



January Board Cycle

Milwaukee County Parks
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Wauwatosa, WI 53226
(414) 257-PARK

Date: December 29, 2017
To: Theodore Lipscomb, Sr., Chairman, County Board of Supervisors
From: Guy Smith, CPRP, Interim Parks Director
Subject: **Update on the Implementation of Parks Paid Parking Program (INFORMATION)**

Issue

Update on 2018 budget amendment 1A034, Amend Org. Unit No. 9000 – Department of Parks, Recreation, and Culture: implementation of pay-to-park program.

Background

1A034 Service Level Changes

- Implementation of a pay-to-park program.
 - Revenue of \$1.6 million dollars is included in the budget for the Milwaukee County Parks Department related to the institution of a pay-to-park program. A workgroup including representatives from the Parks Department, County Board, County Executive, Department of Administrative Services, Park advocacy groups and affected current Parks business partners will be convened upon 2018 budget adoption to finalize the parameters of the program.
 - The workgroup shall evaluate businesses operating in Milwaukee County parks pay fair market prices for parking. Additionally, the workgroup, in conjunction with Parks Administration, should examine current lease and management agreements for opportunities to increase contributions from businesses operating in the parks.
 - The workgroup will explore paid parking in all areas of the County and will not be disproportionately concentrated on the northside, but equally considered system-wide. The workgroup will also explore options to charge non-county residents for parking within the Parks system.



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Any pay-to-park program proposal must be presented to the Milwaukee County Board of Supervisors for approval by the Board prior to its implementation. This process shall include a public hearing on the proposed plan.

This amendment would have no tax levy impact.

Paid Parking Workgroup

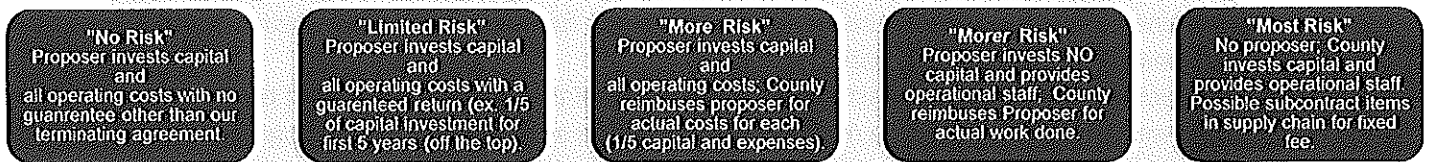
Per this direction, a workgroup was formed. Members include:

- Supervisor Marcelia Nicholson, County Board Supervisor (5th District), Parks, Energy & Environment Committee Vice-Chair
- Joe Bartolotta and Keith Trafton, The Bartolotta Restaurants
- Jeff Sherman, OnMilwaukee.com
- Dawn St. George, Executive Director, The Park People
- Guy Smith, Interim Parks Director, Milwaukee County Parks
- John Nelson, Safety, Security, and Training Manager, Milwaukee County Parks
- Jeremy Lucas, Senior Budget & Management Analyst, Milwaukee County

During the 12/6 kick-off meeting, the workgroup reviewed Amendment 1A034, the 2018 County Budget, the Request for Information (RFI) that was issued in November of 2017, current parking management agreements within the County, timeline, and expectations for the workgroup.

At the 12/14 meeting, the workgroup reviewed low-moderate-high risk parking models, compared RFI responses, discussed parking evaluation criteria and potential paid parking locations, and identified a framework for the upcoming RFP. Next steps were identified: 1) hold a public meeting tentatively slated for the week of 1/8/18, 2) provide an information update during the January board cycle, and 3) issue a Request for Proposals (RFP) by the end of January.

The RFI closed on November 27, 2017 and eleven qualified responses were received. These responses were submitted by a wide variety of regional parking industry professionals. A majority of the proposals suggested County staff operate the paid parking program through a combination of purchased equipment or digital services, while others proposed that the County utilize third-party staff to operate the program for a fee. There was value in many of the proposals and several lessons were learned from this process that will help inform an RFP.



Review of low-moderate-high risk parking models from "Little Risk - Least Reward" to "All Risk - All Reward" for the County



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Evaluation Criteria

To evaluate potential locations to implement the paid parking program, criteria were discussed by the workgroup and would establish viability and priority of potential parking locations based on a point system.

