that must be cleared of snow for continued use during winter months.
- Can be used with License Plate Recognition technology.
- EMV credit card compliant availability.
- Pay-by-cell capability.

Single space meters also have their advantages. These include:

- User does not have to walk a distance to a make payment.
- Technology universally recognized by the user.
- EMV credit card compliant availability.

The biggest disadvantage to the single space meter is that it is not license plate recognition capable. The biggest disadvantage to the multi-space meter is that it requires the user to walk to a meter that may not be proximate to their location or destination.

It is important to note that over the past several years, several large cities have opted to remain with single space meters versus multi-space units on-street, believing that the convenience factor for the user outweighed any other advantage multi-space meters could offer. These cities include:

- Los Angeles, CA
- San Francisco, CA
- Washington, DC
- Baltimore, MD
- Denver, CO

<u>Recommendations</u>

Ultimately, the technology chosen to manage on-street parking by the Borough is theirs. It is our recommendation that the Borough of Red Bank remain with single space smart meters on-street. This recommendation is supported by the results of the Online Survey which indicates that the majority of respondents found single space meters easier to use than their multi-space counterparts. It is recommended that the Borough utilize multi-space meters in *all* off-street facilities utilizing pay-by-plate versus the current pay-by-space technology. This will allow for better permit program management and parking enforcement.

In addition, it is recommended that all off-street multi-space meters be placed in shelters to provide users the ability to conduct their transaction out of inclement weather. With the extension of operational hours to 9 pm (discussed below) it is recommended that these shelters maintain LED lighting systems controlled by lighting sensors.

It is also recommended that in the White Street Lot and English Plaza Lot the number of multi-space meters be increased to help reduce the lines for these devices that have been documented during peak and weekend periods. This requires the doubling of meters as illustrated in the photo to the right.

RATES, FEES & TIME LIMITS

In setting parking rates, fees, and associated time limits, the logic is to control parking demand by pricing the most convenient and desirable parking higher than less convenient parking locations. The same approach is taken by theaters, stadiums and similar venues where premium seating is priced higher than less desirable seating locations. This encourages the turnover of convenient curbside spaces and promotes better availability of parking. Less convenient and longer term off-street parking is priced lower to promote longer term parking in these areas.

In reviewing the parking rates and associated time limits assessed for parking in Red Bank, Walker reviewed past historical rates and conducted a rate analysis of other local communities to evaluate the requirement to increase parking rates. The following tables identify these fees.

Table 12: Rate Comparison

REDBANK	HOURLY ON-STREET PARKING	OFF-STREET HOURLY	OFF-STREET DAILY	PERMIT PARKING MONTHLY	PERMIT PARKING ANNUALLY
1 hr.	$1.50	$1.00	NA	$180	$1000
15-min	$0.50	$0.25			
30-min	$0.75	$0.50			

ASBURY PARK HOURLY PARKING	DAY OF THE WEEK	TIME PERIOD	DOWN-TOWN	COOKMAN AVE	BANGS AVENUE GARAGE	WATER-FRONT	OCEAN AVENUE
	Mon - Thurs	9am - 2am					
		9am - 5pm	$1	$1	$1	$1	$2
Peak Season	Friday	5pm - 2am					
May 15th - Sep 15th	Sat - Sun	9am-2am	$2	$2	$2	$2	$2
		9am - 5pm	$0.50	$1	$0.50		$2
	Mon - Thurs	5pm - 2am	$1	$1	$1		
		9am - 5pm	$0.50	$1	$0.50		
Non-Peak Season	Friday	5pm - 2am	$1	$2	$1		
Sep 16th - Nov 15th	Saturday	9am - 2am	$1	$2	$1		
Mar 15th - May 14th	Sunday	9am - 2am	$1	$2	$1	$1	
		9am - 5pm	$0.25	$0.25	$0.25		$0.50
	Mon - Thurs	5pm - 2am	$0.50	$0.50	$0.50		
		9am - 5pm	$0.25	$0.25	$0.25	$0.25	
	Friday	5pm - 2am		$2			$2
	Saturday	9am - 2am				$1	
Winter Season		9am - 5pm	$1	$1	$1		$1
Nov 16th - Mar 14th	Sunday	5pm - 2am	$0.50	$0.50	$0.50	$0.50	

ASBURY PARK PERMIT PARKING	PERMIT #1	PERMIT #2	PERMIT #3	PERMIT #4
Zone 1-4 (Annual)	$90	$120	$150	$180
Bangs Avenue Garage	$75/month	NA	NA	NA

FREEHOLD (DOWNTOWN)	HOURLY ON-STREET PARKING	OFF-STREET HOURLY	OFF-STREET DAILY	PERMIT PARKING MONTHLY	PERMIT PARKING ANNUALLY
Residents			$2		$100
Non-Residents			$5		$200

SEABRIGHT—
*Paid Parking: $1 per hour. Paid at kiosks using cash (quarters, $1 bill, $5 bill) or CC. MDW through LDW 9:00 am – 9:00 pm Municipal parking lot only; Heinborough lot is free (10 spaces only)

LONG BRANCH (PIER VILLAGE)	HOURLY ON-STREET AND OFF-STREET		OFF-STREET PARKING DAILY		PERMIT PARKING ANNUALLY
	Mon - Thurs	**Fri - Sun**	**Mon - Thurs**	**Fri - Sun**	
Residents			$5	$10	$250
Non-Residents			$5	$10	$300
Madison Ave	$2	$3			
Ocean Ave	$1	$2			
Great Lawn	$2	$3			
Seaside Ave North	$1	$2			
South End	$1	$2			
Whitman and Greeley Lots	$2	$3			

