



# Parking System Strategic Plan

Birmingham Parking Authority

OUR BLUEPRINT FOR BUILDING A BETTER BPA



# Introducing the **Parking System Strategic Plan**

The Birmingham Parking Authority (BPA) Parking System Strategic Plan (Strategic Playbook or PSSP) is the beginning of a new era for public parking in Birmingham. This Strategic Playbook will assist BPA leadership in raising the standard of parking and customer service for the Birmingham community. BPA has conducted a transparent planning process that engaged stakeholders in Downtown Birmingham. The Strategic Playbook details this plan's planning process, early actions, and outcomes.

This plan details the existing state of the off-street parking system managed by the BPA and outlines strategic enhancement geared towards improving the parking experience. Building on industry best practices, lessons learned from peer cities and industry leaders, and stakeholder feedback, the Strategic Playbook charts a new and improved course for the BPA. BPA has taken a proactive approach to improving its operations and management and has begun implementing recommended 2024/2025 strategies. As BPA continues this improvement journey, partnership with the City of Birmingham and stakeholders in Birmingham will be essential to creating a unified and high-quality parking experience.

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# A Letter from the **Executive Director and CEO**



When we launched our effort last spring to develop the Birmingham Parking Authority's (BPA) first ever strategic plan, our goal was clear – to enhance the overall parking experience for both residents and visitors to Birmingham's Central Business District. Working with our government, business and civic partners, we committed to making parking more convenient, safe, seamless and efficient.

After months of planning sessions, stakeholder meetings, user surveys and extensive research, we are proud to present the BPA's Parking System Strategic Plan for Birmingham. This plan, we are confident, will transform how the BPA operates and how we interact with the community to better meet their needs.



From the outset, we envisioned three overriding priorities in developing the Parking System Strategic Plan:

- Spurring economic development and serving as an active partner in Birmingham's continued progress.
- Creating a unified and high-quality parking experience that serves the needs of customers, stakeholders and supporters.
- Leveraging technology and innovation to drive an efficient, financially sustainable, and industry-leading program.

This plan lays a roadmap for achieving all three priorities and enhancing the parking experience. The process of developing the plan also allowed the BPA to build on the important relationships we have developed over the past several years. I want to express BPA's gratitude to the many leaders, business associations, community groups and citizens for their support, cooperation, and ideas.

I want to especially thank Birmingham Mayor Randall Woodfin, his excellent staff, and leaders in the city's Department of Transportation and The Office of Innovation and Economic Opportunity for embracing this effort. We are also appreciative for the support of the Birmingham City Council, particularly Council President Darrell O'Quinn and the Council's Transportation & Infrastructure Committee.

I want to thank our Steering Committee, Stakeholders, and Partners, who included representatives of The University of Alabama at Birmingham, REV Birmingham, Birmingham Business Alliance, Birmingham-Jefferson County Transit Authority, Birmingham-Jefferson Convention Complex, multiple downtown businesses, and several parking authorities and government entities outside Alabama. In addition, we are grateful for the guidance and work of our consulting firms that led the process – Kimley-Horn and Associates and Wood Solutions Group.

Of course, none of this would have been possible without the guidance and support of BPA's Board of Directors: Chair LaKisha Mack and Members Jeff Havercroft and Anthony Porter. The guidance and professionalism of our Board members and their commitment to a better BPA have been invaluable.

I also want to recognize our employees, who work every day to make parking in a BPA facility a pleasant experience for our patrons. Parking facilities must provide a high-quality environment in which drivers are assured they can safely park their vehicle with ease. Enhancing the customer parking experience is critical to the BPA's future success.

With this plan and new leadership at the BPA, the Authority is well-positioned to make the improvements to its operations, management and policies to achieve success.

André R. Davis  
CEO, Birmingham Parking Authority

# BPA Board of Members



**LaKisha Mack**

**BPA Board Chair**

“With this Strategic Plan, the Birmingham Parking Authority is taking a bold step to make parking in Birmingham easier, safer and more convenient. The Board applauds Executive Director and CEO Andre Davis and his team for putting this plan together. We are supportive of its full implementation and look forward to the changes it will bring to parking in Birmingham.”



**Jeff Havercroft, Vice Chair**

**Board Vice Chair**

“A major part of this new Strategic Plan is to take the hassle out of parking in downtown Birmingham. Our patrons should be greeted by clean, upgraded parking facilities, able to find and pay for parking with their smartphone, and park in a conveniently located parking deck or lot without worry. This plan is the blueprint to get us there.”



**Anthony Porter**

**Board Secretary**

“As a Birmingham businessman, I recognize access to parking is a key component of economic development and essential to growing downtown and the city. This Strategic Plan will assist economic development efforts and make visiting, working or living downtown more attractive and convenient.”

# Acknowledgements

## City of Birmingham

Councilman Darrell O'Quinn – City Council President (District 5)  
Christina Argo - Department of Transportation  
Cornell Wesley - Department of Innovation and Economic Development  
James Fowler - Department of Transportation  
Kimberly Phillips - Director of Operations & Engagement, Office of City Council President and District 5  
Myeisha Hutchinson - Chief of Staff, Office of City Council President and District 5

## Steering Committee, Stakeholders, and Partners

Alex Patrick - Birmingham Business Alliance  
Brian Atkinson - University of Alabama at Birmingham  
David Fleming - REV Birmingham  
David Russell - Birmingham Business Alliance  
Dustin Haynes - Shipt  
Eddie Lard - Direct Communications  
Elizabeth Barbaree-Tasker - REV Birmingham  
Eugene Johnson - REV Birmingham  
James Canfield - Birmingham Jefferson Convention Complex  
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Judy Underhill - Harbert Realty  
Julie McKinney - REV Birmingham  
Kevin Jaquess - University of Alabama at Birmingham  
Kiwanna Owens - Birmingham Parking Authority  
Michael Symes - REV Birmingham  
Nan Baldwin - Birmingham Business Alliance  
Wytangy Peak Finney - Birmingham-Jefferson County Transit Authority

## Consultant Team

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Robert Ferrin - Kimley-Horn  
Brett Wood - Wood Solutions Group



# Executive Summary

In May 2023, the Birmingham Parking Authority (BPA) launched an effort to develop its first strategic parking plan. Sparked by new BPA leadership, the strategic plan seeks to accomplish three key goals:



To spur economic development and serve as an active partner in Birmingham's continued progress.



Create a unified and high-quality parking experience that serves the needs of customers, stakeholders, and supporters.



Leverage technology and innovation to drive an efficient, financially sustainable, and industry-leading program.

Over the course of three days, BPA participated in discussions with staff, stakeholders, and key partners to define baseline parking conditions and identify potential areas of improvement. During the project initiation phase, BPA met with stakeholders from the Birmingham Department of Transportation, Birmingham Department of Innovation and Economic Development, Birmingham business community, Downtown developers, and mobility partners at the Birmingham Jefferson Convention Complex, Birmingham-Jefferson County Transit Authority, and the University of Alabama at Birmingham. Key findings from these meetings include:

1

There is a general lack of clear and consistent signage at BPA facilities. The need for improved signage was reported in every stakeholder meeting.

2

BPA's current parking facility naming convention does not provide customers with a clear understanding of a facility's location. Customers are confused about their parking options and have trouble identifying a safe place to park.

3

There isn't a parking problem, there is a perception problem. People don't know where they can park. Additionally, customers and visitors avoid paying for parking.

4

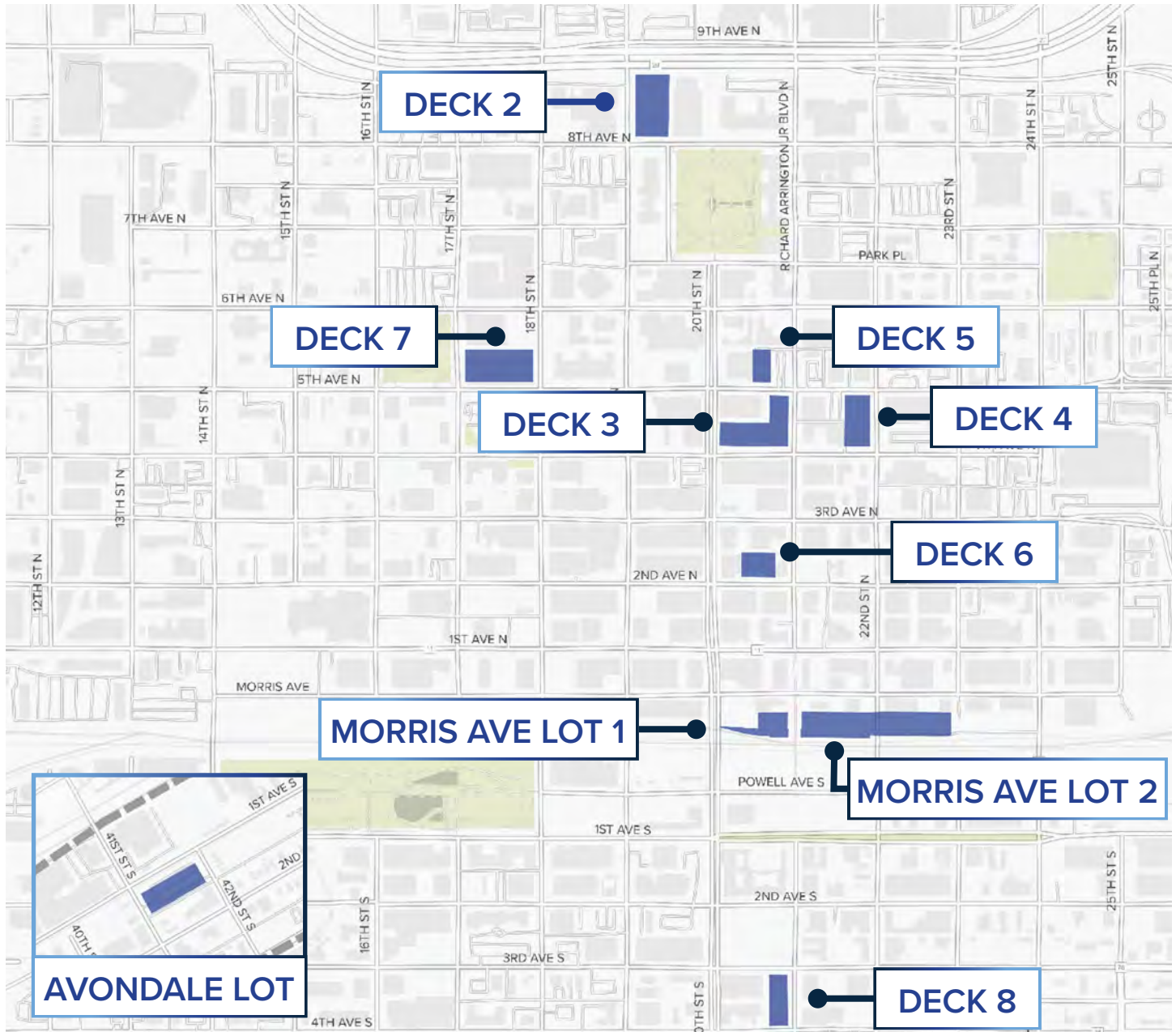
There is a preference for on-street parking. People will circle the area looking for on-street parking rather than parking in a BPA garage. This is due to safety concerns, difficulty navigating into and out of BPA facilities, and resistance to pay for parking.

5

The on-street and off-street parking systems are disconnected. There is a need for unified messaging and management. BPA facilities are unlikely to be used if there are not changes to the on-street parking system.

# Existing Conditions Summary

The existing BPA-operated off-street parking system in Downtown Birmingham and Avondale has 8,116 parking spaces. The system is comprised of three (3) surface parking lots and seven (7) parking decks. Off-street parking facilities are intended to provide long-term parking for Downtown Birmingham employees, residents, and visitors. Each BPA-operated facility plays an important role in supporting economic development and providing safe and reliable parking. A map of the BPA-operated parking facilities is provided below.



A comprehensive review was conducted to identify essential needs of BPA's parking system. This evaluation assessed four overarching areas:

- Customer Parking Experience
- Operations, Management, and Policy Review
- Financial Planning and Alternative Funding Strategies
- On-street Parking and Mobility Management

## **CUSTOMER PARKING EXPERIENCE**

The customer parking experience is shaped by the parking facility and multiple interaction points throughout a parking session. A high-quality parking experience begins before a customer enters a parking facility and is solidified once they engage with the parking system. Parking facilities must provide a high-quality environment in which drivers are assured that they can safely park their vehicle with ease. Enhancing the customer parking experience is critical to BPA's future success. As such, BPA must:

- Prioritize improvements in the rehab, maintenance, and design of facilities.
- Modernize its approach to branding, marketing, and education.
- Install wayfinding and signage that is clear and consistent throughout BPA facilities.
- Invest in technology that allows the customer to have a seamless parking experience.

By making improvements in these key areas of need, BPA can increase the value of the customer experience and restore confidence in the authority's ability to positively impact parking and mobility.

## **OPERATIONS, MANAGEMENT, AND POLICY REVIEW**

Before its recent change in leadership, BPA's operations, management and policies were stagnant and unstandardized. Additionally, BPA was disconnected from the broader mobility system, leading to breakdowns between parking management and city-wide needs. With new leadership at BPA, the authority is now positioned to make improvements to its operations, management, and policies. As a part of this advancement, BPA must:

- Standardize and document day-to-day operations to ensure a consistent and high-quality approach to customer service and parking operations. This process should ensure that daily operational assignments have defined performance metrics and employees understand their roles and responsibilities.
- Leverage BPA leadership's parking expertise and develop managerial procedures that provides oversight of employees.
- Modernize policies and procedures to align with industry best practices and lessons learned from peer cities. Additionally, BPA should adopt policies related to sustainability, transparency, and fiscal responsibility.



## FINANCIAL PLANNING AND ALTERNATIVE FUNDING STRATEGIES

BPA's financial position has improved over the past few years. With new leadership and the implementation of industry best practices such as parking oversell, revenues for BPA have begun to outpace expenses. Based on FY 2023 data, BPA generates approximately \$913 per parking space. The revenue generated from the parking system is allocated to cover system expenses. All profit generated by the BPA is contractually remitted to the City of Birmingham.

BPA's largest annual expense is staffing, which makes up 49% of all expenses. Of all employee groups, cashiers had the highest salary cost. When compared to the cash collected at BPA facilities, the BPA pays \$14.00 in cashier costs for every \$1.00 collected in cash.

BPA's operating expenses related to staffing limit its ability to invest in enhancing the customer parking experience. Streamlining operational experiences and prioritizing the rehab and maintenance of Birmingham's aging public parking facilities is essential to BPA's future success.

