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November 23, 2015

Mr. Francis Costello
Westwood Parking Authority
Westwood Municipal Complex
101 Washington Avenue – 2nd Floor
Westwood, New Jersey 07675

Re: Westwood Parking Authority Study Update- Final Report
Westwood, NJ
Project #: 18-1310.00

Dear Mr. Costello:

Attached is the Final Report update of the Borough of Westwood Parking Authority's 2008 Parking Study.

We look forward to discussing and reviewing this report with you in the near future. In the interim, should you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

WALKER PARKING CONSULTANTS

Brian Bartholomew
Parking Consultant



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PARKING SUPPLY/DEMAND AND
OPERATIONAL ANALYSIS UPDATE

BOROUGH OF WESTWOOD

WESTWOOD, NJ

Prepared for:
BOROUGH OF WESTWOOD
PARKING AUTHORITY

NOVEMBER, 2015



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18-1310.00

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EXECUTIVE SUMMARY

Walker Parking Consultants has been charged with updating the Borough of Westwood's 2008 Parking Supply / Demand and Operational Analysis. As a result, the following changes in conditions and recommendations has been identified.

Parking Supply & Demand

In general, there has been no significant change in the available parking inventory and parking demand generated within the study area other than the loss of a minimal number of on-street space near the intersection of Broadway and Westwood Avenue due to a recent intersection realignment project. This is supported by the fact that very little land use changes have occurred in the study area and what change has occurred has had no impact on the supply of municipal parking.

Rates & Fees

Parking rates have remained unchanged since the time of the last report; almost seven (7) years ago. As evidenced in the body of this report, the WPA has been operating in a revenue negative position with the inclusion of a depreciation line item, for the last several years. In addition, there is need for improvement at almost every off-street parking lot throughout the study area. Asphalt surfaces have reached their useful life-cycle expectancies, line striping is faded and parking lots are still utilizing older technologies for facility lighting.

As the WPA should be operating as a revenue positive business model, or revenue neutral in a worst case scenario, parking rates should be increased to meet market rates in the area. Market level parking rates are not a major factor in measuring the success of a central business district (CBD). Outdated technologies and improperly maintained facilities are a greater impediment to a successful CBD than maintaining parking rates below market conditions.

Technologies

Parking technologies have advanced significantly since the time of the last report. Technology for parking enforcement now includes Automatic License Plate Recognition (ALPR). This technology allows municipalities to lower staffing levels and control program costs through the use of license plates for tracking parking use. The WPA may want to investigate this newer technology.

Parking meters have also advanced since the time of the last report. However, the use of newer parking meter technology requires the adoption of other technologies such as ALPR. The availability of Pay-by-Cell technology is a rapidly growing technology that may be attractive to the WPA as method of offering greater levels of service while also protecting collected revenues. A complete description of this technology has been included in the body of this report and explains the costs associated with the program.



BACKGROUND

Walker Parking Consultants has been retained by the Borough of Westwood Parking Authority to update its 2008 Parking Supply, Demand, and Operational Analysis for the Central Business District area surrounding Westwood Avenue (Figure 1). The goal of this project is to note current conditions and provide comments on changes observed compared to conditions documented in 2008.

As identified in the original 2008 report, the study area is defined by:

- Irvington Street to the north
- St. Nicholas Street to the West
- Kinderkamack to the East
- Park and Jefferson Avenues to the South

This study area was / is meant to encompass the entire downtown area proximate to Westwood Avenue.

All 2015 update findings and recommendations provided will be supplied in blue in each of the following sections for ease of review between 2008 documented conditions and those documented as part this 2015 study update. Sections without comment equate to the same conditions or recommendations found in the 2008 report and require no additional comment for 2015.

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Figure 1: Project Study Area



Source:



PHASE 1: SUPPLY & DEMAND EXISTING CONDITIONS

1.0 PUBLIC PARKING INVENTORY IN STUDY AREA

Public and private parking inventories were confirmed as a part of the 2008 report. A 2015 field observation tour was conducted to identify any changes in these earlier documented parking inventory numbers.

Excluding 10± spaces lost as part of the Broadway / Jefferson and West Wood Avenue intersection project, there are no changes in the available parking inventory within the study area.

1.1 DATA UPDATE PLAN

To compare the current levels of parking demand with those identified in the 2008 report, field occupancy observations were completed during one typical weekday at 10 am, noon, 2 pm and 4 pm. During the field observation tours, parking occupancy and observed issued violations were noted.

To accurately compare parking conditions with those documented in 2008, comments on changes in the study area are broken down by the same quadrants (Figure 2 & 3) as the 2008 report.

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Figure 2: Project Study Area: Quadrants



Source:

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Figure 3: Project Study Area: Blocks



Source:

1.2 ON-STREET INVENTORY AND UTILIZATION

In 2008, on-street parking inventory was collected and organized to reflect the block face summaries for each city block and quadrant within the study area. Individual blocks and even larger groupings represented by quadrants indicated misleading scenarios as each block face is comprised of unique land use and parking conditions. As a result, the 2008 report focused on detailed block face analysis, which was deemed to be required to accurately assess the existing conditions in the study area. Table 1a illustrates the 2008 inventory for on street parking, as well as the documented peak daily parking utilization surveyed on each block face during the same period.

Table 1a: On-Street Parking Inventory and Peak Daily Utilization – 2008

<i>On Street</i>	<i>Inventory</i>	Peak Utilization				
		Wednesday	Thursday	Friday	Saturday	Sunday
Quadrant 1						
Block 1						
North	---	0	0	0	0	0
South	11	2	1	2	2	2
East	24	10	12	15	8	24
West	---	0	0	0	0	0
Block 1 Total	35	12	13	17	10	26
Block 2						
North	---	0	0	0	0	0
South	7	7	5	7	6	6
East	24	24	24	22	21	23
West	---	0	0	0	0	0
Block 2 Total	31	31	29	29	27	29
Block 3						
North	---	0	0	0	0	0
South	9	8	9	9	8	9
East	14	12	12	13	13	12
West	9	9	8	6	4	9
Block 3 Total	32	29	29	28	25	30
Quad 1 Total	98	72	71	74	62	85
Quadrant 2						
Block 4						
North	---	0	0	0	0	0
South	10	10	9	10	10	5
East	13	11	13	12	13	1
West	14	13	13	14	10	12
Block 4 Total	37	34	35	36	33	18
Block 5						
North	---	0	0	0	0	0
South	10	9	9	10	10	5
East	7	4	7	6	3	0
West	11	9	9	11	11	1
Block 5 Total	28	22	25	27	24	6
Quad 2 Total	65	56	60	63	57	24

Source:



Table 1a: On-Street Parking Inventory and Peak Daily Utilization (Continued)

On Street	Inventory	Peak Utilization				
		Wednesday	Thursday	Friday	Saturday	Sunday
Quadrant 3						
Block 11						
North	10	10	10	9	10	9
South	---	0	0	0	0	0
East	8	8	6	7	7	2
West	12	12	10	10	12	11
Block 11 Total	30	30	26	26	29	22
Block 12						
North	9	7	7	9	10	1
South	---	0	0	0	0	0
East	8	5	6	4	8	4
West	12	6	8	9	10	4
Block 12 Total	29	18	21	22	28	9
Block 13						
North	7	4	7	4	7	7
South	19	4	7	1	17	4
East	21	6	0	0	6	5
West	---	0	0	0	0	0
Block 13 Total	47	14	14	5	30	16
Block 14						
North	3	2	0	1	3	0
South	---	0	0	0	0	0
East	---	0	0	0	0	0
West	20	3	3	1	5	4
Block 14 Total	23	5	3	2	8	4
Quad 3 Total	129	67	64	55	95	51
Quadrant 4						
Block 6						
North	---	0	0	0	0	0
South	---	0	0	0	0	0
East	5	5	3	5	0	5
West	---	0	0	0	0	0
Block 6 Total	5	5	3	5	0	5
Block 7						
North	2	2	1	1	1	2
South	6	6	3	6	3	6
East	7	6	5	7	6	7
West	5	4	5	2	1	3
Block 7 Total	20	18	14	16	11	18
Block 8						
North	---	0	0	0	0	0
South	---	0	0	0	0	0
East	---	0	0	0	0	0
West	7	7	6	7	6	6
Block 8 Total	7	7	6	7	6	6
Block 9						
North	---	0	0	0	0	0
South	---	0	0	0	0	0
East	27	25	27	24	20	24
West	---	0	0	0	0	0
Block 9 Total	27	25	27	24	20	24
Block 10						
North	10	10	10	10	9	10
South	14	5	13	14	14	14
East	9	9	8	6	9	8
West	5	5	5	5	5	4
Block 10 Total	38	29	36	35	37	36
Quad 4 Total	97	84	86	87	74	89
OnStreet Total	389	279	281	279	288	249

Source:

Overall, 2015 on-street utilization reflects that of 2008. The only drop in utilization that was noted as part of 2015 observations was:

Jefferson Avenue - where during the 10am observation tour, no vehicles were found to be parked on-street and during the noon and 2pm tour only 2 and 4 vehicles were found to be parked respectively. The 4pm tour is documented at 6 vehicles all parked in the area of the fitness center. The am and noon numbers are below that documented in 2008. There are a number of factors that can attribute to the lower occupancy numbers but it appeared that there were no events scheduled at the Westwood Community Center on the day the observation tour was conducted.

1.3 OFF-STREET INVENTORY AND OCCUPANCY

In addition to on-street parking utilization, five (5) off-street parking facilities were surveyed during the 2008 data collection period. The 2008 inventory and peak utilization is presented in Table 1b. Table 1c represents the 2008 summaries of both on-street and off-street parking inventories and peak daily utilization for the entire study area.

Table 1b: Off-Street Parking Inventory and Peak Daily Utilization – 2008

OffStreet	Inventory	Peak Utilization				
		Wednesday	Thursday	Friday	Saturday	Sunday
A Cen. Ave. N	99	88	90	93	71	94
B Cen. Sq.	53	44	43	32	43	20
C Fairview	54	52	53	50	38	3
D Cen. Ave. S	68	55	64	49	66	68
E Borough Hall	104	99	99	80	11	82
OffStreet Total	378	338	349	304	229	267

Source:

Table 1c: On and Off-Street Parking Inventory and Peak Daily Utilization – 2008

	Inventory	Peak Utilization				
		Wednesday	Thursday	Friday	Saturday	Sunday
On-Street	389	279	281	279	288	249
Off-Street	378	338	349	304	229	267
System Total	767	617	630	583	517	516

Source:

In 2008, the system-wide peak utilization period for both on and off-street parking occurred between 1:00 pm and 2:00 pm. On an average, weekday peak occupancy reached 80%, while the weekend experienced slightly lower peak occupancy of 67%. To further demonstrate the characteristics of each block face and the location of highly utilized parking areas, Figures



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4-8 graphically illustrate the peak occupancy associated with each of the five days when parking data was collected.