WESTFIELD	ON- AND OFF-STREET HOURLY	OFF-STREET DAILY	PERMIT PARKING		
			Commuter	**Employee**	**Residential**
Metered	$0.50	$5			
Southside Train Station (Lot #3)			$696		
Watterson Street (Lot #6)			$420		
North and Central Avenues (Lot #8)				$600	
Residential Zones					$10
Nite Owl					$120

PRINCETON	HOURLY ON-STREET PARKING	OFF-STREET HOURLY	OFF-STREET DAILY	PERMIT PARKING MONTHLY	PERMIT PARKING ANNUALLY
Municipal Lot				$25	
Residential					$120
Park Place West Lot (overnight)			$10		
Maclean Street Yard				$30	
Spring Street Garage		$1.25	$23		
	ON-STREET HOURLY PARKING				
Time Limits	**15 Min**	**30 Min**	**2hr Max**	**3hr Max**	**All Day Parking**
Rates	$0.55/15min	$1.15/30min	$2.25/hr	$1.50/hr	$0.75/hr

SUMMIT	LOT NUMBER	OFF-STREET DAILY	PERMIT PARKING MONTHLY	PERMIT PARKING ANNUALLY
Residential and Employee	Lots #6-13	$4	$80	$864
	Lot #13	$12	NA	NA
	Lot #14	$10	NA	NA
Non-residential	Lot #15	$3	NA	NA
	ON-STREET HOURLY PARKING			
Time Limit	15 Min	90 Min	3hr	5hrs and over
Rates	$0.25/15min	$1.00/hr	$0.50/hr	$0.50/hr

Based on the rates assessed by the identified communities, no immediate change in rates is recommended.

Like most municipalities, the Borough of Red Bank has established restrictions for on-street parking to encourage turnover and promote the perception of readily available curbside space. Generally, on-street parking is best suited to serving short-term parking (2 hours or less). Therefore, long-term parking (employees or commuters) is discouraged through meter rates, time limits, and most importantly proper parking enforcement efforts. The only on-street location where parking in excess of two hours should continue to occur is on East Front Street where meters allow 4-hour parking for hospital users, and Bridge Street to accommodate Two River Theater patrons.

A business district's on-street parking spaces are its most valuable parking spaces. These spaces are the life-blood of street level retail, restaurant, and service businesses that municipal governments try to support and attract. Ideally, as a business district's most valuable spaces, the rates for on-street spaces should set the pace for off-street and structured parking prices. If on-street parking is priced too low, it becomes difficult to encourage the turnover of these spaces and the use of off-street facilities. If parking on-street is available at no cost, it encourages misuse by business owners, their employees, and those seeking a no-cost alternative, and ultimately does not serve the customers or visitors of the area.

Many communities are now adopting convenience pricing. This parking strategy dictates that the most convenient and sought-after curbside parking should be the most expensive to encourage the timely turnover of spaces and act as a financial incentive to encourage the use of lower cost, less convenient parking located off-street. It is not uncommon to find higher hourly rates on main business district streets than those meters located on arterial streets. This approach is the best at managing curbside parking demand and encouraging turnover in areas with popular destinations when sufficient off-street inventory is available to meet demand.

Demand or congestion-based pricing is another approach to pricing strategies that is being explored by different municipalities. This approach is designed to discourage the use of single-occupant vehicles during periods of peak parking demand and promote mass transit options. The additional revenues generated by the program are targeted to help fund public transit operations and roadway improvements. At the time of this report, the use of congestion pricing in Red Bank is premature as Red Bank does not maintain the comprehensive public transit network required to offer those working or visiting the Borough other mobility options to reach their destination.

Since congestion pricing is not presently an alternative in Red Bank, the use of convenience pricing is an attractive option to promote the turnover of more valuable spaces once meter technology is upgraded and parking permit program assignments are revised. For example, the cost of parking on Broad Street, Monmouth Street, and White Street should be higher than parking at other on-street locations. Parking at these locations would be priced at $2.00 per hour while lesser-demand streets remain at $1.50 per hour. Using this same approach, parking at the White Street Lot and English Lot should be priced higher than the less-used lots east of Broad Street. Parking in these lots would be priced at $1.25 per hour.

Presently, parking is enforced Monday through Saturday from 9 am until 6 pm. The exception to this policy is that permit parking in Borough lots is only enforced Monday through Friday from 9 a.m. to 2 p.m. Parking is currently offered at no charge after 6 pm Monday through Saturday and all-day Sunday.

With the exception of Sunday, the demand for parking remains consistent during evening hours. With the lack of enforcement of time limits during these areas all parking controls are abandoned, and the turnover of on-street

spaces does not occur as intended by the time limits. The lack of parking enforcement after 6 pm does not make operational sense; the lack of enforcement during these hours of demand further increases stress on the parking program, as regulations are not in effect during the evening periods.

For this reason, it is recommended that parking enforcement hours be extended from 8 am until 9 pm Monday through Saturday, as the demand for parking between these hours is high enough to require enforcement of posted parking regulations. There is no reason daytime customers should pay and nighttime customers shouldn't.

Finally, the Borough offers permit parking spaces at designated sections of certain lots in the study area. These lots include:

- Gold Street
- Mechanic Street
- Union Street
- Wallace Street
- White Street

The Borough reserves (sets aside) spaces for these users that often go unused during the course of the day. This causes frustration for the visitor who sees an open space in a lot but is restricted from using the space. For this reason, it is *strongly recommended* that the Borough change its policy of identifying spaces for permit parkers. Municipal parking should *always* be designed to offer parking on a first-come, first-served basis. The only benefit a monthly permit should offer is a reduced parking rate compared to daily parking rates. At no time should it reserve a space. In the White Street Lot alone, there were nearly 40 empty spaces in the permit area during our counts that could have been used by transient parkers.