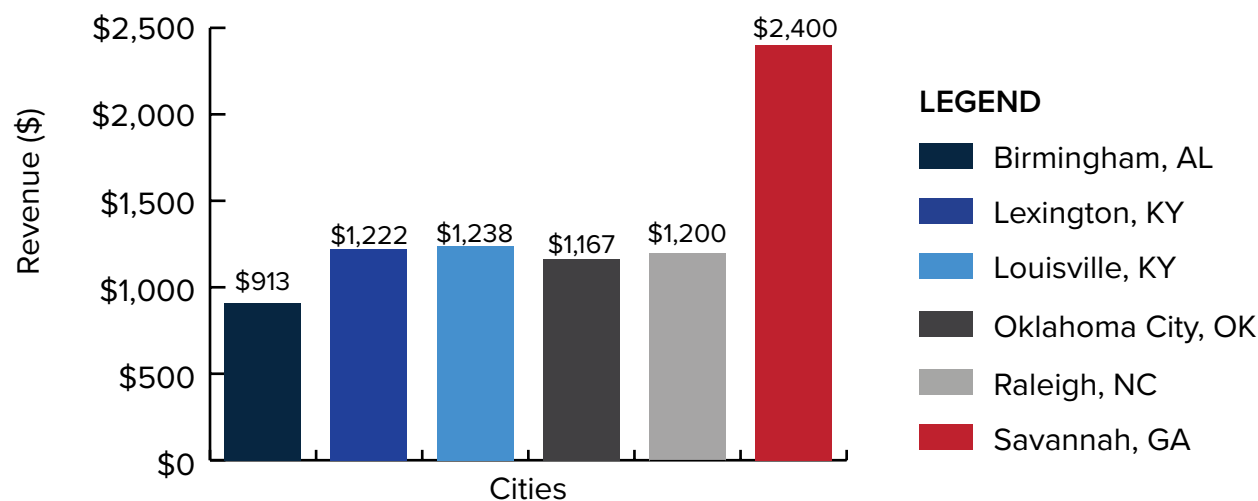
## ON-STREET PARKING AND MOBILITY MANAGEMENT

The City of Birmingham currently manages over 3,900 on-street metered parking spaces. On-street parking is operational Monday - Friday 8:00 AM - 6:00 PM. On-street parking meters only accept coins, reducing the opportunity to pay by credit card. The parking system includes ParkMobile as its contactless payment option. However, ParkMobile signage is inconsistent, limiting its adoption. The system has limited enforcement resources, leading to a low compliance rate by its users. Additionally, state legislation limits the city's ability to impound vehicles and/or restrict registration and license renewal, further reducing user compliance. An antiquated meter system coupled with low user compliance has led to year-over-year revenue decreases from \$847,247 in FY 2021 to a forecasted total of \$735,895 in FY 2023.

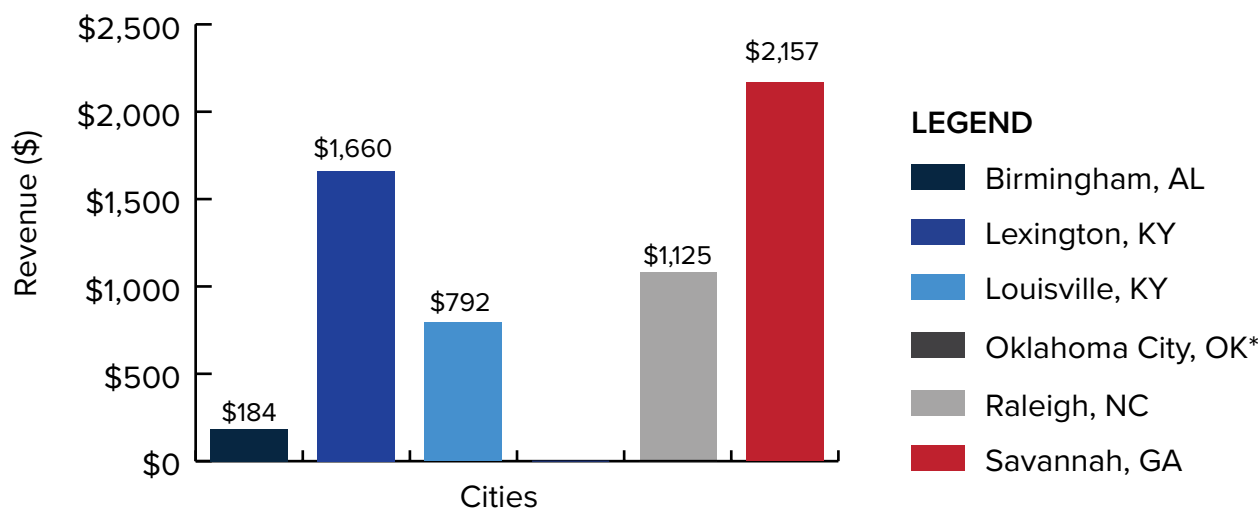
# Industry Best Practices Summary

Industry best practices highlight widely accepted policies, procedures, and techniques within the parking industry. A benchmark study of five peer cities and panel discussion with industry experts was conducted to identify common challenges and innovative solutions. The benchmark cities include: Lexington, KY, Louisville, KY, Oklahoma City, OK, Raleigh, NC, and Savannah, GA.

At over 8,000 off-street spaces, the BPA-operated parking system is larger than 3 out of 5 benchmark cities. Although larger, BPA is outperformed in revenue by smaller off-street systems like Savannah. As highlighted below, Savannah, GA generates approximately \$2,400 per space for its off-street parking system. This reflects a mixture of daytime and evening demand as Savannah's parking facilities support office, residential, retail, restaurant, and hotel land uses. Lexington, KY, Louisville, KY, Oklahoma City, OK, and Raleigh, NC all generate approximately \$1,200 per spaces.



With approximately 3,900 on-street spaces, the underutilized Birmingham system is larger than all benchmark cities except for Louisville, KY, at 4,500. Although it is larger, the on-street system is outperformed in revenue by the benchmarked cities. As seen below, Lexington, KY, Raleigh, NC, and Savannah, GA generate significantly higher revenue per space when compared to Birmingham. This is due to Birmingham's low on-street parking hourly rates and low parking compliance rate of 19%.



\*On-street parking revenue per space data was unavailable.

## LESSONS LEARNED FROM THE BENCHMARK STUDY

Based on management strategies implemented by benchmarked cities, five best practices were identified.

- Prioritize reinvestment into the parking system by allocating revenue to fund maintenance, repairs, and technology enhancements.
- Set pricing to reflect market conditions and offer validation programs to support local businesses.
- Create a culture of compliance by providing consistent parking enforcement. On-street parking compliance is needed to operate on- and off-street parking systems successfully. Increasing fines for parking violations and holding violators accountable for their parking behavior can help to shift user behavior.
- Incentivize transit ridership by providing free ridership when a customer parks in a city-owned parking facility. This encourages the use of the parking system and promotes a park-once atmosphere. A partnership between parking and transit agencies is essential to supporting improvements to the Birmingham transportation system.
- Offer discounted parking permits for employees who work during the evenings to help promote equity in the parking system. Limiting permit access to evening hours allows the facility to prioritize access for other permit holders during the day. Benchmarked cities typically offer 60% - 85% discounts for employee permits with evening-only access.



## LESSONS LEARNED FROM THE EXPERT PANEL

To determine industry best practices, a survey was sent out to benchmark cities. An expert panel was assembled to gather further best practices through interview format. The following practices and trends emerged from the expert panel interview.

### Off-street Parking Best Practices:

- Establish a 5-year capital asset management plan and consistently invest in rehab, maintenance, and technology investments to enhance the customer experience.
- Routinely engage the public to ensure they understand changes to the off-street parking system.
- Leverage technology to address specific problems in the off-street parking system and use pilot programs to test technology.
- Automate the off-street parking system using technology solutions and reassign/retrain staff as needed to work in an automated parking ecosystem.
- Expand services and incorporate flexible permit offerings to increase financial resiliency and implement new revenue streams.

### On-street Parking Best Practices:

- Ensure legislation and policies are updated to implement a comprehensive parking management plan.
- Prioritize curb space based on user demand, ensure critical access needs are met, and diversify curb uses to support sustainability, economic development, and non-mobility activation.
- Create a culture of compliance by educating users about parking rules and regulations. Provide consistent enforcement of the on-street parking system and ensure violators are held accountable for non-compliant behavior.
- Leverage technology to improve on-street parking efficiency and enhance the customer experience. Adopt an asset-light approach to parking equipment that prioritizes the use of contactless payment options.
- Integrate the on-street and off-street parking systems to create a unified parking experience. Consolidated management and messaging of on-street and off-street parking helps to ensure users understand how to navigate the system.

# Recommendations Summary

Through the strategic planning process, six Big Moves were identified as overarching areas of improvement for the Birmingham parking system. Recommended strategies and their associated implementation timeline are detailed in this section. Due to the long-term nature of Moves 4 and 5, specific action items were not determined.



## MOVE 1: INCREASE THE VALUE OF THE CUSTOMER EXPERIENCE

Category	ID	Strategy	
Rehab, Maintenance, and Design	A1	DEVELOP GRAPHIC STANDARDS FOR ELEVATOR BAYS, STAIRWELLS, AND WAYFINDING LOCATIONS	
	A2	COMPLETE ALL PRIORITY 1 REPAIRS FOR ALL DECKS	
	A3	HOST MONTHLY “ALL HANDS DAY” FOR HOUSEKEEPING AT EACH BPA FACILITY	
	A4	COMBINE THE MORRIS AVENUE LOTS INTO ONE FACILITY	
	A5	REPAVE AND RESTRIPE THE MORRIS AVENUE LOT AS NEEDED	
	A6	COMPLETE ALL PRIORITY 2 REPAIRS FOR ALL DECKS	
	A7	REPAIR AND MODERNIZE ELEVATORS	
	A8	IMPLEMENT ROUTINE STRUCTURAL EVALUATIONS EVERY 2 YEARS	
	A9	COMPLETE ALL PRIORITY 3 AND 4 REPAIRS FOR ALL DECKS	
Branding, Marketing, and Education	B1	DEVELOP AND PUBLISH BPA'S MISSION AND VISION STATEMENTS	
	B2	UPDATE LOGO AND BRANDING STANDARDS	
	B3	DEVELOP A STRATEGY FOR RENAMING BPA FACILITIES TO INCREASE PEOPLE'S UNDERSTANDING OF THEIR LOCATION	
	B4	UPDATE THE BPA WEBSITE WITH ACCESSIBLE AND EASILY DIGESTIBLE PARKING MATERIALS	
	B5	HOLD COMMUNITY EVENTS TO EDUCATE THE PUBLIC ABOUT UPCOMING CHANGES TO BPA	
Wayfinding and Signage	C1	INSTALL THE INTERNATIONAL PARKING P AT ALL DECKS	
	C2	INSTALL WAYFINDING SIGNAGE DIRECTING DRIVERS TO BPA FACILITIES	
	C3	INCREASE CLARITY AND LEGIBILITY OF SIGNAGE WITHIN BPA FACILITIES	
Technology	D1	UPDATE CCTV CAMERA SYSTEM AND UNIFY COVERAGE FOR ALL BPA FACILITIES	
	D2	MARKET AND LEVERAGE CONTACTLESS PAYMENTS AND TICKET TAKEOVER	
	D3	UPDATE EMERGENCY CALL BOXES	
	D4	INSTALL DIGITAL MAPS THAT PROVIDE SITE WAYFINDING MAPS THAT CAN BE USED FOR ADVERTISEMENT	
	D5	IMPLEMENT LPR FOR ENTRY OR POST-ENTRY CAPTURE	
	D6	PROCURE AND INSTALL NEW PARCS EQUIPMENT	
	D7	ESTABLISH A CENTRAL COMMAND CENTER TO MONITOR ALL FACILITIES	
	D8	IMPLEMENT RESERVATION SYSTEMS	
	D9	DEVELOP AN EV CHARGING READINESS PLAN	



[illegible]

## MOVE 2: OPTIMIZE OFF-STREET PARKING OPERATIONS

Category	ID	Strategy	
Optimize Off-street Operations	E1	EVALUATE PARTNERING WITH A 3RD PARTY VENDOR TO IMPROVE OPERATIONAL EFFICIENCY	
	E2	EVALUATE HOUSEKEEPING	

## MOVE 3: ALIGN RATES WITH THE BIRMINGHAM MARKET

Category	ID	Strategy	
Align Rates with the Birmingham Market	F1	IMPLEMENT A MONTHLY PERMIT DISCOUNT FOR EVENING EMPLOYEES	
	F2	EVALUATE ADJUSTMENT OF PARKING RATES ACCORDING TO MARKET CONDITIONS	
	F3	EXPAND THE VALIDATION PROGRAM TO BUSINESSES INTERESTED IN OFFERING VALIDATIONS FOR CUSTOMERS	
	F4	REASSESS MARKET RATES FOR PARKING AND ADJUST ANNUALLY TO ALIGN WITH CHANGES IN THE MARKET	

	Priority/Timeline						
	2024/25	Q4 2024	Q1 2025	Q2 2025	Q3 2025	2026	2027

	Priority/Timeline						
	2024/25	2026	2027	2028	2029	2030	2031

## MOVE 6: CONSIDER MANAGEMENT OF THE ON-STREET PARKING SYSTEM

Category	ID	Strategy	
<b>LEGISLATION, POLICIES, AND GOVERNANCE</b>	G1	ACTIVELY PARTNER AND SUPPORT THE CITY WITH TOWING AND ENFORCEMENT LEGISLATIVE CHANGES	
	G2	DEVELOP A BUSINESS PLAN TO UNDERSTAND THE POTENTIAL IMPACT OF THE CITY OF BIRMINGHAM DELEGATING MANAGEMENT OF THE ON-STREET PARKING SYSTEM TO THE BPA	
	G3	REVIEW STATE ENABLING LEGISLATION TO ALLOW FOR MANAGEMENT DELEGATION OF THE ON-STREET PARKING SYSTEM	
	G4	REVIEW CITY CODE TO ALLOW BPA TO MANAGE AND ENFORCE THE ON-STREET PARKING SYSTEM	
	G5	REVIEW CITY CODE TO ENHANCE CURB LANE MANAGEMENT AND ENFORCEMENT	
	G6	REVIEW THE FINE SCHEDULE FOR PARKING AND CURB LANE SAFETY VIOLATIONS	
<b>PLANNING</b>	H1	DEVELOP A CURB MANAGEMENT STRATEGY PLAN (9 - 12 MONTHS)	
	H2	EVALUATE TRANSACTIONS AND COMPLIANCE RATES	
	H3	ESTABLISH SYSTEM GOALS AND OUTCOMES	
	H4	UNDERSTAND HOW THE SYSTEM PERFORMS THROUGH OCCUPANCY, DURATION, TURNOVER, AND FINANCIAL ANALYSES	
<b>MOBILITY MANAGEMENT</b>	I1	EXPAND BELOW-THE-CURB SHARED MICROMOBILITY OPTIONS	
	I2	EXPLORE NEW PARTNERSHIP STRATEGIES WITH TRANSIT AND MICROMOBILITY PROVIDERS WITHIN AND ADJACENT TO BPA FACILITIES	
	I3	DEVELOP A PARTNERSHIP BETWEEN BPA AND BJCTA TO INCENTIVIZE TRANSIT RIDERSHIP AFTER PARKING IN A CITY-OWNED PUBLIC PARKING FACILITY.	
	I4	ESTABLISH NEW MOBILITY HUBS THROUGHOUT HIGH-DEMAND PARKING DISTRICTS	
	I5	ESTABLISH PARKING BENEFIT DISTRICTS AND REINVEST A PORTION OF PARKING REVENUES TO FUND MOBILITY-RELATED ENHANCEMENTS	



	Priority/Timeline						
	2024/25	2026	2027	2028	2029	2030	2031
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# Planning Process

In May 2023, the Birmingham Parking Authority (BPA) launched an effort to develop its first strategic parking plan. Sparked by new BPA leadership, the strategic plan seeks to accomplish three key goals.



To spur economic development and serve as an active partner in Birmingham's continued progress.



Create a unified and high-quality parking experience that serves the needs of customers, stakeholders, and supporters.



Leverage technology and innovation to drive an efficient, financially sustainable, and industry-leading program.

# Project Initiation

At the start of the planning process, BPA engaged Downtown Birmingham stakeholders to gain an understanding of their perceptions of the BPA, identify specific parking-related needs, and develop opportunities for external partnerships. Over the course of three days, BPA participated in discussions with staff, stakeholders, and key partners to define baseline parking conditions and identify potential areas of improvement. Discussions throughout the project initiation process included:



## **BPA Steering Committee and BPA Board Meeting**

A presentation detailing the project initiation process, timeline, and participation of the steering committee.



## **Business Community Engagement Session**

A discussion identifying business community needs, the impact of parking on downtown vibrancy, and opportunities to support local businesses.



## **Economic Development**

A conversation regarding Downtown Birmingham opportunities and strategies to leverage parking as an economic development tool.



