

**CITY OF NEWARK
DELAWARE**

**PLANNING COMMISSION
PARKING SUBCOMMITTEE
MEETING MINUTES**

January 24, 2018

**Council Chamber
2:00 p.m.**

Present at the 2:00 p.m. meeting were:

Chair: Frank McIntosh

Committee Members Present: Rob Cappiello
Will Hurd
Chris Locke
Rich Rind
Alan Silverman

Committee Members Absent: Jordan Abada
Lee Mikles

Staff Present: Mary Ellen Gray, Planning and Development Director
Mike Fortner, Planner
Marvin Howard, Parking Manager
Courtney Mulvanity, Parking Supervisor

Mr. Frank McIntosh called the Parking Subcommittee meeting to order at 2:02 p.m.

1. CHAIR’S REMARKS

Mr. McIntosh: It’s good to have you here. The meeting is called to order. Chair’s Remarks. We have a lot of work to do today so we’re going to stay on task, as best we can and plow through it. What we have, if you have not picked it up yet, there is some stuff up top there that looks like this. It has the matrix and has some information about how this meeting is going to be conducted. So you should have that in your hands. We’re going to do several different things. The first thing we’re going to do is to look at the effectiveness of the solutions that came out of the previous meeting. And on that paper, that would be the middle column.

Ms. Michelle Vispi: Frank, don’t forget to use the microphone.

Mr. McIntosh: Say what?

Ms. Vispi: The microphone.

Mr. McIntosh: Oh yeah, the microphone. Okay this meeting will come to order. And we’re going to stay on task today and get done. We have a process that we’re going to work through. We’re going to do some in groups and then do some out of groups. For those of you in the audience, you will be welcome to participate in the groups when that time comes. And you can’t talk or even smirk, but you can be in the groups. No, that’s not true. You can talk. We won’t listen to you, but you can talk.

If you see this matrix in your hands that you picked up up there, this was put together by Mike [Fortner] for us, and taken from the minutes of that meeting. The first column was the discussion that took place. The second column is the solutions that were derived from that

discussion. And the third column is some proposed implementation strategies that were not part of, I don't think, part of the group discussion. Do they mostly come from you, Mike? The implementation strategies?

Mr. Mike Fortner: I think it's a combination of both, pulling from the solutions offered and maybe putting them together into some sort of formula.

Mr. McIntosh: Okay, good. So that's what this document is. It is not sacrosanct, so that's why we're going to go through the first phase, which is judging the effectiveness of it. We'll be judging the solutions and the implementation, basically, proposed part of this. And then if we deem that that's enough to solve this problem, we'll just let it go at that. If not, we will solicit additional solutions at that point.

The implementation strategies can shift and change, and they don't have to be what's here right now. The solutions are kind of the key at this point, it seems to me. The implementation strategies give us a clue as to where we may take this . . . a good clue as to where we may take this to get the job done, ultimately. And, ultimately, that's the key in the final analysis that we succeed in enacting an action plan for each of these issues or problems that we've identified so that, in the end, we don't have a parking issue for years to come. That's the idea.

So, that will be the first part. And then we will break into two groups, and those two groups will be headed by Will [Hurd] and Alan [Silverman]. And we will be discussing in one group . . . where did it go, oh here it is . . . the parking distribution, cultural thinking and employee parking. The second group will be talking about the economics of parking, the zoning code, and private lots. Alright? So those three. And what we will be trying to do is apply a model, a capacity model, to this so that they seem to be effective. Do we have . . . essentially, the question we're asking is do we have the wherewithal to do it. And that wherewithal depends on many different things. Do we have the technology? Do we have the people resources? Do we have the marketing resources? And so on. So we're going to look at those areas of capacity. We will undoubtedly find some gaps between what it is we want to do and what we can do. And then we're going to have to assess that in a way that says, okay, we don't have the capacity to do this hardly at all. But it's really worthwhile and the City mothers and fathers need to figure out a way to do that. Okay? Because the only other option . . . there's two other options. Figure out a way to do it, drop it completely, or modify it. But we are going to do that because we don't want to send anybody down a path of certain failure. If you don't have the resources to do something, and you try to do it, you will fail almost 100% of the time.

So that's what we're going to be doing with that, and then in the end we'll look at it one last time from the standpoint . . . and this will be as a whole group . . . is this in the best interest of the citizenry. You know that's what we were called here to represent and so we're going to want to look at that, as well.

So that's what this meeting is about. It's a lot on the agenda, so we're just going to plow through it. Any questions?

Mr. Alan Silverman: Minutes?

Mr. McIntosh: Any questions about what I just said?

Mr. Silverman: No.

Mr. McIntosh: Okay.

2. MINUTES OF THE DECEMBER 21, 2017 PARKING SUBCOMMITTEE MEETING

Mr. McIntosh: So, we would like to approve the minutes of the December 21, 2017 Parking Subcommittee meeting. Is there a motion to approve the minutes?

Mr. Will Hurd: I so move.

Mr. McIntosh: Oh wait a minute. Excuse me. I think I'm out of order with myself. It's a terrible thing.

Mr. Silverman: You can do it.

Mr. McIntosh: I can? Well we have some . . . Michelle? Earth to Michelle. We have some . . . did those things get corrected that were sent in?

Ms. Vispi: Yes. The only corrections I received were from Dr. Morgan and they've all been incorporated into the minutes that are at your desk . . . at your seat.

Mr. McIntosh: Thank you, Michelle. So I guess I really wasn't crazy. Alright, so a mission to . . . a motion . . . it's sort of like a mission, only different. A motion to accept the minutes?

Mr. Silverman: As corrected . . .

Mr. McIntosh: As corrected by Michelle.

Mr. Hurd: I so move.

Mr. McIntosh: Second?

Mr. Rob Cappiello: Second.

Mr. McIntosh: A lot of seconds. Okay, all in favor? Opposed? Okay, alright, so there we are.

MOTION BY HURD, SECONDED BY CAPPIELLO, THAT THE MINUTES OF THE DECEMBER 21, 2017 PARKING SUBCOMMITTEE MEETING BE APPROVED.

VOTE: 6-0

AYE: CAPPIELLO, HURD, LOCKE, MCINTOSH, RIND, SILVERMAN

NAY: NONE

ABSENT: ABADA, MIKLES

MOTION PASSED

3. REVIEW OF PARKING ISSUE AND SOLUTION MATRIX

Mr. McIntosh: Now let's just go in the order that they're in front of us.

Mr. Silverman: Before we break up into our work groups . . .

Mr. McIntosh: We're not breaking up into work groups. This is going to be done by the committee as a whole.

Mr. Silverman: I'd like to discuss the assignment of the . . .

Ms. Mary Ellen Gray: Microphone.

Mr. McIntosh: You can't talk without the . . .

Mr. Silverman: This is a sidebar.

Ms. Gray: Oh.

Mr. McIntosh: Well you'll have to come over here and talk in my left ear. Go ahead.

Mr. Silverman: Can Will and I swap?

Mr. McIntosh: You can do whatever you want.

Mr. Hurd: It doesn't matter to me.

Mr. Silverman: I'm more comfortable with nuts and bolts.

Mr. Hurd: Sure.

Mr. Silverman: Okay.

Mr. McIntosh: I love nuts and bolts myself. Okay, so let's just kind of march down and we're starting with the independent, private lots solutions. Let's just take a moment and look at the first one. We know that the University is willing and able to join with Newark in making those available at night at a much-reduced cost, and so on. Is that an effective solution to the parking issue of utilizing, basically, independent, private lots that aren't part of the City's network? So if we took the University up on its willingness to help, would that help? Is there any disagreement to that? I mean we don't have to make this . . . this isn't like a big assignment.

Mr. Chris Locke: There's no wrong answer.

Mr. McIntosh: If it makes sense, let's just say, yeah, that makes a lot of sense. Okay. We could negotiate with the Newark Shopping Center. We're not evaluating, at the moment, whether or not this solution could be done. Keep that in mind. But is that a good solution? Do we agree with that?

Mr. Locke: Sure.

Mr. Hurd: Yes.

Mr. McIntosh: Okay, good. Something similar could be proposed for College Square. Do we agree with that?

Mr. Hurd: Yes.

Mr. Locke: Sure.

Mr. McIntosh: All I'm saying is if you say, well, you know, College Square, that's just crazy, why would we do that, this would be the time to say it. Mike, do you want to say something?

Mr. Fortner: Why would we do that? That's crazy. I think it's too far off to be a feasible solution. Go ahead.

Mr. Silverman: I see College Square as a remote parking opportunity. That if there is a major event and a sponsor wants to sponsor shuttle buses, that can be used for that kind of remote parking. The new hotel that's going in at the old traffic circle may be using that kind of model.

Mr. McIntosh: And I will point out further in this discussion that we have a recommendation for a shuttle . . . not a shuttle, a trolley.

Mr. Locke: That's what I was just going to say. I agree that's too far but with the use of a trolley to run people from the parking, I think that's a possibility.

Mr. McIntosh: So, basically, for now we could keep it there. If we don't have . . . if we decide a trolley is stupid or can't be done, then that becomes less viable.

Okay, a survey to be done of the City's land development codes and policies that may discourage innovative solutions for private entities getting together and forming parking associations or hiring a contractor to coordinate lots with a private agency to coordinate parking. What do we think about that? There are a lot of words there. This would never make it on Twitter.

Mr. Silverman: That's an option, I believe, we should keep. Let's put it this way. Let's not preclude it, or accidentally preclude it, by Code or City position. Let's leave it open so if there's an outside agency that wants to do that, or a group or private individual, then it can be done. Rather than accidentally exclude it. That, oh well, it has to be either private property or City operated. You know there's another opportunity.

Mr. McIntosh: Okay, anybody else?

Mr. Fortner: Well certainly a review of the Code is very practical and it can be done. I mean we're getting into the implementation. I did do a little bit of a survey on it and I don't think that there is. I mean it's permitted by right in BB that you can open a parking lot and things. But, for instance, if there's impediments, we can try to . . .

Mr. Silverman: I think there is an impediment. We have an issue that was raised at an earlier meeting with respect to how the City views the parking that's currently required on property. We have some land owners that if the City Code says I have to have ten spaces but I only have clients that occupy five, those five spaces have to sit vacant. We have other people who say parking is parking. If my clients are only using five spaces, I can lease, sell, rent, or offer those spaces to other people. So we need a clarification of the Code as to whether those spaces are available once the on-site demand that's Code-specified is met.

Mr. McIntosh: But the question is, is this effective to, you know, towards solving the issue of independent, private lots. What I hear you saying is it is, maybe.

Mr. Silverman: Maybe. Yes.

Mr. McIntosh: Well, that's true of everything that's here that is a maybe.

Mr. Silverman: But this is done in other jurisdictions. It's live. It's not theory.

Mr. McIntosh: I'm not denying that. I'm just trying to stay on task. The proposal of decoupling parking and when there is excess or surplus in private lots, the owners can voluntarily come together and contract with a group to coordinate and maintain those spaces. Yes?

Mr. Locke: It's pretty much just like the fourth one.

Mr. McIntosh: Yeah.

Mr. Locke: It really is the same thing.

Mr. McIntosh: It seems that way. Okay, so should we combine 4 and 5?

Mr. Locke: Yeah, I think so. It seems to be there already.

Mr. McIntosh: Alright, well let's just do that. Alright, so basically there's nothing that we would take off that. Some of the solutions . . . implementations are to continue development of the City's GIS capacity. Make real-time information on available spaces. Develop and . . .

Mr. Locke: Where are you?

Mr. McIntosh: The third column.

Mr. Hurd: You're on the wrong one.

Mr. McIntosh: I am?

Mr. Hurd: You're looking at parking distribution.

Mr. Rich Rind: The third column says something totally different. It says review the City of Newark Code to identify and eliminate . . .

Mr. McIntosh: Oh, see I was looking at . . .

Mr. Cappiello: Are you looking at the digital format or the paper?