Additionally, with the adoption of pay-by-plate technology, the use of permits should be eliminated. The license plate of each permit holder will now become the credential used to identify each permit holder, allowing for ease of identification during enforcement.

Finally, the Borough maintains signage in the White Street and English Lot that limits parking to four hours. However, the Borough does not currently enforce its own posted regulation. If the Borough wishes to allow parking for more than four hours in these lots, then the signage stating otherwise should be removed. If it wishes to enforce this restriction, it can do so through the issuance of parking citations.

Our recommendation would be to allow long-term parking in these facilities but attach a rate structure to discourage this type of parking. To achieve this, it is recommended that the first four hours of parking remain at $1.00 per hour. However, at hour 5 the hourly rate should increase significantly. It is recommended that hour 5 and 6 be assessed at $5.00 each and hours 7 and 8 be assessed at $10.00 each. This equates to a daily rate of $34 for users who chose to park in these lots. Low cost permit parking in less popular lots east of Broad Street should be offered to those in need of parking more than 4 hours.

With the implementation of pay-by-plate technology, a less radical approach can be taken. This approach would allow the user to pay for up to four hours of parking but not extend their parking at the meter or through the parking app. This would require the user to move their vehicle to avoid a parking citation.

RESIDENTIAL PARKING

Residential Parking Programs are developed to manage parking and maintain livability in residential areas. Residential Parking Programs (RPP) are typically developed for densely populated areas where a mix of parking users compete for parking which often spills over into residential neighborhoods. An RPP does not guarantee a resident a space directly in front of their home or even on their street but instead allows them to park in an on-street area that commonly includes numerous streets.

The Borough of Red Bank does maintain a RPP for its residents to prevent hospital staff, visitors, or patients from parking in residential areas. The only recommendation for change to this program is the conversion from a permit to license plate for identification of residential users. This will allow for much easier and less labor-intensive enforcement of this program, reduce consumable costs for the Borough, and allow users to register utilizing the Borough's website.

Hospital-related demand does spill over into residential areas on weekdays. To alleviate this problem, the Borough must increase their parking enforcement efforts in the areas of Spring Street and Washington Street. Our investigation reveals that spillover is most likely visitors to the hospital who arrived later than nursing and general staff who park in the Globe Street Garage and surrounding surface parking lots; this assumption is based on our observation that spillover occurs after 9 am when most staff is already on duty.

OTHER OPERATIONAL AND INFRASTRUCTURE RECOMMENDATIONS

The Request for Proposal that forms the basis of this engagement requested that Walker review some design and operations issues that are of interest as the Borough plans for the future.

ANGLED PARKING

Angled parking is becoming a popular method of increasing on-street parking capacity without major infrastructure improvements required. This system of parking can often add 3-5 spaces per block face depending on the current street configuration and overall dimensions of the street system.

There are two different approaches to angled parking. The first is head-first parking and the second is the back-in or reverse-angle approach. The latter is believed to be a safer and easier approach once the public overcomes the learning curve. Head-in parking requires that the driver pull head-in into their space and back out while the reverse-angle parking involves parking stalls that are pointed away from the flow of on-coming traffic, requiring the driver to back in. Drivers must drive past the available space and stop, signal, then slowly back in. It is believed that reverse-angle parking is safer than standard head-in angle parking because of increased driver visibility when pulling out of a space into on-coming traffic. Other than increased visibility when exiting the space, there are other benefits to reverse-angle parking which include:

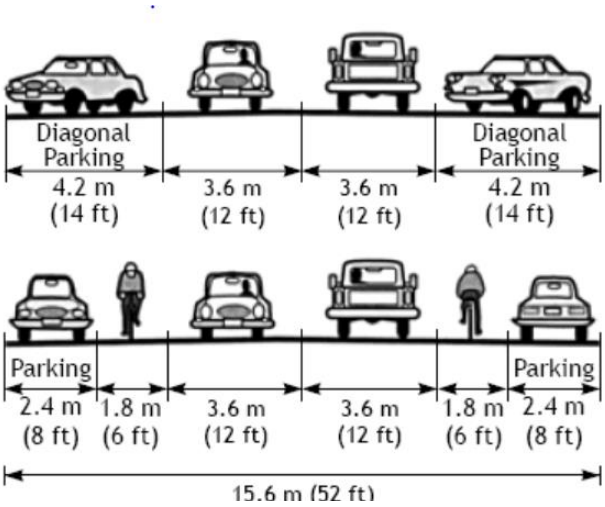
- Users have a better view of oncoming vehicular and bicycle traffic.
- Removes the difficulty many drivers have of backing into moving traffic.
- Places the back of the vehicle closer to the sidewalk area for safer loading/unloading.
- Common belief is that it is easier to back into an angled space than maneuver into on-street parallel space.
- Believed to be proven safer than head-in approach.

Although a better approach to angled parking than head-in angled parking, reverse-angle parking does have its disadvantages. These include:

- Extensive public learning curve.
- Drivers unsure of where to stop when backing into space can sometime result in vehicle protruding into sidewalk area or hitting landscaping or other landscape features.
- Likely to promote congestion with required stopping and backing maneuvers.
- Using LPR for parking enforcement, front license plate is required if vehicle-only enforcement method is used.

To aid in making this type of program successful, much like any other parking program, signage and a public education process is required to ensure the success of the program, resulting in overall acceptance of the change.