## **On-street Parking Legacy and Vision**

A workshop exploring synergies between on-street and off-street parking and identifying opportunities to develop a unified high-quality parking experience.



## **Downtown Developers Roundtable**

A conversation determining challenges to downtown development and opportunities to support the office and residential markets.



## **Values, Vision, and Mission Workshop**

A workshop establishing BPA's values, vision, and mission statements as the foundation of the Birmingham parking experience.

Based on the stakeholder feedback received during the project initiation meetings ten stakeholder needs were identified.

**1**

#### **CLEAR AND CONSISTENT SIGNAGE**

There is a general lack of clear and consistent signage at BPA facilities. The need for improved signage was reported in every stakeholder meeting.

**2**

#### **CHANGE FACILITY NAMING**

BPA's current parking facility naming convention does not provide customers with a clear understanding of the facilities location. Customers are confused about their parking options and have trouble identifying a safe place to park where they won't get towed or ticketed.

**3**

#### **PARKING PERCEPTION PROBLEM**

There isn't a parking problem, there is a perception problem. People don't know where they can park. Additionally, customers and visitors don't want to pay for parking.

**4**

#### **PREFERENCE FOR ON-STREET PARKING**

There is a preference for on-street parking. People will circle the area looking for on-street parking rather than parking in a BPA garage. This is due to safety concerns, difficulty navigating into and out of BPA facilities, and the need to pay for parking.

**5**

#### **UNIFIED PARKING MANAGEMENT**

The on-street and off-street parking systems are disconnected. There is a need for unified messaging and management. BPA facilities are unlikely to be used if there are not changes to the on-street parking system.



6

#### ENHANCE THE CUSTOMER EXPERIENCE

BPA should fix the system and enhance the customer experience before it evaluates rates. Enhancing the customer experience will improve the perception and usage of BPA facilities.

7

#### ADDRESS VIBRANCY GAPS

Improving the street experience can improve people's willingness to park in a BPA facility and walk to their destination. There are vibrancy gaps that should be holistically addressed.

8

#### LEVERAGE TECHNOLOGY

Improve the customer experience by incorporating additional technology. There is a need for convenient customer-facing technology such as contactless payment solutions and a permit portal that is easy to navigate.

9

#### IMPROVE GROUND-LEVEL RETAIL

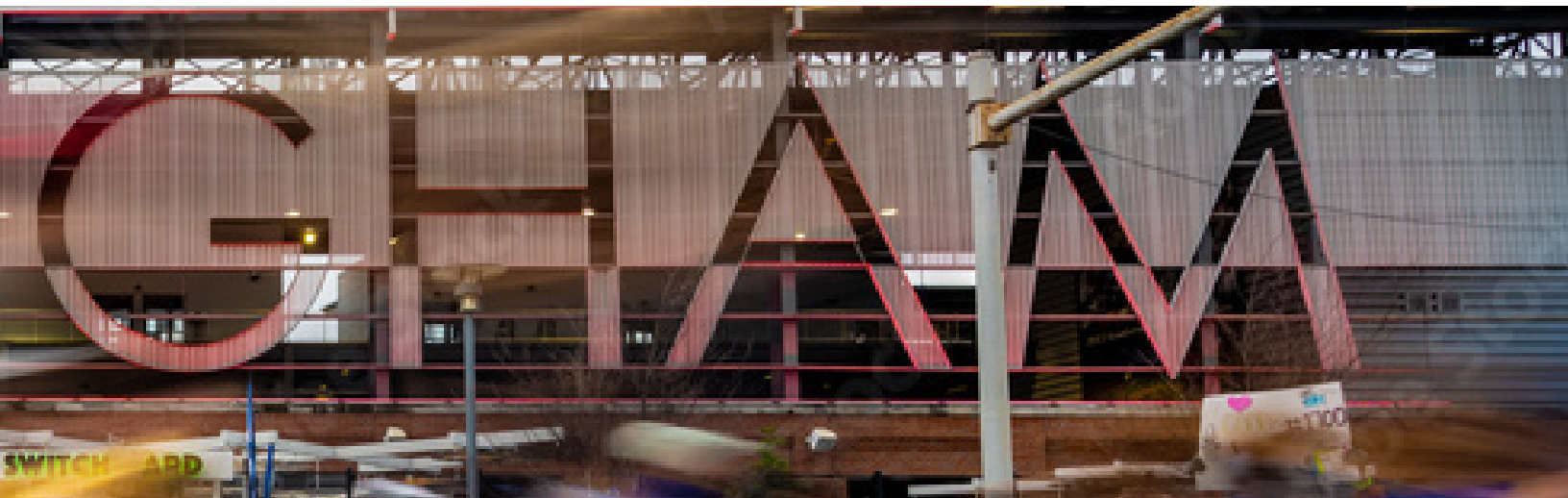
Tenant leasing rates are below their market value. Getting the most out of BPA's limited ground-level retail is essential to improving the customer experience.

10

#### COLLABORATE WITH PARTNERS

BPA should work with its partners to enhance the parking and mobility experience in Birmingham. Collaborating with the BJCTA to connect parking to transit and working with the City of Birmingham and the private sector to develop mobility hubs and transit-oriented developments can integrate parking into the broader mobility system.

As BPA evaluates opportunities to create a unified and high-quality parking experience, spur economic development, and leverage technology and innovation, addressing these parking needs will be critical to its future success. Continued coordination with stakeholders throughout BPA's implementation of this Strategic Playbook will allow BPA to stay in-tuned with changing user needs.





# Values, Vision, Mission

A key component of BPA's progression is the identification of a mission and vision statement. Ideally, a mission statement serves as a concise explanation of an organization's purpose and a vision statement provides an explanation of the organization's future state. Combined, BPA's updated mission and vision statements are intended to serve as a call to action, inspiring employees, front-line staff, and leadership to create an industry-leading parking experience.



By being the first choice for parking in Birmingham, the Authority will strive to raise the standard for parking and enhance downtown mobility.

# Key Objectives

The Strategic Playbook focuses on the current state of the parking system and key objectives that will determine BPA's future success.

## Enhance the Customer Experience

Develop an understanding of BPA's customer experience as it relates to the:



- Rehab, maintenance, and design of parking facilities,
- Technology available to facilitate parking sessions,
- Branding, marketing, and educational materials that inform the customer of their parking options, and
- Wayfinding and signage that guide the customer to their parking space and their destination.



## Evaluate Operations, Management, and Policies

Analyze standard operating procedures to identify opportunities to modernize and streamline day-to-day operations and management.



## Ensure Financial Sustainability

Evaluate the market rate for parking in Birmingham and assess the impact of alternative rate strategies for BPA's transient and monthly parking offerings.



## Explore On-street Parking Synergies

Identify opportunities to improve the connection between on-street and off-street parking to create a unified and high-quality parking experience.

# Planning Process and Timeline

The PSSP was initiated in May of 2023 and was completed through a five-phase process ending in February of 2024.

## EXISTING CONDITIONS

Evaluate the current state of BPA's system, assess facilities and operations, and receive community feedback.

## QUICK WINS

Develop a list of quick wins that can be implemented in 2024/2025.

## DEFINING BEST PRACTICES

Examine industry best practices, benchmark peer cities, seek advice from industry experts, and develop guidelines for future improvements.

## REBUILDING BPA'S PARKING SYSTEM

Develop draft recommendations for BPA's parking system and socialize recommendations for community feedback.

## BPA'S STRATEGIC PLAYBOOK

Finalize BPA's Strategic Playbook to provide a clear path for BPA's future parking system.

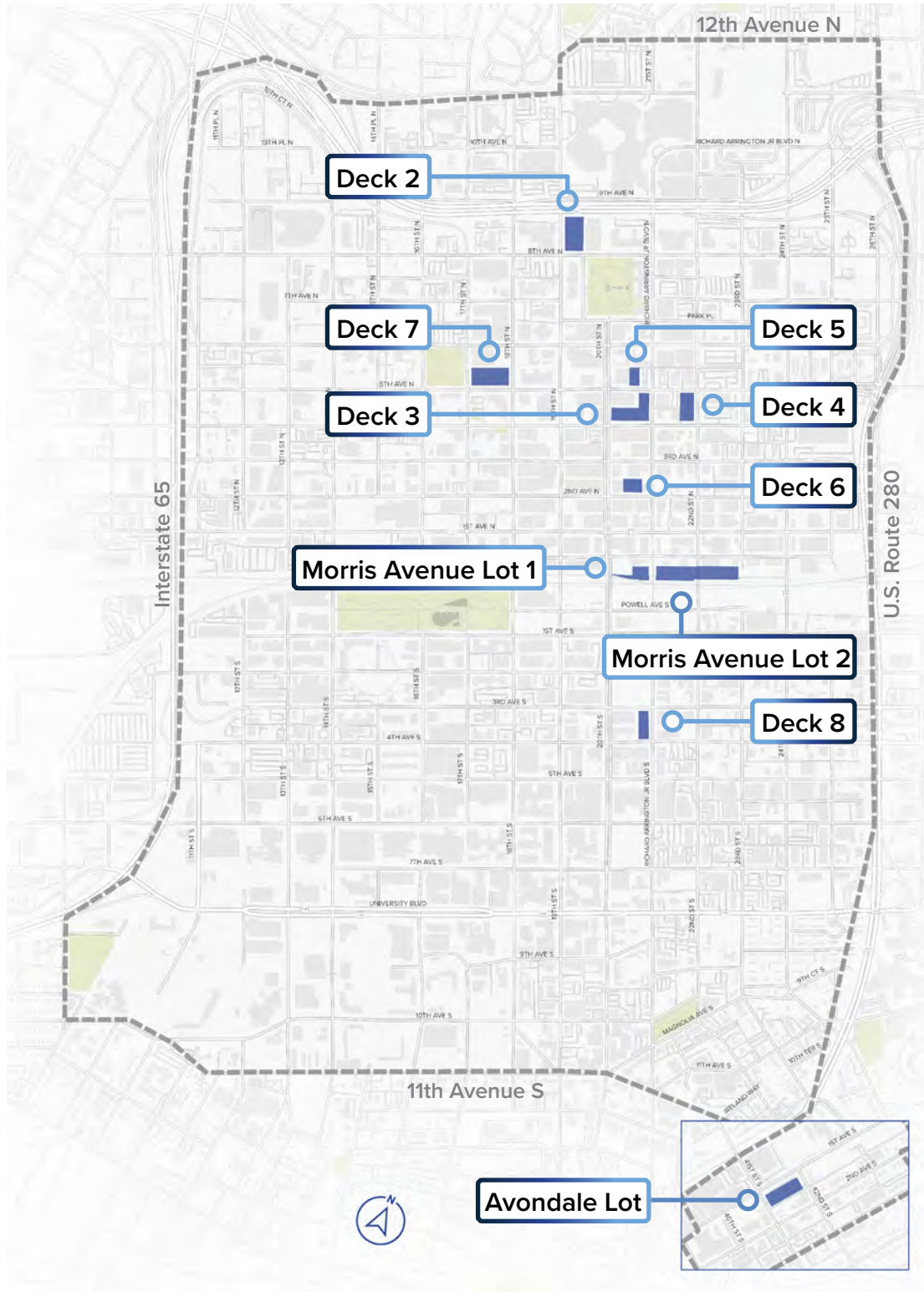


PROJECT INITIATION - MAY 2023



# Existing Conditions

The BPA PSSP Study Area is bounded by 12th Avenue N to the north, U.S. Route 280 to the east, 11th Avenue S (The University of Alabama at Birmingham's (UAB) campus) to the south, and I-65 to the west. Slightly east of downtown, BPA owns the Avondale Lot in the up and coming Avondale neighborhood.



## DOWNTOWN BIRMINGHAM STUDY AREA



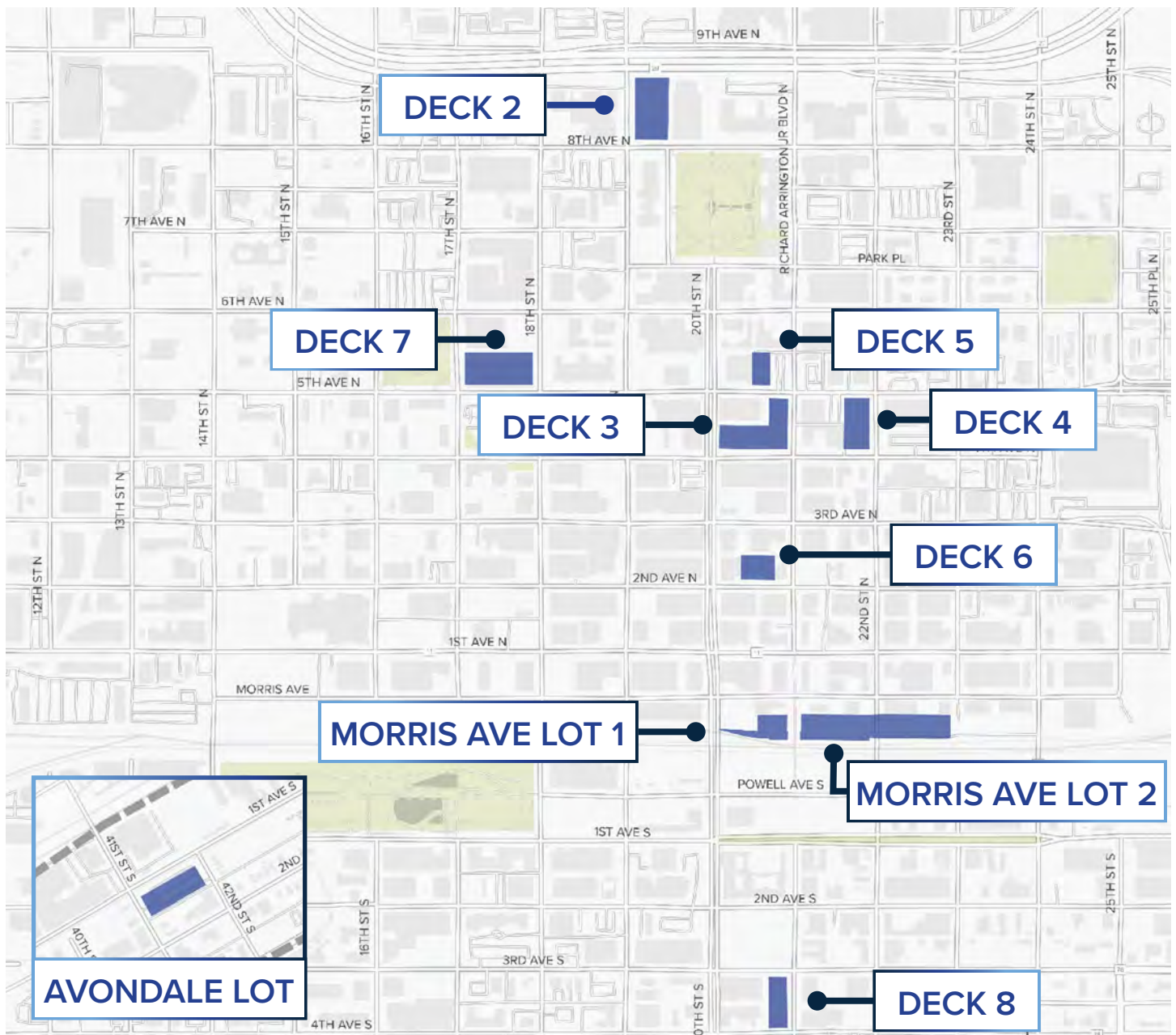
Downtown Birmingham is the metropolitan region’s center of employment, culture, entertainment, and education. The public parking system must be able to accommodate parking demands from employees, students, residents, and visitors. Throughout recent years, Downtown Birmingham has experienced infill development and adaptive reuse, resulting in additional restaurants, retail, and entertainment venues. Areas of notable growth include the new Protective Stadium, UAB Campus, Railroad Park, and the midtown areas of downtown. As the number of residents increases and the office environment continues to evolve post-Covid, enhanced parking and transportation infrastructure is needed to meet current and future market demands. As infill continues, the availability of on-street parking will decrease, and existing surface lots will be converted into higher and better uses. Areas such as Parkside, Lakeview, and Avondale all have the potential for additional infill but currently lack a dedicated parking supply.