Proposed Parks Paid Parking Evaluation Criteria	
Regional Draw (1pt)	Does it draw patrons from outside Milwaukee County?
Special Events (1pt)	Does the location host special events?
Food/Bev Access (1pt)	Are there permanent food & beverage facilities?
Activities (up to 3 pts)	What number of active recreational facilities within the park?
Return on Investment (1pt)	Can the location reasonably expect to recoup capital investment within the timeframe of the first contract?
Public use for private benefit (1pt)	Are there neighboring businesses/facilities that contribute to park property use for activities not related to the Parks Department

Potential Parking Locations

Locations identified by the workgroup as potentially viable for paid parking include regional, community, parkway, signature facilities, and special use facilities, primarily because of the regional draw associated with these facilities. Neighborhood parks were determined not viable for paid parking locations because these facilities primarily serve local, neighborhood-scale needs. The facilities listed below will be further evaluated by the workgroup. Street parking locations along Lincoln Memorial Drive will also be considered.

Potential Parks Paid Parking Locations			
PARK NAME	PARK TYPE	STREET	LOT
Bender Park	Regional	-	X
Bradford Beach	Regional	-	X
Brown Deer Park	Regional	X	X
Currie Park	Regional	X	X
Dretzka Park	Regional	X	X
Estabrook Park	Regional	X	X
Grant Park	Regional	X	X
Greenfield Park	Regional	-	X
Lake Park	Regional	X	X
Lincoln Park	Regional	X	X
McKinley Park	Regional	X	X
Mitchell Park	Regional	X	X
Sheridan Park	Regional	X	X
South Shore Park	Regional	X	X
Veterans Park	Regional	X	X



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Warnimont Park	Regional	-	X
Washington Park	Regional	X	X
Whitnall Park	Regional	X	X
Wilson Park	Regional	-	X
Wilson Recreation Center	Regional	X	X
Baran Park	Community	-	X
Dineen Park	Community	X	X
Doctors Park	Community	-	X
Doyne Park	Community	-	X
Froemming Park	Community	-	X
Gordon Park	Community	-	X
Greene Park	Community	-	X
Hales Corners Park	Community	-	X
Hoyt Park	Community	-	X
Humboldt Park	Community	X	-
Jacobus Park	Community	-	X
Juneau Park	Community	-	-
King Park	Community	-	X
Kletzsch Park	Community	-	X
Kosciuszko Park	Community	-	X
Madison Park	Community	-	X
McCarty Park	Community	-	X
McGovern Park	Community	-	X
Meaux Park	Community	-	X
Noyes Park	Community	-	X
Pulaski Park	Community	-	X
Rainbow Park	Community	-	X
Riverside Park	Community	-	-
Rose Park	Community	-	X
Schoenecker Park	Community	-	-
Scout Lake Park	Community	-	X
Sherman Park	Community	-	X
West Milwaukee Park	Community	-	X
Zablocki Park	Community	-	X
Dale Creek Parkway	Parkway	X	-
Grantosa Creek Parkway	Parkway	X	-
Honey Creek Parkway	Parkway	X	-
Kinnickinnic River Parkway	Parkway	X	-



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Lincoln Creek Parkway	Parkway	X	-
Lincoln Memorial Drive	Parkway	X	-
Little Menomonee River Parkway	Parkway	X	-
Menomonee River Parkway	Parkway	X	-
Milwaukee River Parkway	Parkway	X	-
Oak Creek Parkway	Parkway	X	-
Root River Parkway	Parkway	X	-
Story Parkway	Parkway	X	-
Underwood Creek Parkway	Parkway	X	-
Boerner Botanical Gardens	Signature Facility	-	X
Franklin Sports Complex	Signature Facility	-	X
Mitchell Park Domes	Signature Facility	-	X
Wehr Natuer Center	Signature Facility	-	X
Wilson Recreation Center	Signature Facility	-	X
Granville Dog Park	Special Use	-	X
Hansen Park	Special Use	-	X
Kulwicki Park	Special Use	-	X
Milwaukee Rotary Centennial Arboretum	Special Use	-	-
Oakwood Park	Special Use	-	X
O'Donnell Park*	Special Use	-	X
Park Maintenance	Special Use	-	X
River Front Launch Site	Special Use	-	-
Rover West*	Special Use		X
Runway Dog Park	Special Use	-	-
Trimborn Farm*	Special Use	-	-
War Memorial and Art Center*	Special Use	-	-