Utilizing angled parking in older communities is often difficult if not impossible due to roadway widths. As older street networks are often narrower than today's street standards, this approach most often works only on major thoroughfares of older communities. With Red Bank's older street network of narrow streets not currently designed for angled parking, the only applicable location would be Broad Street as it appears to be one of the few business district roadways that maintains the widths required.



Source: Oregon Bicycle and Pedestrian Plan

If the Borough wishes to increase the number of bike lanes throughout the community to increase mobility and support sustainable alternatives to motor vehicle use, the use of angled parking on Broad Street may have to be evaluated closely. As the majority of roadway widths are insufficient to support angled parking, the inclusion of bike lanes, when utilizing angled parking, is not recommended by most state transportation agencies. The illustration to the right identifies the roadway width required for angled parking without bicycle use as well as parallel parking with bicycle lanes. Both approaches suggest a minimum roadway width of 52 feet. Based on these dimension requirements it is almost impossible for the Borough's roadway system to support both angled parking and dedicated bicycle lanes on the same street. As a result, Borough officials will have to weigh which option is best suited to meet their mobility goals. The number of stalls gained through restriping for angled parking may not be sufficient to offset the mobility gains of providing bicycle lanes for Red Bank's growing downtown population.

WAYFINDING/TRAILBLAZING & BRANDING

Parking regulatory signage in Red Bank was found to be in good order and sufficient to control parking demand and provide support for citation issuance. However, lot designation and wayfinding/trailblazing signage that is designed to aid a driver in finding off-street parking facilities as well as popular business destinations could be improved. Inconsistent signage, or the lack thereof, can confuse new visitors to the Borough. A wayfinding system will aid in this experience and help encourage visitors to enjoy all that the Borough has to offer while the pedestrian trailblazing signage not only aids pedestrians in locating their destination but also helps promote the "park once" environment.

Downtown directional signs should guide people to destinations and public parking areas within the business areas. These signs should be colorful, clear, consistent, and concise to read. Pedestrian directional signage placed in off-street parking areas should provide people visiting the area more information about the destinations in the area. The different destinations should be color-coded for parks, public buildings, and parking destinations.

The Borough can adopt one of two different levels of technology available to improve this condition. The first option available is the development of a simple fixed static sign program. This requires that artwork be developed and that a comprehensive signage study be completed to assess the size and text required for the various signage as well as the strategic placement of each individual sign to achieve the desired results. The photos illustrate samples of such signage systems adopted by other communities for this purpose.

This approach has the lowest initial and long-term cost and, if designed tastefully, can have as much visual impact as the next option.

The second option available is electronic signage (dynamic) that can also display occupancy levels for off-street and on-street spaces in real-time. With the implementation of infrared occupancy sensors in off-street locations without parking access and revenue control systems, the occupancy tracking required to supply the signs with accurate data would be in place. To supply on-street occupancy data to the signage system, the Parking Authority would have to upgrade their older POM single space meters to meters with occupancy sensing capability. The cost for this upgrade is approximately $700 per meter. A city-wide wireless infrared vehicle counting system, including hardware and software, is estmated to cost approximately $25,000 per lane. This estmate does not include the cost of the dynamic signage system or any integration (WI/FI, fiber optics, etc.) that may be required between the infrared system and the signage system.

Although this option has greater visual impact there are some drawbacks to the use of this type of system in a downtown area. The first concern is the space required in sidewalk areas to accommodate this type of sign. The second is the initial capital and long-term maintenance cost required for this type of system. Based on sidewalk dimensions found in much of Red Bank, it is most likely that these types of signs would be required to be mounted overhead, which may require additional poles and masts to be erected for correct placement.

Wayfinding signage systems work best when information is provided at key decision points. Additionally, any future traffic signalization/traffic signage should be capable of being easily integrated into a real-time dynamic signage system. This system will help to reduce congestion in the area by limiting the number of visitors who may be unsure if spaces are available (hunting for a space) at or near their destination.

Finally, it is recommended that the Borough develop and adopt branding signage that identifies publicly owned parking facilities through an easily identified logo/branding symbol other than the universal "P" signage now in place. The photo illustrates such a system which also identifies the name of the facility. This action will aid the public in determining public facilities versus privately-owned locations.

LOADING ZONES & CURBSIDE DROP-OFF AREAS (TNC)

The success of any business district requires the need for strategically placed loading zones in sufficient number to support varying loading and unloading characteristics of the businesses that reside in each district. Today, the metering of loading zones is becoming more popular since the City of New York began this practice in November 2000. As this type of program has gained in popularity, two different approaches to this policy have emerged.

- The first designates that commercial loading zones are used only during predetermined periods for loading and unloading. Some cities allow for loading/unloading during a typical business day (8 a.m. – 5 p.m.), while more congested cities only allow for loading/unloading to occur during non-peak periods; these periods are usually before 8 a.m. and after 6 p.m. on weekdays. This approach allows for free loading and unloading usage but has a parking meter located in the zone for use during non-loading and unloading hours when the space reverts to a standard parking space.
- The second approach is like the first, but the difference is that a meter fee is assessed for parking in the loading zone at all times. During commercial loading and unloading periods commercial users are also required to pay a fee to utilize the space. This method of loading zone management is thought to increase the turnover of the loading spaces more frequently, increasing the opportunity for a greater number of commercial users to take advantage of these limited spaces. This approach is valuable when the creation of additional loading zones is not feasible.