# Parking Facility Overview

The existing BPA operated off-street parking system in Downtown Birmingham and Avondale has 8,116 parking spaces. The system is comprised of three (3) surface parking lots and seven (7) parking decks. Off-street parking facilities are intended to provide long-term parking for Downtown Birmingham employees, residents, and visitors. Each BPA-operated facility plays an important role in supporting economic development and providing safe and reliable parking.

As a part of the Existing Conditions assessment, transaction data from fiscal year (FY) 2023 was evaluated to identify parking demand at BPA-operated parking decks. Additionally, a walk-thru of each facility was performed to observe the state of the system and identify opportunities for improvement.







Located at 801 North 19th Street, Deck 2 provides 1,472 parking spaces. This parking facility primarily serves the needs of the Birmingham City Hall, Boutwell Auditorium, and events at the Birmingham Jefferson Convention Complex (BJCC). Deck 2 is conveniently located near the City Walk BHAM public space under the interstate.

### DAILY RATES

First Hour: \$2.00  
Each Additional Hour: \$1.00  
Daily Max: \$9.00

### MONTHLY RATES

Monthly: \$70.00

### HOURS OF OPERATION

Monday - Sunday  
24 Hours

Based on FY 2023 transaction data, the peak parking occupancy at Deck 2 was during March and October 2022, at approximately 41%. This results in approximately 850 or more available parking spaces on a normal operating day. This presents an opportunity to provide parking to other existing or proposed land uses. Parking demand at Deck 2 is expected to fluctuate based on events at the BJCC and Boutwell Auditorium. Event coordination with these partners is essential to the operations of Deck 2.



## BPA DECK 3

Located at 401 North 20th Street, Deck 3 provides 1,339 parking spaces. This parking facility primarily serves the needs of downtown office buildings, retail, and restaurants along 20th Street.

### DAILY RATES

First Hour: Free  
Two Hours: \$3.00  
Each Additional Hour: \$1.00  
Daily Max: \$9.00

### MONTHLY RATES

Monthly: \$100.00  
Executive: \$110.00

### HOURS OF OPERATION

Monday - Sunday  
24 Hours

Based on FY 2023 transaction data, peak parking occupancy at Deck 3 was approximately 46% in October 2022. This results in approximately 720 or more available parking spaces on a normal operating day. The remaining vacancy presents an opportunity to provide parking to other existing or proposed land uses within the heart of downtown. Additionally, this parking facility has ample parking supply for the planned ground-level retail in Deck 3 (Yo' Mama's).





Located at 2128 4th Avenue North, Deck 4 provides 673 spaces. This parking facility serves the needs of the Cathedral of Saint Paul, First Presbyterian Church, and other nearby land uses.

### DAILY RATES

First Hour: Free  
Two Hours: \$3.00  
Each Additional Hour: \$1.00  
Daily Max: \$9.00

### MONTHLY RATES

Monthly: \$100.00  
Executive: \$110.00

### HOURS OF OPERATION

Monday - Sunday  
24 Hours

Based on FY 2023 transaction data, Deck 4's peak occupancy was seen in August 2022 at approximately 15%. This results in approximately 570 or more available parking spaces on a normal operating day. The existing occupancy of Deck 4 allows parking opportunities for future land uses on surrounding surface lots.



Located at 2012 5th Avenue North, Deck 5 provides 408 spaces. This parking facility is within walking distance of 20th Street, serving the needs of its primary customer, the Financial Center.

**DAILY RATES**

First Hour: Free  
Two Hours: \$3.00  
Each Additional Hour: \$1.00  
Daily Max: \$9.00

**MONTHLY RATES**

Monthly: \$100.00  
Executive: \$110.00

**HOURS OF  
OPERATION**

Monday - Sunday  
24 Hours

Based on FY 2023 transaction data, Deck 5 has the highest parking occupancy rates of all BPA garages with Deck 5’s peak parking occupancy seen during February 2023 at approximately 69%. This results in approximately 120 or more available parking spaces on a normal operating day.





## BPA DECK 6

Located at 2010 2nd Avenue North, Deck 6 provides 638 spaces. This parking facility primarily serves the needs of nearby residents at The Frank and City Federal buildings and restaurants and event venues along 2nd Avenue.

### DAILY RATES

First Hour: Free  
Two Hours: \$3.00  
Each Additional Hour: \$1.00  
Daily Max: \$9.00

### MONTHLY RATES

Monthly: \$100.00  
Executive: \$110.00

### HOURS OF OPERATION

Monday - Sunday  
24 Hours

Based on FY 2023 transaction data, Deck 6’s peak occupancy occurred in August 2022 at approximately 50% full. This results in approximately 310 or more available parking spaces on a normal operating day. This presents an opportunity for the street-level retail tenants of Deck 6 to utilize the deck for off-street parking.



## BPA DECK 7

Located at 1702 5th Avenue North, Deck 7 provides 1,607 spaces. The parking facility serves the needs of the U.S. Courthouse, Kelly Ingram Park, and Regions corporate office parking.

### DAILY RATES

First Hour: Free  
Two Hours: \$3.00  
Each Additional Hour: \$1.00  
Daily Max: \$9.00

### MONTHLY RATES

Monthly: \$85.00

### HOURS OF OPERATION

Monday - Sunday  
7:00 AM - 8:00 PM

Deck 7 is the largest in BPA's portfolio with FY 2023 transaction data revealing Deck 7's peak occupancy occurred at 35% in February 2023. This results in approximately 1,000 or more available parking spaces on a normal operating day in Deck 7 that could be used for future land uses on the existing surface lots surrounding Deck 7.





Located at 2021 3rd Avenue South, Deck 8 provides 1,114 spaces. This parking facility is the closest facility to UAB in BPA’s portfolio and primarily serves the needs of the university and adjacent SpringHill Suites by Marriott hotel.

**DAILY RATES**

First Hour: \$2.00  
Each Additional Hour: \$1.00  
Daily Max: \$9.00

**MONTHLY RATES**

Monthly: \$80.00

**HOURS OF  
OPERATION**

Monday - Sunday  
24 Hours

Based on FY 2023 transaction data, Deck 8’s peak parking occupancy was approximately 41% in October 2022. This results in approximately 650 or more available parking spaces on a normal operating day and presents an opportunity to provide future parking for UAB students, staff, and visitors.



## AVONDALE LOT

Avondale Village is located at 109 41st Street South providing 160 off-street spaces to the Avondale Village neighborhood. This facility is highly underutilized and present an opportunity to meet future parking needs as the Avondale neighborhood experiences development.

### DAILY RATES

Flat Rate: \$5.00

### MONTHLY RATES

Monthly: N/A

### HOURS OF OPERATION

Monday - Sunday  
24 Hours





## MORRIS AVENUE LOT 1

Located at 20th Street and Morris Avenue, Morris Avenue Lot 1 provides 119 parking spaces. This parking facility offers monthly parking rates serving the needs of nearby employers located along Morris Avenue.

### DAILY RATES

Hourly Rate: N/A

### MONTHLY RATES

Monthly: \$51.00

### HOURS OF OPERATION

Monday - Sunday  
24 Hours



## MORRIS AVENUE LOT 2

Located adjacent to Morris Ave Lot 1, at the intersection of 23rd Street and Morris Avenue. This facility provides 542 parking spaces serving the needs of local restaurants and businesses along Morris Avenue.

### DAILY RATES

First Hour: \$1.00  
Each Additional Hour: \$1.00  
Daily Max: \$4.00

### MONTHLY RATES

Monthly: \$51.00

### HOURS OF OPERATION

Monday - Sunday  
24 Hours



# Parking System Needs Assessment

A comprehensive review was conducted to identify essential needs of BPA's parking system. This evaluation assessed four overarching areas:

- Customer Parking Experience
- Operations, Management, and Policy Review
- Financial Planning and Alternative Funding Strategies
- On-street Parking and Mobility Management

## CUSTOMER PARKING EXPERIENCE

The customer parking experience is shaped by the parking facility and multiple interaction points throughout a parking session. A high-quality parking experience begins before a customer enters a parking facility and is solidified once they engage with the parking system. Parking facilities must provide a high-quality environment in which drivers are assured that they can safely park their vehicle with ease. The customer parking experience at BPA facilities was evaluated using four categories.



## REHAB, MAINTENANCE, AND DESIGN

Years of underinvestment have led to a poor customer experience. Several customer service elements that are deficient in BPA facilities include:



EXTERNAL PRESENCE

Overhauling external signage is a critical need for BPA. Current signage has inconsistent messaging and varies in style and type. Additionally, there is a general lack of wayfinding signage directing drivers to BPA facilities, leading to confusion about the location of public parking facilities.



HORIZONTAL NAVIGATION

Within facilities, faded striping and signage make it difficult to navigate the facility as a motorist and pedestrian. Recently placed temporary signage needs to be converted to permanent messaging.



VERTICAL CIRCULATION

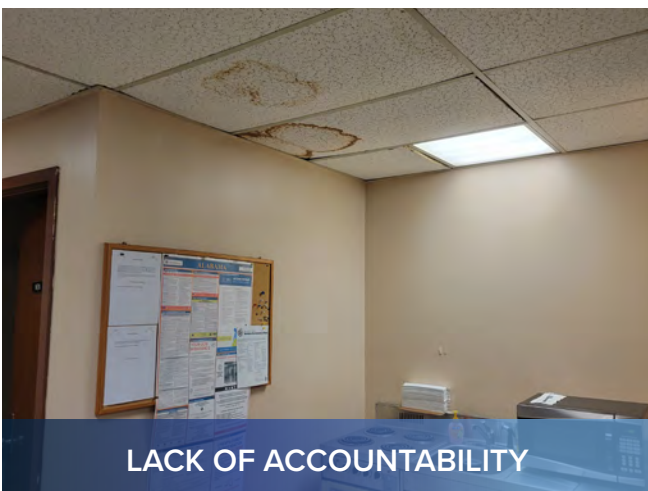
Deteriorated signage makes it difficult to locate elevators and stairwells as a pedestrian. The inconsistent signage within each facility can make it hard for customers to remember which floor they parked on. A lack of lighting in stairwells creates the perception of an unsafe environment.



Vacant store fronts on the street level of BPA facilities detract from the downtown streetscape.



There is a general lack of maintenance across BPA facilities, highlighting a lack of standardization and accountability. Additionally, deferred maintenance and repairs jeopardize the longevity of parking assets.



There is a general lack of training and standardization leading to inconsistent outcomes and staff behavior. Day-to-day operations rely on paper-based tracking systems hampering accountability and oversight.



## BRANDING, MARKETING, AND EDUCATION



BPA's branding and logo varies throughout the parking system. Inconsistent signage and logos create a feeling of inconsistency. Additionally, BPA's physical signage and digital websites are not aligned.

Although BPA's website was recently updated, the content provides limited insight into parking rules and regulations. Additionally, the names of BPA's parking decks are not intuitive and can provide a confusing parking experience.

## WAYFINDING AND SIGNAGE



BPA has limited directional signage within its facilities, creating confusion. Signage does not exist at key intersections as motorists drive into downtown Birmingham and decide where they will park. In the facilities, wayfinding does not direct people to their destinations. Decision-making signage meant to tell customers how to exit is inaccurate.

## TECHNOLOGY



The WPS system currently takes validation tickets and permit holder cards upon exiting the facility however, the system is prone to frequent breakdowns and BPA does not currently have the internal expertise to perform repairs. BPA staff does not fully utilize the capabilities of WPS equipment. Although BPA offers contactless payment solutions, this method of payment is underutilized in the BPA system.

## OPERATIONS, MANAGEMENT, AND POLICY REVIEW

Before its recent change in leadership, BPA's operations, management and policies were stagnant and unstandardized. Additionally, BPA was disconnected from the broader mobility system, leading to breakdowns between parking management and city-wide needs.

### OPERATIONS



Day-to-day operations are ad-hoc, and staffing levels are higher than needed to operate a facility. A parking facility can be operated with up to two staff members on-site. However, BPA facilities were observed to have three or more staff members per facility. Additionally, daily operational assignments and performance metrics were not utilized to measure employee effectiveness, resulting in inconsistent operations and creating challenges to oversight by BPA leadership. Lastly, safety remains a concern at BPA facilities with reports of non-parkers entering parking decks. Combined with outdated technology, such as security cameras and emergency call boxes, the usage of BPA facilities by non-parkers impacts user confidence that they can safely park in a BPA facility.

### MANAGEMENT



Previous BPA management lacked parking expertise and operated the BPA in a silo. In addition to isolating BPA from the broader mobility system, BPA's internal management procedures were disconnected. Because BPA operated as a primarily paper-based organization, managerial oversight was limited and performance evaluations were based on supervisors completing an annual paper-based checklist.

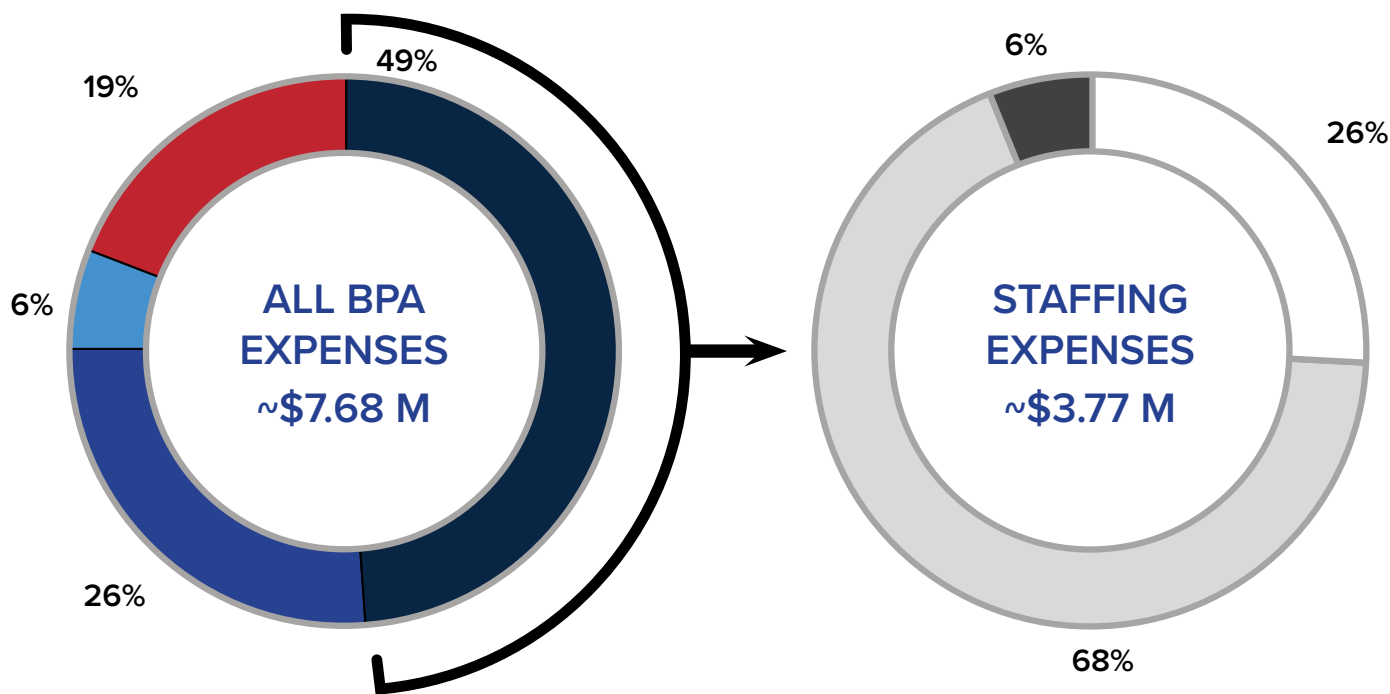
### POLICIES



BPA needs consistent documentation of standard operating procedures and policies. Documented policies primarily focused on employee onboarding and a code of conduct rather than guiding the performance of duties. Although BPA maintains a policy for performance evaluations, written evaluations are based on a checklist of tasks rather than demonstrating competency. Lastly, sustainability, transparency, and fiscal responsibility policies are undefined.