The initial report has parking occupancy grouped into four categories with each represented by a different color. Block faces that experienced the lowest parking utilization (0-25%) are shown in green, while the highest utilization group (86-100%) is highlighted in red. Additionally, off-street parking facilities were identified by letter, where A represents Center Avenue North Lot and E represents Lot 4b (see Table 1b).

The observed on-street and off-street Peak Utilization continues to occur between the hours of 1:00 pm and 2:00 pm. As there has been no major change in land uses in the study area, this utilization pattern is consistent with documented 2008 findings and is typical of a central business district area such as Westwood's.

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Figure 4: Wednesday Peak Parking Utilization by Block Face (2008)



Source:

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Figure 5: Thursday Peak Parking Utilization by Block Face (2008)



Source:

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Figure 6: Friday Peak Parking Utilization by Block Face (2008)



Source:

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Figure 7: Saturday Peak Parking Utilization by Block Face (2008)



Source:

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Figure 8: Sunday Peak Parking Utilization by Block Face (2008)



Source:



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Based on Tables 1a-c and Figures 5-8, in 2008 specific portions of the study area experienced higher parking utilization than others throughout the week. **At the time of the initial report,** particularly well utilized were retail dominated block faces located along Westwood Ave. and its neighboring block faces, as well as Broadway. In 2008, with the exception of Sunday's data, the following Block faces were continually utilized (between 86%-100%) during the peak hour*:

- 2 East and 2 South
- 3 West and 3 South
- 4 East and 4 South
- 5 West and 5 South
- 8 West
- 10 East, 10 West and 10 North
- 11 West and 11 North
- 12 East and 12 North

*see Figure 3

1.4 PARKING SUPPLY AND DEMAND

In addition to peak utilization characteristics of each block face, in 2008 a license plate survey was completed to record the turnover of spaces within the study area. The purpose of that effort was to observe the average length of time each vehicle occupied a single parking space and document the number of vehicles utilizing the spaces throughout the day. Tables 2a and 2b present this 2008 information, summarized by block face as well as individual day of the week. Based on the data, it is clear that a majority of parkers exceeded the 2-hour time restriction posted on most parking meters throughout the study area. The average length of stay for on-street parkers was 2.6 hours, while off-street patrons averaged an even higher 3.5 hours per space. It is also interesting to note, that the rate of parking tickets did not parallel the level of violations presented in these tables.

Although no license plate surveys were conducted as part of the 2015 update, it was observed that a number of vehicles were found to be parked in the same space(s) during the course of the day. This observation is consistent with conditions documented in 2008.

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Table 2a: Daily Turnover of Spaces and Average Length of Stay for On-Street Spaces (2008)

OnStreet	Inventory	Wednesday		Thursday		Friday		Saturday		Sunday	
		Vehicles/ Space/ Day	Average Length Of Stay (Hrs)								
Quadrant 1											
Block 1											
North	---										
South	11	1.4	2.8	0.5	3.3	0.9	2.6	0.5	2	1	2
East	24	1.3	3.2	1.4	2.9	2.1	3.6	1.9	3.3	2	3.1
West	---										
Block 1 Total	35	1.3	3.1	1.1	2.9	1.7	3.4	1.5	3.2	1.7	2.9
Block 2											
North	---										
South	7	3.7	2.5	2.7	2.5	4.7	2.5	4	2.2	2.7	2.1
East	24	2.3	4.3	2.8	3.9	3.2	3.6	3.3	3.2	2.3	2.5
West	---										
Block 2 Total	31	2.6	3.7	2.8	3.6	3.5	3.3	3.4	2.9	2.4	2.4
Block 3											
North	---										
South	9	3.9	2.1	4.2	2.2	4.2	2.6	4.9	2.1	2.6	2.2
East	14	2.5	2.3	2.6	2.4	3.7	3.1	3.1	2.4	2	2.2
West	9	3.9	2.2	4.1	2.2	4.3	2.6	4.6	2.2	1.7	3.2
Block 3 Total	32	3.3	2.2	3.5	2.3	4	2.8	4	2.3	1.9	2.6
Quad 1 Total	98	2.4	2.9	2.4	2.9	3.1	3.1	2.9	2.7	2	2.6
Quadrant 2											
Block 4											
North	---										
South	10	5.2	2.2	4.8	2.4	5.5	2.3	5.3	2.1	2.1	2
East	13	3.2	3.6	2.7	4.4	3.5	3.5	3.5	2.7	0.7	2.9
West	14	2.7	2.8	3.1	2.3	4	2.9	4	2.2	1.6	3.3
Block 4 Total	37	3.6	2.8	3.4	2.9	4.2	2.9	4.2	2.3	1.4	2.7
Block 5											
North	---										
South	10	4.1	2.0	4.5	2.1	5.5	2.1	3.9	2.1	0.9	3.1
East	7	2.6	2.7	1	8	1	6.9	1.1	3.3	0	0
West	11	4.3	2.6	2.9	4.3	3.2	3.8	3	3.2	0.6	2.3
Block 5 Total	28	3.8	2.4	3	3.6	3.5	3.1	2.9	2.7	0.6	2.8
Quad 2 Total	65	3.7	2.6	3.2	3.2	3.9	2.9	3.6	2.4	1	2.7

Source: 2008 Report



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Table 2a: Daily Turnover of Spaces and Average Length of Stay for On-Street Spaces (2008) (continued)

OnStreet	Inventory	Wednesday		Thursday		Friday		Saturday		Sunday	
		Vehicles/Space/Day	Average Length Of Stay (Hrs)								
Quadrant 3											
Block 11											
North	10	5.1	2.1	4.9	2.1	5.9	2.1	5.3	2.1	2.7	2.2
South	---										
East	8	2.4	2.4	2	2.9	3.8	2.3	4.4	2.1	0.5	3.5
West	12	4.3	2.2	3.8	2.2	4.4	2.1	4.4	2.4	2.6	2.5
Block 11 Total	30	4.1	2.2	3.7	2.3	4.7	2.1	4.7	2.2	2.1	2.5
Block 12											
North	9	5.4	2.0	4.2	2.3	5.1	2	4	2.3	0.9	2
South	---										
East	8	3.8	2.1	3.1	2.3	3.5	2	3.8	2.1	1.6	2.2
West	12	2.3	2.1	2.8	2.3	3.5	2.1	3.7	2.2	0.7	3
Block 12 Total	29	3.7	2.1	3.3	2.3	4	2	3.8	2.2	1	2.3
Block 13											
North	7	2.4	2.4	3.1	2.1	4.1	2	4.4	2.5	2.4	2.7
South	19	2.6	2.3	1.4	2	1.6	2.2	2.7	2.3	0.6	3.3
East	21	0.5	3.5	0.3	4.3	0.7	2	1.4	2.3	0.4	4
West	---										
Block 13 Total	47	1.6	2.5	1.2	2.3	1.6	2.1	2.4	2.3	0.8	3.2
Block 14											
North	3	1	2.0	0.7	2	2	2	2.7	2	0	0
South	---										
East	---										
West	20	0.8	2.5	0.4	4	0.7	2.8	0.7	2	0.3	4
Block 14 Total	23	0.8	2.4	0.4	3.6	0.8	2.5	0.9	2	0.3	4
Quad 3 Total	129	1.4	2.5	0.9	2.5	1.3	2.2	1.9	2.3	0.6	3.3
Quadrant 4											
Block 6											
North	---										
South	---										
East	5	1.4	7.7	1.6	5.3	1.8	4.9	0.6	2.7	2.2	2.7
West	---										
Block 6 Total	5	1.4	7.7	1.6	5.3	1.8	4.9	0.6	2.7	2.2	2.7
Block 7											
North	2	3.5	2.6	3.5	2.6	4	2.3	4	2.5	3	2.7
South	6	1.8	4.4	2.8	2.5	4	2.7	3	2.1	2.5	3.1
East	7	3.6	2.2	3.4	2.1	3.7	2.2	4	2	2.3	3.5
West	5	1.8	5.6	1	10.8	0.6	6	0.4	2	1.6	3
Block 7 Total	20	2.6	3.3	2.7	3.1	3.1	2.6	2.8	2.1	2.3	3.2
Block 8											
North	---										
South	---										
East	---										
West	7	4.6	2.1	4.6	2.4	5.3	2.3	4.3	2.1	3.3	2.3
Block 8 Total	7	4.6	2.1	4.6	2.4	5.3	2.3	4.3	2.1	3.3	2.3
Block 9											
North	---										
South	---										
East	27	1.9	2.7	1.9	2.2	3.2	2.1	3.2	2.1	1.9	2.7
West	---										
Block 9 Total	27	1.9	2.7	1.9	2.2	3.2	2.1	3.2	2.1	1.9	2.7
Block 10											
North	10	4.6	2.3	5.5	2	5.4	2.2	5	2.2	3.5	2.2
South	14	4.2	2.3	3.7	2.5	4.4	2.4	4.1	2.5	3.1	2.4
East	9	3.4	2.6	3.4	2.3	3.8	2.7	3.8	2.8	2.9	2.9
West	5	3	2.1	4	2	3.4	2.6	5	2	1.4	2.6
Block 10 Total	38	4	2.3	4.2	2.2	4.4	2.4	4.4	2.4	2.9	2.4
Quad 4 Total	97	4.1	2.3	4.2	2.3	4.5	2.4	4.4	2.3	3	2.4
OnStreet Total	389	2.7	2.6	2.5	2.8	3.1	2.8	3.1	2.5	1.6	2.6

Source: 2008 Report

Table 2b: Daily Turnover of Spaces and Average Length of Stay for Off-Street Facilities (2008)

OffStreet	Inventory	Wednesday		Thursday		Friday		Saturday		Sunday	
		Vehicles/Space/Day	Average Length Of Stay (Hrs)								
Gen. Ave. N	99	2.2	3.5	2.1	3.9	3.3	3.2	3.2	2.5	2.4	2.7
Gen. Sq.	53	2.6	3.0	2.6	2.9	3.2	2.9	2.9	2.6	1.2	2.5
Fairview	54	1.4	6.6	1.4	6.3	1.4	6	1.5	4	0.1	4.7
Gen. Ave. S	68	1.4	4.9	1.2	6	2.4	3.8	3	3.2	2.2	2.6
OffStreet Total	274	1.9	4.1	1.8	4.4	2.7	3.6	2.8	2.9	1.6	2.6

Source: 2008 Report

In 2008, in an attempt to measure the surplus/deficit conditions for both on and off-street parking, the analysis took into consideration the 80th percentile of parking utilization, which simply presents the condition of parking that exists 80% of the time in Westwood. The intent was to focus on a “what if” condition that would assume a “worse than average” scenario. Tables 3a and 3b illustrate the number of available parking spaces that would exist, once the 80th percentile is realized based on data collected in 2008. Detailed 2008 Tables are also presented in Appendix B.