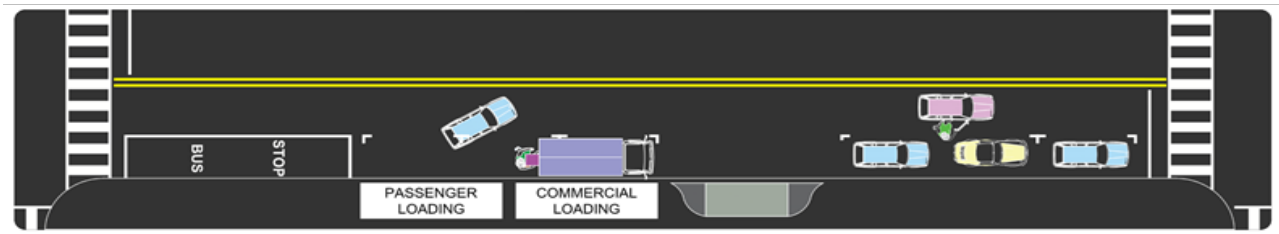
However, with the advent of TNC these approaches to loading zone management are starting to be expanded to also provide these ride-hailing services curbside spaces to pick up and drop off their users, eliminating these vehicles from the unsafe practice of using active lanes of traffic for this purpose.

Several models have been developed by various municipal governments to accommodate on-street parking for TNC use. One approach is to designate limited on-street spaces for TNC use and allow car-share operators to be licensed (fee direct from Uber/Lyft) to utilize these spaces. Signage would be required to identify these spaces to prevent other users from utilizing this reserved space. However, some municipalities shy away from reserved on-street spaces as they prefer to keep parking on a first-come first-served basis.
The following concepts illustrate the different approaches to possible design. Alternative 1 would expand the current commercial loading zones to accommodate passenger loading and unloading. Striping could be color coded to delineate each area of the larger space.
Alternative 2 would not mix the commercial and TNC space but instead create a separate passenger loading/unloading area. Finally, Alternative 3 is a hybrid system that allows for the flexible use of the

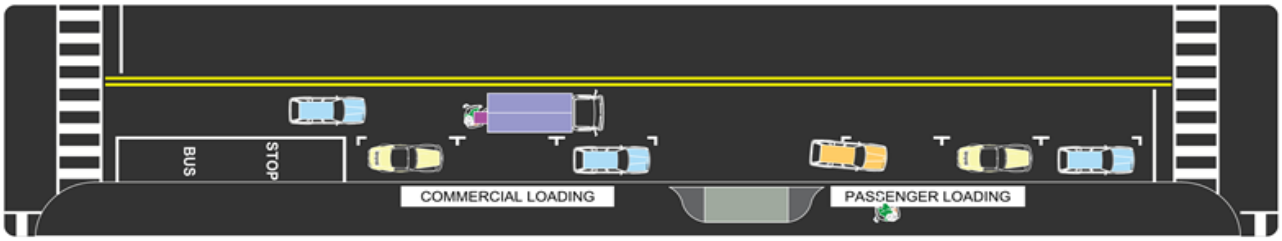
enlarged space in Alternative 1. During typical business hours the space would serve the commercial and TNC loading and unloading needs but would revert to all TNC use during non-business hours and could even accommodate 2nd floor residential parking during evening hours.

It is important to note that each of the identified Alternatives requires the loss of one or two metered spaces based on current space dimensions. The success of the expanded loading/unloading zones for TNC use may also require moderate enforcement of stopping and standing ordinances to discourage the continued practice of stopping in traffic to allow passengers to load or unload.

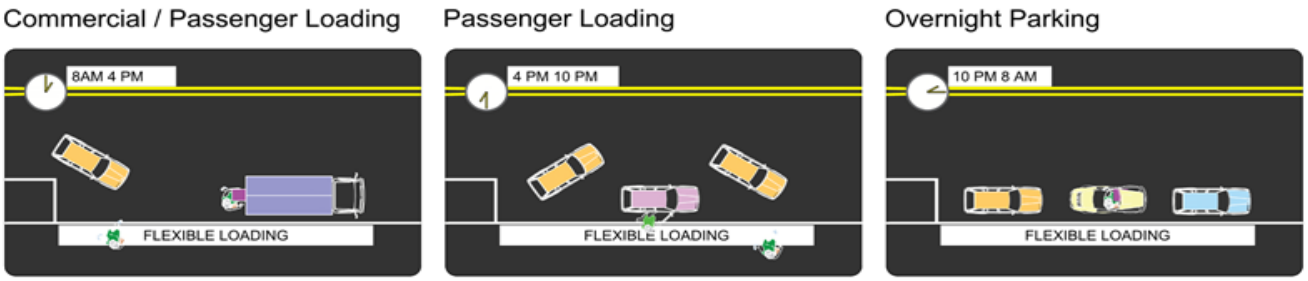
Alternative 1: Expand Current Commercial Loading Zone to Accommodate Passenger Loading/Unloading



Alternative 2: Development of Separate Passenger Loading/Unloading Zone



Alternative 3: Development of Flex Spaces



Source: Fehr & Peers/Uber

While reviewing possible curbside accommodations that can be made for TNC vehicles, it is important to note that autonomous vehicle (AV) technology has the potential to increase the curbside needs of TNC. Although the timing and regulation of AV is uncertain at this time, planning for the curbside accommodation of these types of vehicles should be kept in mind. In all likelihood, TNC will be the first to utilize AV technology. As the popularity and use of AV increases, theoretically, the demand for on-street parking should decrease allowing for the natural conversion of paid metered spaces to AV/TNC passenger drop-off and pick up spaces. Obviously, this will have a

negative impact on on-street parking revenue. Alternative revenue scenarios relative to curbside management are being evaluated by local, state, and national governments.

VALET PARKING

Valet parking is becoming more common in downtown locations as this service provides an increased level of customer service. It also artificially increases parking capacity in the area as valet operators are capable of stacking (storing) vehicles more efficiently than a self-park operation.