FINANCIAL PLANNING AND ALTERNATIVE FUNDING STRATEGIES

BPA’s financial position has improved over the past few years. With new leadership and the implementation of industry best practices such as parking oversell, revenues for BPA have begun to outpace expenses. Based on FY 2023 data, BPA generates approximately \$913 per parking space. The revenue generated from the parking system is allocated to cover system expenses. All profit generated by the BPA is contractually remitted to the City of Birmingham. A detailing of BPA’s annual expenses is provided below.



LEGEND

- Staffing Expenses
- Operational Expenses
- Maintenance
- Contributions to the City
- Employee Benefits
- Salaries
- Payroll Taxes

BPA’s largest annual expense is staffing, which makes up 49% of all expenses. Of all employee groups, cashiers had the highest salary cost. When compared to the cash collected at BPA facilities, the BPA pays \$14.00 in cashier costs for every \$1.00 collected in cash.

**BASED ON FY 2023 ESTIMATES, BPA PAID \$14.00 IN CASHIER COSTS FOR EVERY \$1.00 COLLECTED IN CASH.**

**COLLECTING CASH IS AN EXPENSE FOR BPA,  
NOT A REVENUE SOURCE.**



## MAINTENANCE CONTRIBUTIONS



MAINTENANCE UNDERINVESTMENT

Although BPA has been able to generate revenue with a modest net income, the profit generated by BPA is remitted to the City of Birmingham. Additionally, only 6% of generated revenue is allocated to maintenance, leading to underinvestment in BPA facilities. Reinvesting revenue into BPA facilities is essential to extending the life of parking assets. Typically, a parking organization should invest \$250 per parking space in maintenance annually. This would result in an annual allocation of ~\$1.81 M, which is greater than BPA's net income.

## NO DEBT SERVICE



MOST RECENT BPA EXPANSION

BPA's financial expenses do not include debt service. This allows BPA to focus on streamlining operational and staffing expenses to increase its net income and reinvest in the maintenance of BPA facilities. Acquiring additional facilities or developing new parking facilities could change this dynamic, resulting in less income available to fund required maintenance and repairs.

## ON-STREET PARKING AND MOBILITY MANAGEMENT

The City of Birmingham currently manages over 3,900 on-street metered parking spaces. On-street parking is operational Monday - Friday 8:00 AM - 6:00 PM. There are two types of metered parking in Birmingham:

- Parking spaces with a 2-hour maximum time limit. These spaces have an hourly rate of \$1.00 per hour.
- Parking spaces with a 10-hour maximum time limit. These spaces have an hourly rate of \$0.50 per hour.

On-street parking meters only accept coins, reducing the opportunity to pay by credit card. The parking system includes ParkMobile as its contactless payment option. However, ParkMobile signage is inconsistent, limiting its adoption. The system has limited enforcement resources, leading to a low compliance rate by its users. Additionally, state legislation limits the city's ability to impound vehicles and/or restrict registration and license renewal, further reducing user compliance. An antiquated meter system coupled with low user compliance has led to year-over-year revenue decreases from \$847,247 in FY 2021 to a forecasted total of \$735,895 in FY 2023.



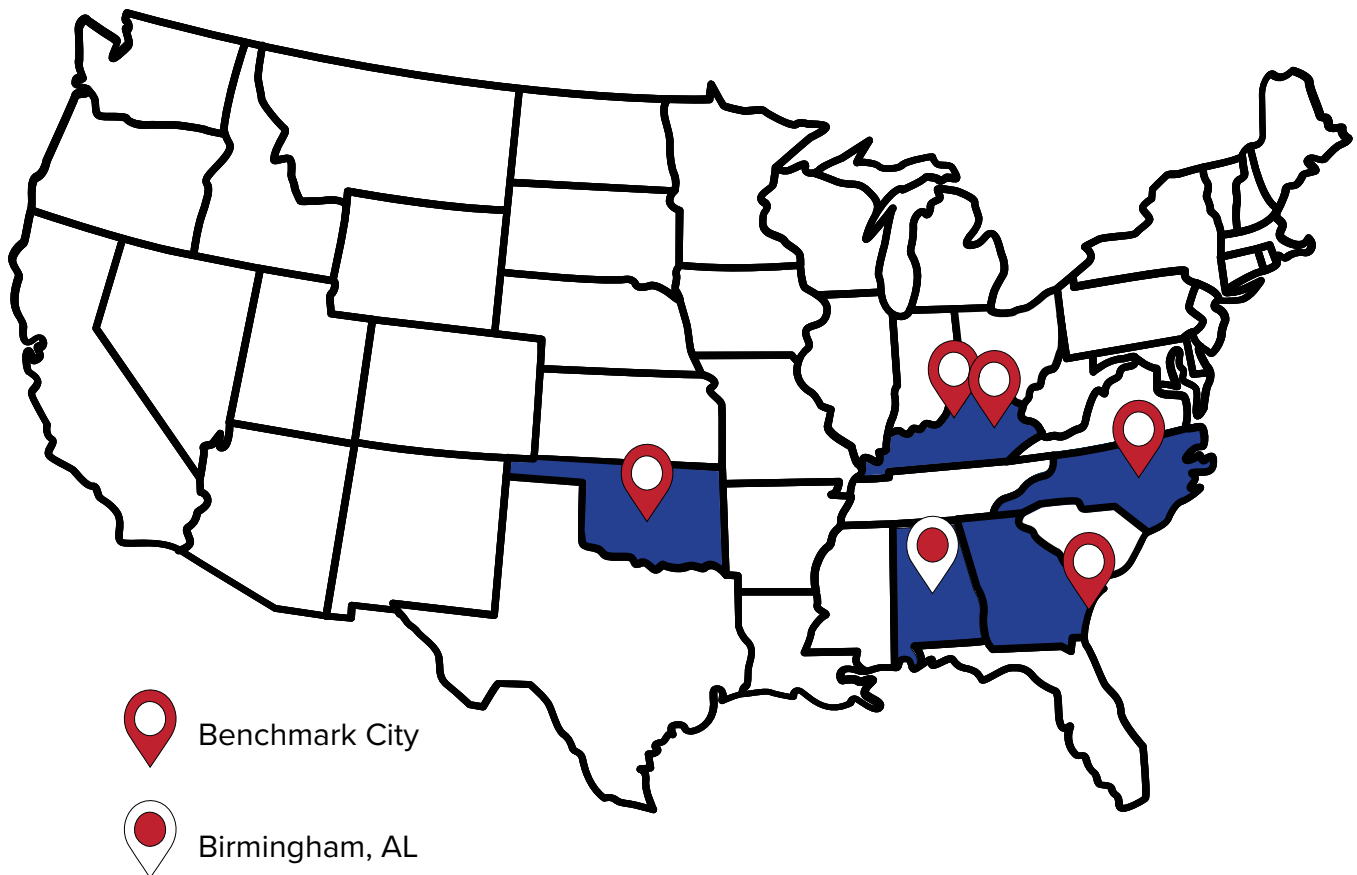
**ON-STREET PARKING ON RICHARD  
ARRINGTON JR. BLVD @ 2ND AVE**

# Industry Best Practices

Industry best practices highlight widely accepted policies, procedures, and techniques within the parking industry. Benchmark cities were examined to identify common challenges and innovative solutions to addressing those challenges. These overarching trends are explored in more detail throughout this section.

## Benchmark Study

A benchmark study of peer or aspirational cities was conducted to evaluate industry best practices and parking management strategies. Benchmark cities were selected based on their context, population size, and parking system. The benchmark cities include: Lexington, KY, Louisville, KY, Oklahoma City, OK, Raleigh, NC, and Savannah, GA.







The Lexington & Fayette County Parking Authority (LFCPA) operates and oversees on-street and off-street parking in the downtown area. Lexington's parking system is designated as LEXPARK, which manages approximately 2,071 off-street parking spaces across four facilities and 1,289 on-street parking spaces. Key features of the LEXPARK system include:



### **PARKING DECKS**

LEXPARK operates four parking decks, which charge for parking 24 hours a day, seven days a week. Parking rates vary by facility.

\$2.00 - \$3.00 per hour  
\$10.00 or \$12.00 daily max



### **SURFACE LOTS**

The LEXPARK system does not contain off-street parking surface lots. All off-street assets are provided as structured parking facilities.



### **ON-STREET PARKING**

LEXPARK operates on-street parking Monday – Friday, 9:00 AM – 7:00 PM. On-street parking rates vary by location: \$0.75 - \$2.00 per hour.



Through an initial review of LEXPARK, key program features were identified to provide additional context of the LEXPARK system. These key program features can provide additional insight into potential improvements for BPA.



**REVENUE**

LEXPARK is a self-funding operation with an annual revenue of ~\$4.8 million in FY2022. Monthly permits are the primary revenue source for LEXPARK generating ~\$1.5 million annually.



**PERMITS**

A street can be approved for a Residential Parking Permit Program by starting a petition signed by 65% of the property owners/residents.



**TECHNOLOGY**

Each off-street facility provides real-time parking space availability information via an LED counter that is displayed outside of each garage. PARKMe is a free mobile app that is available for patrons to see occupancy rates for off-street facilities.





# LOUISVILLE, KY

The Parking Authority of River City (PARC) oversees the downtown parking system in Louisville, KY. PARC manages more than 10,550 off-street and 4,500 on-street parking spaces. Key features of PARC include:



## PARKING DECKS

PARC operates 15 parking decks, which charge for parking 24 hours a day, seven days a week. Parking rates vary by facility. Typically: \$2.00 - \$3.00 per hour  
\$15.00 or \$22.00 daily max



## SURFACE LOTS

PARC operates two surface lots, which charge:  
\$3.00 for 0 – 3 hours  
\$5.00 daily max



## ON-STREET PARKING

PARC operates on-street parking Monday – Saturday, 7:00 AM – 6:00 PM. On-street parking rates use progressive pricing: \$2.00 for the first 2 hours, \$3.00 for each additional hour  
4 Hour Max





Through an initial review of PARC, key programs have been identified which have made PARC more efficient. These key program features can provide additional insight into potential improvements for BPA.



**REVENUE**

Increased consistently since the beginning of the year with a year-to-date operational revenue of \$16.6 million and an operating expense of \$13.9 million.



**PRE-BOOKING DISCOUNTS**

Discounts for customers who purchase parking in advance through the PARC website.



**TECHNOLOGY**

Pay-by-plate technology allows for fewer meters at the curb, customers do not need to place receipts on dashboards. Customers can also pay-by-app or text-to-pay.



The Central Oklahoma Transportation and Parking Authority (COTPA) is responsible for the management and enforcement of approximately 5,360 off-street and over 1,300 on-street parking spaces within downtown Oklahoma City. Some of the key features of COTPA are:



### PARKING DECKS

COTPA operates five parking decks, which charge for parking 24 hours a day, seven days a week. Parking rates are the same at all facilities.

\$2.00 per hour  
\$10.00 daily max



### SURFACE LOTS

COTPA operates five surface lots totalling 738 parking spaces. Parking rates vary by lot and range from free parking to a \$10.00 Flat Rate.



### ON-STREET PARKING

COTPA operates on-street parking Monday – Friday, 8:00 AM – 6:00 PM, and charges a uniform rate of:  
\$2.00 per hour





Through an initial review of COTPA, two key programs have been identified that benefit parking in downtown Oklahoma City. Revenue and key programs include:



**REVENUE**

In FY 2023-2024, planned expenditures are expected to total \$5.0 million. Revenue is projected to outperform expenditures with the total revenue for parking transactions targeted to be at \$5.9 million.



**CONTACTLESS PAYMENT**

Off-street parking facilities allow payment through the mobile app for on-street parking. Leveraging the Flowbird app, customers can find and reserve daily (24-hour) parking in an off-street facility.



**PARK AND RIDE**

COTPA partners with the OKC Streetcar to offer free streetcar rides if a customer parks in a COTPA managed parking facility. Each parking receipt is valid for two people to ride free for 24 hours from the time of parking.



The City of Raleigh's Parking Division is responsible for the management and enforcement of approximately 8,678 parking spaces across eight city-owned parking garages and five surface lots. Raleigh also manages approximately 1,650 on-street parking spaces. Key features of the City of Raleigh's Parking Division include:



## PARKING DECKS

The Parking Division operates eight parking decks, which charge Monday – Friday from 7:00 AM – 7:00 PM. Parking rates are uniform.  
First hour free, \$2.00 for the second hour, \$1.00 per hour after.  
\$14.00 daily max



## SURFACE LOTS

The Parking Division operates six surface lots, which price varies by facility:  
\$5.00 - \$8.00 daily max



## ON-STREET PARKING

The Parking Division operates on-street parking Monday – Friday, 8:00 AM – 6:00 PM. On-street parking rates use zoned-based pricing:  
\$1.25 - \$1.50 per hour





Through an initial review of Raleigh’s Parking Division, two key programs have been identified which have made the Parking Division more efficient and are worth BPA considering. Revenue and key programs include:



**REVENUE**

The City of Raleigh’s Parking Division uses an Enterprise Fund, in FY 2022-2023, planned expenditures total \$15 million. Revenue is projected to be equal to expenditures.



**EMPLOYEE PERMIT**

Downtown evening employees are offered an 85% monthly permit discount with restricted access from 3:00 PM – 6:00 AM. Applicants must show proof of downtown evening employment through a schedule or pay stub.



**CURBSIDE PICK-UP**

Free on-street spaces that provide parking for users who are actively picking up retail goods ordered digitally or by telephone. Spaces have a 30-minute time limit for customers actively loading and unloading goods.



# SAVANNAH, GA

The City of Savannah's Mobility and Parking Service owns and operates over 4,700 parking spaces in 11 off-street parking facilities including six parking garages, five surface lots, and the over 2,700 on-street parking spaces. Key features of Mobility and Parking Services are:



## PARKING DECKS

Mobility and Parking Services operates five parking decks, which charge for parking 24 hours a day, seven days a week. Parking rates are uniform by the facility.  
 \$1.00 per hour, \$2.00 overnight, \$5.00 weekend flat rate \$14.00 - \$16.00 daily max  
 Monday- Thursday,



## SURFACE LOTS

Parking and Mobility Services operate six surface lots, which charge Monday – Saturday from 8:00 AM – 8:00 PM at a rate of: \$1.00 - \$2.00 per hour.



## ON-STREET PARKING

Parking and Mobility Services operate on-street parking Monday – Saturday, 8:00 AM – 8:00 PM. On-street parking rates use zoned-based pricing: \$1.00 – \$2.00 per hour.





Through an initial review of the Parking and Mobility Service, two key programs have been identified which have made the Parking and Mobility Service more efficient and are worth BPA considering. Revenue and key programs include:



### REVENUE

The City of Savannah funds parking through an enterprise fund, separate from the city’s general operating budget. In FY 2022-2023, the Parking Fund revenues were budgeted to be \$20.5 million, and expenditures were \$20.5 million.



### BICYCLE PARKING

This program provides free bike racks for businesses to install in front of their facility. The city installs and maintains the bike racks, and racks are typically placed in the existing public right-of-way. This program is funded by parking revenue.