Mr. McIntosh: No, you know what I was looking at? I was . . . I had it . . . that's because . . .

Mr. Silverman: Yeah, I can't find it. I'm losing you.

Mr. McIntosh: Well that's because . . .

Mr. Cappiello: You can't get rid of that because that's the copy we all have. You've got to go by that one.

Mr. Rind: You started on page 3 which was a little . . .

Mr. Locke: Which was kind of odd but none of us said anything. You are the chairman, after all.

Mr. McIntosh: Well, in my own defense . . .

Mr. Cappiello: You got a new battery. I know.

Mr. McIntosh: There's a reason why that . . .

Mr. Silverman: These are labels pages 1, 2, and 3. What page are you referring to?

Mr. Rind: We started on page 3.

Mr. McIntosh: I'm on page 7. Where's page 7?

Mr. Locke: This exercise shows that we all respect you as Chair.

Mr. McIntosh: Does somebody else want to run this meeting?

Mr. Hurd: No.

Mr. Cappiello: Do you get to keep the gavel?

Mr. McIntosh: You can't have the gavel. That's mine. The gavel is mine. Okay. Well this is number 1.

Mr. Locke: Let's finish this up. We're almost done with it.

Mr. McIntosh: Where am I supposed to be?

Mr. Hurd: Page 3.

Mr. McIntosh: I'm on page 3. Why am I on page 3?

Mr. Locke: That's where we started.

Mr. McIntosh: I was trying to get to the end.

Mr. Hurd: You're the Chair and we followed you.

Mr. Silverman: You've got the gavel. We have to.

Mr. McIntosh: The sooner we get to the end, the better. Then we're done. Okay. Alright, so parking off-street . . . review the City's codes, identify and eliminate barriers, allow private parking entities to manage shared private parking lots. So parking off-street is a permitted standalone use in both BB and BC . . . Boston College? No. Parking off-street is not permitted as a standalone use in residential districts. And general provisions allow for off-site parking up to 600 feet from the building it is assigned, except for BB which is 500 feet. Okay, are those things that would be good, you know, in terms of implementation?

Mr. Fortner: These are in the current Zoning Code.

Mr. McIntosh: They are already?

Mr. Fortner: Yeah, what we're talking about is doing a review to see if there's anything that is preventing . . . that we could improve it. Maybe it's 1,000 feet. Or you could revise these codes.

Mr. Silverman: That's what I was looking at. Bullet point 3 on 32-47(b), 600 feet appears to be a very minimum distance. Many jurisdictions go out 800 or 1,000 feet. So we may want to look at that travel distance. Because handicapped spaces can be 600 feet away from the front door of a building. That's for a handicapped individual. And we're talking about able-bodied people and trying to encourage walking, etc. And so maybe we want to move that out to a quarter-mile. Twelve-hundred feet, or something like that. It needs to be looked at.

Mr. McIntosh: Okay, well, in terms of implementation, what we've been saying anyway is that's not going to be the job of this committee. So we're not going to spend a lot of time on that. We're going to say here are solutions. Fix them. Now we might give you some additional, which we'll do at our next meeting, we might give you some additional implementation strategies that we have thought about that you might want to think about. But I don't think we're in a position of telling the Planning Department. You are paid to do this work and you know it much better than we do.

Mr. Fortner: This would be something that would be an ordinance change. It would go to the Planning Commission.

Mr. McIntosh: It doesn't matter here.

Mr. Fortner: The only way we could implement it is we'd have to bring you an ordinance and you'd have to recommend it.

Mr. McIntosh: Well you have at least two or three people voting yes.

Mr. Hurd: Maybe.

Mr. McIntosh: Maybe. Were you really bad in the sandbox, too?

Mr. Hurd: I can't commit to that here.

Mr. McIntosh: Geez. Anyway, yes, I understand all of that. But we're not here to implement. We're here to make suggestions for implementation. And we will make some suggestions at the next meeting. But at this meeting we just wanted to take a look at that and say, okay,

that's kind of going in the right direction. But it may be that you need more than that to do this. I suspect you will.

Mr. Hurd: So we're not talking about the implementation column really today?

Mr. McIntosh: Not in any depth, no.

Mr. Hurd: Okay.

Mr. McIntosh: I think if you look at it and you say that's, you know, but if it jumps out at you and you say why are we even thinking about that . . .

Mr. Hurd: Okay.

Mr. McIntosh: That's what we want to give us feedback from this meeting.

Mr. Hurd: Alright.

Mr. McIntosh: Alright, so considering we started at page 3, let's stay on page 3, and we'll be done. We can go home.

Mr. Rind: There's a 4.

Mr. McIntosh: There's a 4?

Mr. Rind: There is a page 4.

Mr. Silverman: Don't you prepare before the meeting?

Mr. McIntosh: Why? Of course I do. Zoning Code issues. Within the downtown district, the railroad station west to Library Avenue east, and the train tracks north to both sides south . . . I feel like I'm in Colorado again . . .

Mr. Fortner: Delaware Avenue south.

Mr. McIntosh: There's no parking requirements for anything that you put up – retail, residential, whatever. No requirements. So I guess what we're saying here is that there should be some.

Mr. Hurd: No.

Mr. McIntosh: So we're not saying that?

Mr. Silverman: We're saying just the opposite.

Mr. Locke: This is the solution that's being proposed.

Mr. McIntosh: I understand.

Mr. Silverman: The wording is a little awkward.

Mr. Hurd: So the proposed solution was to modify the Zoning Code such that any properties within the downtown district, which is train tracks to the south side of Delaware Avenue, South Main Street from West Park to Main over to Library Avenue, there would be no parking requirement by Zoning Code for that development. And then you go in a band of space around it, which is sort of pushing out to Cleveland Avenue and around it in sort of a band, we proposed basically the requirements would be half of what the Zoning Code currently is. And then for all other areas, it would be back up to the full Zoning Code mandated numbers. And

then that area where we're following the zoning-mandated parking, we were proposing implementing a mechanism by which you could reduce your parking requirements based on things that you did on your site, either by location or by amenities, that reduces the parking requirements by saying I'm near a bus station, I'm adding bicycle parking and changing stations, or I got the University to stop their bus in front of my apartment building. So I can say, reasonably, I can remove those parking spaces because I've got alternate ways for people to get there.

Mr. Silverman: That idea is not clearly reflected in the solutions.

Mr. Fortner: So this is where in the structure for solutions I tried to take transcripts from the minutes and then I re-work it into the implementation proposal. So I tried to get to what Will is getting at there with the downtown district, the shared parking district, which is the outer loop, and then on page 4 it goes to the neighborhood district. So what Will proposed in the meeting was kind of a 3-tiered approach. And so I just sort of tried to capture the wording in the solutions.

Mr. Silverman: That's fine. I'm just saying there are some specifics. For example, some jurisdictions allow up to a 30% credit if the residential development pertaining to high density is within so many feet of a bus stop and on the bus route. And that's an asset we have with the University with its private bus system.

Mr. Hurd: Right, and I think some of that is reflected in the implementation column, where it talks about a mechanism for developers to reduce the requirements by providing bicycle, transit, or pedestrian amenities or paying fees to fund shuttle buses or funding the Bicycle Plan. So there wasn't like a . . . what we haven't talked about and, again, that's implementation, is sort of like is there a number below which we don't want to let them drop. We want to say you can take this much away, but that's it. You still have to hold some minimum number. We don't . . . but that's implementation.

Mr. McIntosh: Okay, so does that seem like an effective solution towards the zoning issues?

Mr. Silverman: Yes.

Mr. Hurd: Yes.

Mr. McIntosh: Everybody is agreed on that? Okay. Now in terms of implementation, did you want to make that statement again?

Mr. Hurd: No, I think we're good.

Mr. McIntosh: Alright, so we're on to page 4, stormwater issues. In favor of reducing the number of small parking lots gathered throughout the City which have their own stormwater management issues, in favor of consolidated, larger lots. What do we think about that? Is that effective? This was one of your issues. Okay. Thanks, Chris. This could mean pushing more traffic towards the City lots or to a garage or some other large combined thing.

Mr. Fortner: That's the same . . .

Mr. Hurd: That's less of a solution and more of a comment.

Mr. McIntosh: Okay. Eliminate minimum parking requirements for downtown development. No objection? Okay. Is this effective or not effective?

Mr. Silverman: Remember who the audience is for this information. That hangs in the . . . stormwater issues and eliminating the minimum parking, how does that hang together. And we had the whole discussion on that by substituting building coverage for asphalt coverage, it

reduces the amount of runoff and it deals with the water quality issue. It takes it to a whole different level of engineering. That's what we're trying to say.

Mr. Locke: Exactly. That's a good point.

Mr. McIntosh: Well I think that should be noted, Mike. Because if you read it, just as a statement, it doesn't say what you just said. Okay, so discourage the development of small pocket parking lots that only serve one location or building.

Mr. Locke: That's kind of redundant, again, as to #1. I think it's worded better than #1 but it's pretty much saying the same thing, I think.

Mr. McIntosh: Okay, well let's combine . . .

Mr. Locke: Well maybe . . . okay, no. Wait. I'm sorry. The first one is reducing the current small parking lots and the fourth is discouraging development of new small pocket lots, so they're separate. Okay, I see.

Mr. McIntosh: Is that okay? Is that something we like? Is it effective? Discourage the development of . . . I just said that. Parking garages are more efficient than surface lots for land use and stormwater runoff. And then the locations are Lot 3 and Lot 1. Essentially, I guess what we're saying here, with regards to stormwater, you know, garages are the solution. Or one of the solutions.

Mr. Cappiello: But just for stormwater. That may not be the best solution for some of the other parking issues, so they may conflict.

Mr. Locke: Right.

Mr. McIntosh: Well we have to commingle this at the end, right? So we're taking them as separate entities right now, but one is going to be in conflict with another as we move on, for sure.

Mr. Cappiello: So it's going to be weighed as to which one is more important?

Mr. Silverman: That's a Council . . .

Mr. McIntosh: What was that? Don't whisper at the table.

Mr. Silverman: The question is to whether we weigh advantages and disadvantages. We present the facts. We present the way we believe the impact is. It's up to Council to make up its mind about which is better for the community and which is most cost effective.

Mr. McIntosh: Okay. Under implementation, continue to explore locations and financing options, partnerships of a centrally located parking garage downtown.

Mr. Hurd: I would add the Zoning Code evaluation to that implementation, as well. Because stormwater and Zoning Code minimum parking requirements kind of really do go hand-in-hand.

Mr. McIntosh: Okay, Mike?

Mr. Fortner: This stuff does all . . . these solutions relate to other things, too. So I didn't know if you wanted to be redundant about it, but I was trying to keep this column as simple as possible, because it's already in there to reduce the parking requirement. So I wasn't necessarily putting it in again, but if that's how you guys want it.

Mr. McIntosh: I think it's good just as a reminder as you go back through this stuff to have that note. That's what I'm saying.

Mr. Fortner: Okay.

Mr. McIntosh: Okay, now we're going to try to get back on track on page 1. I don't know who took us off this. Parking distribution/availability at certain times of the day. Of course that was on page 1. Creation of an app that can identify where parking spaces are, the number available in real-time. Students play a big part in this, particularly the freshmen coming in, I would guess. Although I don't know that they bring cars with them. Do they?

Mr. Rind: Yes.

Mr. McIntosh: What, are you getting 25-year-old students coming in here? What's the problem?

Mr. Locke: Eighteen-year-olds can drive now.

Mr. McIntosh: Really? Well they're not going to be able to buy cigarettes. Okay. Creation of the app? Is that a good idea? Agreed? Okay. Maybe the City should coordinate the app with UD when the freshmen come in, blah, blah, blah, to use the parking lots. Well, how can you deny maybe, right? Is that a good idea?

Mr. Locke: Sure.

Mr. McIntosh: I think it is. The University communicates with families for Parents' Day. It could include communication information, so this is basically talking about expanding the reach on the app. Is that a good idea?