Valet parking in Red Bank may or may not be an attractive service that can provide a greater level of service to its visitors. The Online Survey conducted indicated that many individuals who answered the poll would not utilize a valet parking program. However, the recommendation to utilize a valet parking program cannot be made solely based on this poll.

Although the Borough of Red Bank does not currently manage a valet parking program, the private sector does operate and fund a limited small-scale valet parking program targeted to specific businesses but open to all users. As this program is currently operating successfully, it is recommended that no changes be made to the program at this time. Under the current operational conditions of the Parking Utility we do not believe that the program would be effective or successful. However, once a Parking Director is hired to manage the parking agency, then this service should be evaluated as a service the Borough or RiverCenter may want to operate, manage and promote.

To properly manage valet parking, the Borough will need to develop and adopt several ordinances and regulations for the management of these services. With the development of a structured valet parking program, licensing of these providers will become a necessity. As such, the parking agency should be responsible for direct enforcement of valet parking. Without the proper management and governing regulations in place, valet operators would overtake valuable public resources and make a very difficult situation for those searching for spaces that should be available to the public.

There are two approaches that can be taken for the proper management of valet parking. The first involves private-sector businesses directly hiring the valet operator and the municipality assigning ramping and stacking areas for each operator. This approach becomes administratively cumbersome as the number of operators increases. To overcome this issue, some cities have begun to encourage the local business community to work through their taxing district or economic development agency (where applicable) to hire one operator who serves specific block faces versus specific business locations. This approach allows for better management of on-street spaces used for ramping (vehicle pick-up/drop-off) and ultimately serves a broader area of a business district. Ramping under this scenario usually occurs at the ends of specific blocks allowing more valuable and centrally located spaces to remain available to the public.

Storage of vehicles should occur in less popular or underutilized off-street parking facilities. In assigning off-street spaces to valet operators for storage, it is important to attempt to maintain acceptable headways (return time) for valet runners. Valet operations work best when return time for vehicles does not exceed five minutes.

Rates for valet parking in a municipal setting vary widely. Market forces usually dictate the cost of this service to the user. In municipalities where public parking is hard to find, and valet parking is almost a necessity, prices can reach $15 to $25 per vehicle. In communities where valet parking is more of a value-added service, valet parking is sometimes provided as a courtesy.

Based on the demand for valet parking services, municipalities can either set the rates for valet parking under municipal ordinance or, if the business community so desires, can provide courtesy valet parking. Under the latter scenario, the operator is usually paid for this service by the individual business owner(s) or, if the taxing district approach is taken, by the members of the taxing district.

Regardless of the approach taken, the following is an outline of the regulations that need to be put in place for this type of service. In addition, there is a high level of liability that is assumed by the valet operator. Damage to owners' vehicles will occur no matter the level of precautions taken to avoid these incidents. For this reason, it is important that Red Bank limit its liability and take no role in valet parking other than enforcing the adopted valet parking regulations and service contract.

VALET OPERATION GUIDELINES

As an Enterprise Fund, the parking agency should be compensated for the use of public-parking spaces by valet operators. For this reason, it is recommended that the Borough adopt a policy for the use of these spaces. Ramping areas and locations should be predetermined by the parking agency based on actual demand and formalized in a written contract between the Borough and the valet operator. Time limits for vehicles to remain in ramped (curbside pick-up/drop off) areas should not exceed 15 minutes. The Parking Enforcement Division of the parking agency should be responsible for ensuring that the valet operator in fact uses the designated areas and that the vehicles are moved from the ramped areas within the allotted time. They should also be responsible for verifying that the valet operator does not use additional spaces which are not included in their contract with the Borough. If storage of valet vehicles takes place on Borough property, then the Borough should be compensated for the use of this area. The Borough should also adopt a schedule of fines for the misuse of public parking spaces by the valet operator. The fines should be tiered and increase in dollar value.

The parking agency should keep all records of valet operator violations so that the assigned Borough department issuing the operating license can track the past performance of any valet operator and deny renewal or suspend operating permits to persistent violators. It is recommended that the fines assessed for the misuse of Borough parking inventory by a valet operator start with a written warning to the operator. The second offense should be assessed at $50.00 and increased to $500.00 for the third offense and any subsequent offense that may occur within one calendar year from the written warning.

In an effort to provide sufficient public parking facilities for visitors to the business district who opt not to use valet parking, valet operators should be encouraged to develop working relationships with private sector building owners who have sufficient storage space. Private property owners who maintain private parking facilities should be contacted by the valet operators to develop after-hours storage agreements for the use of these areas.

It is recommended that valet operators be charged a per-space fee for ramping and a per-space fee for utilizing Borough parking areas for storage if so utilized. It is recommended that the fees be uniform and that ramping fees be assessed based on the potential revenue that each space may generate on a monthly basis and storage fees be assessed using the same formula. The Borough should also reserve the right to deny the use of these spaces during special events should the need for public spaces outweigh the need for valet storage.

Other methods of assessing this fee leads to fees that vary from operator to operator or location to location. When several valet operators are operating in one downtown area, this can lead to accusations of favoritism by the Borough if multiple valet operators are in use and can create the impression that the Borough is charging inconsistent fees based on the individual restaurant or end-user of this service. This flat-rate fee approach would

guarantee the Borough the proper level of financial compensation for the use of valet operator storage spaces without having to rely on the valet operator to supply data related to the actual number of vehicles parked.

ELECTRIC VEHICLE CHARGING STATIONS

In reviewing electric vehicle (EV) parking in Red Bank, it was evident that there is only one accommodation (on-street space on Monmouth Street) for electric vehicles located in the business district.