The 2008 report stated “Clearly, the same portions of the study area, which experienced high utilization of parking during the peak period, had the least amount of parking spaces available to the public. Once the 80th percentile was considered, the corridors located on Westwood Ave., Center Ave., and Broadway were all fully occupied or had only 1-2 spaces available per block face. In addition, Block 2 South, 5 West, and 12 East also experienced similar stress during the peak hour. It should be emphasized that these conditions typically occurred between Wednesday and Saturday, as most parking restrictions were lifted on Sunday and would potentially skew this analysis.

Overall, the parking system experienced a moderate surplus of parking, with roughly 30% of metered spaces available during Wednesday’s and Thursday’s peak period, while dropping to 20% on Friday and Saturday. Although appearing healthy, this surplus of parking was generally located on the periphery of the study area and away from the main generators of parking demand (i.e. retail, restaurant, and theater). This unique distribution of available parking will be discussed in greater detail in Phase 2, where future parking conditions will be analyzed.”

BOROUGH OF WESTWOOD

PARKING SUPPLY/DEMAND AND OPERATIONAL ANALYSIS



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Table 3a: Supply of Available On-Street Parking using 80th Percentile of Occupancy (2008)

On Street	Inventory	Supply of Available Spaces after 80th Percentile of Occupancy				
		Wednesday	Thursday	Friday	Saturday	Sunday
Quadrant 1						
Block 1						
North	---	0	0	0	0	0
South	11	8	9	7	9	5
East	24	12	10	6	1	1
West	---	0	0	0	0	0
Block 1 Total	35	20	19	13	10	6
Block 2						
North	---	0	0	0	0	0
South	7	0	2	0	0	0
East	24	4	0	1	2	5
West	---	0	0	0	0	0
Block 2 Total	31	4	2	1	2	5
Block 3						
North	---	0	0	0	0	0
South	9	1	0	0	0	1
East	14	5	6	1	3	5
West	9	2	1	1	0	1
Block 3 Total	32	8	7	2	3	6
Quad 1 Total	98	32	28	16	15	16
Quadrant 2						
Block 4						
North	---	0	0	0	0	0
South	10	0	0	0	0	4
East	13	0	0	0	0	8
West	14	4	6	0	3	3
Block 4 Total	37	5	6	0	3	14
Block 5						
North	---	0	0	0	0	0
South	10	1	0	0	0	6
East	7	1	0	1	4	7
West	11	1	0	0	0	8
Block 5 Total	28	4	1	1	4	21
Quad 2 Total	65	8	7	1	7	35

Source: 2008 Report

Table 3a: Supply of Available On-Street Parking using 80th Percentile of Occupancy (2008) (Continued)

<i>On Street</i>	<i>Inventory</i>	Supply of Available Spaces after 80th Percentile of Occupancy				
		Wednesday	Thursday	Friday	Saturday	Sunday
Quadrant 3						
Block 11						
North	10	0	1	0	0	1
South	---	0	0	0	0	0
East	8	2	3	1	1	5
West	12	1	2	2	0	1
Block 11 Total	30	3	6	3	1	7
Block 12						
North	9	0	0	0	-1	7
South	---	0	0	0	0	0
East	8	1	2	2	0	4
West	12	6	4	3	2	8
Block 12 Total	29	8	6	6	1	18
Block 13						
North	7	2	1	0	0	0
South	19	13	13	5	4	14
East	21	15	18	17	13	16
West	---	0	0	0	0	0
Block 13 Total	47	30	31	22	17	29
Block 14						
North	3	2	2	2	1	3
South	---	0	0	0	0	0
East	---	0	0	0	0	0
West	20	15	17	15	16	16
Block 14 Total	23	18	19	17	17	19
Quad 3 Total	129	59	63	48	36	73
Quadrant 4						
Block 6						
North	---	0	0	0	0	0
South	---	0	0	0	0	0
East	5	0	1	0	3	0
West	---	0	0	0	0	0
Block 6 Total	5	0	1	0	3	0
Block 7						
North	2	0	0	0	0	0
South	6	0	2	1	1	0
East	7	1	0	2	1	0
West	5	0	0	3	4	1
Block 7 Total	20	1	2	6	6	1
Block 8						
North	---	0	0	0	0	0
South	---	0	0	0	0	0
East	---	0	0	0	0	0
West	7	0	0	0	0	0
Block 8 Total	7	0	0	0	0	0
Block 9						
North	---	0	0	0	0	0
South	---	0	0	0	0	0
East	27	16	18	4	7	4
West	---	0	0	0	0	0
Block 9 Total	27	16	18	4	7	4
Block 10						
North	10	0	0	0	0	0
South	14	8	2	0	0	0
East	9	1	2	0	0	0
West	5	1	0	0	0	1
Block 10 Total	38	10	4	0	0	1
Quad 4 Total	97	28	26	10	16	6
OnStreet Total	389	127	124	75	74	131

Source: 2008 Report

Table 3b: Supply of Available Off-Street Parking using 80th Percentile of Occupancy (2008)

OffStreet	Inventory	Supply of Available Spaces after 80th Percentile of Occupancy				
		Wednesday	Thursday	Friday	Saturday	Sunday
A Cen. Ave. N	99	31	19	5	27	6
B Cen. Sq.	53	16	11	11	14	31
C Fairview	54	1	2	2	16	52
D Cen. Ave. S	68	19	15	13	2	2
E Borough Hall	104	2	5	22	92	39
OffStreet Total	378	68	51	53	151	130

Source:

Table 3c: Supply of All Available Parking using 80th Percentile of Occupancy (2008)

	Inventory	Supply of Available Spaces after 80th Percentile of Occupancy				
		Wednesday	Thursday	Friday	Saturday	Sunday
On-Street	389	127	124	75	74	131
Off-Street	378	68	51	53	151	130
System Total	767	196	176	128	225	260

Source: 2008 Report

1.5 PARKING MODEL CONCLUSIONS

In 2008, results from the parking inventory and surplus / deficit analysis indicated that, overall, there was a parking surplus in the Central Business District (CBD) of Westwood. Rationally, parking proximate to downtown shops and restaurants filled up first and remained at capacity for the majority of the days surveyed. **However, in 2008** parking was frequently available on Fairview Avenue, Center Avenue and on-street spaces near the Municipal Complex. Though available parking is on the periphery of the CBD, it is rarely further than two blocks walk to downtown destinations.

Though, statistically there was not a shortage of available parking in 2008, the perception that parking is unavailable in downtown Westwood was prevalent among employees, business owners and visitors and shoppers. 2008 field surveys indicated that enforcement of 2-hour parking was not taking place and that violations were rarely distributed for expired meters. Also, there was anecdotal evidence that many business owners and employees are taking advantage of parking in front of their respective businesses, feeding the meters, and not making those spaces available to potential customers. These actions increase the perceptions that there is insufficient parking in Westwood. **This remains an accurate statement in 2015.**

The next sections address future parking conditions and recommendations for programmatic improvements to the Westwood parking program as well as suggestions for improved fee collection systems, parking regulations and enforcement protocols.



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1.6 REVIEW/EVALUATE PLANNED AND PROGRAMMED DEVELOPMENTS

In 2008, discussions with Borough officials indicated that there are no approved development projects in the near future for the downtown business district. However, officials did indicate that there are several projects still in the conceptual phase that may come to fruition in the next five years. Those projects included:

1. Expansion of the New York Sports Club
2. Sale of the car dealership property along Madison Avenue
3. Relocation of the Westwood Community Center.

At the time of the 2008 report, none of the identified projects had been finalized or presented to the Borough Planning or Zoning Boards.

In 2015 discussions regarding the projects identified in 2008, it has been conveyed that the following has occurred in regard to the identified projects:

1. **Sale of the car dealership along Madison Avenue has been completed and the site will now incorporate a mix of land uses including three ground floor retail units and six apartments. The balance of the property will be a self-storage facility. It is anticipated that the minor parking demand generated by these land uses will be satisfied by some on-site parking and the surrounding on-street parking resources.**
2. **Not identified in the 2008 report is the relocation of the CVS Pharmacy from Broadway and Center Street to Jefferson Avenue and Broadway (Old Seville Diner location). The new location has sufficient on-site parking and provides no demand for on-street parking. In addition, since there are no parking restrictions or enforcement activity conducted in this facility, commuter and other non CVS related users are utilizing this facility. CVS may want to work with the Parking Authority to develop methods of restricting the usage of this lot to CVS employees and customers.**

The former site of the CVS Pharmacy is currently vacant and this larger building is anticipated to be broken into smaller parcels with a different land use for each. Discussions with the Borough's planning official indicates that the anticipated demand for parking based on the smaller units should not exceed the parking demand that was generated by a single land use application such as the relocated CVS.

PHASE 2: OPERATIONAL AND PHYSICAL IMPROVEMENTS

2.1 PARKING POLICIES & REGULATIONS

TIME LIMITS AND HOURS OF ENFORCEMENT

The majority of parking meter spaces in Westwood are two-hours in duration. In addition to two-hour limit meters; there are also nine-hour meters along Broadway and the Jefferson and Center



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Avenue South Lots. Posted hours of enforcement are Monday through Saturday, 9:00 am until 6:00 pm.

In addition to the vehicle turnover data taken as part of this study, in 2008 several test vehicles were placed in various locations in the study area to evaluate if time limits were enforced as designed. All test vehicles complied with payment of the meters but exceeded the time limit by as much as eight hours with no citation written.