Establish smart meters in lots to communicate the data to GIS so they can show real-time. Agreed? And signs in front of each lot stating the number of available spaces and so on. I also agree with all of that.

Mr. Silverman: Mr. Chairman, under solutions we seem to be emphasizing UD student, UD student, UD student in this list. One of the things we talked about were people who were coming into this area for the first time who may be looking for a destination such as an eatery, parents that are coming in, or events that are sponsored by the downtown merchants with people coming in. So this needs to be expanded to state all those who are wishing to come to Newark as a destination.

Mr. McIntosh: Or a vacation.

Mr. Silverman: Because we, for example, cited that people would come into town, see that the first parking lot was full and, since they're strangers, have no idea that . . .

Mr. Cappiello: Two blocks down . . .

Mr. Silverman: Two blocks down or the University lot is available at the Deer Park within easy walking distance. So somehow, we have to incorporate that this app is for the public. The motoring public.

Mr. McIntosh: Alright, well let's get that in there because that's absolutely true and . . .

Mr. Rind: Regardless of who they are.

Mr. Silverman: Yes. Regardless of who they are.

Mr. Hurd: And I think one thing we had talked about but I didn't see in here but when we were talking about parking lot signs, we talked about trying to include the garage, the Perkins garage, as part of that information, as well.

Mr. Rind: Trabant, you mean?

Mr. Hurd: The Trabant, sorry. Because if we're going to try to incorporate that into sort of the available parking for visitors, we've got to have that on the sign for people driving in.

Mr. Rind: Yeah, I can give you an update on that. The Trabant garage is scheduled to be retrofitted with our new kiosk and counting system this coming summer. So come the beginning of the next school year, a sign similar to the one that's in front of Lot 1, that's in front of the Perkins garage, will be in front of the Trabant garage. And it's the same technology so, in theory, they can all be pooled together into one sign at the beginning of Main Street that shows capacities throughout the town. Assuming that the City moves forward with more of those signs for the other lots.

Mr. Locke: I think the comment that Alan made, you could probably just delete that last sentence in the first bullet. Instead of saying regular travelers, maybe say regular visitors to downtown. That may make it a little less student oriented.

Mr. McIntosh: Okay. Then there was a series of, in the implementation area, continued development of the GIS capabilities . . . and just editorially speaking, I think that that's a real key to just about anything we do here . . . real-time information, and developing/coordinating an existing smart phone application. All pretty good kinds of things to do, it seems to me. And signage in front of municipal lots and a billboard coming into the downtown area. Those kinds of things. So those are the proposed implementations now.

Mr. Silverman: And I did add onto the proposed implementation. One thing we talked about was trying to help the motoring public identify the time elements associated with various parking options – parking meters, long-term, short-term. For example, I understand that the lot on Delaware Avenue near the bookstore is considered a long-term, eight-hour lot. There should be signage on that lot saying long-term parking. Right now, you see it as a parking lot. You don't know whether it's long-term or short-term. So if somebody is looking to be there for eight hours, they know that's the eight-hour lot, they do whatever they do for their payment, and they're good for that. They don't have to worry about feeding a meter. So maybe just a little better identification as to the function of the area.

Mr. McIntosh: Good thought. Okay, so all of these seem to be effective. Is there any other things that pop into your mind? Okay, cultural thinking around parking. Creating a major marketing strategy to get people to understand that there is parking in Newark. It has to cover a wide range of things. Bring back the shuttle bus but in a way that it runs continuously. You know, there probably needs to be more than one, they have to be running on time, and we have to accept the fact that sometimes there won't be anyone on them, and not use that as a reason not to have them. Okay, I went ahead fast. The marketing strategy.

Mr. Silverman: Yeah, with respect to marketing strategy, I think there's another element that we have not looked at. It's with the private sector, where the downtown business group can start advertising that they're a five-minute walk from the such-and-such lot, a ten-minute walk from the such-and-such lot. It was one of the things that impressed me with London. That's the way they identify they're a five-minute walk from this tube station. That you could picture. So there's another element in this marketing where the merchant and the other folks who have an interest in parking can boost the usefulness of parking and get to that cultural aspect.

Mr. McIntosh: That's perfect. Thank you, Alan.

Mr. Locke: Yeah, the only other comment I would have on the marketing strategy is you have print ad and radio ad. In today's advertising world, that is a very costly and not very effective way to spend your marketing dollars. I think through social media, you can actually put on people's phones when they, literally, enter an area . . . it's called geosphere . . . and you can just say boom, here's parking in Newark, just as they're entering the City limits. I think that may be

better spent money than doing radio ads which almost nobody ever listens to, especially with Sirius now. Pretty everybody just listens to Sirius rather than commercial radio. And print ad, that's just, I think, a waste of money.

Mr. McIntosh: Well the newspapers are sad to hear that.

Mr. Locke: Sorry.

Mr. McIntosh: Do we have a newspaper? Okay, so yes, social media, that should be part of that, for sure. Bring back the shuttle bus and make sure that it runs on a continuous basis, basically, is what we're saying here. And modeling it, maybe, against the airport shuttle, how they pull people around all the time.

Mr. Silverman: With respect to shuttle service, transportation service other than an individual driver driving their own automobile, one of the trends in dealing with the Uber kind of economy is to make sure there are out-of-traffic-lane pick-up and drop-off points. So it may be valuable to use some of the loading zone concepts that we have for trucks, that during certain times of the day or evening, that one or two parking spaces, at a regular interval, are devoted to drop-off for the Uber type transportation.

Mr. McIntosh: Another good suggestion.

Mr. Fortner: Just when we're talking about the feasibility of something like that, that also is a very expensive option, mainly the drivers, but also the buses. Having more than one bus, of course, is very expensive. We run our Unicity bus service that isn't widely utilized, but some people depend on it. We have some anecdotal things where, for example, we did have a trolley route that was not well utilized. And we also did something for an event that was in town. We allowed the Unicity bus to serve that, to run people downtown. And apparently it was a big event and no one used [the bus]. So I don't know that it seems to be a very . . . it's going to be expensive and I question how impactful something like that might be, as well. And so it's just sort of a . . . it's been proposed for years. People have always talked about it and there's always been explorations of the feasibility of it, and it's never . . . the cost benefit of it has never really weighed out for that. It's not a new proposal. So I just . . . it's an idea but it's one that's a long way from being implemented, having the City run its own little loop service.

Mr. McIntosh: Well I recall in one of our workshops a year or so ago, this issue was brought up and talked about and in the questioning phase around it, we discovered that the shuttle didn't run on time. It wasn't reliable, basically. And there are a number of things that you have to do to make a shuttle work that weren't being done. So the idea is if you run the shuttle effectively, right . . . I don't care, even rent the things. Rent a bus for three months or six months. You know, there's a way around that. But if you run it on schedule, on time, and people can rely on it . . . if they have to get someplace, they want to be sure that they are going to be able to get there and that the system is reliable enough that they can be sure that at 11:02 there's going to be a bus there, I can get on it, and get to my class or wherever I have to go, whether I'm a student or not a student. So, in that discussion most of the answers to that, the questions that were raised were, no we really didn't do that or we didn't do this. So it may be a re-treaded suggested, but it's one where we're saying we need to make some improvements in how we operate the shuttle system. And if we operate it right, will it work? It may still not work, right? But you're changing people's habits when you do that, and changing habits takes a while. But once they're changed, though, then you've got . . .

Mr. Locke: Mike, a couple questions. The Jolly Trolley down in the Rehoboth/Dewey area, is that privately run or run by the city? Do you know off-hand?

Mr. Fortner: I don't. I thought DART ran those things but . . .

Mr. Cappiello: It's private.

Mr. Locke: It's private. Okay. That may be a possible solution, too.

Mr. Fortner: I can't speak to it but I think there's huge density differences when we compare the airport trolley system that they have and something that's during the peak summer hours when they run a trolley and they have a lot that's off-site and people come in. Again, the kind of density issues we're dealing with in Newark, in terms of people coming in, I don't think it's a real comparison. It's a different comparison.

Mr. Locke: It's a different comparison. And then a question to UD. Is there a way we could use your bus system to try and come to a solution on this? Because you've got a litany of buses, drivers, the whole bit. Is there a way that that could be possibly implemented? At least, maybe, some of the buses that travel around Delaware Avenue and the Main Street area.

Mr. Rind: What would be required to do that would be a policy change on the UD side to allow the general public to ride. And that is not impossible, but that would be a long and difficult process, I can guarantee it. So, not impossible, but that's what would be required before we could even begin to talk about it.

Mr. Cappiello: So that was my thought, was to partner up with a system that's already in place or someone else who would also benefit, rather than a standalone shuttle system. Because I see the Retreat has a little shuttle that runs and stops on Delaware Avenue. They're not running anymore?

Mr. Rind: No, we run it.

Mr. Cappiello: Oh, you run it? But it says Retreat on it?

Mr. Rind: No.

Mr. Locke: No, they have their own private shuttle.

Mr. Rind: Do they really?

Mr. Locke: Yeah.

Mr. Cappiello: Yeah, I've seen it.

Mr. McIntosh: Going backwards. The Retreat, right?

Mr. Rind: No, they're paying me . . .

Mr. Locke: They used to have one.

Mr. Rind: Oh that was only in the first year.

Mr. Cappiello: Oh, okay.

Mr. Rind: They don't do it anymore.

Mr. Cappiello: Yeah, I saw it stop on Delaware Avenue behind the church and let students off. And I'm thinking that's probably not a good spot to let kids out.

Mr. Rind: That was year one, yeah.

Mr. Locke: So therefore there was a policy change for the Retreat to use University of Delaware shuttles.

Mr. Rind: Not really. Those are University students. They're allowed to ride.

Mr. McIntosh: Oh no, you're not getting it back. Sorry. No, I know it's fun, but we . . .

Mr. Locke: They're an apartment building that cannot discriminate against who the tenants are in that apartment building. So you're making the assumption they're all students but they really aren't because under federal law, you cannot have just student apartments. Apartments have to be open to everybody.

Mr. McIntosh: Okay, we're a little far afield here, but it's great fun doing it, I will say that. Well, the question is, can a shuttle bus be an effective solution?

Mr. Locke: Yes.

Mr. Rind: Yes, it can be.

Mr. Cappiello: Yes.

Mr. McIntosh: Thank you.

Mr. Cappiello: There you go. A one-word answer.

Mr. McIntosh: Implement variable rates for parking lots in conjunction with the shuttle. Yes, no, maybe? Is that an effective solution?

Mr. Locke: What does that mean?

Mr. McIntosh: I'm not sure.

Mr. Fortner: I think it means that lots on the farther outreach are less expensive and then it would encourage you to go there and take the shuttle in.

Mr. McIntosh: Okay, that's . . .

Mr. Locke: Gotcha.

Mr. McIntosh: Yes, so we need to re-work that verbiage, but given that verbiage, does that make sense? Okay. I'm making a decision we're not going to talk about the implementation strategies anymore. We're running late on time.

So now we're on page 2. The economics of parking. Keep downtown parking lot fees consistent with the University of Delaware short-term parking fees. Possibly only needed in Lot 1 because it's close to the University. Prices in Lots 3 and 4 being less expensive. On-street parking would have to be raised. Does that sound like a solution? Okay?

Mr. Rind: It has potential.

Mr. McIntosh: Cities very similar to Newark where there is a mixture of structures and ages, most cities are finding that either disconnecting parking, reducing parking requirements, or eliminating parking requirements has a tendency to re-use existing buildings and bring them back on the market, and so on. Is that something we think would be effective?

Mr. Silverman: Yes.

Mr. McIntosh: Okay. Employee parking . . . yes?

Mr. Locke: One of the reasons why I think we talked about this was by allowing that to happen, that would then increase the taxable value of the real estate, which then would be an increase in tax revenue. I don't know if we want to put that as to why we are suggesting that.