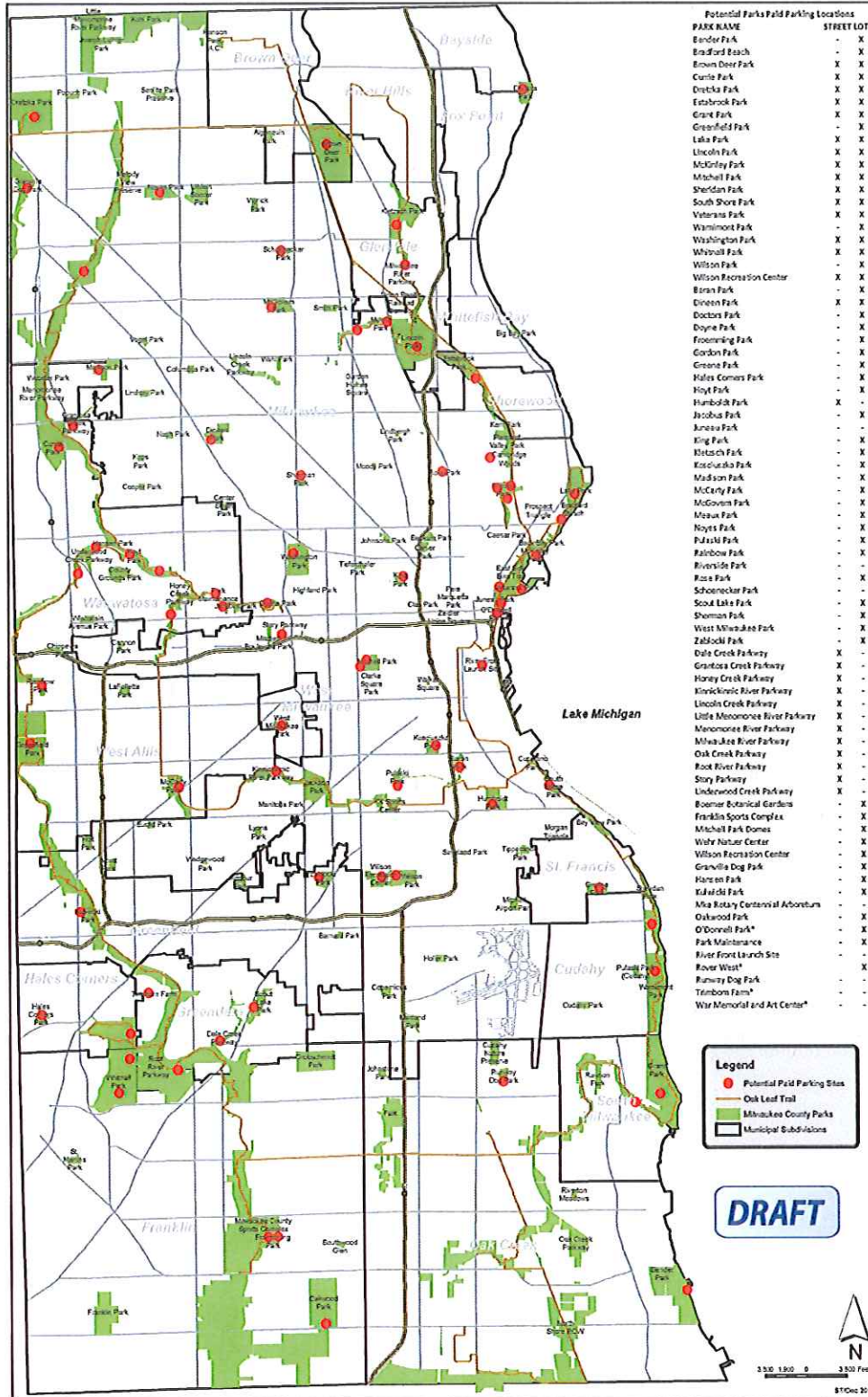
**Locations where agreements or ownership may prohibit implementation of pay-to-park program.*



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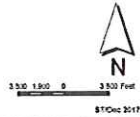