No change to this operational design has occurred since the 2008 report. No test vehicle was used in 2015 to examine the issuance level of parking tickets but it was noted that a number of meters were in violation on Westwood Avenue, Center Street and Broadway over the course of the observation day without citations issued.

In addition, the number of issued parking citations has been decreasing on an annual basis. The following is the annual number of citations issued per year for the last three calendar years:

Year / Number Issued

2012 – 1,858

2013 – 1,592

2014 - 1,213

To illustrate how low the number of citations issued on an annual basis is, the following formula is used to break this number down on tickets issued per day:

$$\text{Annual Number Issued} / 12 \text{ Months} / 22 \text{ Average Business Days per Month} = \text{Citations Issued Per Day}$$

Using this formula the annual number of citations issued equate to the following per day average:

Year / Per Day

2012 / 7 per day

2013 / 6 per day

2014 / 4.5 per day

It is important to note that two large scale long-term construction projects (Intersection realignment and PSE&G Energy Strong Project) did occur at the intersection of Westwood Avenue and Broadway in 2014. As a result, the issuance of parking citations was lessened to accommodate those visitors to the CBD that had to contend with adverse roadway conditions and detours. However, the trend of lower ticket issuance levels was established prior to 2014 with 2013 having 266 lesser issued citations than 2012.

DISABLED PARKING

State of NJ Statute regulating disabled parking requires disabled users utilizing disabled spaces located in surface lots and on-street locations that are managed by paid meters to pay the parking meter only once per parking occasion, within a maximum of 24-hour period. If the time required by the disabled user exceeds the time limit posted, the maximum rate must be satisfied during the initial time period the vehicle is parked.

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This statute does not require the creation of on-street disabled parking spaces since the statute essentially makes any space a handicapped space with proper disabled parking credentials displayed by the user.

A review of the off-street facilities operated by the Parking Authority indicates that there are an insufficient number of dedicated disabled parking spaces offered in its off-street facilities. The following table indicates the requirement for disabled parking spaces based on total per lot space counts.

Table 4a: Off-Street ADA Space Requirements

Total Parking in Lot	Required Minimum Number of Accessible Spaces
1 to 25	1
26 to 50	2
51 to 75	3
76 to 100	4
101 to 150	5
151 to 200	6
201 to 300	7
301 to 400	8
401 to 500	9
501 to 1000	2% of total
1001 and over	20 plus 1 for each over 100 over 1000

Source: 2008 Report

The following table indicates the lots where there are an insufficient number of spaces and the number of spaces required to meet ADA requirements.

Table 4b: Westwood Off-Street ADA Space Surplus/Deficit Analysis

<i>OffStreet</i>	<i>Inventory</i>	<i>HC</i>	<i>Required ADA</i>	<i>Surplus/Deficit</i>
A Cen. Ave. N	99	2	4	(2)
B Cen. Sq.	53	2	3	(1)
C Fairview	54	2	3	(1)
D Cen. Ave. S	68	2	3	(1)
E Borough Hall	104	3	5	(2)
OffStreet Total	378	11	18	-7

Source: 2008 Report

The Borough of Westwood has not increased the number of disabled parking spaces, to meet ADA regulations, in its off-street facilities as recommended in the 2008 report. The lack of action on this issue does expose the Parking Authority and the Borough of Westwood to potential legal action by ADA enforcement agencies, activists, or users. The Parking Authority should work immediately to meet the ADA regulations for these types of spaces in all off-street facilities.



As part of the 2015 review, Walker Parking Consultants has been asked to review the need for the Parking Authority to add ADA spaces at on-street locations. As stated above, the Parking Authority is not legally required to supply on-street ADA spaces as each space, with the proper credentials displayed, is essentially an ADA space.

However, from time to time, municipalities are asked by disabled individuals to create dedicated on-street ADA parking spaces for specific resident, employee or business owner use. In most cases, the person requesting the creation of a dedicated space submits their application to the proper department within the respective municipality. Once submitted it is typically reviewed by the municipality's traffic engineer for the ability of the space to be created and by the legal department to ensure that the individual requesting the space actually requires a dedicated space (i.e. cannot walk any type of distance). If both departments feel the request is justified the space is then created.

Again, in the State of NJ each on-street space is essentially a disabled space with the proper credentials displayed. The creation of actual on-street disabled spaces can create complications related to an influx of requests for dedicated on-street spaces.

Recommendations (2008)

Two-hour time limits are the most widespread time limits found in most municipal parking on-street settings. This time limit allows for a quick shopping trip or leisurely meal and encourages turnover of this valuable asset a minimum of four times per business day. It is recommended that all on-street spaces along the Westwood Avenue business area remain at two hour time limits. Nine hour meters on-street **in the immediate area of Westwood Avenue** should be eliminated and converted to two hour meters. Long-term parking can be accommodated through the use of a permit system so that this type of demand can be tracked and adjustments to the program can be made based on factual data.

To accommodate long-term parking, all off-street facilities should be equipped with multi-space pay-by space meters to allow long-term users to purchase the amount of time required without the fear of receiving a citation or being required to move their vehicle after two hours.

Parking enforcement should occur during the posted hours each enforcement day. Parking enforcement officers should be present on-street from **8:00** am until 6:00 pm. **This would allow for the enforcement of commuter parking regulations that disallows parking in specific areas between 7:00am and 8:30am.**

To prevent employee's from parking in an on-street space for two hours and moving to a different on-street space every two hours thereafter, the Borough of Westwood should adopt an ordinance that prevents this type of activity. This can be accomplished by establishing different parking zones (similar to those used for study data collection efforts, Figure 2) and if a vehicle is found to be parked in the same zone again during the course of an enforcement day, it is issued a citation. This action prevents business owners and their employees from circumventing the program by simply moving their vehicle every two hours.

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It is **critically important that time limits be enforced at all times. (Same recommendation for 2015).** As parking enforcement is the foundation of any municipal parking program, without the proper enforcement of time limits all other parking program will fail. The resulting failure will be the public perception of insufficient parking levels.

PARKING RATES

2008 and 2015 parking rates in Westwood are \$0.10 per hour. There are also \$0.10 15 minute meters located in strategic location such as the Post Office. On-street meters also offer a 10 minute “free” button for those users running a quick errand. Resident commuter rates are \$1.00 per year. Table 5a below illustrates parking rates charged by other area municipalities.

Table 5a: Comparative Parking Rates 2008 vs. 2015

Municipality	2008			2015			Change		
	Off-Street Hourly Parking	On-Street Meter Rates	Commuter Fees	Off-Street Hourly Parking	On-Street Meter Rates	Commuter Fees	Off-Street Hourly Parking	On-Street Meter Rates	Commuter Fees
Ridgewood	\$0.25/hour	\$0.25/hour	n/a	\$0.50/hour	\$0.50/hour	\$750 - Resident; \$1,500 - Non-Resident per Year	100%	100%	N/A
Hackensack	\$0.25/hour	\$0.25/hour	\$55/month to \$75/month	\$0.25/hour to \$0.50/hour	\$0.25/hour to \$0.50/hour	\$55/month to \$75/month	100%	100%	N/A
Englewood		\$0.50/hour		\$0.50/hour; \$1 each add. hour	\$0.50/hour	\$60/month for those who work in CBD; \$85/month for commuters	N/A	N/A	N/A
Westfield	\$0.50/hour	\$0.50/hour	\$576/year; \$360/semi-annually	\$0.50/hour	\$0.50/hour	\$636/year & \$390/semi-annually at Southside; \$390/year & \$195/semi-annually at Watterson	N/A	N/A	10%
Red Bank	\$0.50/hour	\$0.50/hour	\$150/quarter, \$300/6-mo, \$600/year	\$0.50/hour	\$1.00/hour	\$200/quarter, \$400/6-mo, \$800/year	0%	100%	33%
New Brunswick	\$1.50/hour	\$2.00/hour	\$115/month	\$2/hour in lots	\$1.25/hour*	Varies - \$180/quarter; \$160-\$175/month	33%		
Westwood	\$0.10/hour	\$0.10/hour	\$1/year	\$0.10/hour	\$0.10/hour		0%	0%	

Note: *New Brunswick is currently voting to raise the hourly meter rate to \$1.50/hour for the first two hours, with a graduated hourly rate after the first two hours, resulting in a daily maximum of \$30.

Source: 2008 Report

Overtime parking citations in Westwood are assessed at \$17.00 with a \$10.00 penalty if not paid by the assigned court date. Table 5b illustrates a sampling of overtime parking fines assessed by other local municipal jurisdictions.

Table 5b: Comparative Overtime Parking Fines in Other New Jersey Cities 2008 vs. 2015

Municipality	2008	2015
Bayonne Parking Authority	\$18.00 (OT) to \$47.00 Illegal Parking	\$23 (OT)
Elizabeth Parking Authority	\$18.00 (OT)	\$39
Fort Lee Parking Authority	\$25.00 (OT)	\$28
Metuchen Parking Authority	\$17.00 (OT)	\$44
Princeton Parking	\$25.00 (OT)	\$40
New Brunswick Parking	\$22.00 (OT)	\$50
Camden Parking Authority	\$22.00 (OT)	\$29
Morristown Parking Authority	\$10.00 (OT)	\$25
Newark Parking Authority	\$44.00 (OT)	\$45
City of Passaic	\$27.00 (OT)	\$27
Westwood Parking Authority	\$17.00 (OT)	\$17

Source: 2008 Report

Recommendations

Parking rates and fees in the Borough of Westwood remain low when compared to other municipalities. In addition, parking rates have remained unchanged for some time. **Parking rates in 2015 are the same as they were in 2008.** The Parking Authority should be using a private-sector business model when it comes to parking operations. It is vital that the Parking Authority assess the annual cost to operate versus the fees that it charges. If the Borough of Westwood is to remain vibrant, it is imperative that improvements to the parking system be made and plans for future parking expansion and enhancements be properly planned and funded. In addition, the operational goal of parking should never be to directly financially support the General Fund. The goal of any parking program should be financial independence that is supported by its users to make capital purchases and timely repairs of infrastructure.