Mr. McIntosh: Okay. Final one, employee parking . . . taking employees that work in all the restaurants, in particular . . . although I would say any employee at any place . . . I think we were thinking about the restaurants, but there are other businesses there . . . there are a lot of people that the employer is not going to provide parking for but may subsidize. If we can put them in some of these other lots like College Square, like Trabant, and maybe other places, who knows, certainly the Newark Shopping Center, it opens spaces for customers to come in, have a meal, or whatever might else might be going on. It would create more spaces for those kind of people. If we did that, if we put outside, you know, outer perimeter parking, would that solve employee issues for parking? What do you think?

Mr. Hurd: Well I think what it solves is the ability for visitors to find parking close to where they're trying to go, because we're shifting some demand by employees to basically areas where visitors wouldn't necessarily go. So that was, I think, the intention of it. Not so much to say . . . yeah, there is an issue of employee parking, to say, especially when we talked about raising the rates, to say we're now putting a burden onto the employees. But if we can say we're only raising the rates in the core but they can still park at College Square or they can park here under a negotiated term, we're kind of balancing those two.

Mr. McIntosh: Yeah, I think that was the discussion, frankly. That if you've got an employee that's making \$7.00 or \$9.00 an hour and now you're going to charge them \$2.00 an hour to park, you know, why am I doing this? Okay. Well that's it. So these seem to be . . . we have some effective solutions that may be enough, or not. So, that's pretty good work, I think. It shows that we did pretty good work in the group discussions.

Mr. Silverman: Just a . . . I know you don't want to get into implementation, but we need a notation in there that there may be Code changes required. Because right now if we require employee parking on-site, that precludes the whole logic of opening up those spaces for patrons.

Mr. McIntosh: And it's not that I'm against implementation, but it's really not our job, though, in the end. And so Mike and Mary Ellen and company are going to have to figure that stuff out, and the guys back there. You know, what do we have to do to get that done? There are going to be technical things. And that I would put in a technical area. But it's certainly something you're going to have to pay attention to.

4. CAPACITY ASSESSMENT OF SOLUTIONS

Mr. McIntosh: Alright, well that was fun. Now we're moving along and we have those two sub-groups. Before we move to those, there was something I was going to tell you at the beginning and I completely forgot about it. Jim Jones, who has been here and been very helpful, sends his regards. He is in Germany, drinking and having a very good time. He wishes he was here . . .

Mr. Locke: Yeah, right.

Mr. McIntosh: But not very much. Anyway. Okay, I just thought I'd do that for him. Alright, so Alan, why don't you stay here with your group, and Will, why don't you take your group back there. Now you folks that are in the audience, you are welcome to join either group. But I'd like you to self-select, alright, and don't just pile up all in one place. So move from one group to the other.

Mr. Locke: Which group is doing which?

Mr. McIntosh: Alan has the economics, right?

Mr. Silverman: Zoning issues.

Mr. McIntosh: Alan has the zoning issues, Zoning Code . . .

Mr. Hurd: Parking in private lots.

Mr. McIntosh: Private lots and economics. That will be at this table here. Okay? And Will will take the rest of you guys back there.

Mr. Hurd: Distribution and cultural thinking

Mr. McIntosh: Say again?

Mr. Hurd: Distribution, cultural thinking, and employee parking.

Mr. McIntosh: Yes. Cultural thinking, the distribution issue, and employee parking. Now, we're going to give this about 45 minutes.

Mr. Silverman: Can you re-state the goals that we're . . .

Mr. McIntosh: Yes, that is here. We need to take this out.

Mr. Silverman: We're looking at capacity.

Mr. McIntosh: Right, we're looking at the capacity hand-out. So what we want to try to do here is, with this as a guide, you have four areas of capacity to look at. One is assets. That has to do with concrete capital things and the assets that are easily available. That could be money. That could be buildings. It could be equipment. Things of that sort.

Organizing is the people that we have that we can assign to it. Do we have enough people? Do we need more if we're going to implement these things? We just went through this whole discussion about solutions, and that's going to require that we do things differently, in all likelihood.

So, technology isn't the technology like computers. Technology is stuff that you own that's proprietary to the City of Newark. What about the City of Newark is unique? What market advantages does it have? One of the unique things is the University. So that is an example.

And, finally, marketing, the identity of Newark as a city, the marketing channels that it has, and its outside relationships. These are things that could bring in . . . if you need a shuttle bus, maybe we can find, through relationships that the City has, some way of getting that done that doesn't cost the taxpayers \$1 million, or whatever it might be. I have no idea. So do those kinds of relationships exist? And that's vital.

So you have the whole thing to look at. Any questions about that? Those are the things we want you to go through in the next 45 minutes. And you'll have leaders and I will keep you on task by going back and forth and making sure . . . because we've got to stay on topic.

Mr. Silverman: And we're dealing with the concept of solutions and the wherewithal to meet those solutions.

Mr. McIntosh: Yes.

Mr. Silverman: Okay.

Mr. McIntosh: Can we get it done? What we're really looking for are the gaps. We need to know what the gaps are because we can't solve it unless we have that. And be brutally honest about it. Okay.

Mr. Rind: Which . . . where are we going? You didn't assign us.

Mr. McIntosh: Yeah, I did. Oh no, I did not assign you. I don't care where you go, as long as you split up.

Mr. Rind: You don't care where we go.

Mr. McIntosh: I don't. I really don't. Where would you add the most value?

Mr. Rind: Me?

Mr. McIntosh: Yeah. And Rob, you do the same.

[Secretary's Note: Members of the Parking Subcommittee and audience assembled in different corners of the room for breakout sessions at 3:00 p.m.]

Breakout Groups:

- Group 1 – Zoning Code Issues, Private Lots, and Economics of Parking: Alan Silverman, Frank McIntosh, Rob Cappiello, Chris Locke, Mike Fortner, Courtney Mulvanity, Polly Sierer
- Group 2 – Cultural Thinking, Parking Distribution, and Employee Parking: Will Hurd, Rich Rind, Mary Ellen Gray, Marvin Howard, Jean White, Chris Hamilton

BREAKOUT GROUP 1 – ZONING CODE ISSUES, PRIVATE LOTS, AND ECONOMICS OF PARKING (SILVERMAN, MCINTOSH, CAPPIELLO, LOCKE, FORTNER, MULVANITY, SIERER)

Mr. Fortner: What are we going to talk about?

Mr. Cappiello: We're doing the economics of parking, independent lots and Zoning Code over here, right?

Mr. McIntosh: We're doing parking distribution, cultural thinking, the marketing strategy to get this done . . .

Mr. Cappiello: We switched with them.

Mr. Silverman: Yeah, we switched.

Mr. McIntosh: And employee parking.

Mr. Cappiello: No, I thought . . .

Mr. Fortner: No.

Mr. McIntosh: What?

Mr. Cappiello: He switched topics with him in the very beginning.

Mr. Silverman: I'm not doing cultural. I don't know anything about that stuff. I wanted the nuts and bolts.

Mr. McIntosh: Never mind.

Mr. Silverman: I understand zoning issues.

Mr. McIntosh: In my defense, he was originally assigned that.

Mr. Cappiello: Am I right?

Mr. Silverman: Yes.

Mr. Fortner: So we're doing independent lots . . .

Mr. Silverman: No.

Mr. Cappiello: Let's start with the economics.

Mr. Fortner: We're going to do economics . . .

Mr. Silverman: Okay.

Mr. McIntosh: Come on, we're nice people. And I'm not even here. I'm not going to be here.

Mr. Fortner: Yeah, Courtney, you ought to be on here because it's economics of parking and independent lots.

Mr. Cappiello: You should be over here.

Mr. Fortner: We've got Zoning Code?

Mr. Silverman: I don't know what I'm doing right now.

Ms. Polly Sierer: I'm sitting quietly.

Mr. Fortner: We're going to talk about the economics of parking, independent lots and Zoning Code, right?

Mr. Cappiello: That's correct.

Mr. Silverman: Okay.

Mr. McIntosh: So those solutions that we just went through, what does the City have in each of these areas, assets, right, that apply to this? They may not apply, right? We may not need buildings to do . . . well you might. That would be a garage, wouldn't it? That's a big building. So it doesn't exist, so that's a major gap, right? And we'd need a garage to do it.

Ms. Sierer: More than one. Sorry. Shorter ones.

Mr. McIntosh: So that's kind of an asset. What buildings do we have? What money do we have? Money is part of this. Organizing the people and the technology. Do we have the people? Do we have the technology? We certainly have some of that. Do we have enough of it? And that's probably the biggest piece in this whole capacity deal is the people and the technology, it seems to me.

Mr. Silverman: That's all of it. That's the first step. You've got an inventory. How much of it is taken up and how much of it is available, where is it, and how do you tell people where it is?

Mr. McIntosh: Okay. What are the core strengths that the City has that can apply to this? That's the technology piece. You know, like the University is one. But then loyal business, or it could be the developers, that are part of the core strength.

Mr. Fortner: We have good developers.

Mr. Locke: We do. You do. I mean, you have developers who want to make the City better.

Mr. McIntosh: That's what I'm talking about. That's an asset. That's a strength.

Mr. Locke: I mean most of the developers are local guys. They live in Newark. They grew up in Newark.

Mr. Silverman: They've got their offices in their buildings, surrounding their . . .

Mr. Locke: And they actually live in the City, too.

Mr. Cappiello: And the fact that they're here and doing projects already, there is inherent interest to . . .

Mr. Locke: To make it better.

Mr. Cappiello: To make it better.

Mr. Locke: That's right.

Mr. Fortner: Are we talking generally? Or are we talking . . . I mean I'm seeing this first thing here, decoupling parking, that's just a Zoning Code change. We have the capacity to do that. We'd just make it an ordinance change and you pass it.

Mr. Silverman: Then that's an easy one.

Mr. McIntosh: So let's just take this one at a time, look at the solutions that are being suggested for each area and just say what does it take to get this done? And what do we have? Maybe you should talk about . . . one way of doing it is to talk about what the assets are of the City? Does it have money? Would it have to get money? How much money does it have to apply to this? That kind of thing. That will lead you down the path that you want to be. And then you do the same thing with organizing. You've got good people. Do you have enough good people? Right? Me, I would think that might be a question. And so forth.

Mr. Locke: So the Zoning Code issues, if you're changing a proposal, you really don't need anything.

Mr. Fortner: Well, you don't need money.

Mr. Locke: It's political.

Mr. Fortner: It's an institutional will. The Planning Commission has to recommend it. It has to go to Council. The public has to understand it. And it's going to be something that's a tough sell. What? You're going to allow an apartment building to be built with no parking? That's a tough pill for a lot of people to swallow.

Mr. McIntosh: That's what we need to get at, okay? So you need to articulate that in a way that get us . . .

Mr. Locke: So an opportunity or an asset the City has is the data of what it would do to the economics of the City's budget if you were able to take the parking spaces away and make it a taxable, valuable piece of property, rather than just parking spaces.

Mr. Fortner: So that's a gap. We don't have that.

Mr. Locke: But that's an asset the City has that you can easily get. If you would take 25% of Center Street, or 33% of the Center Street lot, and make that commercial, what does that do to the increased tax base? And give them that as an example.

Ms. Sierer: Or pilot it in a certain area.

Mr. Locke: What?

Ms. Sierer: Pilot it in a certain area.

Mr. Locke: Right. So you have those assets available to you to make the presentation to discuss whatever that issue is.

Mr. Silverman: And even with existing property – Tsionas’ new building – we know what it’s bringing in in rate-ables right now. If the owner was allowed to convert everything that’s now parking into rate-ables . . .

Mr. Locke: Exactly right.

Mr. Silverman: If it’s 50,000 square feet and they can add another 50,000, theoretically it doubles the amount of rate-ables.

Mr. Locke: Right.

Mr. Silverman: Now the parking that’s there has to go someplace else.

Mr. Locke: That’s right.