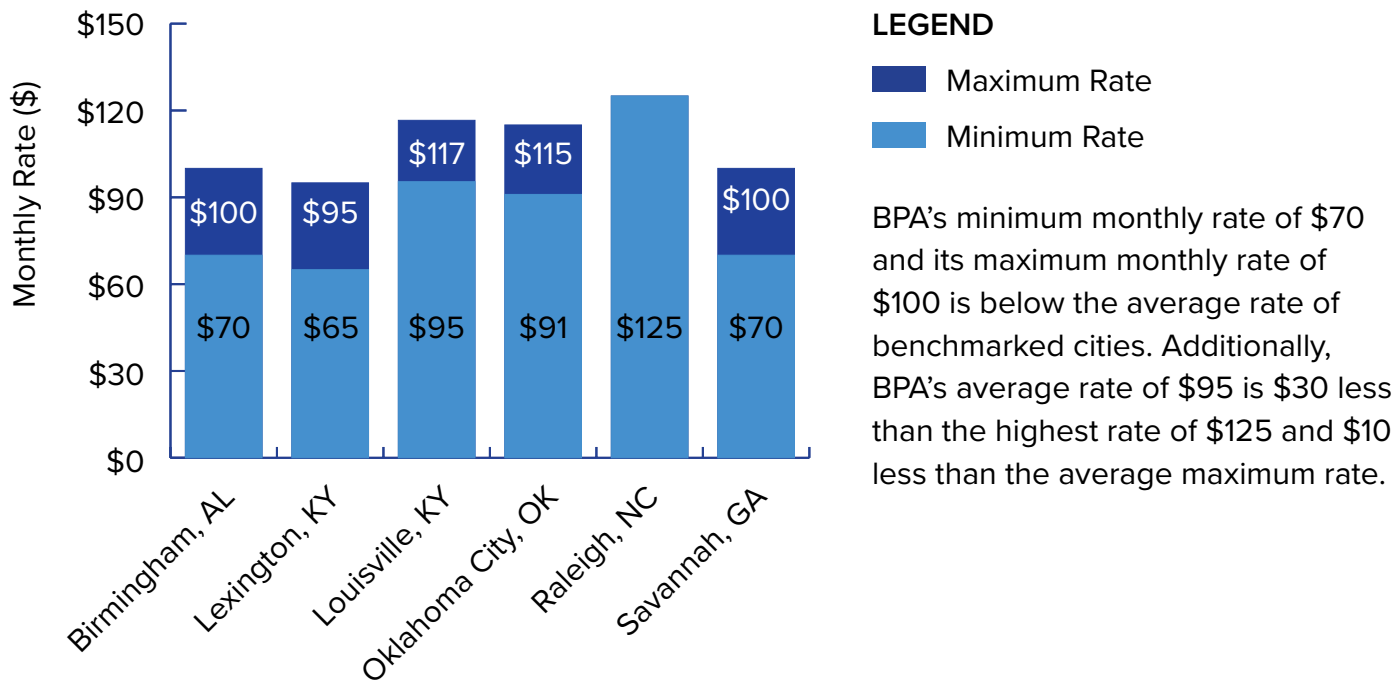


### TRANSIT SERVICE

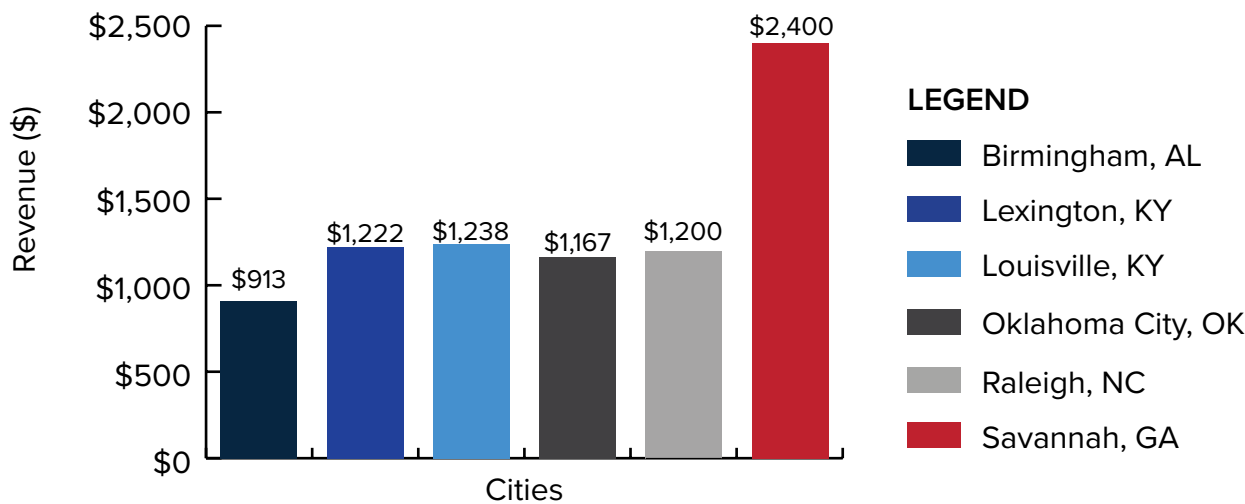
Consists of one ferry, one streetcar, and one shuttle. The shuttle connects five of the public parking garages and stops at 20 locations around the Historic District of downtown, including visitor centers and ferry landings.

# OFF-STREET PARKING COMPARISON

Compared to benchmarked cities, BPA has lower minimum and maximum rates than 3 out of 5 cities. Although BPA has similar minimum and maximum rates to Savannah, GA, the revenue generated from this system is significantly higher. This is likely due fewer competing privately operated facilities, higher densities near city-owned facilities, and higher rates of on-street parking compliance. A comparison of the monthly permit rates is provided below.



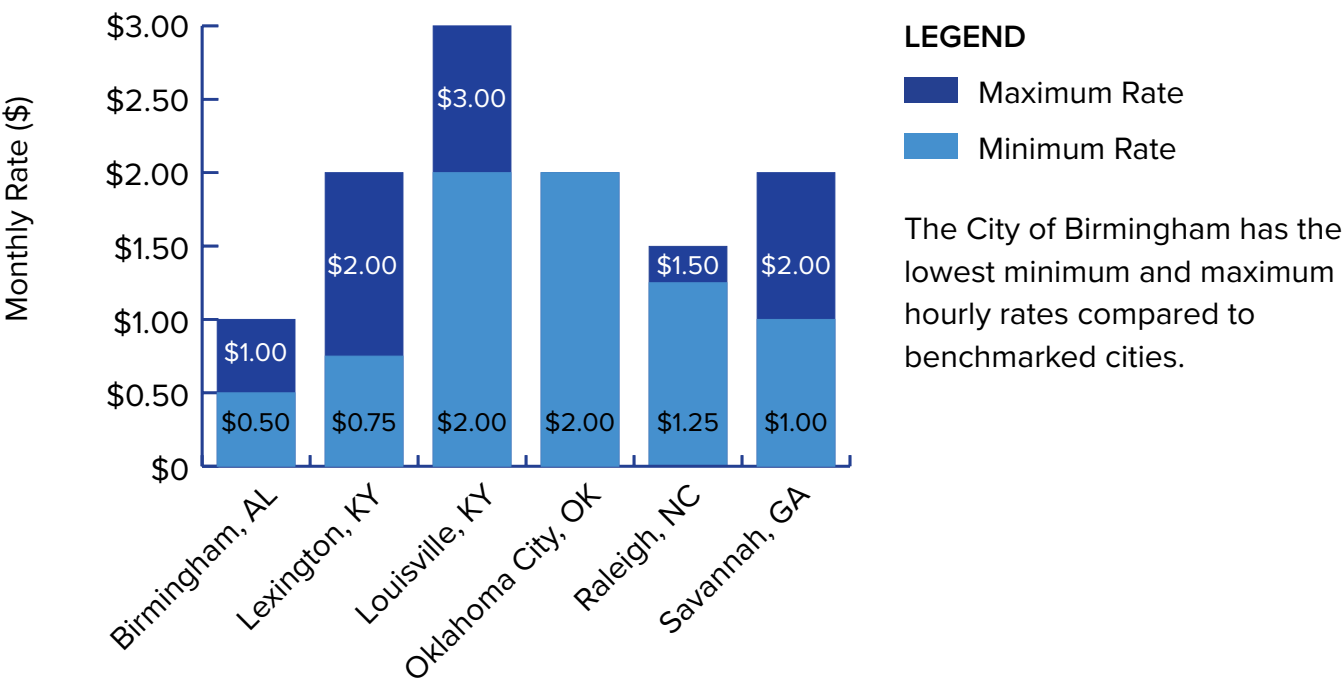
At over 8,000 off-street spaces, the BPA-operated parking system is larger than 3 out of 5 benchmark cities. Although larger, BPA is outperformed in revenue by smaller off-street systems like Savannah. As highlighted below, Savannah, GA generates approximately \$2,400 per space for it's off-street parking system. This reflects a mixture of daytime and evening demand as Savannah's parking facilities support office, residential, retail, restaurant, and hotel land uses. Lexington, KY, Louisville, KY, Oklahoma City, OK, and Raleigh, NC all generate approximately \$1,200 per spaces.





# ON-STREET PARKING COMPARISON

Birmingham’s on-street parking rates are lower than the rates at benchmarked cities. The City of Birmingham provides 10-hour on-street parking for \$0.50 per hour and 2-hour on-street parking for \$1.00 per hour. A comparison of the minimum and maximum hourly rates for on-street parking is provided below.



With approximately 3,900 on-street spaces, the underutilized Birmingham system is larger than all benchmark cities except for Louisville, KY, at 4,500. Although it is larger, the on-street system is outperformed in revenue by the benchmarked cities. As seen below, Lexington, KY, Raleigh, NC, and Savannah, GA generate significantly higher revenue per space when compared to Birmingham. This is likely due to Birmingham’s low on-street parking hourly rates and low parking compliance rate of 19%.



\*On-street parking revenue per space data was unavailable.

## LESSONS LEARNED FROM THE BENCHMARK STUDY

Based on management strategies implemented by benchmarked cities, five best practices were identified.

1

### SELF-FUNDING ORGANIZATIONS

Parking organizations are typically self-funding and have a net-neutral annual budget. Revenue that is more than operational expenses is reinvested into maintenance, repairs, and technology improvements. Budget allocations from parking authorities to a city may occur after maintenance, repair, and technology investments have been completed.

2

### REMOVE FIRST-HOUR FREE POLICY

Offering first-hour free parking is a legacy policy benchmarked cities typically do not use. Four of five benchmark cities do not offer first-hour free parking at off-street facilities.

3

### ON-STREET PARKING COMPLIANCE

On-street parking compliance is needed to operate on- and off-street parking systems successfully. Birmingham's on-street parking compliance rate of 19% decreases the overall demand for off-street parking and hinders BPA from absorbing transient parking demand. This leads to a culture of non-compliance that undermines the success of the BPA. Benchmark cities generate more than six times more value from on-street parking, which helps to fund enhancements to the mobility system.

4

### INCENTIVIZE TRANSIT RIDERSHIP

Parking operations incentivize transit ridership by providing free ridership when you park in a city-owned parking facility. This encourages the use of the parking system and promotes a park-once atmosphere. A partnership between parking and transit agencies is essential to supporting improvements to the Birmingham transportation system.

5

### EVENING EMPLOYEE DISCOUNTS

Offering discounted parking permits for employees who work during the evenings can help to promote equity in the parking system. Limiting permit access to evening hours allows the facility to prioritize access for other permit holders during the day. Benchmark cities typically offer 60% - 85% discounts for employee permits with evening-only access.

# Expert Panel

To determine industry best practices, a survey was sent out to benchmark cities. An expert panel was assembled to gather further best practices through interview format. The experts included on the panel were:

- Peter Little, Executive Director, Parking Authority of Baltimore City, Baltimore MD
- Ken Smith, City Parking & Mobility Manager Omaha, NE
- Gary Means, Executive Vice President Pivot Parking (former Executive Director, LEXPARK, Lexington, KY)
- Nathan Matz, Executive Director, Reading Parking Authority, Reading, PA

The following practices and trends emerged from the expert panel interview.

## OFF-STREET PARKING BEST PRACTICES

### REHAB, MAINTENANCE, AND DESIGN

1

#### 5-YEAR CAPITAL ASSET MANAGEMENT PLANS

Regularly conduct asset management plans to prioritize rehabilitation and maintenance at each facility.

2

#### LEVERAGE RFPs AND INTER-GOVERNMENTAL AGREEMENTS

Expanding RFPs to include “add alternates” allows the parking program to complete additional work for the original unit price. Additionally, sharing resources with other government agencies can help reduce costs.

3

#### INVESTMENT PRIORITIZATION

Experts recommended these priorities for investments made to facilities: Safety, customer satisfaction, fund availability, and prominence of the facility.

### BRANDING, MARKETING, AND EDUCATION

4

#### FULL-TIME COMMUNICATIONS MANAGER

Half of the peer cities recommended hiring a full-time communications manager to connect with the public and facilitate education.

## TECHNOLOGY

5

### UNDERSTANDING THE PROBLEM

Industry experts focused on the explicit problem within the parking system and then tested products and technology solutions before committing to them.

6

### PILOT PROGRAMS

3 out of 4 experts recommended asking vendors for pilots of their technology.

## OPERATIONS, MANAGEMENT, AND POLICIES

7

### INCREASE IN AUTOMATION

All parking programs have increased automation to help with enforcement through LPR in both on-street and off-street systems.

8

### REASSIGNING STAFF MEMBERS

With increased automation, most parking programs have reassigned and retrained their employees. Only 1 out of 4 experts reported having all maintenance/rehab contractors in-house.

## FINANCIAL PLANNING AND ALTERNATIVE FUNDING STRATEGIES

9

### EXPANDING SERVICES

1 out of 4 experts said they manage right-of-way activities while 1 out of 4 experts expanded advertising in and outside of the facilities.

10

### ADAPTING TO CHANGES IN DEMAND

Programs that provide increased flexibility for hybrid workers such as introducing the use of validations and increasing reserved/VIP space prices have increased demand.

11

### NEW REVENUE STREAMS

Consider loyalty programs or package pick-up hub within the facilities.



## ON-STREET PARKING BEST PRACTICES

In addition to lessons learned from the Benchmark Study and Expert Panel, a review of general industry best practices was performed to provide additional guidance to potential improvements.

### LEGISLATION AND POLICIES

1

#### MUNICIPAL CODE

Grants legislative authority to City agencies, and their contractors, to implement a comprehensive parking management program.

2

#### PROGRAM POLICIES

Clearly articulates what, where, and how the comprehensive parking management program will be implemented and operated.

### CURB MANAGEMENT PROGRAMS

3

#### PAID PARKING

In areas where curbside demands exceed supply placing a fee on spaces can increase on-street turnover.

4

#### NEIGHBORHOOD PERMIT PROGRAM

In high-demand locations, permit programs are utilized to prioritize resident parking.

5

#### CRITICAL ACCESS NEEDS

Building deliveries and services require curb access to remain accessible. These critical access needs include trash and utility service, goods, services, and passenger loading and unloading, ADA loading and parking, and freight service.

6

#### STREET ACTIVATION

Curb lane activity is not simply limited to motorized uses. With the COVID-19 pandemic as an accelerator, curb lanes are being utilized to activate the street environment to support economic development and sustainability goals.

7

#### MOBILITY MANAGEMENT

Increased mobility options provide residents more than one way to get from point A to point B. Birmingham should review how they manage their curbside.

## COMPLIANCE MANAGEMENT

8

### EDUCATION

Educating parking system users is an essential part of maintaining compliance management. Through key signage, warning tickets, booting, and towing users are educated on acceptable parking behaviors.

9

### ENFORCEMENT

Proactive enforcement strategies including adequate staffing and utilizing technology create a culture of compliance with posted parking regulations.

10

### PAYMENT OPTIONS

Having diverse payment options can increase compliance management and increase parking system revenue through strategies of early payment discounts, payment plans, and online payment.