Based on the rates currently charged for parking in the Borough of Westwood, the following rate change recommendations are made:

1. Increase on-street metered parking rates from \$0.10 per hour to \$0.50 per hour. Increase off-street rates to \$0.25 per hour.
2. Increase residential commuter rates from \$1.00 per year to \$20.00 per month. Institute a non-resident permit program at \$40 per month.
3. Implement a \$10.00 per month employee parking program for low demand areas.
4. Increase Overtime Parking citation rate from \$17.00 to \$25.00
5. Adopt an ordinance developing a Prohibited Parking citation rate of \$25.00 for vehicles found in the same zone during the course of a day.

Another option available to the Parking Authority is to assess a price versus convenience approach to parking. As Westwood Avenue parking is the most heavily desired parking, this parking could be priced relatively higher than curbside parking found on side streets. Instead of \$0.50 cents per hour this parking could be assessed at \$0.50 per half hour or \$1.00 per hour.



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Although the recommendation for rate adjustments equates to an almost 400% increase over current parking rates, the Borough has not raised rates for some time resulting in fees that are notably lower than competing business communities. To achieve this increase in meter rates, it may be desirable to complete these increases gradually over a two or three year period.

Low cost or “free” parking does not make a business district successful. Proper urban planning and a good mix of land uses promote a successful business district. Proper rate setting ensures that a business district provides the perception of readily available and convenient parking when visiting the area, which therein supports a successful business district.

In addition, the revenues generated must support the parking program’s daily and long-term operational and planning goals. For example, revenues generated within the Central Business District (CPB) should be allocated for the maintenance, repair, replacement, and future expansion of the parking infrastructure found within its boundaries. Operating at a financial break even or slight annual surplus does not support this goal.

Finally, proper rate setting helps eliminate users continually searching for a low cost curbside parking option reducing the carbon foot print of the Borough Westwood. Users who want to use the most convenient parking are willing to pay more for it just as they are with any other venue (i.e. stadium, Performing Arts Theater, etc.). Those that are seeking lower cost alternatives can and will utilize off-street lots.

PARKING VALIDATION PROGRAM

To help address the concern of local business owners as it relates to increased parking rates, the Parking Authority may want to discuss the development of a “Merchant Validation” program to provide reduced rate parking for shoppers and restaurant goers.

Under this scenario, the Parking Authority would collaborate with the local vendors and merchants to develop a Merchant Validation program that could provide up to two hours of free parking. Program specifics could include a preset purchase amount to receive two hours of free parking or simply require a validation token be given to the patron.

With the implementation of smart card and token technology at all metered locations, smart cards or tokens can be issued to the patron to buy down the cost of parking during their next visit to downtown in a denomination predetermined by the participating merchant. Each merchant or restaurant owner can decide on their own program parameters such as a purchase amount minimums required for eligibility. This will provide an enticement to the patron to return to the downtown area and help lessen the impact of parking rate increases.

Parking Authority participation in this program is optional. Should the Parking Authority decide to participate in this program, it is recommended that the merchant or restaurant owner does not receive more than a 20% discount for this parking. The greatest downfall to this program is the business owner who decides that they will pay for employee parking using this program. For

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this reason, the Parking Authority may want to limit the percentage they participate in this program to a predetermined dollar amount per month.

PARKING ENFORCEMENT

Without consistent and proper parking enforcement efforts, the public perception of readily available curbside parking will also be diminished. Parking enforcement is the foundation of any municipal parking program. Parking industry staffing guidelines dictate one dedicated parking enforcement officer per 200-300 parking meters.

Recommendations

Based on the size and character of the downtown study area, three **FTE** civilian enforcement officers should be responsible for the enforcement of parking regulations of downtown streets and ticketing of vehicles found parked in violation of parking meter time limits and/or other posted parking regulations. This number allows for one officer to perform enforcement duties should the others not report to work for any reason or cover routes during lunch breaks. Patrols should be conducted on foot with the lead officer or supervisor utilizing a motor vehicle to maximize mobility and to cover larger areas of enforcement. Zone schedules should be rotated so that enforcement staff does not become friendly with the parking public and begin to overlook potential violations.

Since it may not be financially feasible to maintain the salary and benefit packages of three parking enforcement officers, initially the Parking Authority may be able to achieve its goal of increased parking enforcement through the use of Special Police officers assigned to the Police Department until such time as the Parking Authority can properly fund these positions through increased revenue generation.

Since the issuance of the 2008 report, parking technology has advanced allowing municipalities to adopt greater levels of parking enforcement automation that allows for lower levels of staffing costs.

One such technology is Automatic License Plate Recognition (ALPR). To control labor costs, it is recommended that WPA investigate Automatic License Plate Recognition (ALPR) technology. This is the same technology used by police departments nationwide for the purpose of parking enforcement, scofflaw identification and stolen vehicle identification. This technology will allow parking enforcement staff to monitor each parking space several times per day as it is a rapid method of performing parking enforcement patrols.

This technology would be mounted to the exterior of a patrol vehicle. Two license plate read cameras placed on a vehicle photograph each license plate as an officer drives up / down a parking lot drive aisle or street.



LPR Vehicle Mounted Cameras

The cost of this technology is approximately \$50,000 to \$65,000 per enforcement 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 estimated that with this technology, WPA would require only one (1) parking enforcement officers to achieve study area coverage.

Finally, with the use of license plate enforcement, license plates of all offenders who have not paid their citation can be placed in the ALPR system. Offending vehicles found within the Borough's boundaries can be booted with the requirement for full payment of outstanding tickets being paid plus a fee for booth removal.

EMPLOYEE PARKING PROGRAM

During the course of field observations and data collection efforts related to this project, it became clearly apparent that a large number of employees of the downtown are parking at valuable curbside metered parking locations. Curbside parking is the most valuable parking asset that any municipality maintains to support a vibrant business district. Without the turnover of these valuable parking spaces, the perception of insufficient parking can easily be created. To help eliminate the problem of long-term employee parking at desirable curbside spaces, it is necessary to create an Employee Parking Program.

A properly designed Employee Parking program provides low or no cost parking to employees who are assigned to lesser used facilities usually located along the fringe of a downtown or business area. The fees assigned to this program are kept low to provide a financial incentive to potential users.

Recommendations

In an effort to reduce the use of valuable municipal parking inventory by employees that work within the study area, the development of low cost employee parking alternatives should be investigated. Lesser-used surface parking lots and on-street meters located on the fringe of the downtown area should be designated to serve this purpose and aggressively marketed. Signage indicating this use should be installed so that these spaces are available to the intended users during the course of various shifts during business and evening hours.

It is strongly recommended that employee parking occur in areas of least demand and that pricing strategies and enforcement measures be adopted to encourage this concept. Recommended areas for this type of parking include Fairview Avenue and Madison Avenue adjacent to the auto dealership.

COMMUTER PARKING

Presently, the Parking Authority accommodates residential commuter parking for the New Jersey Transit rail and bus line serving Westwood. This parking occurs at the Municipal Building. Presently, only Westwood residents can obtain commuter parking in this area. However, with the placement of nine hour meters in the area, commuter parking is occurring at these locations

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as well. It is difficult to assess who these users may be since no type of permit is required at a nine hour meter.

Recommendations

The need for nine hour parking meters can be eliminated with the use of a permit parking system for all commuters. This is especially true if the use of nine hour meters is by non-resident commuters. This program will allow the Parking Authority to more accurately track commuter demand. In addition, this will also allow the Parking Authority to assess a higher permit fee for non-resident users.

With the elimination of nine hour meters, the Parking Authority has two options open to it in managing commuter parking demand. Long-term parking should occur on a first come first serve basis with non-resident demand in the old nine hour meter locations. Signage would be required in the old nine hour meter location to indicate commuter parking locations.

The greatest advantage to this approach is that non-resident commuters are not required to pay a meter thereby reducing the cost to collect coins.

If the WPA were to adopt ALPR technology, commuter permits (resident and non-resident) would not be required to be issued as the license plate would become the credential and enforcement would be completed through the use of the ALPR system.

SIGNAGE

An evaluation of the trailblazing and wayfinding signage program indicates that the signage program is inconsistent in regard to design and placement. The following photographs illustrate this point.

Photo 1: Signage



Source:

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In addition, private-sector businesses in the study have developed their own signage system indicating to potential users that their area is for their patron's use based on their own perceived need. Signage in these areas is overstated, aesthetically unpleasing and confusing. A sample of this type of signage is illustrated below.

Photo 2: Signage



Source:

Recommendations

It is recommended that the Borough of Westwood adopt signage standards for informational and directional signage. Since off-street parking will become more popular it is important that these facilities can be found easily by infrequent visitors to the Borough. In addition, it may be beneficial to include the private-sector businesses who maintain parking lots as part of the parking program. This will allow valuable input in the decision making process and, as a result, a program could be developed that allows the participants to purchase signage at a municipal rate for their own facilities.

This process would require the Parking Authority to issue a Request for Proposal for signage design by qualified and experienced consultants. The final result will be a comprehensive signage program that will help limit vehicular congestion and provide a more aesthetically appealing appearance to the study area.

Although this program is included in the capital improvement program for the Parking Authority, the possibility of Federal or State grant dollars may be available to fund a portion of the program. This potential will have to be researched at the preliminary stages of the project.

TASK II.2 – PARKING TECHNOLOGIES

PARKING METERS

Presently, the Westwood Parking Authority is utilizing two different levels of technology to manage its on-street and off-street parking program. On-street, the Westwood Parking Authority is using single space (dual mount) parking meters at all locations. Meters are older style, spring type meters with indication dials. Off-street parking facilities use single spaces meters and, as is the case with the Fairview Avenue and Center Avenue (theater) parking lots, pay by space multi-space meters.

As the Westwood Parking Authority does not currently maintain a smart card program, single space or multi-space meters do not maintain smart card capability.

No changes since 2008.

PARKING METER RECOMMENDATIONS

With the use of older mechanical style parking meters, as is the case in Westwood, it is more expensive for maintenance and repairs. It is also very difficult to account for revenues generated by each meter since existing mechanical parking meters do not maintain electronic memory chip technology.