Mr. Silverman: And that’s the big picture we need to look at.

Mr. Locke: That’s a bigger picture. But in the sense of this particular thing, that’s an asset the City has.

Mr. McIntosh: Do you have a better sense of what you’re doing now? Alan, why don’t I just take over?

Mr. Silverman: Please. This is totally foreign to me.

Mr. Locke: Me, too.

Mr. McIntosh: You were doing very good.

Mr. Locke: Well, thank you. I have a good teacher, I guess.

Mr. McIntosh: Alright, so let’s just look at it as it pertains to parking, what are the assets the City has that . . .

Mr. Silverman: Let me try on the assets. They have physical assets. The City either owns land and has parking on that land, or it has contractual relationships with others who currently provide parking.

Mr. Locke: And the other asset is they already have employees designated to the management of parking. That’s an asset.

Mr. Silverman: That’s an asset.

Mr. Cappiello: There’s some infrastructure already there.

Mr. Locke: There’s infrastructure.

Mr. Silverman: And the City also controls on-street parking. So there’s another pot of parking and the City can manipulate that. Add meters, subtract meters, no parking, etc.

Mr. Mulvanity: You have off-street . . .

Mr. Silverman: Off-street . . .

Mr. Mulvanity: Off-street parking lots and off-street parking meters and the personnel that operates that.

Mr. Cappiello: And not just the operation of it, but enforcement of it.

Mr. Silverman: Now the downside is, they're responsible for the maintenance of it.

Mr. Cappiello: Of the physical, not just the meters and equipment, but the actual lot? The actual blacktop?

Mr. Silverman: Yes. And removing snow and all the overhead that's associated with that. But that's not . . .

Mr. McIntosh: But the City does have it.

Mr. Silverman: That's correct. It has the capacity to do that.

Mr. McIntosh: So it has the capacity, on an on-going basis, to do it. That's an asset for which there's, unless they don't do a very good job, there's not a gap. So I don't see that as a gap. So let me just recap what I heard. They own the land or they have contractual relationships. They have employees that are dedicated to this. They have a City that controls all the parking and enforcement around it. These are all assets.

Mr. Silverman: In the public right-of-ways.

Mr. McIntosh: I'll write that down.

Mr. Locke: I would add another one is they have data. They have important data that can be used for a litany of these implementations.

Mr. McIntosh: And they're not only responsible for the [inaudible]. Is there anything else that the City has an asset currently that is hard core?

Mr. Locke: Money.

Ms. Sierer: Communication.

Mr. McIntosh: Money. Communication.

Mr. Fortner: What do you mean by communication?

Ms. Sierer: Well, you know, we have the signs that are . . . you know, we're piloting the sign with the countdown.

Mr. Fortner: Oh, the countdown sign. Yeah.

Ms. Sierer: Signage, in general.

Mr. Silverman: The private cable network notification system, information system, that's dedicated to City residents.

Mr. Locke: Effective communication system.

Mr. Fortner: You're talking about that we have that channel and we have websites, Facebook, Twitter . . .

Mr. Silverman: Yeah.

Ms. Sierer: Advertising capabilities.

Mr. Fortner: Advertising capabilities.

Mr. Cappiello: And notification. I get notifications to my phone when there's a street closure or something like that. That's an infrastructure that's already in place.

Mr. Mulvanity: GIS.

Mr. Fortner: Yeah and I guess we'll get into GIS. We're having improving GIS capabilities that have really come along in the last couple of years that are able to provide instant data. We're able to do that, right?

Mr. Mulvanity: Right. We're working with multiple companies now.

Mr. Fortner: I guess when you get to the gap, we're not able . . . when we get to the next step of that, and I don't know if we want to get there, but the app . . . so I don't know what it takes to make an app that you can download on your Apple.

Mr. Locke: Well that's marketing.

Mr. Fortner: That's over there. Okay.

Mr. Locke: That's over in that group.

Mr. Silverman: And the University already does it. So there's . . .

Mr. Locke: That's a piece of cake to do.

Mr. Fortner: Making an app?

Mr. Locke: The UD, if you partner with UD, it's easy.

Mr. Fortner: They have an app? A parking app?

Ms. Sierer: Yes.

Mr. Locke: Yeah.

Mr. Fortner: Is it like ways? Because that's what we're talking about, a ways app that takes you to a parking space.

Mr. Silverman: Now in your concrete assets, are you talking about public assets? Or can it be private assets?

Mr. McIntosh: That would be more of a marketing strategy, private assets. That's something that you have a relationship, perhaps, to a private asset that you could employ.

Mr. Silverman: Well, concrete capital, the University owns buildings. And there's no contractual relationship with the University. So another asset we have in the economics of parking is access . . . people who are not affiliated with the University having access to University parking.

Mr. Locke: Right.

Mr. Mulvanity: And buses.

Mr. Silverman: And buses. So there's an asset we can't get to at this point.

Mr. Locke: Yeah, I think we've covered the City assets, but I think now you go to what's the assets of the University of Delaware?

Mr. Silverman: Who else provides parking?

Ms. Sierer: And other partners.

Mr. Locke: And the private sector, too.

Mr. Silverman: And affects the economics of parking. Well, here's somebody that already owns parking buildings but the one at Deer Park is only available Friday, Saturday, and Sunday.

Mr. Locke: Right.

Mr. McIntosh: So in this concept we're trying to work with . . .

Mr. Silverman: I'm learning about your system here.

Mr. McIntosh: Okay. So you have University parking that is available, maybe, I don't know.

Mr. Cappiello: Some of it is.

Ms. Sierer: It's an option for growth. An opportunity for growth.

Mr. McIntosh: But, see, this is a gap.

Mr. Silverman: Yes.

Mr. McIntosh: We know that. Instinctively, we know that. When I go to the oratory on Sunday, they let us park on University space. But I can't go there on Thursday for bible study because they won't let us do it. So that's . . . so therein lies the gap. So the University and then there are private lots. And those private lots are not always used because when the business closes they don't need them anymore.

Mr. Silverman: It's private in the sense that it's owned by others. It's not University and it's not public. But is it available?

Mr. McIntosh: Well, we don't know.

Mr. Locke: That's a gap.

Mr. Silverman: That's one of the gaps.

Mr. Mulvanity: And if it is available, how do you manage it?

Mr. McIntosh: That's a strategy.

Mr. Locke: Right.

Mr. McIntosh: We don't need to do that now. What else exists that gets into this economics of parking?

Mr. Fortner: Just something . . . we have a bus system here. Of course, we have three bus systems. We have the University bus system that we talked about, the Unicity bus system, and the DART system. And they all serve downtown – bringing people downtown and taking them away. So we have bus systems available. Now is it adequate service? There are people trying to work on that now. There is a committee called Newark TRIPP.

Mr. Silverman: And let me add another bus system. The University has the arrangement with Interstate Bus Travel that currently stops at the . . .

Ms. Sierer: The Laird Campus.

Mr. Silverman: The hotel on 896. I can go to New York for \$1.00. Not many people know that.

Mr. Fortner: But we're talking about downtown. We're talking about downtown parking.

Mr. Silverman: No, I'm talking about Newark.

Mr. McIntosh: You don't take the bus to Newark from College Square.

Mr. Fortner: You don't use that bus to get to . . . you don't take that bus to downtown. You take it to go to New York City or DC.

Mr. Silverman: Right.

Mr. Fortner: Is that what you're talking about?

Mr. Silverman: Yeah, but I'm thinking globally.

Mr. McIntosh: That's okay, but I'm not getting the essence of the downtown thing.

Mr. Silverman: Never mind.

Mr. Fortner: Okay.

Mr. McIntosh: Okay, so the bus systems that are in place – Unicity, DART, University . . .

Mr. Locke: I think I know what you were talking about. I got you. Since that relationship is already existing with the University, expand that relationship so that maybe there's another drop off in other areas of the City.

Mr. Silverman: Correct. For example, Greyhound, I believe, used to stop in front of the old Rhodes Drugstore.

Mr. Locke: Yes, they did.

Mr. Silverman: And when all the kids went away on vacation, that's where they congregated. When parents came to town, when people still rode interstate buses, they got off at Rhodes Drugstore. It was very convenient and supported the downtown.

Mr. Locke: Right. And the location currently is not very convenient. It's all the way up on North Campus.

Mr. Silverman: And then we had this myth of the transportation hub that ended up opposite the Newark Shopping Center, except the interstate bus system doesn't go to the transportation hub.

Mr. Locke: That's a very good point.

Mr. McIntosh: All that is great but it's not an asset. It's a marketing channel. It's a relationship.

Mr. Locke: It's an asset.

Mr. Silverman: It's a physical asset. It's a capital item.

Mr. Locke: It's an asset UD has that can be used through relationships. That's all.

Mr. Fortner: It's not UD.

Mr. McIntosh: It's a relationship. It's not an asset the City has. Right?

Mr. Locke: I thought we were exploring everybody's assets.

Mr. McIntosh: No.

Mr. Locke: I'm sorry. Maybe I went off course.

Mr. McIntosh: That's alright.

Mr. Silverman: Bring us back.

Mr. McIntosh: I'm trying to bring you back. This is a technology you're not used to. Is there anything else? Well, that gives us a pretty good start. We'll come back to it.

Organizing. People. So this is the City, now. And what we're looking at is the technology and we're looking at the people that they have, and things of that sort. Volunteers. I don't know if the City uses volunteers. A lot of cities do. Okay, I know that all the people that work here are volunteers. Aside from that.

Ms. Sierer: And we don't have enough people. The app, the wayfinding signage, and the marketing strategy are all going to cost money.

Mr. McIntosh: Well, yeah, I understand that.

Ms. Sierer: And people.

Mr. McIntosh: So let's talk about people. So, we've got people. That's an asset. In your opinion, we've got people that are well educated in what they're doing. Do they know what they're doing? Alright, so we have people and let's just say that they're good.

Ms. Sierer: Trained is a better word.

Mr. McIntosh: What?

Ms. Sierer: They're trained.

Mr. McIntosh: They're trained? Dogs are trained, too. Can they think? Trained, thinking people. Alright. How many people do we have?

Mr. Mulvanity: Just parking people?

Mr. McIntosh: Yeah, parking.

Mr. Locke: Just parking.

Mr. Mulvanity: Just Parking Division? Forty-four.

Mr. McIntosh: Forty-four people.

Mr. Fortner: You're counting . . .

Mr. Locke: There are 44 people in the Parking Division?

Mr. Mulvanity: There are a lot of part-time.

Mr. Locke: Okay. Can you break that down?

Mr. Mulvanity: Okay, we've got 26 parking attendants that are part-time. We have two maintenance. We have, currently . . .

Mr. Locke: Are they full-time?

Mr. Mulvanity: The maintenance? Yes, due to the demand. Sorry. We have 10 ambassadors.

Mr. McIntosh: Hello?

Mr. Mulvanity: Ambassadors are enforcement.

Mr. McIntosh: Excuse me. I don't think of them as ambassadors.

Ms. Sierer: Just pay your meter, Frank.

Mr. McIntosh: What?

Ms. Sierer: Just pay your meter and you won't have to worry about it.

Mr. Locke: Are they full-time or part-time?

Mr. Fortner: Pay your meter.

Mr. McIntosh: I've had many a discussion with meter maids in Boston.

Mr. Silverman: Isn't that what they're calling the ICE [Immigration and Customs Enforcement] people now – ambassadors? Isn't that what they're saying?

Mr. Locke: Exactly right.

Mr. Locke: I love that. That's great, Alan.

Mr. McIntosh: You've got six to make up for.

Mr. Mulvanity: We have eight in the office. No, I'm sorry, we have six in the office.

Mr. McIntosh: You have six what? Six office people. Like you?

Mr. Locke: Six office people.

Mr. Mulvanity: Yes, I am an office person.

Mr. Locke: So the ambassadors could be used as true ambassadors, as well as enforcement.

Mr. Mulvanity: We do that. We do that. No, we do.