Installing electric charging stations allows parking operators to capture a gradually increasing population willing to pay more for dedicated parking that offers charging stations. Although the current demand may not be large for this type of parking, the Borough should, at a minimum, monitor the need for such devices in other areas of the business district every so often.

It is recommended that these types of spaces be offered at off-street locations only and not at on-street locations based on the need to enforce 2-hour only parking on-street; some vehicle may require charging time more than two-hours.

PARKING ENFORCEMENT

During several field visits to the Borough, each of which included driving through and spending time in each surface parking lot, a parking enforcement staff member was never encountered. It has been conveyed by Borough staff that there are currently four parking enforcement officers (two full-time and two part-time) on staff with one full-time supervisor working staggered days to cover the six-day rotation schedule without incurring overtime. Anecdotally, we have heard that there are complaints about enforcement being too rigorous, so we assume that enforcement is uneven – sometimes zealous and sometimes lax.

The success of any parking program is the effective enforcement of regulations for its respective parking programs. It is our opinion that the parking enforcement efforts in Red Bank are at the minimum levels to enforce current regulations. During walking tours of the business district, it was identified that a good number of vehicles were found to be in violation with no citation issued. Along with the recommendation to expand enforcement hours it is also recommended that at no time during the course of the day should there be fewer than two enforcement officers are on patrol. This includes lunch and break periods.

To help control labor costs, it is recommended that the Borough adopt License Plate Recognition (LPR) technology. This is the same technology used by police departments nationwide for parking enforcement, scofflaw identification and stolen vehicle identification. This technology will allow parking enforcement staff to monitor each parking lot several times per day as it is a rapid method of performing parking enforcement patrols.

LPR Vehicle Mounted Cameras

This technology would be mounted to the exterior of a patrol vehicle. Four license plate read cameras placed on a vehicle (2 front/2 rear) photograph each license plate as an officer drives up / down a parking lot drive aisle. License plate information obtained is then transmitted to a database that notifies the officer if a permit parker is parked in the proper lot, only residents are parking in residential areas, or visitors have paid for parking.

The cost of this technology is approximately $30,000 to $35,000 per enforcement vehicle excluding the cost of the motor vehicle. Although this cost is substantial, it is more cost-effective than hiring additional staff to achieve the same level of parking enforcement coverage.

It is important to note that the goal of consistent enforcement efforts is to keep spaces turning over in short-term parking areas so that availability is maximized for shoppers and diners; it is not punitive for the sake of it. In areas with weak or inconsistent enforcement, there is a tendency for people who work in the area to take up prime parking spaces. One employee parking for eight hours can displace six to eight customers, so the impact can be significant.

CALL-FOR-ASSISTANCE STATIONS

The public survey that was made available on the Borough's website identified a list of concerns that visitors have when parking in Red Bank. One of the concerns listed was safety when visiting Red Bank. A sufficient number of respondents did identify security as a concern. For this reason, at a minimum, it is recommended that security call-for-assistance stations be strategically placed in the White Street and English parking lots. These devices allow parkers to contact the Borough PD dispatch officer if assistance is required. Should the Borough decide it wishes to implement this user amenity at these locations, it should be incorporated as part of the infrastructure improvement program to the English Lot to ensure that the infrastructure need to support these devices is installed as part of the improvement program.

PARKLETS

One of the concerns voiced during the public input meeting was the need to introduce green space in the business district. This is a common concern in older business districts where streetscape programs have not addressed this need because of limited street/sidewalk dimensions or because parking spaces are so valuable no one from the business community wishes to lose parking inventory to develop green space.

Recently, a new approach of creating limited pockets of green space has gained in popularity nationwide. These spaces have been able to introduce a small level of green space in communities where green space would otherwise be difficult to create. However, this requires that valuable curbside parking be eliminated. Most often, the business community is not willing to trade off parking spaces supporting their businesses to support green space even though parklets can provide a greener business district that is more inviting to visitors. It has been identified by communities in which parklets are located that pedestrian traffic often increases, which could result in increased business activity for Red Bank merchants.

These spaces also require that general housekeeping and maintenance be applied daily to ensure that these areas provide a welcoming environment to appeal to visitors of Red Bank.

In some communities, where the loss of curbside parking is an acceptable approach to developing green space, contests have been held for the design of such areas by the public to garner public support for these spaces. Elements for design are usually outlined and, at a minimum, most often include seating areas, indigenous/seasonal greenery and can also include bike racks and children's play areas. In this region of the country, parklets are usually removed during the winter months to accommodate snow removal.

In Red Bank it is envisioned that RiverCenter would work with Borough officials to create these areas in limited number. However, it is recommended that this action not be undertaken until a full-time parking administrator is hired to help direct and manage the specifics of the program as well as improve parking availability.

In addition, parking lots should be landscaped to soften their impact on the streetscape, using low greenery for passive security. Landscaping additions, well-designed signage, and well-maintained surfaces and lighting, add up to a parking system that serves the public well and is well integrated into the downtown.

IMPLEMENTATION/PRIORITIZATION SCHEDULE

The following chart identifies and lists by level of priority the changes recommended in this report. In addition to the level of importance is the project cost for each recommendation. To be successful, this list should be followed closely, and recommendations should not be chosen a la carte. Recommendation are intertwined and operationally impact each of the other recommendations. The recommendations and the associated timeline is provided as a road map for the fundamental changes required to properly and cost-effectively improve parking conditions in the study area.