With increased parking rates, it has become increasingly inconvenient to carry the number of coins needed to meet parking meter fees. To offset this demand for increased coins, parking meter manufacturers have begun to offer a variety of options to overcome this requirement. ~~These options include smart card and credit card technology.~~

~~It is recommended that the Westwood Parking Authority replace existing mechanical parking meters with new parking meter technology and that smart card technology be adopted into the parking meter program to increase the level of customer service. This will also make the gradual increase in meter rates easier to achieve since rates can be changed quickly and easily using electronic meter technology.~~

~~Smart card technology consists of a card, much like a credit card, that is managed in-house. There is no affiliation with any major bank card and therefore no costs are paid to any outside entity for management of this program. A smart card is simply a decrementing card that is used instead of coins or cash. Users would purchase this card from the Parking Authority. The user then uses the card until the purchase limit is reached and there is no dollar value left on the card. The card can then be recharged or simply thrown away. Card values can vary based on the needs of the user or user groups, such as commuters and business owners. This approach allows the Parking Authority to receive parking revenues before services are rendered while also providing an increased level of customer service since coins no longer have to be carried to satisfy the meter.~~



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Single space parking meter technology has made some great advances in technology and convenience since the 2008 report. Single space parking meters are now capable of accepting credit and debit cards. However, there are bank and communication fees that are associated with this ability. As the current parking rates are well below area parking rates, it is not cost-effective for the Parking Authority to adopt this technology at the current rate structure.

An issue for the Parking Authority to contemplate is that sooner or later meter manufacturers will abandon the support of the meter technology currently in use in Westwood. The time will come when this technology will have to be replaced due the phasing out of the current technology and the lack of readily available repair parts from the manufacturer.



Finally, a newer technology called Pay-by-Cell has become very popular in municipal environments. This technology requires a user to establish an account with a mobile parking firm contracted with a municipality and supply a credit card for parking use. It also requires a user to download an app to their smart phone to activate and manage their account. When using parking, a subscriber inserts their parking space location along with the time required. This sequence requires no interaction with a parking meter. If additional time is required, the subscriber can simply enter their account and add the necessary time. A reminder is also sent to the user when they near their expiration time.

The cost for this service is borne by the user and averages about \$0.35 per transaction. The adoption of this technology in Westwood may be difficult to promote as the fee for use may exceed the cost of the actual parking fee charged by WPA. Advantages to this technology is the reduction of coins being used resulting in lower meter collection levels.

Two other advantages to this technology include the availability of parking usage data generated by the pay-by-cell system and the protection of revenue loss (shrinkage) since the WPA would receive monthly checks for parking received by the pay-by-cell phone firm. Most recently, the Village of Ridgewood has successfully adopted this technology.

It has been conveyed that the Parking Authority has had discussions revolving around the installation of change machines. Change machines are not recommended as the trend is to move to a cashless parking operation utilizing credit cards and pay-by-cell technology. This creates greater levels of financial accountability and greatly reduces the need to collect the coin from meters. It also reduces the possibility of theft of revenues, much like recent Ridgewood, NJ events, since coin use is greatly reduced with cashless options.

When using mechanical parking meters in an enforcement environment, there is a poor correlation between parking income and time parked. Some consultants refer to the poor correlation as the 70/70 rule. Although not an absolute number; however, generally correct in most municipal jurisdictions, approximately 30% of the time a parking metered space is occupied, the parking meter's time is expired. That's means that only 70% of the income for time parked is received. The other side of the 70/70 rule is that approximately 30% of parking patrons are able to park on coins deposited by a previous parking patron. That means that they

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must only deposit coins for 70% of their actual parking time. This is highly unlike gated parking systems, which theoretically collect the actual parking charge for the actual time parked.

There are two primary parking meter options that can replace existing parking meters – individual single space electronic parking meters or multi-space parking meters. All individual parking meters are subject to the 70/70 rule, whereas multi-space parking meters are not. Multi-space parking meters come in two varieties, *Pay-By-Space* and *Pay-And-Display*. Each electronic meter option will be discussed.

1. *Electronic Single Space Parking Meters* - The traditional approach would be to replace mechanical parking meters with state-of-the-art electronic parking meters. This can be accomplished by the purchase of entirely new parking meters @ about \$450 each or by replacement of the internal mechanism of existing meter housings at approximately \$250 each. One such insert is pictured below.



Electronic parking meters change the way meter repairs and maintenance is performed. They require periodic battery changes (annual in most cases); and instead of repairing mechanical parts, meter maintenance is performed by merely replacing the entire insert with a new insert from inventory. Many users of electronic parking meters enter into contracts whereby defective inserts are routinely picked up and exchanged for repaired ones. Unlike the existing mechanical parking meters, the electronic parking meter's internal clocks are highly accurate and are not likely to incorrectly display time.

2. *Central Parking Meters* - Recently, multi-space parking meters have become increasingly popular. They come in two varieties *Pay-By-Space* and *Pay-And-Display*. Multi-space parking meters have some distinct advantages. Primarily, they provide a full audit trail of all transactions. In some more sophisticated installations, multi-space parking meters can even send messages to a host computer that performs diagnostics of each device and displays its financial and paper supply status. Depending on the location of the parking spaces that are intended to be covered, multi-space parking meters can replace between 10 and 20 traditional single space parking meters and accept cash, coins, tokens, smart card or credit card for payment. They are also more aesthetically appealing since less units are required.

- a. *Pay-By-Space* –In an off-street application, each *Pay-By-Space* parking meter services 10-20 numbered parking spaces. Therefore, each parking space requires a sign, either painted on the pavement or posted. To render payment, the parking patron must remember the number of the parking space in which they parked. Once the space number is entered, the next step is to determine the length of stay and deposit or insert cash, coins, tokens, a smart cards, or credit card for payment. *Pay-By-Space* may be the best choice for off-street applications in Westwood as it does not require the user to return to the vehicle to display the receipt on the vehicle's dashboard. Enforcement is performed by receiving a printout from each *Pay-By-Space* parking meter and issuing a citation to each vehicle that occupies an unpaid parking space.



- b. *Pay-And-Display* – Like its *Pay-By-Space* counterpart, *Pay-And-Display* parking meters can service between 10 - 20 parking spaces. The primary difference is that *Pay-And-Display* parking meters require fewer signs and no sign at each parking space. The payment process requires the patron to select the duration of time and render payment by depositing or inserting cash, coins, tokens, smart card or credit card. After a receipt is issued that boldly displays the expiration time and date, it is the patron's responsibility to display the receipt on the dashboard of the vehicle for viewing by the enforcement officer.
- c. **Pay-by-Plate** – This is a rapidly growing technology that requires the user to enter their license plate information versus a space number or the requirement to place a receipt on their dashboard. The user enters their license plate and simply pays for the time required. This information is then sent to the ALPR system for parking enforcement purposes. This technology requires the adoption of ALPR technology for enforcement purposes.

~~After considering the parking meter options presented herein, it is recommended that the Westwood Parking Authority replace on-street parking meters with electronic parking meters that have smart card capability.~~

It is recommended that all off-street parking lots be converted to pay-by-space multi-space meter technology with smart card technology **pay-by-cell capability**. It is also recommended that all units be supplied with a shelter to allow users to interact with the machine more easily during periods of inclement weather.



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The 2008 recommendation for replacement of the single space meter system remains valid for 2015. However, the use of credit card / debit card acceptance is not recommended at the current parking rates as it will severely affect the revenues generated by these traffic control devices. The use of the credit card / debit card feature would require that the Parking Authority increase their on-street rates to prevailing market rates assessed by other area municipalities. Instead Pay-by Cell technology is recommended as the Parking Authority would retain all parking revenue.



In addition, in an effort to provide greater levels of service, shelter over each multi-space meter now in use is recommended. LED illuminated shelters should be provided so users are under cover during inclement weather. Lighting supplies a sense of security during periods of low or no ambient lighting. A side benefit of the shelter is that it also helps extend the life-cycle of the equipment.

TICKET ISSUANCE DEVICES (HANDHELD TICKET WRITING)

The Westwood Parking Authority currently issues parking citations manually. The national trend is to move away from handwritten parking citations and exclusively use handheld ticket issuance technology to the fullest degree possible. The latest generations of these devices are small lightweight (PDA style) machines, which each enforcement officer carries on their person that allows for automated ticket writing.



Information on each vehicle issued a citation is input into the handheld resulting in a ticket being dispensed automatically from the device. In addition, the latest generation of handhelds has the ability to take a picture(s) of the offending vehicle or infraction situation.

At the end of each patrol shift, each officer downloads their device into a personal computer. This information is then assigned the correct owners name based on the license plate number recorded with late notices being generated by the system on predetermined dates from the initial date of issuance. Hand-held ticket issuing devices also provides the administrator with information regarding the performance of its parking enforcement staff. It is capable of tracking the number of citations written during any period of day(s) specified and can identify areas where parking enforcement efforts may need to be stepped up based on issuance levels.

RECOMMENDATIONS

It is highly recommended that the Westwood Parking Authority issue parking citations via a handheld issuance system **or adopt ALPR technology**. This will allow the Westwood Parking Authority to streamline its parking citation system through complete automation while also providing important data on the parking programs performance **including parking enforcement officers**.

The State of New Jersey maintains policy on the use of handheld devices. Specifically, it dictates the manufacturer of these devices and this information is available from the State of NJ court system.

TASK II.3 – REVENUES AND OPERATIONAL COSTS

REVENUES

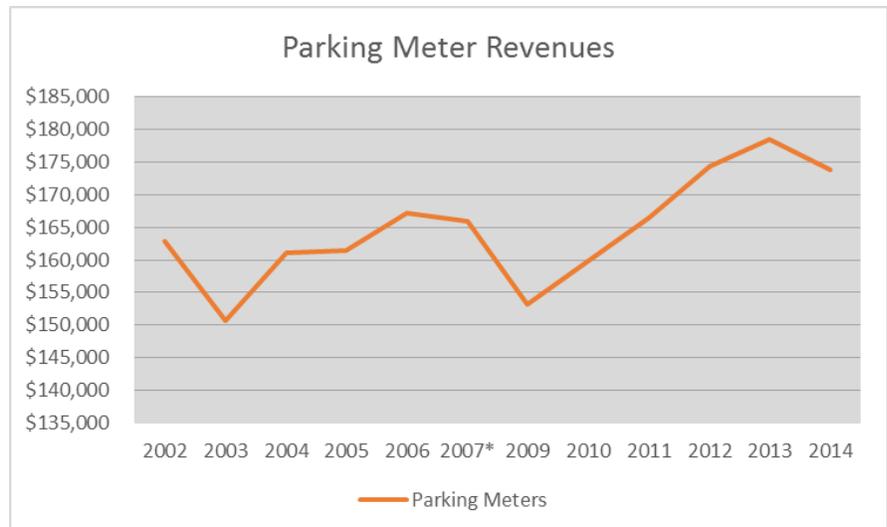
Overall, parking revenues generated by the Parking Authority have remained consistent since 2002. Data supplied by the Parking Authority indicates that the following revenues were reported.