Mr. Locke: I mean they are much nicer. I agree. They are much better than they used to be.

Mr. Mulvanity: Since we've taken over from the Police Department, we . . .

Mr. Locke: Without a doubt. Much, much better. But, it would be nice to say, hey, I see your meter is running out.

Mr. Cappiello: You know long-term parking . . .

Mr. Locke: Right. That would be a great thing to be able to say.

Mr. Mulvanity: I mean we do try. I don't know how effectively it's happening in the field. But, ultimately, we do try to have our ambassadors, you know, if you're having issues at a meter or having trouble finding a meter, especially on a Friday night, for instance, when we have a lot of people in Lot 4 who are going for that dinner rush . . .

Mr. Locke: Right.

Mr. Mulvanity: We have parking ambassadors out there trying to either move them to a lot that has available parking like Lot 1 or Lot 3, or trying to put them in a parking meter. But, I mean, yeah, in essence, a good portion of the job is enforcement.

Mr. McIntosh: Yeah.

Mr. Locke: And you've got in your definition of organizing, you've got people and technology.

Mr. McIntosh: So that technology . . . I want to make sure we're done with the people.

Mr. Locke: Yeah.

Mr. McIntosh: Okay, so what would be our need? Is that enough to do what we've talked about here for the last hour? All those solutions, regardless of where they are. Is that enough people to handle that?

Mr. Fortner: Well that's what we're talking about. We don't have bus drivers, if we're talking about the trolley.

Mr. McIntosh: Yeah.

Mr. Fortner: We don't have a system like that. We don't have the buses. I mean, that's a lot of money.

Mr. Mulvanity: And then it spreads out a little bit, too. I mean, what about, for instance, I'm working on GIS, but I'm working with our GIS administrator here at City Hall to actually build out our GIS website. So you can say that Jay [Hodny] would be as much of a personnel as . . .

Mr. Locke: Well, when we go to the Unicity bus, I've lived here 40-some odd years and I have no idea how the Unicity bus runs. I would never use it most likely, but how does it work? I mean, I see it every once in a while, but I don't see it every single day at 10:00 a.m. going down Main Street.

Mr. Fortner: Do you want to get into this?

Mr. McIntosh: No. No, thank you, though.

Mr. Locke: The reason why I was asking is I was trying to see how many people they have on the Unicity bus, and can those people be used on a shuttle?

Mr. McIntosh: Well, could UD . . .

Mr. Fortner: Well, no, they run the Unicity bus.

Mr. Locke: But can the Unicity bus be changed to a shuttle bus and just be on a loop?

Mr. Silverman: And the Unicity bus runs a fixed route whether they've got warm bodies or not. And my belief is we're a seasonal town. Maybe the Unicity bus doesn't run in June, July, and August when the kids aren't here. Or maybe extra buses run when it's Alumni Weekend.

Mr. McIntosh: Okay but that's not where we need to be.

Mr. Silverman: Yeah, I agree.

Mr. McIntosh: We'll come back to Unicity. There's some possibilities there. So, people . . . is there enough people? Is there a gap? If we took all of these strategies that we've just laid out here, that you've just heard about and said, okay, they're all operating, have at it, can you do it with this amount of people?

Mr. Locke: I think in the three subject matters we're beholden to, you probably have enough people. I think they may need some additional people over here. But I think for these three things, you've got enough.

Mr. Fortner: You probably have people, yeah. I mean, these were left out, also. When you're talking about marketing campaign, we rely on the Downtown Newark Partnership, and we have staff here to do that, and they could easily add on marketing to their Downtown Newark Partnership stuff. So I think that's easy enough. We have a very competent Parking staff and Planning staff. I mean, we have people. If we had a shuttle thing, we'd have to buy buses and hire drivers, which is very expensive, because they earn a living wage.

Mr. Mulvanity: Yeah, with that increased personnel . . .

Mr. Fortner: Yeah, the personnel thing. But other than that, we have staff. We have a very competent IT staff that has helped us with GIS and can probably make the . . . eventually we'll get to the point where we can make that an app. I mean, we don't do it yet, but we could, probably.

Mr. Silverman: There's going to be a hump in the beginning where all these ancillary resources come together. And then if it's put together properly, it's going to take relatively few people to keep the wheel spinning. So there needs to be an understand that . . .

Mr. Locke: Very good point.

Mr. Silverman: Initially, there's going to be a 1-2 year ramp-up. Maybe reassignments. Maybe hiring part-time people. Maybe a consultant. But after that, it should take care of itself.

Mr. McIntosh: Well, that's good. Extra people in the beginning.

Mr. Silverman: Or bringing together resources other than parking-dedicated resources.

Mr. McIntosh: Which you could do with contract labor.

Mr. Silverman: Or reassignment from other departments.

Mr. McIntosh: Yeah, [inaudible] or whatever they call it.

Mr. Silverman: Yeah.

Mr. McIntosh: Alright, so, now in terms of technology, it seems like we have a lot of technology.

Mr. Mulvanity: It's a growing process.

Mr. McIntosh: Growing process. Okay, so let's . . .

Mr. Mulvanity: It's not just having it, but learning how to use it and get that full capability out of it.

Mr. Silverman: Stepping back, we don't have to develop the technology. There are systems out there that we can be reviewed and adopted, which is a big step. We don't have to do the research and development and the growing pains and all.

Mr. Locke: Right.

Mr. Silverman: It's a matter of choosing what works best, or who knows what the University has in place. When I can sit there and see that the University bus is five minutes from me, maybe that's adaptable.

Mr. McIntosh: You can do that with Uber . . .

Mr. Silverman: Yeah.

Mr. McIntosh: But we have technology that's already required and exists. Right?

Mr. Cappiello: GIS.

Mr. McIntosh: That's GIS. What else do we have?

Mr. Locke: The counters. The parking lot counters.

Mr. Mulvanity: The countdown signs.

Mr. McIntosh: The countdown signs.

Mr. Mulvanity: [inaudible]

Mr. Fortner: And those are from your sensors in the all the parking spots now? It has that.

Mr. Mulvanity: No, those are actually counting on the way in and out of the parking lot.

Mr. Fortner: Oh, okay so it's tracking in and out.

Mr. Mulvanity: It's simply saying when somebody comes in I'm -1 and when somebody goes out . . .

Mr. Fortner: On the on-street there are sensors. There are sensors on the on-street?

Mr. Mulvanity: Yes. On-street . . . so I would say the IPS smart meters right there are one piece of technology and it's coupled with sensors.

Mr. Fortner: And that's in Lot 6, too?

Mr. Mulvanity: That is in Lot 6. That's our only off-street lot that has parking meters in it. But those ParkingSmart meters on the street, coupled with the sensors that give you occupancy information, that's all reporting back to a central database that we can go into and we can say on January 5, 2018 in this section of parking meters, this is what our occupancy was. It was 50%. So that's something that is utilized when we do the meter occupancy report quarterly.

Mr. Locke: That's great.

Mr. McIntosh: So what, are you missing anything that you . . . do you have a wish list of things that you want?

Mr. Mulvanity: Well, right now, we are in the budget for 2018 to . . . not every single parking meter has a parking sensor on it.

Mr. McIntosh: Okay.

Mr. Mulvanity: So the way it was when we first bought this technology, we only had this much money in the pot to spend on parking sensors. So we found our busiest parking meters and put those sensors on those meters, and got that kind of information. Now, the goal here is, as this meter occupancy report grows and as we started using this technology more, let's cover the entire City.

Mr. Silverman: Technology as it relates to pricing, do we want to look at . . .

Mr. McIntosh: Before you finish that, we'll come back to it. Just hold onto it. How many smart meters do you have?

Mr. Mulvanity: Well, smart meters, we have 457.

Mr. McIntosh: And how many do you want?

Mr. Mulvanity: Well that depends on if you have the parking space available.

Mr. McIntosh: How many of the current spaces are available?

Mr. Cappiello: How many more would you like to add? Could you add?

Mr. Mulvanity: Are we talking . . . well, we have every . . .

Mr. Silverman: What would it take to convert all of your parking meters to smart meters?

Mr. Mulvanity: Okay, I'm sorry. Maybe I didn't explain it right. So we have all of our parking meters are smart meters. But there's a secondary sensor that's in the ground that communicates with the . . .

Mr. Cappiello: Okay, so how many more sensors do you . . .

Mr. Locke: How many secondary sensors do you need?

Mr. Mulvanity: I'd need over 100 . . . 125.

Mr. Silverman: And that's associated with a physical parking meter? That's different from the sensor that sits with the painted parking space?

Mr. Mulvanity: Right. Correct. There are two components that talk to each other. It can operate by itself as the parking meter which takes credit cards, which, you know . . .

Mr. Silverman: I'm talking about the unmetered spaces.

Mr. Mulvanity: We don't have . . . this is on-street. I'm sorry.

Mr. McIntosh: But in the lots.

Mr. Silverman: In the lots. Right now, you have an in and out.

Mr. Mulvanity: Yes.

Mr. Silverman: That's a very crude, one car goes out, it clicks available. One car comes in, there's one less space.

Mr. Mulvanity: Right.

Mr. Silverman: We had talked about the potential of having sensors literally associated with each of the painted parking bays. So, theoretically, I can look at my app and I can see that it's over there. And I drive around to that loop.

Mr. Locke: We're trying to find out the occupancy rate of each of the parking lots. As well as not only the lot, in general, but each space in that lot.

Mr. Mulvanity: You mean off-street. So in off-street lots.

Mr. Locke: Parking lots, right.

Mr. Mulvanity: Okay, off-street parking lots, we would have to put an in-ground sensor in every single parking spot.

Mr. Locke: We're asking you, is that something you would like?

Mr. Mulvanity: I don't know if I would . . . I don't think the industry is going that route.

Mr. Silverman: Okay.

Mr. Mulvanity: I think the industry, actually, right now, is going away from in-ground and they're actually trying to couple their parking meters and sensors into one unit and that would result in our parking lots have to change, like gutting the entire system and pulling that all out of the off-street lots.

Mr. Locke: Well, how about going with this . . . back in the days when I lived on Long Island, the municipal lots, every single spot had a parking meter. Would it be better for you to have, instead of attendants, have meters in every single space in Lot 1, 3, and 4?

Mr. Cappiello: Since they now can all take cards at the meter . . .

Mr. Locke: What's the point of having . . . how much money would you save not having those booths manned?

Mr. Mulvanity: It would be a very large amount of money that we would need to get that off the ground. But, ultimately, for personnel . . .

Mr. Silverman: What's the life of that system versus the annual cost of the individuals in there?

Mr. Mulvanity: The parking industry would say it's probably 5-6 years for the parking system.

Mr. Locke: You've got 26 employees you're using for parking attendants right now.

Mr. Mulvanity: Right, but they are part-time, non-unionized . . .

Mr. Locke: There's still 40 hours . . . so say you have 13 full-time employees.

Mr. Mulvanity: Right.

Mr. Fortner: And, also, people like those employees. We've looked into systems to get rid of that. Lot 1 was a big deal.

Mr. Locke: Come on, Mike.

Mr. Fortner: They do like those people. And people come to Council and whine. I'm just throwing this out there. You can laugh at it, but they do like those . . .

Mr. McIntosh: You know what happened with the garbage.

Mr. Locke: Oh, I know. I know.

Mr. Fortner: And they also are helpful. If you take out the people and you just have machines, that's not customer . . .

Mr. Locke: That's where the ambassadors come in.

Mr. Mulvanity: I will say that if we proposed that one night, to do that, it would be a very interesting Council meeting. I do want to say that.

Mr. Fortner: Yeah. Oh yeah.

Mr. Silverman: We're talking about the possibilities on the technical side.

Mr. Locke: We're not talking about the political. We're talking about the possibility.

Mr. Silverman: Let Council worry about the political side.

Mr. McIntosh: Okay, so you could go that. I asked the question of the GIS person, could we use that GIS system to tell us about the parking lots themselves. Are they full now? Are they not full now?