PARK NAME	STREET LOT
Bender Park	- X
Bradford Beach	- X
Brown Deer Park	X X
Carlin Park	X X
Drexler Park	X X
Estabrook Park	X X
Grant Park	X X
Greenfield Park	- X
Lela Park	X X
Lincoln Park	X X
McGrory Park	X X
Michell Park	X X
Sheridan Park	X X
South Shore Park	X X
Veterans Park	X X
Wainmont Park	- X
Washington Park	X X
Whitnall Park	X X
Wilson Park	- X
Wilson Recreation Center	X X
Biran Park	- X
Dineen Park	X X
Doctors Park	- X
Doyle Park	- X
Fromming Park	- X
Gordon Park	- X
Groene Park	- X
Hales Corners Park	- X
Hoyt Park	- X
Humboldt Park	X -
Jacobus Park	- X
Junessa Park	- -
King Park	- X
Kitchick Park	- X
Kosciusko Park	- X
Madison Park	- X
McCarty Park	- X
McGovern Park	- X
Meaux Park	- X
Royce Park	- X
Parkside Park	- X
Rainbow Park	- -
Riverside Park	- -
Rose Park	- X
Schoenecker Park	- -
Sokol Lake Park	- X
Sherman Park	- -
West Milwaukee Park	- X
Zablocki Park	- X
Dale Creek Parkway	X -
Grantz Creek Parkway	X -
Honey Creek Parkway	X -
Kirklinck River Parkway	X -
Lincoln Creek Parkway	X -
Little Menomonee River Parkway	X -
Menomonee River Parkway	X -
Milwaukee River Parkway	X -
Oak Creek Parkway	X -
Rock River Parkway	X -
Story Parkway	X -
Underwood Creek Parkway	X -
Boerner Botanical Gardens	- X
Franklin Sports Complex	- X
Michell Park Domes	- X
Walter Nature Center	- X
Wilson Recreation Center	- X
Granville Dog Park	- X
Hare on Park	- X
Kaliski Park	- X
Mia Rotary Centennial Arboretum	- X
Oakwood Park	- X
O'Donnell Park*	- X
Park Maintenance	- X
River Front Lunch Site	- -
River West*	- X
Purbury Dog Park	- -
Timbons Farm*	- -
War Memorial and Art Center*	- -

Legend

- Potential Paid Parking Sites
- Oak Leaf Trail
- Milwaukee County Parks
- Municipal Subdivisions

DRAFT



Map of potential paid parking locations within Milwaukee County Parks



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Operational Assumptions

Two main considerations for having a third-party vendor implement the Parks paid parking program are: 1) Milwaukee County's deficiencies in funding and 2) Milwaukee County's lack of staff with industry expertise.

- **Capital deficiencies:** Milwaukee County is struggling to keep up with deferred maintenance and the capital funding needed to address that maintenance for our built assets and infrastructure. The County is not positioned to provide the up-front capital required to purchase, lease, and install the infrastructure needed to implement a paid parking program. Utilizing a third-party vendor provides access to infrastructure and capital funding outside of Milwaukee County resources without the obligation that Milwaukee County add to its list of deferred maintenance.
- **Industry expertise:** Historically, the County has not been able to demonstrate the ability to optimize revenue from in-house parking operations. Recent examples in which professional parking operators managed our facilities have yielded revenues 2-3 times those that were collected when managed by County staff. Milwaukee County has a history of entering into partnerships with third parties for the management of its parking operations such as the surface lot at 6th and State, the parking lots under 794 in downtown Milwaukee, or the parking operations at General Mitchell International Airport. These partnerships have succeeded because the parking operators bring skill and workforce to the operations, marketing, and management of parking lots which in turn maximizes revenue for the County.

Proposed Parking Management RFP

Milwaukee County will issue a competitive Request for Proposal ("RFP") process that is intended to identify an Operator of the County's paid parking system. The Operator will maximize revenues for the County, reduce administrative burdens of the County, and support a mission of providing public benefits through the paid parking effort (the "Project").

Staffing Plan: The Operator will be expected to provide and manage all staff necessary to operate the Project. The County may elect to provide supplementary staffing as needed. Specific areas which may necessitate additional County staff include safety and security, enforcement, property management, programming and event coordination, interacting with County tenants and adjacent Park users, marketing, auditing, and bookkeeping. The Operator will at a minimum provide the following staff:

- Front line staff with customer service training and the County will assist in ensuring that Milwaukee County's values are promoted
- 24/7 call center
- Safety and security training

The County may, during the duration of the agreement, request dedicated staff in specific park locations. The County seeks a turn key operation with enforcement managed by vendor except for 10pm - 9am daily, during which Park Rangers will provide parking enforcement as they do today. The County will leave all enforcement and collection options open for the RFP to allow responders the flexibility to provide the most advantageous outcome for the County. Options could range from all tickets by Sheriff to all tickets by vendor, or some combination thereof.