<u>Year</u>	<u>Parking Meters</u>	<u>Parking Violations</u>	<u>Rental/Misc.</u>	<u>Total Revenues</u>
2002	\$162,886	\$5,555	\$2,200/\$1,269	\$171,910
2003	\$150,748	\$4,212	\$100/\$1,465	\$156,525
2004	\$161,115	\$6,976	\$1,000/\$1,065	\$170,156
2005	\$161,536	\$4,953	\$500/\$0	\$166,989
2006	\$167,236	\$6,375	\$1,062/\$0	\$174,673
2007*	\$166,000	\$7,000	\$1,000/\$0	\$174,000
2009	\$153,111	\$8,449	\$560/\$0	\$162,120
2010	\$159,914	\$8,030	\$2,085/\$6,000	\$176,029
2011	\$166,462	\$9,414	\$25/\$0	\$175,901
2012	\$174,371	\$9,636	\$1,000	\$185,007
2013	\$178,471	\$9,086	\$2,020	\$189,577
2014	\$173,783	\$7,530	\$1,000	\$182,313

*2007 Projected Revenue / 2008 Report

Based on the financial data supplied it appears that the Parking Authority will generate approximately the same revenues for fiscal year 2007 as it did in 2006.

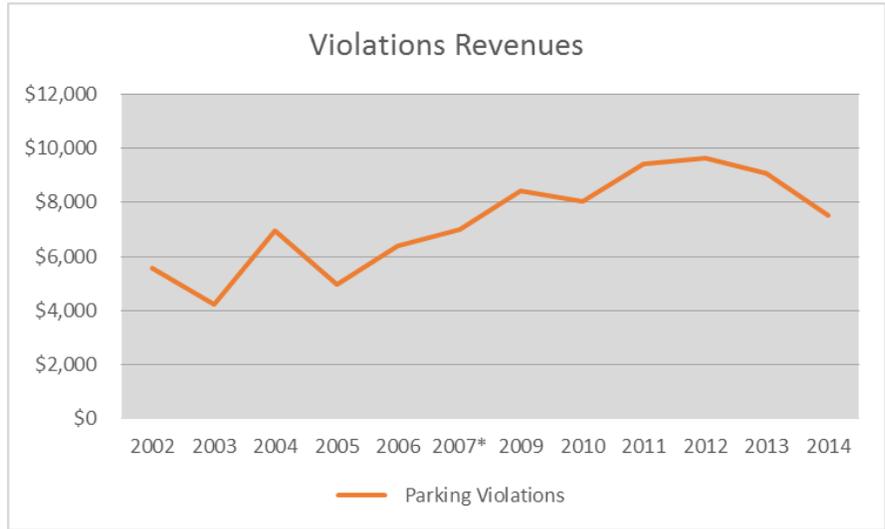
The graph illustrates the parking meter revenues generated by the Parking Authority from 2002 through 2006 and also project the meter revenues for the current fiscal year.



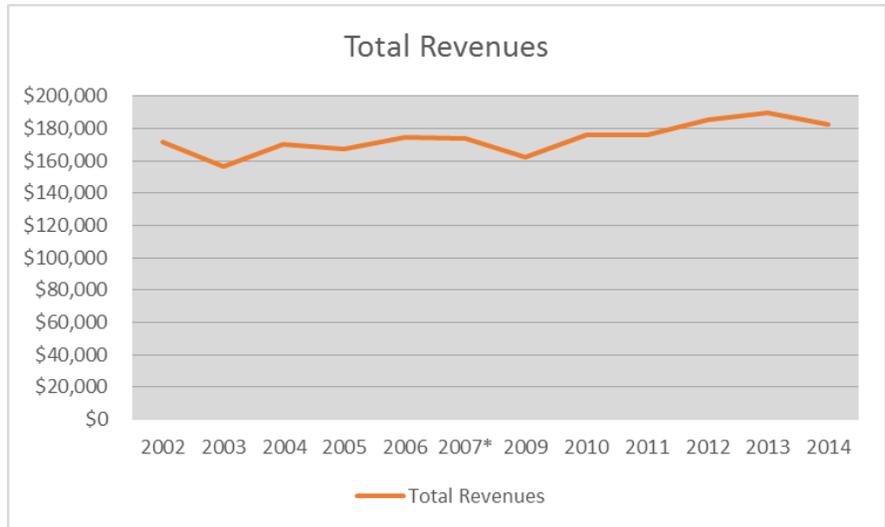
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The following graph illustrates the revenues generated through the issuance of parking citations from 2002 through 2014 and also projects the violation revenues for the current fiscal year.



The following graph illustrates the total revenues generated by the Parking Authority from 2002 through 2014 and also projects the total revenues for the current fiscal year.



EXPENSES

Parking Authority expenses have decreased annually. Data supplied by the Parking Authority indicates that the following expenses were recorded. **Not illustrated in the following table (below) is the annual contribution of \$45,000 made to the General Fund by the Parking Authority. This amount is added to the Total Expenses.**

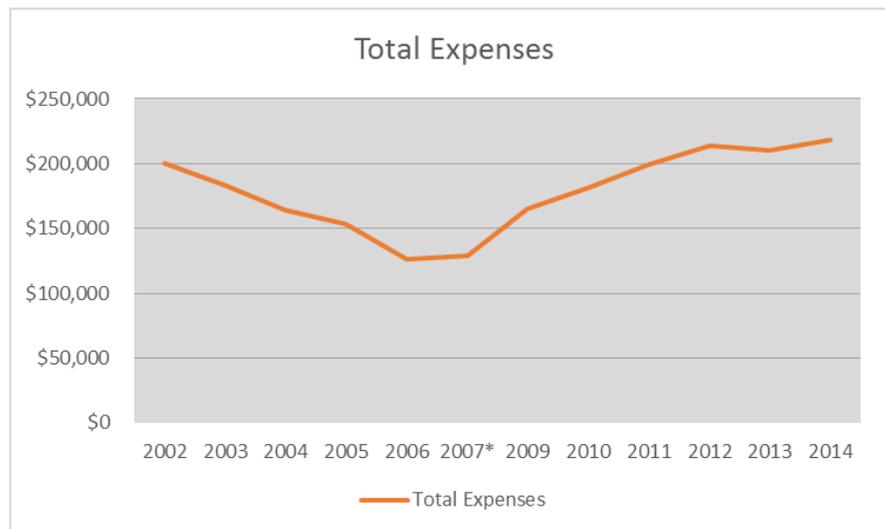
<i>Year</i>	<i>Cost of Providing Services</i>	<i>Administration</i>	<i>Depreciation</i>	<i>Total Expenses</i>
2002	\$69,326	\$71,630	\$59,072	\$200,028
2003	\$82,755	\$74,527	\$25,914	\$183,196
2004	\$86,357	\$55,434	\$21,906	\$163,697
2005	\$82,015	\$53,075	\$17,940	\$153,030
2006	\$68,156	\$40,702	\$16,932	\$125,790
2007*				\$129,000
2009	\$80,865	\$72,566	\$11,900	\$165,331
2010	\$89,990	74,804	\$16,163	\$180,957
2011	\$90,655	\$74,984	\$33,392	\$199,031
2012	\$100,226	\$77,050	\$36,994	\$214,270
2013	\$93,988	\$76,445	\$39,363	\$209,796
2014	\$74,239	\$102,080	\$41,912	\$218,231

***2007 Projected Expenses / 2008 Report**

Until 2007 expenses associated with the supply of parking services consistently decreased since 2002. In discussions with Parking Authority officials, this reduction is attributed to a reduction in staffing levels.

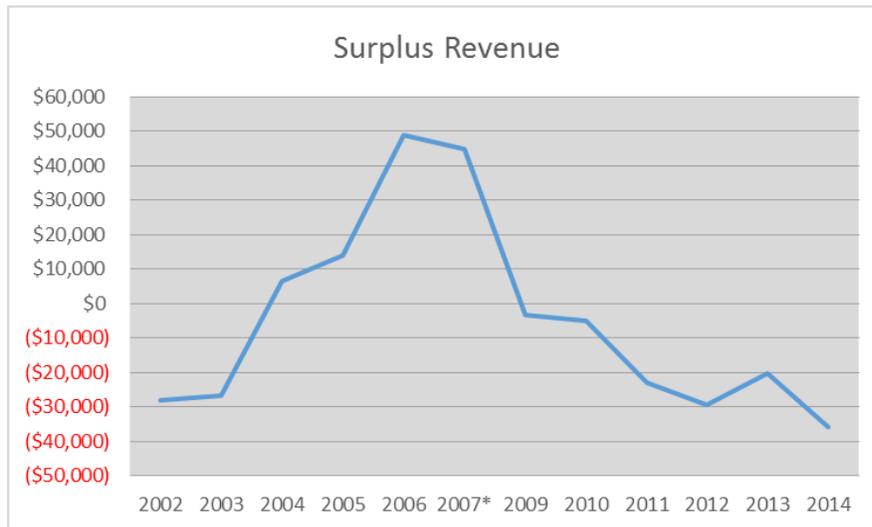
Since 2007 expenses have steadily increased.

The following graph illustrates this trend.





The following graph illustrates the variation between revenue and expenses on an annual basis from 2002 through 2014.



RECOMMENDATIONS

Based on the recommendations provided in this report for an increase in staffing levels to augment parking enforcement levels and upgrade and purchase new equipment, it will be necessary to increase parking rates to maintain a positive cash flow.

The following recommended changes in parking rates are listed with the potential increase in revenue associated with each recommendation based on usage (demand) documented as part of this report.

1. Increase on-street metered parking rates from \$0.10 per hour to \$0.50 per hour. *Projected annual revenue increase of \$35,000.* Increase off-street rates to \$0.25 per hour. *Projected annual revenue increase of \$97,000.*

2. Increase residential commuter rates from \$1.00 per year to \$20.00 per month. *Projected annual revenue increase of \$199,500.* (There are an estimated 500 permits presently issued.)