Mr. Mulvanity: Overall occupancy? Yes. We are almost there.

Mr. McIntosh: Okay, so isn't that . . .

Mr. Locke: Okay, but here's the deal. You have, literally, the City split. I've been in enough meetings now . . . half of the City thinks we have more parking than we know what to do with, and half of the City says we don't have enough parking. So we need the data, one way or the other.

Mr. Mulvanity: Right.

Mr. Locke: So you say, oh, occupancy is . . . well, where's the data?

Mr. Silverman: Yeah, how about 3:30 in the afternoon right now. Live time.

Mr. Mulvanity: Off-street or on-street?

Mr. Silverman: Can I park behind the Galleria? Probability?

Mr. Mulvanity: Right now, at this time of year, yes.

Mr. Cappiello: It's January. The kids are gone.

Mr. Mulvanity: Yeah, now let's talk about this again in the fall . . .

Mr. Cappiello: Right, it's winter session.

Mr. Silverman: But what's being talked about is we don't have enough parking.

Mr. Mulvanity: When I go into a parking lot, I don't care if there's 30 parking spaces or 40 parking spaces. What I care about when I go into a parking lot, am I going to find a space for me. I can't do that when there are 0 parking spaces in the parking lot. That's when I get frustrated.

Mr. Locke: So that's why we need the data.

Mr. Silverman: And this is where, if we have the sensor, and we start looking at the economics, I can either have an algorithm that says when I get 85% full, that parking meter that's sitting there instead of an attendant now goes to \$2.00 an hour. When I get 90% full, it now goes to \$3.00 an hour.

Mr. Locke: Oh, superb. Actually, supply and demand. Economics 101.

Mr. Silverman: Now if I'm going into one of the upscale restaurants and I'm going to be spending \$150 for me and my wife, another \$6.00 or another \$9.00 on my bill is nothing.

Mr. Locke: It's nothing.

Mr. Silverman: I'll take that one space at \$3.00.

Mr. Locke: Yep.

Mr. Silverman: I don't need to know that if I had come two hours before, I could be in that space for \$1.50 an hour.

Mr. Cappiello: It's just like the interstates now with those . . .

Mr. Locke: Yes.

Mr. Cappiello: The capacity with the high-speed lanes . . .

Mr. Mulvanity: I mean, that's essentially a variable rate.

Mr. Cappiello: It's open but it's going to cost you.

Mr. Locke: And to take it one step further, I go up to Yankee Stadium to see the game, okay, I'll spend \$30-50 for a parking space if I know I'm one block away from the stadium, because I have two young kids and I don't want to deal with going through the Bronx and finding something six blocks away from the stadium. Now I may pay \$20 for those spots, but it's worth the extra \$20 to be close by. And that's exactly what we're saying. If I'm going to Caffé Gelato and I know I'm going to drop \$150 for dinner, an extra buck an hour for parking, no problem.

Mr. Cappiello: Now if you were to go to that same area of the stadium for some off-event, not a game . . .

Mr. Silverman: Or just by yourself, or with adults . . .

Mr. Cappiello: Would that same parking then go from \$50 down to \$35? You're still going to pay more than the six blocks away . . .

Mr. Locke: That's right.

Mr. Cappiello: But it fluctuates.

Mr. Locke: Absolutely.

Mr. Mulvanity: Or in Newark [inaudible] the other end of that.

Mr. McIntosh: That's okay.

Mr. Mulvanity: [inaudible]

Mr. Silverman: So that's the heart of the economics of parking, being able to look at these variables. And the same thing on-street with parking meters.

Mr. Cappiello: But you need the data to do that.

Mr. Silverman: And you need the data to do that.

Mr. McIntosh: So here's what we need, is the data.

Mr. Silverman: Yes.

Mr. McIntosh: And I think you have a big gap with the data. Okay? Data that is current, you know. . .

Mr. Silverman: Time of day, day of week.

Mr. Cappiello: I see what you're saying.

Mr. McIntosh: Data is . . . you could sell this if you have data that people will trust.

Mr. Locke: There you go.

Mr. Mulvanity: Another thing is trust in that data, too.

Mr. Cappiello: Okay, trust the data because . . .

Mr. Locke: Alan makes a very good point. You can't say to us what is the occupancy rate of Lot 1 at 12:00 p.m. on Friday. You can give us a . . .

Mr. Mulvanity: I can give you an estimation.

Mr. Locke: You can give us an anecdotal, but you can't say let me print that out. Oh yeah, here on May 21 at 12:00 p.m., there were two spots left.

Mr. Mulvanity: But that is something that we're working towards. The countdown signs will, ultimately, will be something that . . .

Mr. Cappiello: I think what you were talking about the split of the City is probably because some of those people are coming down at a peak time, when the students are here, and they're saying, there's no parking. Because I want to be in Lot 1. I want to be there. That's where I want to be. So, there's nothing else in the City. But if you can get the data and say, I'm sorry, Lot 1 was full but did you know it was Friday afternoon and you could have gone down to Trabant and there were 200 spots right there, just a block-and-a-half away.

Mr. Silverman: Or it's a nice spring day and there's the Deer Park university building sitting there and it's a ten-minute walk down to Caffé Gelato.

Mr. McIntosh: Okay, so what we know is that we have not enough data, and not the right kind of data.

Mr. Mulvanity: Yes.

Mr. McIntosh: So we have a big gap with data. And if we can close the gap with data . . .

Mr. Locke: Yes.

Mr. McIntosh: Then we can maybe sell some of this stuff.

Mr. Silverman: Yes.

Mr. Locke: Right.

Mr. Silverman: That's what's going to do it.

Mr. McIntosh: Alright, so . . .

Mr. Mulvanity: [inaudible] countdown signs and more sensors are two big items this year.

Mr. Fortner: So just to clarify, on on-street parking we do have data. We know, we can . . .

Mr. Mulvanity: On any sensed meter, yes.

Mr. Fortner: So you can do Friday at 5:00 p.m.? You can do that?

Mr. Mulvanity: Yes, I can get hourly sensed data on . . .

Mr. Fortner: So we can't do that on our public lots yet. It doesn't control . . .

Mr. Mulvanity: Not currently. That's one of the . . .

Mr. Locke: That's the whole argument.

Mr. Fortner: But we do have a lot of . . . the old data, we all know the data. We've done plenty of parking counts and done these kinds of things where you go at 1:00 p.m., 2:00 p.m., and 3:00 p.m. and you do the count.

Mr. Mulvanity: Yeah, we've done the studies before and the studies have come back with different results or . . .

Mr. McIntosh: But my point is you need to have . . . all the old studies are old studies, and no one is going to pay attention to them.

Mr. Locke: That's right.

Mr. Mulvanity: Correct.

Mr. McIntosh: So you need current studies. Even if they're already done and even if it isn't going to be any different, it's credibility. That's what you're selling. Credibility. I've got this data, just got it yesterday, as a matter of fact, so don't tell me it's not true.

Mr. Silverman: It's real-time.

Mr. McIntosh: It's real-time, so okay . . .

Mr. Silverman: Now can I just . . .

Mr. McIntosh: Only if it's absolutely on task.

Mr. Locke: He's running a tough ship here today.

Mr. McIntosh: What is it?

Mr. Silverman: Do we want to talk about the need for a mechanism to drive parking? Because right now they can tell the parking meter is occupied. Do we want them to have a system that can flip that [inaudible] rate up to the next quartile?

Mr. McIntosh: Well that would be in the marketing area.

Mr. Locke: But it's also economics.

Mr. Silverman: Okay, so that's out of the economics and into the marketing? Okay.

Mr. McIntosh: I'm really kind of thinking this whole [inaudible] out, and not just one piece of it. Because we don't have time.

Mr. Silverman: Just step on my foot, please.

Mr. McIntosh: I'm not trying to.

Mr. Silverman: My wife does that.

Mr. McIntosh: That's why she told me it was the best way to do it.

Mr. Silverman: I know.

Mr. Locke: Frank.

Mr. McIntosh: She did.

Mr. Locke: Alright, move on. You have five minutes. Move on.

Mr. Silverman: Let's go, Mr. Chairman.

Mr. Cappiello: Are we on marketing?

Mr. McIntosh: Let's just go to marketing. I think we talked about uniqueness. We've got the University. We've got good developers. What else do we have?

Mr. Locke: I wrote down proprietary information. So . . .

Mr. McIntosh: We have information.

Mr. Locke: Right, so proprietary is what we just talked about for the City. As it pertains the private sector, obviously, the developers know what they could do with the spaces that are currently being used for parking. The value that would enhance the City. Again, talking about the economics of parking.

Mr. Mulvanity: And dealing directly with perception, the idea that we need to market ourselves as having open parking . . .

Mr. Locke: That's over there, not here. We're the money guys.

Mr. McIntosh: But still, yes. The answer is if we don't change the perception of people as to what goes on in downtown Newark, and what's available and when it's available, if we don't change that perceptions, nothing else matters. Right?

Mr. Locke: Correct.

Mr. McIntosh: There's nothing else that's more important than changing that perception. If you think why does Wilmington have so many problems? Because everybody thinks they're going to come home in a box. So, they don't go there.

But let's move on to marketing. What are the marketing channels? Who do we have? And we keep coming back to one thing – the University.

Mr. Locke: Yes.

Mr. McIntosh: The University . . . there's kind of a gap. Let me just set this up so we can have a better discussion. There's kind of a gap because we have a very cooperative University person.

Mr. Silverman: Today, at this point in time.

Mr. McIntosh: We have a cooperative person at any time. But, be that as it may, he has come to the meetings, but he represents the University but he's not the University. So . . .

Mr. Cappiello: So he can't make the decisions.

Mr. McIntosh: What we do have, that's a channel we have. That's a relationship that we've established that we didn't have before. So that's a good one. So the University is the big dog in the whatever the hell you put in the room. So, there's a gap there. How do we close that gap?

Mr. Silverman: And the thing that makes that desirable with the University is they have the financial resources. They don't have to compete with the kind of public [inaudible] process. And they have the management structure that when the Secretary of Development for the University says, we're going to do this, everybody is focused on that.

Mr. McIntosh: Got it. Okay, so the University is one of our primary channels, and it's a relationship, and it has a gap. It might be, depending on who you're talking to, a really big gap, or not so big. So, what else? Where else do we . . . you know, our developers. Are they all in line? Are they all like Chris?

Mr. Locke: I think for the most part, yeah, they are.

Mr. Silverman: That's my impression.

Mr. Locke: We really are blessed to have the developers we have because they are, pretty much, local people, except for the outliers, and that's about it. And I think you would see some support. You know, if you were looking for private partnerships on, say, a shuttle bus, or something like that, I know some of the merchants would be interested.

Mr. McIntosh: That's a different kind of thinking. We have that, right? We have developers, merchants, churches, and other places, non-profit places. There's a community here that is part of Newark and is part of our strength.

Mr. Locke: Right. It really is.

Mr. McIntosh: If we look at it as a strength, as opposed to adversarial . . .

Mr. Locke: Exactly.

Mr. McIntosh: I mean I sit up there once a month, usually, and when a developer comes up, it's sort of like how do we slap them around, right? I mean, we need to ask good questions and so on, but sometimes it just doesn't seem like we're embracing them for what they do for us.

Mr. Locke: Thank you.

Mr. Silverman: And the same thing . . . and let's use the church as an example . . . as the patrons of the services find out about these other parking opportunities, they tell five more people, and then they tell five more people. Well, did you know that when we were there, we learned that you could park here and park here. Well, we've always parked on the street, but I didn't know there was a lot right over here.

Mr. Cappiello: That's right. And so I think utilizing the merchants, because you mentioned that earlier, about using the merchants to push this out . . .

Mr. Silverman: Yeah, I . . .