Equipment: The Operator will provide all equipment necessary to manage the parking operations at the expense of the Operator. It is anticipated that the fare collection will be conducted through a mix of multi-space kiosks offering



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pay-by-plate technology, sensor-based light pole technology, citation equipment, pass through gates, and seasonal and/or annual permits. The decision to install and utilize specific equipment will be responsibility of the Operator to maximize revenue. All kiosks will be illuminated using solar power technology. All kiosks must support credit cards, change, and bills. All kiosks will be ADA compliant and offer multiple languages. Some kiosks will provide emergency phones. Operator to provide specifications on LUKE II and Parkeon kiosk models, in addition to other recommendations. Consider kiosk models that support payment for items outside of parking payment (e.g. charitable donations, dog permits, disc golf permits, etc.). All signage, stickers, and equipment included in vendor costs.

Marketing Plan: The Operator will implement a pre-launch marketing effort including a stakeholder engagement plan. The Operator will continuously market parking opportunities, including but not limited to utilizing technology that promotes available parking spaces using real time data. The Operator will provide cross-marketing and branding opportunities to Milwaukee County in its parking marketing effort, application development, kiosks, and other equipment. The County will develop a unique brand for this marketing effort that will be utilized by the Operator. The Operator will conduct outreach and market to potential monthly and other long-term parking customers. The Operator will provide customer data to Milwaukee County to assist the County in developing a CRM database.

Parking Rates: The Operator will include consideration of one free parking day per week (e.g. Wednesdays) and free parking on holidays. Should seasonal and/or permits be incorporated, the Operator and the County to consider permits as exclusive to Milwaukee County residents. Consider uniform implementation across all approved paid parking venues with varying rates (from full market value to reduced rates).

Technology, Data Security Plan & Metrics: The Operator will provide a data management platform that is open and accessible to the County. Information collected through the data management platform will help inform pricing, conduct trend analysis, and build the County's CRM database. The Operator will develop data backup procedures, to be approved by the County's IMSD. The Operator will develop an information security plan, to be approved by the County's IMSD. The Operator will consider using the same application that the City of Milwaukee currently uses with the goal of providing users with a consistent, known payment interface.

Revenue to County: The Project will be operated on a Concession-basis wherein the Operator pays the County a flat fee plus a percentage of revenue. The Operator will pay all operating expenses included in a pre-approved budget without reimbursement of the County. The percentage paid to the County will escalate progressively over time. The Operator will develop parking sponsorship opportunities. The County's terms may consider combined revenues from parking and enforcement as to reduce Operator incentive to excessive ticketing. The Operator will identify penalties (civilian) for unpaid tickets issued during Operator-enforced hours, while the County will identify penalties (municipal) for unpaid tickets issued during Ranger-enforced hours.

Implementation Plan: The Operator and County will meet weekly to plan for the initial Project implementation. Following a "go live" date, the Operator and County will meet regularly to assess the Project's performance and areas of improvement. Ideally, the system will be up and running no later May 1, 2018.

Other: The Project will be compliant with all Milwaukee County Ordinances including the living wage ordinance. The Project will implement Key to Change meters in certain locations determined by the County to benefit the Housing Division's campaign to end chronic homelessness. The County will evaluate cellular communication needs to



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support kiosk functionality, including consideration of cellular sources/booster to cover gaps, generate additional revenue, and potentially provide free Wi-Fi in specific Parks locations.

Next Steps

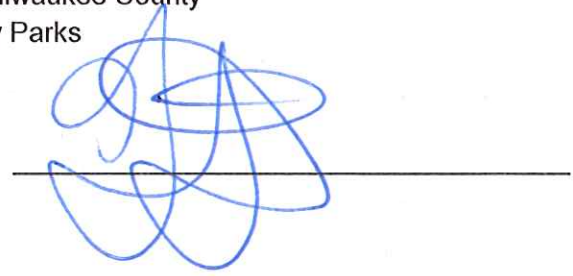
To confirm, the next steps of the workgroup include 1) hold a public meeting tentatively slated for the week of 1/8/18, 2) provide an information update during the January board cycle, and 3) issue a Request for Proposals (RFP) by the end of January.

Recommendation

No action requested. Informational item unless further action required.

Prepared By: Jeremy Lucas, Senior Budget & Management Analyst, Milwaukee County
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Jim Tarantino, Director of Economic Development, Milwaukee County
Guy Smith, Interim Parks Director, Milwaukee County Parks

Approved By: Guy Smith, CPRP, Interim Parks Director



Attachments:

- None

Copy:

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- Raisa Koltun, Chief of Staff, County Executive's Office
- Theodore Lipscomb, Sr., Chairman, County Board of Supervisors
- Kelly Bablitch, Chief of Staff, County Board of Supervisors
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- Sequanna Taylor, Supervisor District 2
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