Institute a non-resident permit commuter program at \$40 per month for Westwood Train Station patrons. *Projected annual revenue increase of \$12,000.*

3. Implement a \$10.00 per month employee parking program for low demand areas. One area available for the use is the residential section of Fairview Ave where daily utilization is very low. *Projected annual revenue increase of \$500.*

There are no estimates provided for parking violation revenue increases as parking citation issuance varies and it is not common to include violation revenue when developing a capital improvement program. It is also expected that with increased levels of parking enforcement compliance with posted regulations will increase and parking citation issuance decreases.

TASK II.4 – LONG-TERM CAPITAL IMPROVEMENT PROGRAM AND SCHEDULE

Several capital improvement program items have been listed as a part of this report. The following table categorizes each item by the level of importance to the Parking Authority as it relates to improving customer service levels, ability to provide a greater level of accountability to its administrators and to reduce or control operational costs.

Time Frame	Tasks
<p>Immediate (0-12 months)</p>	<ul style="list-style-type: none"> ➤ Develop /adopt parking rate structures (on-street and off-street). No Cost ➤ Develop /adopt parking fines structure. No Cost ➤ Develop /adopt employee parking program. No Cost ➤ Discuss/ develop merchant validation program. No Cost ➤ Determine desired meter and enforcement technology. No Cost ➤ Develop meter bid specification and publicly bid. \$15,000 ➤ Search, hire and train parking enforcement officer(s). \$35,000
<p>Near Term (12-24 months)</p>	<ul style="list-style-type: none"> ➤ Award parking meter bid/ installation of parking meter equipment. \$175,000 ➤ Search, hire and train parking P/T meter collection & repair personnel. \$25,000
<p>Long Term (24 months +)</p>	<ul style="list-style-type: none"> ➤ Develop signage program bid specification and publicly bid. \$75,000 ➤ Award signage bid/installation. \$175,000

CENTER AVENUE SOUTH LOT

The Parking Authority presently leases this 68 space parking lot at the cost of \$1,000 per month based on a lease purchase agreement developed in 1999. The terms of this agreement sets

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the sale price at approximately \$325,000. To date, the Parking Authority has spent over \$100,000 or one-third the purchase price for the use of this property.

The Parking Authority is currently in negotiations to purchase this property from its present owner. It is highly recommended that the purchase of this property move forward as the Parking Authority should have direct control over this facility to prevent the loss of this valuable parking should the owner decide on a different land use for the property or sell the property to another entity. If the Parking Authority is to provide parking to the public, it should do so knowing that its facilities are not in jeopardy of suddenly being lost resulting in a large number of displaced users. This purchase has not been listed in the Capital Improvement Schedule since the process to purchase this facility has already begun.

In discussions with Parking Authority administration, it has been conveyed that this property is in the final stages of purchase by the Parking Authority and that completion of this deal is anticipated somewhere between the end of 2015 to the middle of 2016.

TASK II.5 – FINANCING CAPITAL IMPROVEMENT PROGRAM

A municipal parking capital improvement program is designed to address near and long-term needs based on the program need and the financial performance of the parking agency involved. The majority of municipalities fund their parking capital improvement programs utilizing retained earnings from previous fiscal years. Communities with greater or immediate capital program needs frequently fund their capital improvement program through the issuance of parking revenue bonds. Although ultimately more costly, this approach allows the agency to achieve the goals of its capital improvement program more quickly, which often results in an increase in their respective revenue streams in a shorter timeframe. This increase in revenue can aid in meeting the debt service cost associated with the funding of the capital improvement program.

Based on the prior financial performance of the Westwood Parking Authority, the recommended changes to the fees and rates charged by the Parking Authority and on the items listed in the capital improvement program, it is recommended that the Westwood Parking Authority fund its capital improvement program identified through the use of retained earnings. This approach will allow the Parking Authority to achieve its goal of improving service within a reasonable period of time without the additional cost of issuing revenue bonds.

It is estimated that parking revenues would increase an estimated \$264,500 annually based on recommended changes in fees and programs. However, personnel costs will increase an estimated \$60,000 annually with the addition of an additional parking enforcement officer and the addition of a dedicated parking meter repair person. This results in a realized increase of \$200,000 in parking revenues after the funding of these additional positions.

As a result, the Parking Authority will have an estimated \$199,500 annually to pledge to the parking reserve fund, which will ultimately fund the capital improvement program.

Regardless of the recommendations adopted by the Borough of Westwood as a result of this study, serious financial investment in the parking infrastructure is required to maintain a

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successful parking operation and resulting business district. This investment should be the main concern of the Parking Authority as it moves forward to modernize and streamline its operation.

TASK II.6 – PARKING ORGANIZATION AND ADMINISTRATION

The Borough of Westwood presently manages its parking utilizing a Parking Authority approach. As presently configured the Parking Authority maintains two full-time employees acting as parking enforcement officers and meter collection agents.

Organization and management of parking systems varies from municipality to municipality. Specific responsibilities and arrangements reflect local circumstances and needs. Major variables include the amount and location of the municipality-owned parking facilities, community size and resources, state enabling legislation, local statutes and the priorities, agenda and attitudes of the local community.

Municipal parking systems are typically comprised of on-street parking facilities (i.e. curbside parking meters and time zones) and off-street parking facilities (i.e. parking garages and surface parking lots). Because daily operations, maintenance, personnel and costs associated with the management of on and off-street parking facilities are quite different, the parking management structure municipalities have created is typically a reflection of their individual preferences.

Generally, organizational examples for managing municipal parking activities can be viewed as a “spectrum of alternatives.” On one end of the spectrum is the purely public sector or in-house structure for complete management of a municipality's parking facilities. Typically, small cities having small parking systems or, larger cities that have opted to make a substantial commitment to properly staff and fund an in-house parking program in one or more departments, elect not to involve the private sector.

On the other end of the spectrum are cities that assigned the total responsibility for managing its parking facilities to one or more private entities. The rationale for such an arrangement often relates to the desire for professional and competent management, administrative savings, improved responsiveness, financing and/or contracting latitude, or other basic operational efficiencies that stem from having an autonomous private entity assume control of public parking facilities.

In the middle of the spectrum are various organizational structures that have public and private aspects. To lessen some of the public sector burden of selected roles, responsibilities can be assigned to the private sector. Municipalities may engage private sector entities with individual contracts to provide such services as facility operation, maintenance, meter collections, auditing or development of public parking facilities, while delegating the balance of the responsibilities to one or more city departments or agencies. In today's environment, organizational structures for managing public parking activities in most cities include some private sector involvement and thus as a result, fall into the middle of the spectrum.

Parking industry management experts generally agree that the parking management structure most often dictates what the parking system will look like. Conversely, the parking system and



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its operation most often reveal the nature of the management structure. There are some telltale signs of a poorly crafted management structure.

These telltale signs are usually readily evident and generally characterized by the parking system's inability to:

- Meet basic performance objectives
- Portray a good public image
- Respond to the user groups it serves
- Understand and apply large parking management strategies

Conversely, well-crafted parking management structures most often have the ability to perform the following:

- Establish an adequate budget to address the operating requirements of the parking system
- Set rates that are sufficient to fund activity to meet the adopted goals and objectives of the parking system
- Manipulate and control the elements and processes associated with the management and operation of the parking system
- Set aside sufficient revenue for property acquisition and future development
- Set aside sufficient revenue for system maintenance and other future capital expenditures
- Direct and deliver services from a single source responsibility center

The most effective method of managing any municipal parking operation is through a sole source responsibility center. A majority of municipalities nationwide take a consolidated approach to parking management through the use of a Parking Authority, Parking Department, or a Parking Division, which is most often found under the direction of the Public Works Department.

RECOMMENDATIONS

Based on the size of the overall parking system and the revenues generated by parking in the Borough of Westwood, the best approach to parking management is the Parking Authority approach. This is further supported by the fact that the Parking Authority already exists and additional State and Borough legislation is not required to meet the need for the development of such an agency.

This approach empowers one individual the sole responsibility for all functions of daily parking management. This includes parking administration (policy setting), parking enforcement management and oversight, parking meter management and short and long-term maintenance responsibilities. In addition to these operational standards, the parking operation should be financially self-sufficient and not rely on General Fund revenues for its daily operation or capital expenses.

A parking authority is defined as an independent body politic of a municipality enabled under State legislation, and created by a city or county 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. The mayor with the consent of a city or county commission appoints the board.
- The board is empowered to hire a director and any and all other employees that it deems necessary to manage and operate parking facilities, processes, and functions under its jurisdiction.
- 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 operation. This permits a parking authority to create reserves for future expansion and renewal/replacement.
- It has the power to issue “parking revenue” bonds. Although theoretically possible, because of much more favorable interest rates, parking authorities frequently work with the City/County in which they reside and seek its backing.

The Organizational Chart pictured in Figure 9 depicts a full service and self-operated parking authority. The executive director would answer to a five-member board that is appointed by City or County figurehead with the consent of the City or County Commission.

Figure 9: Parking Authority Organizational Chart (Sample for Smaller Agency)



Source: Walker Parking Consultants

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There are many hybrids of the structure shown. A variety of outside contracts can replace and/or alter many of the functions. An enforcement contract, parking meter collection contract, ticket collection contract or parking management contract are examples of outside contracts.

Since the Westwood Parking Authority does not maintain a full-time executive director with a background in the parking industry and parking conditions do not directly support the need for a full-time director at this time, it is recommended that the Parking Authority contract with a qualified parking consultant on a retainer basis to help guide the Parking Authority on important operational issues.

In addition, it is recommended that the duties between parking enforcement and meter collection and repair be kept completely separate. At no time should the person(s) responsible for the issuance of citations have access to the revenues or mechanical section of the parking meter. It is recommended that an additional part-time individuals be hired to complete these tasks or that these duties be contracted with a private-sector firm specializing in these services.

Should the Parking Authority adopt an increase in parking rates and as a result parking revenues increase, it is important that the level of attention to maintenance at its facilities increase. This includes striping, sealing and sweeping of pavement surfaces as well as improvements to landscaping and signage systems. The following photograph illustrates the need for enhanced landscape maintenance.



Although the Borough of Westwood takes the best approach to the management of its parking assets, it is important that it also be empowered and funded to provided parking in a Class A manner appropriate to the Borough of Westwood.

APPENDIX



WALKER
PARKING CONSULTANTS

BOROUGH OF WESTWOOD

PARKING SUPPLY/DEMAND AND OPERATIONAL ANALYSIS



WALKER
PARKING CONSULTANTS

NOVEMBER, 2015

18-1310.00