Table 13: Implementation/Prioritization Schedule

Time Frame	Tasks
Immediate (0-12 months) (assumes hiring of parking professional at day one)	➢ Install/Empower a Parking Director to oversee ALL parking operations. $85-120K annually ➢ Empower Parking Utility or Create Parking Authority. No Cost ➢ Wean General Fund of parking revenues and reinvest parking revenues into parking. Not to Exceed Three Years for Total Transfer Elimination. ($500,000/$500,000/$500,000-$600,000) ➢ Replace on-street parking meters and convert to dual heads. $250-$300K under State Purchasing Contract ➢ Convert ALL off-street parking lots/areas to multi-space meters. $180,000 (State contract/assumes 20 meters @ $9k each/includes installation cost) Include Shelters for Multi-Space Meters. $15-35K per Shelter Dependent on Design Chosen. ➢ Ensure all on-street parking regulatory signage is in place and legible / comprehensive. $10,000-$15,000K ➢ Along with meter replacement, adopt license plate recognition for enforcement. $75,000 w/new energy efficient motor vehicle. ➢ Create / Identify Capital Improvement Program (CIP) Budget for All Surface Parking Lots. $50-75,000 (Add $15K for Aerial CAD Flyover If Site Surveys Not Available.) ➢ Improve Performance of Parking Enforcement Staff. No Cost ➢ Adopt/Implement Payment-In-Lieu of Program. Fees to go to Parking Utility. No Cost ➢ Work with private lot owners to create shared parking agreements and Develop /Adopt Low Cost Employee Parking Permit Program to Remove from Core Business District Lots. No Cost ➢ Once New On-Street Meters Are Installed, Extend Enforcement Hours From 6pm Until 9pm Mon-Sat. $50K for Enforcement Personnel. ➢ No Longer Allow for the Approval of Any Development Project to Occur Without the Review/Approval of the Parking Director. No Cost ➢ Work to Incorporate 141 W. Front St. Garage into publicly available space to Delay Need to Develop New Garage. No Cost. ➢ Develop Wayfinding Signage Program Bid Specification and Publicly Bid. $50,000-75,000K
Near Term (12-24 months)	➢ Award Signage Bid/Installation. $500,000 - 700,000K ➢ Adopt convenience pricing On-Street at Broad Street, White Street and Monmouth Street Locations. No Cost. ➢ Bid and Award One-Half of Surface Lots in CIP program (2020). Remaining half in 2021. (Unknown Until Engineering Study Conducted) ➢ Reassign Employee Parking Permit Program to all lots Except English and White Street. No Cost ➢ Develop Valet Parking Ordinance No Cost.
Long Term (24 months +)	➢ Increase Staff According to Program Needs and Revenues Generated $100,000 - $200,000 ➢ Conduct Parking Supply & Demand Update to Assess Impact of Program Changes/Improvements ➢ Develop Structured Parking to Support Demand After Utilizing Current Parking Inventory to its Greatest Level Possible. $20-30mm

Source: Walker Consultants, 2018

*All cost projections are preliminary estimates that illustrate the potential cost of each improvement program line item.

A

Sample Job Description - Parking Director

PARKING DIRECTOR

CHARACTERISTICS OF THE CLASS

Under the general direction of the Borough Manager, performs administrative and technical work in organizing and managing the Municipal Parking System. The incumbents' primary responsibility consists of providing and maintaining the maximum number of public parking spaces in the most cost-effective manner. The employee also administers a large budget, supervises parking utility personnel and conducts feasibility studies to determine needs for additional parking facilities and other structural, operational and technical changes. Work is reviewed through conferences and written reports for results obtained.

EXAMPLES OF ESSENTIAL FUNCTIONS

- Oversees daily activities of subordinate personnel involved in the operation and maintenance of parking facilities as well as the enforcement of Borough parking regulations.
- Coordinates the Borough's parking needs with other governmental agencies.
- Conducts feasibility studies to determine need for additional parking facilities, meter rate changes, parking citation structure changes, delinquent citation follow-up procedures, meter collection system, and presents finding to the Borough Manager and Borough Council.
- Prepares plans and specifications necessary to develop parking sites to optimize utilization; prepares annual budgets.
- Initiates site acquisitions and develops supporting data necessary to negotiate purchase or lease of property.
- Reviews Borough ordinances to ensure that they comply with state laws and recommends changes on parking issues.
- Reviews daily collection records and prepares monthly meter reports and parking citation reports.
- Reviews and authorizes payroll; reviews employee performance evaluations.
- Conducts or attends public meetings; addresses Borough Council requests and prepares Council agenda items.

REQUIREMENTS

A. TRAINING AND EXPERIENCE

Bachelor's degree from an accredited college or university with major course work in Public or Business Administration or closely related field and ten (10) years of progressively responsible experience in Parking Administration. Additional qualifying experience may be substituted on a year by year basis for the educational requirement. Certified Administrator of Public Parking preferred.

KNOWLEDGE, ABILITIES AND SKILLS

- Knowledge of modern principles, practices and techniques of revenue control pertaining to the parking industry.
- Knowledge of Municipal, State and Federal parking ordinances.
- Knowledge of local geography.
- Knowledge of engineering requirements and construction methods as it relates to the parking industry.
- Knowledge of prerequisites of court adjudication.
- Ability to interpret parking laws and regulations; to read and interpret plans blueprints and specifications.
- Ability to establish effective working relationships with fellow employees and the public; and to supervise subordinates.
- Ability to analyze data processing reports associated with revenue control and expenditure reports.
- Ability to prepare and present clear and concise administrative and technical reports.
- Ability to maintain current information on recent developments, literature, and trends in the parking industry.

SALARY RANGE

Salary commensurate with experience. Salary range $90,000 - $115,000 annual plus Borough of Red Bank benefits package.