## TECHNOLOGY

11

### PARKING METERS

Single space and multi-space meters facilitate physical parking payments. Installing multi-space meters is an example of an asset-light approach to implementing paid parking.

12

### CONTACTLESS PAYMENT

Contactless payment exists in the form of phone apps, text-to-pay, call-to-pay, and QR codes. Providing multiple contactless payment options can facilitate parking compliance.

13

### LICENSE PLATE RECOGNITION (LPR)

LPR can help with on-street enforcement and alert the city when a vehicle is in violation. Mobile LPR vehicles increase compliance monitoring efficiency, reducing the number of staff needed to perform consistent enforcement.

14

### CURB ACTIVITY SENSING

Cameras, in-ground sensors, and open source data can provide insight into curb and loading zone usage patterns.

## OFF-STREET INTEGRATION

**15**

### **MARKETING AND COMMUNICATIONS**

Customers should have off- and on-street parking locations and availability information easily accessible through a website and social media.

**16**

### **PARKING ECOSYSTEM**

Off and on-street parking information should both be easily accessible and digestible for all users.

**17**

### **VALIDATION PROGRAM**

Downtown businesses can opt into a validation program through a local business or parking district fund or in-kind contribution.

**18**

### **SIGNAGE AND WAYFINDING**

Birmingham should provide clearly visible signage and wayfinding for the entire public parking system.



# Recommendations

Through the strategic planning process, six Big Moves were identified as overarching areas of improvement for the Birmingham parking system. Recommended strategies and their associated implementation timeline are detailed in this section.

## MOVE 01



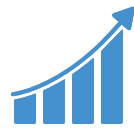
INCREASE THE  
VALUE OF THE  
CUSTOMER  
EXPERIENCE

## MOVE 02



OPTIMIZE  
OFF-STREET  
OPERATIONS

## MOVE 03



ALIGN RATES WITH  
THE BIRMINGHAM  
MARKET

## MOVE 04



PARTNER WITH  
OUTSIDE OWNERS  
TO EXPAND THE BPA  
FOOTPRINT

## MOVE 05



DEVELOP SURFACE  
LOTS AND MANAGE  
FUTURE PARKING

## MOVE 06



CONSIDER  
MANAGEMENT OF  
THE ON-STREET  
PARKING SYSTEM



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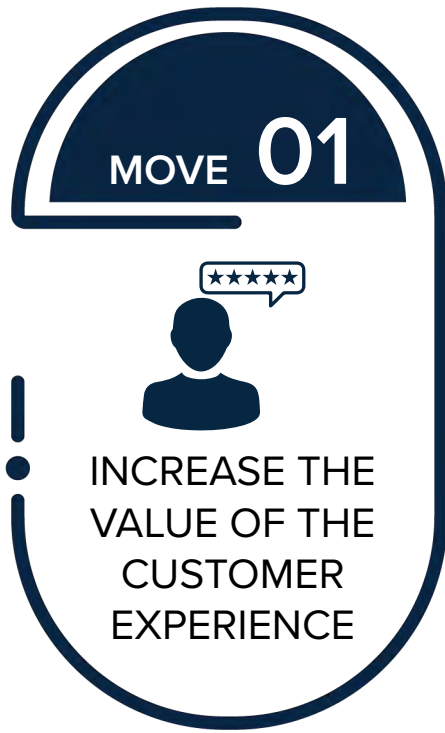


## MOVE 1: INCREASE THE VALUE OF THE CUSTOMER EXPERIENCE

Category	ID	Strategy	
Rehab, Maintenance, and Design	A1	DEVELOP GRAPHIC STANDARDS FOR ELEVATOR BAYS, STAIRWELLS, AND WAYFINDING LOCATIONS	
	A2	COMPLETE ALL PRIORITY 1 REPAIRS FOR ALL DECKS	
	A3	HOST MONTHLY “ALL HANDS DAY” FOR HOUSEKEEPING AT EACH BPA FACILITY	
	A4	COMBINE THE MORRIS AVENUE LOTS INTO ONE FACILITY	
	A5	REPAVE AND RESTRIPE THE MORRIS AVENUE LOT AS NEEDED	
	A6	COMPLETE ALL PRIORITY 2 REPAIRS FOR ALL DECKS	
	A7	REPAIR AND MODERNIZE ELEVATORS	
	A8	IMPLEMENT ROUTINE STRUCTURAL EVALUATIONS EVERY 2 YEARS	
	A9	COMPLETE ALL PRIORITY 3 AND 4 REPAIRS FOR ALL DECKS	
Branding, Marketing, and Education	B1	DEVELOP AND PUBLISH BPA'S MISSION AND VISION STATEMENTS	
	B2	UPDATE LOGO AND BRANDING STANDARDS	
	B3	DEVELOP A STRATEGY FOR RENAMING BPA FACILITIES TO INCREASE PEOPLE'S UNDERSTANDING OF THEIR LOCATION	
	B4	UPDATE THE BPA WEBSITE WITH ACCESSIBLE AND EASILY DIGESTIBLE PARKING MATERIALS	
	B5	HOLD COMMUNITY EVENTS TO EDUCATE THE PUBLIC ABOUT UPCOMING CHANGES TO BPA	
Wayfinding and Signage	C1	INSTALL THE INTERNATIONAL PARKING P AT ALL DECKS	
	C2	INSTALL WAYFINDING SIGNAGE DIRECTING DRIVERS TO BPA FACILITIES	
	C3	INCREASE CLARITY AND LEGIBILITY OF SIGNAGE WITHIN BPA FACILITIES	
Technology	D1	UPDATE CCTV CAMERA SYSTEM AND UNIFY COVERAGE FOR ALL BPA FACILITIES	
	D2	MARKET AND LEVERAGE CONTACTLESS PAYMENTS AND TICKET TAKEOVER	
	D3	UPDATE EMERGENCY CALL BOXES	
	D4	INSTALL DIGITAL MAPS THAT PROVIDE SITE WAYFINDING MAPS THAT CAN BE USED FOR ADVERTISEMENT	
	D5	IMPLEMENT LPR FOR ENTRY OR POST-ENTRY CAPTURE	
	D6	PROCURE AND INSTALL NEW PARCS EQUIPMENT	
	D7	ESTABLISH A CENTRAL COMMAND CENTER TO MONITOR ALL FACILITIES	
	D8	IMPLEMENT RESERVATION SYSTEMS	
	D9	DEVELOP AN EV CHARGING READINESS PLAN	

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Providing an outstanding customer parking experience is essential to developing a successful parking system. This requires the BPA to provide clean, safe, and welcoming parking facilities. Users should be able to easily identify a BPA facility and navigate to the facility without confusion. Additionally, customers should understand how to use BPA's multiple payment options and seamlessly enter and exit a facility. Lastly, BPA should help customers navigate to their destinations through effective wayfinding and signage and promote the diverse offerings of downtown Birmingham.

To increase the value of the customer experience, BPA should make improvements in the four key areas highlighted below. Recommended strategies to address these areas of improvement are provided in this section.



## REHAB, MAINTENANCE, AND DESIGN - QUICK WINS (A1 - A4)



### **A1 - DEVELOP GRAPHIC STANDARDS FOR ELEVATOR BAYS, STAIRWELLS, AND WAYFINDING LOCATIONS**

BPA should develop a cohesive design template that integrates branding with aspects of navigation and safety. These should be consistent elements of colors, fonts, and symbols that prioritize clarity and simplicity. Mock-ups and prototypes should be created to show stakeholders and BPA leadership. A phased implementation should be rolled out at each facility based on budgeting.



### **A2 - COMPLETE ALL PRIORITY 1 REPAIRS FOR ALL DECKS**

BPA should complete repairs that have been identified as Priority 1 for all parking facilities. These repairs address structural needs throughout the system. As a part of the Priority 1 repairs, BPA should also perform power washing pre- and post-repairs.



### **A3 - HOST MONTHLY “ALL HANDS DAY” FOR HOUSEKEEPING AT EACH BPA FACILITY**

The upkeep of BPA-operated parking facilities is the responsibility of each team member. As such, the BPA should implement monthly “All Hands Days” in which all members of the BPA come together to perform extensive housekeeping at a single facility. This strategy can help to ensure team members come together to address outstanding housekeeping needs and contribute to creating a clean and comfortable parking atmosphere for customers.



### **A4 - COMBINE THE MORRIS AVENUE LOTS INTO ONE FACILITY**

Morris Avenue lots are separated by chain link fencing. The combination of lots would improve the efficiency of staffing and resources. Once combined into one lot, the facility will be able to hold both transient and monthly parkers. This combination of users will cause less confusion.

## REHAB, MAINTENANCE, AND DESIGN - RECOMMENDATIONS (A5 - A9)



### **A5 - REPAVE AND RESTRIPE THE MORRIS AVENUE LOT AS NEEDED**

Once combined into a single lot, BPA should restripe the facility. The existing angled parking in the Morris Avenue Lot is more efficient than 90-degree parking. The existing striping in Morris Avenue Lot 1 is faded which causes users to take up multiple spaces.



### **A6 - COMPLETE ALL PRIORITY 2 REPAIRS FOR ALL DECKS**

Based on BPA's structural assessment done in the assessment of the existing conditions, it was found BPA has a total of 132 Priority 2 repair items to complete across seven decks.



### **A7 - REPAIR AND MODERNIZE ELEVATORS**

Elevators are an essential part of the customer's experience. All elevator modernization plans should comply with relevant safety and building codes. BPA should consider energy efficiency upgrades within elevators along with smart control systems that optimize elevator operations. Lastly, aesthetic upgrades can be made using BPA's new logo and branding.



### **A8 - IMPLEMENT ROUTINE STRUCTURAL EVALUATIONS EVERY 2 YEARS**

Given the nature of aging parking decks, BPA should schedule and conduct a structural assessment of all facilities every two years to identify necessary repairs starting in 2026.



### **A9 - COMPLETE ALL PRIORITY 3 AND 4 REPAIRS FOR ALL DECKS**

Based on BPA's structural assessment done in the assessment of the existing conditions, it was found BPA has a total of 129 Priority 3 and 4 repair items to complete across seven decks.

## BRANDING, MARKETING, AND EDUCATION - QUICK WINS (B1 - B5)



### **B1 - DEVELOP AND PUBLISH BPA'S MISSION AND VISION STATEMENTS**

Through the strategic planning process, BPA has established a new mission and vision statement. When adopted, BPA should publish the updated mission and vision statement on the company website, annual reports, marketing materials, and social media.



### **B2 - UPDATE LOGO AND BRANDING STANDARDS**

Through the planning process, BPA has updated its logo and branding standards to symbolize the modern BPA. This logo and branding standard should be displayed throughout BPA facilities and replace existing outdated logos.



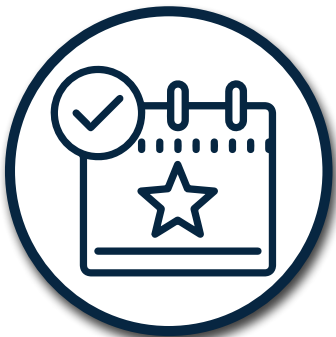
### **B3 - DEVELOP A STRATEGY FOR RENAMING BPA FACILITIES TO INCREASE PEOPLE'S UNDERSTANDING OF THEIR LOCATION**

BPA's existing facility naming is confusing for customers trying to park. BPA should consider location-based names that are easy to identify downtown. The new naming should be relevant to the BPA community and consistent with the updated branding of the agency.



### **B4 - UPDATE THE BPA WEBSITE WITH ACCESSIBLE AND EASILY DIGESTIBLE PARKING MATERIALS**

BPA should update its website to reflect all new and updated parking materials. These updates should be top of the home page and easily accessible to users.



### **B5 - HOLD COMMUNITY EVENTS TO EDUCATE THE PUBLIC ABOUT UPCOMING CHANGES TO BPA**

Education is an important implementation step for increasing BPA usage. Hosting and participating in community events is an effective way to notify the community of upcoming changes.



## WAYFINDING AND SIGNAGE - RECOMMENDATIONS (C1 - C3)



### **C1 - INSTALL THE INTERNATIONAL PARKING P AT ALL DECKS**

BPA does not use the international parking P at its facilities. The international parking P improves wayfinding for customers looking to find public parking. The P should be located on the façade of the facility facing the street. The blue parking P is more recognizable than other colors.



### **C2 - INSTALL WAYFINDING SIGNAGE DIRECTING DRIVERS TO BPA FACILITIES**

Drivers experience confusion finding BPA facilities because there is a lack of wayfinding signage at key downtown intersections. BPA should identify key decision points coming into downtown and work with the city to install signage leading drivers to BPA public parking facilities.



### **C3 - INCREASE CLARITY AND LEGIBILITY OF SIGNAGE WITHIN BPA FACILITIES**

Signage within BPA facilities is faded, vandalized, and hard to read. With BPA's new logo and branding, new signage should replace all outdated signage. Pedestrian lines of vision should be considered when installing new wall signage.

## TECHNOLOGY - QUICK WINS (D1 - D2)



### **D1 - UPDATE CCTV CAMERA SYSTEM AND UNIFY COVERAGE FOR ALL BPA FACILITIES**

CCTVs can reduce crime, vandalism, and reduce overall security costs at facilities. BPA should strategically install cameras to cover key areas of the garage. Consider cameras that have high resolution, low-light performance, and scalability.



### **D2 - MARKET AND LEVERAGE CONTACTLESS PAYMENTS AND TICKET TAKEOVER**

Using cashiers for payment is inefficient and creates congestion within the facility. Make contactless payment convenient by providing payment signage at key locations and placing pay-on-foot machines near the elevator entrance to support advance payments. Educate customers on how to pay through clear and consistent signage. Maintain customer support for customers who may have questions or issues paying. Integrate payment options to a mobile platform through an app or pay-by-text.

## TECHNOLOGY - RECOMMENDATIONS (D3 - D6)



### D3 - UPDATE EMERGENCY CALL BOXES

Existing emergency call boxes are outdated and do not properly stand out. BPA should assess all call boxes to determine which ones need to be replaced. Consider regulatory compliance and investing in technology upgrades. Evaluate the strategic placement of the call boxes within the facility so all users will be able to locate them.



### D4 - INSTALL DIGITAL MAPS THAT PROVIDE SITE WAYFINDING MAPS THAT CAN BE USED FOR ADVERTISEMENT

BPA facilities do not have any existing digital wayfinding signage. Many cities and parking agencies across the country are adopting digital signage inside and outside of facilities. The added signage also provides an opportunity for increased revenue through advertisement. Plan for power sources and network connectivity when choosing where to place signage. Take the line of sight into account when choosing a placement along with an accessible user-friendly interface.



### D5 - INTEGRATE LICENSE PLATE RECOGNITION (LPR) FOR ENTRY OR POST-ENTRY CAPTURE

LPR can decrease the queuing of vehicles for ingress and egress in a facility. BPA should assess all gates in each facility to determine if they have adequate space to install LPR for entrance and exit and then issue a request for quotes from vendors. Additionally, BPA should evaluate the current usage and user type to determine which facilities could benefit from LPR technology.



### D6 - PROCURE AND INSTALL NEW PARCS EQUIPMENT

BPA's current Parking Access and Revenue Control Systems (PARCS) equipment is reaching its end of life. As BPA's entry terminals, pay-in-lane machines, and pay-on-foot pay stations reach the completion of their life-cycle, BPA should identify equipment that best enhances the customer experience and increases system entry/exit efficiency. Ensuring PARCS equipment is fully integrated with BPA's future LPR system and contactless payment options will be essential to creating a seamless payment experience.

## TECHNOLOGY - RECOMMENDATIONS (D7 - D9)



### **D7 - ESTABLISH A CENTRAL COMMAND CENTER TO MONITOR ALL FACILITIES**

Once BPA has selected a CCTV camera provider and installed them in all BPA facilities, a central command center will be able to monitor all cameras. Response time efficiency can be achieved by dispatching security staff to a specific location based on communication with the command center. The command center should be in a centralized location downtown to decrease response time.



### **D8 - IMPLEMENT PARKING RESERVATION SYSTEM**

Adding parking reservations to BPA's portfolio is an opportunity to increase revenue. The reservation system should be easily accessible from the homepage of the website and should have discounted prices for purchasing in advance. BPA should assess which facilities they could use for a reservation system approach. Additionally, BPA should collaborate with event venues to incorporate pre-booking parking after event admission is purchased.



### **D9 - DEVELOP AN EV CHARGING READINESS PLAN**

Part of modernizing BPA facilities is keeping up with parking and mobility trends. Accommodating electric vehicles in the future involves preparing infrastructure, policies, and support for the increased adoption of these vehicles.





In recent years, parking operations at the BPA have not met industry standards. Departments within the BPA operate based on undocumented legacy procedures that are often misaligned with BPA's needs. Additionally, the BPA does not have a track record of providing a high-quality customer experience. This is evident by the deterioration of BPA facilities over time. To rectify BPA's operation, provide a high-quality parking experience, and leverage technology and innovation, BPA should explore opportunities to enhance it's day-to-day operations to a third-party.

BPA currently employs over 50 part-time and full-time staff to manage its off-street operations. Maintaining in-house staff has not resulted in system enhancements or operational expertise. Although BPA staff typically have over 10 years of experience working at the BPA, this has not resulted in system efficiency, maintenance expertise, or enhanced job performance.

When evaluating operational enhancements, BPA should evaluate internal staff capabilities and expertise, hidden operational costs associated with in-house operations, security concerns with third-party vendors, required contract administration and oversight, risk management, and service level agreement requirements.



**LEGACY MAINTENANCE PROCEDURES ALLOW TRASH TO BE DISPOSED ON SIDEWALKS NEAR BPA DECKS**





## MOVE 2: OPTIMIZE OFF-STREET PARKING OPERATIONS

Category	ID	Strategy	
Optimize Off-street Operations	E1	EVALUATE PARTNERING WITH A 3RD PARTY VENDOR TO IMPROVE OPERATIONAL EFFICIENCY	
	E2	EVALUATE HOUSEKEEPING	

### RECOMMENDATION DESCRIPTIONS - (E1)



#### E1 - EVALUATE PARTNERING WITH A 3RD PARTY VENDOR TO IMPROVE OPERATIONAL EFFICIENCY

BPA should develop an RFP that invites 3rd party vendors to provide solutions to optimize operational efficiency. The RFP should include specific considerations related to BPA's needs. Clearly state the objectives and scope that the vendor will be expected to perform. Assess the qualifications of the potential vendor based on previous experience and skill sets to create a short-list.

Conduct site visits with short-listed candidates to assess their understanding of the facilities. Require short-listed candidates to submit a finalized proposal and then choose the most qualified. Begin negotiations to discuss contractual terms, pricing, and service level agreements. End by awarding the contract to the chosen parking vendor.

Begin the on boarding process with the vendor and establish service level agreements to ensure the vendor performs their duties in a manner that meets or exceeds the needs of the BPA.

	Priority/Timeline						
	2024/25	Q4 2024	Q1 2025	Q2 2025	Q32024	2026	2027

RECOMMENDATION DESCRIPTIONS (E2)



E2 - EVALUATE HOUSEKEEPING

After customer service and security have been optimized, begin the evaluation process of improving housekeeping. Evaluate the performance of in-house housekeeping based on defined standards, responsiveness to housekeeping request, digital performance tracking, and the cleanliness of BPA facilities.





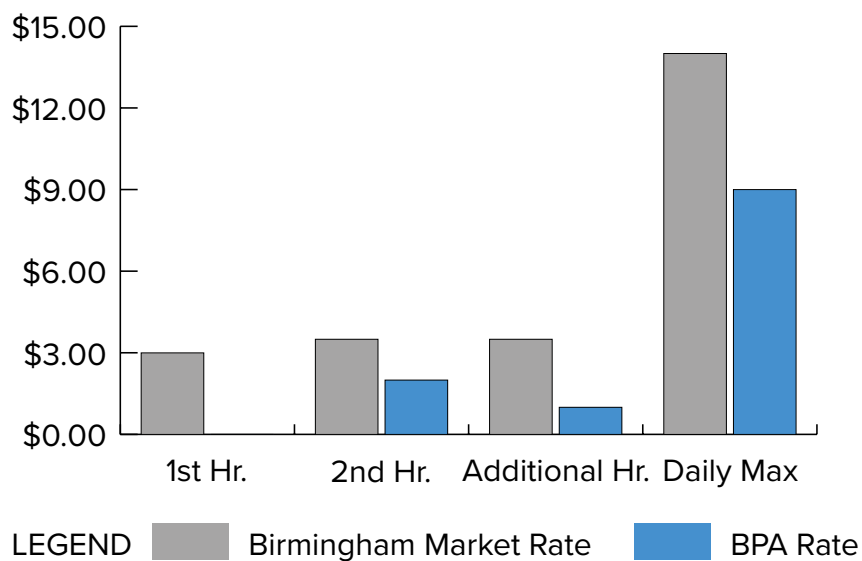
A market rate analysis evaluated the cost of parking in Downtown Birmingham. Twenty-one parking facilities were evaluated to identify the median price of parking in downtown.

- First-Hour Rate: \$3.00 Median
- Additional Hour Rates: \$3.50 Median
- Maximum Daily Rates: \$14.00 Median

Based on the Birmingham market assessment, BPA's hourly parking rates and maximum daily rate were found to be under market. This results in suboptimal revenue generation and limits funding opportunities for needed maintenance and repairs. A comparison of BPA's hourly rates to the Birmingham market is provided below.

Additional, when compared to benchmarked cities, BPA's monthly rates are lower than most of its peers. Because BPA has a large influence on Birmingham's off-street parking market, BPA's reduced monthly rates likely result in a lower monthly parking rate throughout Birmingham.

Compared to Birmingham's market rate for hourly off-street parking, BPA has a lower rate for each hourly category. BPA is misaligned with the Birmingham market.



BPA’s median monthly rate of \$95.00 has not increased for several years. When compared to benchmarked cities, BPA has the second lowest median monthly rate. As seen below, Birmingham’s median rate ranges from \$11.00 to \$30.00 less than 4 out of 5 benchmarked cities.



## MOVE 3: ALIGN RATES WITH THE BIRMINGHAM MARKET

Category	ID	Strategy	
Align Rates with the Birmingham Market	F1	IMPLEMENT A MONTHLY DISCOUNT FOR DOWNTOWN EVENING EMPLOYEES	
	F2	EVALUATE & ADJUST PARKING PRICING BASED ON MARKET CONDITIONS	
	F3	EXPAND THE VALIDATION PROGRAM TO BUSINESSES INTERESTED IN OFFERING VALIDATIONS FOR CUSTOMERS	
	F4	REASSESS MARKET RATES FOR PARKING AND ADJUST ANNUALLY TO ALIGN WITH CHANGES IN THE MARKET	

### RECOMMENDATION DESCRIPTIONS - (F1 - F2)



#### F1 - IMPLEMENT A MONTHLY DISCOUNT FOR DOWNTOWN EVENING EMPLOYEES

Downtown does not offer monthly permit discount for evening employees. BPA should:

- Define eligibility criteria for a 60% monthly permit discount.
- Communicate this new monthly permit option with local employers and inform employees about the application process.
- Create a streamlined and user-friendly application process for evening employees.
- Designate which facilities and if there will be any reserved areas specifically for evening employees.



#### F2 - EVALUATE & ADJUST PARKING PRICING BASED ON MARKET CONDITIONS

BPA should use the results of the market analysis conducted with this study as well as updated evaluations post-study to ensure that parking pricing reflects market conditions and is supportive of an effective and functioning Downtown Birmingham parking market.

	Priority/Timeline						
	2024/25	2026	2027	2028	2029	2030	2031

## RECOMMENDATION DESCRIPTIONS - (F3 - F4)



### **F3 - EXPAND THE VALIDATION PROGRAM TO BUSINESSES INTERESTED IN OFFERING VALIDATIONS FOR CUSTOMERS**

BPA should explore partnerships with local businesses near facilities for parking validations. Validations should have a maximum time limit.



### **F4 - REASSESS MARKET RATES FOR PARKING AND ADJUST ANNUALLY TO ALIGN WITH CHANGES IN THE MARKET**

Beginning in 2027, BPA should update its market analysis to realign prices with the downtown market to remain competitive.





Strategic partnerships between BPA and private and public agencies could enable BPA to expand its parking footprint without taking on debt service. Leveraging BPA's operational resources, BPA could operate parking facilities on behalf of outside owners. Opportunities to explore include:

- Traditional management-style agreements
- Cross-jurisdictional opportunities
- Shared parking opportunities

Services that BPA could provide include:

- Enforcement only
- Payment management and enforcement
- Enforcement and monthly parking management
- Full management

## CASE STUDY EXAMPLES

There are multiple examples of parking agencies managing parking on behalf of property owners.

- The City of Sacramento Parking Division manages parking for Private Parking Operations
- The Miami Parking Authority provides cross-jurisdictional management for the City of Doral
- The Philadelphia Parking Authority provides cross-jurisdictional management for Airport and Transit
- The City of Portland operates a Northwest PDX Shared Parking Program



Birmingham opportunities could include:

- Private Property Owners
- Birmingham-Jefferson Convention Complex (BJCC)
- Birmingham Jefferson County Transit Authority (BJCTA)
- Birmingham Parks and Recreation
- Birmingham Zoo
- Legacy Arena
- Legion Field Stadium
- Protective Stadium
- Regions Field
- Star Amphitheater

## MOVE 05



### DEVELOP SURFACE LOTS AND MANAGE FUTURE PARKING

BPA should explore public-private partnership opportunities to develop properties in its portfolio. Development of surface parking lots could help enhance downtown vibrancy. Additionally, as a part of the development agreement, BPA should require sole management of future parking developed at potential sites. By partnering with the development community and spurring economic development, BPA can help to promote the highest and best use of land in downtown Birmingham while expanding its parking foot print.



**MORRIS AVENUE LOT**





Developing a unified and high-quality parking experience is essential to enhancing the parking and mobility experience in Birmingham. On-street parking plays a pivotal role in accomplishing this goal. Having on-street and off-street parking managed by a single agency can help to enhance both systems and create a balanced parking ecosystem. The following benefits of this transition include:

- Unified high-quality parking experience
- Shift long-term parking to off-street facilities
- Enhance parking compliance and safety
- Supports the City's parking and mobility goals



To evaluate the benefits of the City of Birmingham delegating on-street parking management to the BPA, there are four key factors to evaluating the systems current performance. These factors are:



### **DAYS AND HOURS OF OPERATION**

The time periods when customers must pay for parking set the stage for parking turnover and potential revenue generation.



### **HOURLY RATE**

The hourly rate reflects the value of access to the curb and should be set based on parking demand and off-street parking rates.



### **UTILIZATION RATES AND TURNOVER**

Parking occupancy, duration, and frequency reflect parking demand and are determined by the user.



### **COMPLIANCE RATE**

Parking compliance is the percentage of people who follow curb lane rules and pay for parking as required.



## MOVE 6: CONSIDER MANAGEMENT OF THE ON-STREET PARKING SYSTEM

Category	ID	Strategy	
LEGISLATION, POLICIES, AND GOVERNANCE	G1	ACTIVELY PARTNER AND SUPPORT THE CITY WITH TOWING AND ENFORCEMENT LEGISLATIVE CHANGES	
	G2	DEVELOP A BUSINESS PLAN TO UNDERSTAND THE POTENTIAL IMPACT OF THE CITY OF BIRMINGHAM DELEGATING MANAGEMENT OF THE ON-STREET PARKING SYSTEM TO THE BPA	
	G3	REVIEW STATE ENABLING LEGISLATION TO ALLOW FOR MANAGEMENT DELEGATION OF THE ON-STREET PARKING SYSTEM	
	G4	REVIEW CITY CODE TO ALLOW BPA TO MANAGE AND ENFORCE THE ON-STREET PARKING SYSTEM	
	G5	REVIEW CITY CODE TO ENHANCE CURB LANE MANAGEMENT AND ENFORCEMENT	
	G6	REVIEW THE FINE SCHEDULE FOR PARKING AND CURB LANE SAFETY VIOLATIONS	
PLANNING	H1	DEVELOP A CURB MANAGEMENT STRATEGY PLAN (9 - 12 MONTHS)	
	H2	EVALUATE TRANSACTIONS AND COMPLIANCE RATES	
	H3	ESTABLISH SYSTEM GOALS AND OUTCOMES	
	H4	UNDERSTAND HOW THE SYSTEM PERFORMS THROUGH OCCUPANCY, DURATION, TURNOVER, AND FINANCIAL ANALYSES	
MOBILITY MANAGEMENT	I1	EXPAND BELOW-THE-CURB SHARED MICROMOBILITY OPTIONS	
	I2	EXPLORE NEW PARTNERSHIP STRATEGIES WITH TRANSIT AND MICROMOBILITY PROVIDERS WITHIN AND ADJACENT TO BPA FACILITIES	
	I3	DEVELOP A PARTNERSHIP BETWEEN BPA AND BJCTA TO INCENTIVIZE TRANSIT RIDERSHIP AFTER PARKING IN A CITY-OWNED PUBLIC PARKING FACILITY.	
	I4	ESTABLISH NEW MOBILITY HUBS THROUGHOUT HIGH-DEMAND PARKING DISTRICTS	
	I5	ESTABLISH PARKING BENEFIT DISTRICTS AND REINVEST A PORTION OF PARKING REVENUES TO FUND MOBILITY-RELATED ENHANCEMENTS	

	Priority/Timeline						
	2024/25	2026	2027	2028	2029	2030	2031
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		●	●				
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## RECOMMENDATION DESCRIPTIONS (G1 - G6)

### G1 - G6 - LEGISLATION, POLICIES, AND GOVERNANCE



City and state legislation, policies, and governance structure are foundational to a successful municipal parking program. Ensuring that the municipal code promotes parking compliance and enables the delegation of system oversight is critical for Birmingham's on-street parking system. The following strategies should be performed to enhance the on-street parking system:

- Actively partner and support the City with towing and enforcement legislative changes.
- Develop a business plan to understand the potential impact of the City of Birmingham delegating management of the on-street parking system to BPA.
- Review state-enabling legislation to allow for management delegation of the on-street parking system.
- Review city code to allow BPA to manage and enforce the on-street parking system.
- Review city code to enhance curb lane management and enforcement.
- Review the fine schedule for parking and curb lane safety violations.

## RECOMMENDATION DESCRIPTIONS (H1 - H4)

### H1 - H4 - PLANNING



The City of Birmingham does not have a defined curb management strategy. To enhance the on-street parking system, create a unified and high-quality parking experience, and assess the delegation of on-street parking management to the BPA, the following planning strategies should be conducted:

- Develop a curb management strategy plan (9 - 12 months).
- Evaluate curbside transactions and compliance rates.
- Establish system goals and outcomes.
- Understand how the system performs through occupancy, duration, turnover, and financial analysis.

## RECOMMENDATIONS (L1 - L5)

### L1 - L5 MOBILITY MANAGEMENT

To enhance mobility options offered in downtown Birmingham and support a park once experience, BPA should perform the following strategies:



- Expand below-the-curb shared micromobility options.
- Explore new partnership strategies with transit and micromobility providers within and adjacent to BPA facilities.
- Develop a partnership between the BPA and BJCTA to incentivize transit ridership after parking in a city-owned public parking facility.
- Establish new mobility hubs throughout high-demand parking districts.
- Establish Parking Benefit Districts and reinvest a portion of parking revenue to mobility-related enhancements.