Mr. Cappiello: We have a Facebook page. Now, granted, that's an old person's thing that my kids will tell me. My 20-year-old says nobody my age uses Facebook. But Facebook, Twitter . . . I guarantee you any new merchant coming in has got some sort of social media presence.

Mr. Locke: Absolutely.

Mr. Cappiello: They have to, to push it out.

Mr. Locke: You have to.

Mr. Cappiello: Come to our wine dinner tonight. Don't forget, shuttle bus running from 2:00 to . . .

Mr. Silverman: Or a five-minute walk from Lot 3.

Mr. Locke: Right.

Mr. Cappiello: And all of a sudden, it starts to get into peoples' heads. Hey, last time they had a big dinner, they had a bus. Are you going to have a bus this year? Are you going to do this this week?

Mr. Locke: And getting back to this uniqueness that we have . . . for example, we own Pomeroy Station, where Ski Bum is located. We know every Sunday the people who are going to St. John's for mass are parking in that parking lot. So I tell my . . . we're not towing. We just don't tow on Sundays because we know they're there. But someone who is not familiar with the comings and goings of our city, may say, oh, they need it for the retail. But we know by 11:30 they're all gone, so it's not going to affect our retail tenants.

Mr. Cappiello: Right.

Mr. Locke: So, it's that type of . . . we've got these great relationships, we just need to harness it and bring it all together.

Mr. Cappiello: I mean the fact that Lot 1 is open to us on Sunday mornings for our congregation . . .

Mr. Locke: Right. It's huge.

Mr. Cappiello: It would kill our Sunday service if we didn't have that space for parking.

Mr. McIntosh: See, as a Catholic, we're used to paying for the pews. It wouldn't bother us at all.

Mr. Mulvanity: In addition, the Downtown Newark Partnership, from a City side, and the Communications Department from the City side, is a great way of getting that information out. Especially when you get the times where we're having events. I think the busiest that we are in Newark is generally during WinterFest. And that's where, you know, something the Parks and Rec Department is running, Communications is putting it out there, and Downtown Newark Partnership is putting it out there. Every single one of our parking lots and every single one of our parking meters is filled. So, it's where, at that point, I know 20 minutes before WinterFest, it's going to be filled, with no parking on the City side. Where do you go at that point?

Mr. Silverman: That's where if the app is around, it says . . .

Mr. Locke: The app . . .

Mr. Silverman: Over here, green one.

Mr. Locke: And the merchants and the churches, you get them involved. You get the developers involved. For example, I was just thinking, brainstorming, but would a developer contribute to a shuttle if he doesn't have to put in 25 parking spaces and he's willing . . .

Mr. Silverman: They're doing it with the hotel.

Mr. Locke: Absolutely.

Mr. McIntosh: Of course they would. Hey, Will, bring your people home.

Mr. Locke: That's right. They are doing it with the hotel.

Mr. Cappiello: Or would the merchants?

Mr. Locke: Or the merchants. That's exactly right.

Mr. Cappiello: They could say, hey, I'll put in XX dollars a month, whatever it is, towards that shuttle because I know I can market it as a benefit to my patrons.

Mr. Locke: Right.

Mr. Fortner: If people ride it, but they don't.

Mr. Locke: Huh?

Mr. Fortner: If they don't ride it. I'm always saying people aren't going to ride it. I mean the Downtown Newark Partnership could get together and fund one.

Mr. Locke: They seem to ride them in Rehoboth and Dewey all the time.

Mr. Fortner: Those are very different markets, though.

Mr. Locke: I think the difference is, UD has their shuttle service. So, you either jump on their shuttle service or you do something unique. You make them red. You make them go 10 miles an hour or 15 miles an hour, and not 45 miles an hour down Main Street, as the old trolley used to be. You'd literally have to jump in front of it.

Mr. Silverman: And I mentioned the Uber pull-off. There was no way . . . they had to stop in traffic.

Mr. Locke: Exactly right. And how do you get their attention?

BREAKOUT GROUP 2 – CULTURAL THINKING, PARKING DISTRIBUTION, AND EMPLOYEE PARKING (HURD, RIND, GRAY, HOWARD, WHITE, HAMILTON)

Mr. Hurd: Okay, so what we're doing here is we're kind of going through the different solutions, recognizing that some of them really are aspects of the same solution. I will say we'll give an eye to some of the implementations that were suggested, because that's going to be part of what kind of . . . how we're going to implement these solutions has an impact on the capacity concept that he speaks of.

Mr. Rind: Sure.

Mr. Hurd: And then kind of just evaluate them. His capacity model, I think, is a really good one. It's something he used in his previous business and it's good for that kind of gap checking. To sort of say, we'd love to do it this way but we don't have the manpower, we don't have the

resources, we don't have whatever the thing is, we're missing it. And that tells you whether that's a solution that can really be effectively implemented or not.

Mr. Rind: Yes.

Mr. Hurd: Okay, parking distribution and the cultural thinking about parking are, and even employee parking, in some ways, are different sides of the same problem. To say we kind of feel that if we were able to aggregate some of the parking that's out there and some of the loose stuff that's in the area, we'd have enough places to put everybody. But we've got college students parking in Lot 1, we've got employees parking in Lot 1, 3, or 4 and we'd rather they park someplace for a longer term, lower rate, and out of the way. So how do we drive that action in an effective way. Looking at parking distribution, the thing that keeps coming up . . . up and up and up . . . is real-time information. And I think I would say I'm in agreement that the more real-time information we can provide, the better decisions people can make, and we can get them to go where we want them to. Well, want them to in the sense of go where there's a space for them, as opposed to being frustrated. So I'm going to propose we first look at that concept of real-time info and which ties into, of course, the GIS. So, Marvin, what's our current barrier between having real-time information and where we are now.

Mr. Marvin Howard: Well, believe it or not, we're actually already moving in that direction.

Mr. Hurd: Okay.

Mr. Howard: Right now we're in a trial phase in Lot 1 where we do have parking lot countdown signs and they are real-time. And we are right now working with GIS so that you will be able to get that information on a smart app and it's part of the City's plan to have a big informational sign towards the top of Main Street for when you come down.

Mr. Hurd: Okay.

Mr. Howard: So right now we're in the trial phase. I just spoke with the Deputy City Manager and advised him that we're very comfortable with the company we're using . . .

Mr. Hurd: Okay.

Mr. Howard: And it's working, in that we're ready to come out of trial.

Mr. Hurd: Okay.

Mr. Howard: And look to move forward in our Lots 2 and 3. The other . . .

Mr. Hurd: Lots 2 and 3, or 3 and 4?

Mr. Howard: The other hourly lots.

Mr. Hurd: Okay.

Ms. Jean White: I just saw earlier today that there were 15 spaces left.

Mr. Hurd: Do you find, I mean, has it been an additional burden in terms of manpower to get those things going? Or was it just sort of to start up?

Mr. Howard: Just to start up.

Mr. Hurd: Just to start up. Okay.

Mr. Howard: My team actually did the full installation from start to finish.

Mr. Hurd: Okay.

Mr. Howard: So it was just the initial installation and, at that point, everything was wireless.

Mr. Hurd: Do you do any kind of inventory check? Do you check every so often to make sure the numbers are . . .

Mr. Howard: Yes. We check it first thing in the morning when we come in. We check it in the middle of the day. And we also check it early evening to make sure the counts are accurate. Yes?

Ms. White: Presumably you're doing this, but are you keeping track of how full the lots are for a 24-hour period?

Mr. Howard: Yes, the system actually does that.

Ms. White: The system does it.

Mr. Rind: So from the reports you can pull it.

Ms. White: So you can tell at any time during the whole day or whole week how much parking was being used?

Mr. Howard: That is correct.

Mr. Hurd: Okay. Alright, so it sounds like . . . so Lot 1 is, basically, the trial is relatively complete. So Lot 3 and 4 would be next, right?

Mr. Howard: Correct. And they would both come online at the exact same time.

Mr. Hurd: Okay. And what is the next . . . is there any barrier to that big sign at the end of Main Street? Or is it just, sort of, you just have to buy it and set it up?

Mr. Howard: We just have to buy it and set it up. It's all done wirelessly.

Mr. Rind: Through cellular? The internet?

Mr. Howard: Yes.

Mr. Hurd: Okay. What's the . . . do we have, between the City and the University, then . . . what do we need to go to get the two of your systems . . .

Mr. Rind: Well that was the only thing that I was concerned about.

Mr. Howard: That's where we were, and that where I . . . now that we're through our trial phase, was going to meet up with Rich. Luckily, we both would be, if things go the way we plan, technically using the exact same vendor.

Mr. Hurd: Sure.

Mr. Howard: The exact same company.

Mr. Rind: Presumably that would make the integration easy.

Mr. Howard: Right.

Mr. Rind: But I don't know if that's true, but I assume that it would . . .

Mr. Howard: Yes.

Mr. Hurd: Right, because they're going to be separate accounts and separate . . .

Mr. Rind: Because they are separate accounts, but the data . . .

Mr. Howard: Well, see the way that my understanding is, and we've already kind of looked at it a little bit, and I'm just waiting for verification, our data is not going to cross each other. And since you would just be sending your information . . .

Mr. Rind: To that sign.

Mr. Howard: To that big sign, you would maintain . . .

Mr. Hurd: Oh, okay.

Mr. Howard: It's still his data.

Mr. Rind: It would just be displayed on the sign.

Mr. Howard: Right, it's just displayed on our signage.

Mr. Hurd: Okay.

Mr. Howard: And along with that, we're also looking at when you go to your handheld, where it actually splashes our parking and also the University's parking. The availability of what's at the UD lots, as well.

Mr. Hurd: Do you see any issues with trying to combine that data into . . . because I can see how on one sign you could sort of say this number displays and it's going to be a separate receiver because it's coming from a different, somehow . . .

Mr. Howard: Different data source.

Mr. Hurd: Different data source. There may need to be separation there. But on an app, we can't really be that kind of . . .

Mr. Howard: On an app, I'm almost positive, because it's all done by what they call the smart widgets . . .

Mr. Hurd: Okay.

Mr. Howard: It can splash on our page. We're looking at having the City of Newark's parking and also UD's available parking in their parking garage. The particular ones we're looking at. Again, this is something we all have to get together to talk about.

Mr. Rind: Yeah.

Mr. Hurd: Okay.

Mr. Howard: It's all new. It's all fresh, but this is what we're working with the vendors on. And because we're looking at possibly using the exact same vendor, we're thinking it can be seamless in its set-up.

Mr. Hurd: Right.

Mr. Howard: And it's not the type of data that's confidential.

Mr. Hurd: Well, I was going to say . . .

Mr. Howard: It's not financial. It's just a count.

Mr. Hurd: Are there any UD policies that we have to be negotiating around or working around to make this . . .

Mr. Rind: Well, I don't know, but I might want to answer that we're just going to do it.

Mr. Hurd: Okay.

Mr. Howard: Again, it's just something that's going to splash on our . . .

Mr. Rind: Because it's data that nobody cares about.

Mr. Hurd: Well, you know, but that's . . .

Mr. Rind: Although, currently, we don't communicate those counts to our own [inaudible].

Mr. Hurd: Right. Okay.

Mr. Rind: Because when they show up, they'll see the signs and that's good enough for us.

Mr. Hurd: Okay.

Mr. Rind: Because we already have the signs at the Visitors' Center, the CFA garage and the Perkins garage. We already have the same signs that Marvin has displayed. So Trabant is the one that you guys are most interested in.

Mr. Hurd: Right.

Mr. Rind: And that's the one that's coming online over the summer to be ready for the fall semester.

Ms. White: Since you mentioned the three garages, for the public it's free to park in the other garages, as well.

Mr. Rind: They are welcome to park . . .

Ms. White: Welcome.

Mr. Rind: In the garages, as long as they pay.

Ms. White: Not free, but welcome.

Mr. Rind: I just wanted to make that distinction.

Mr. Howard: Rich does not like the word free. We don't use that in parking.

Ms. White: I mean there are certain situations that people might want to park in the other . . .

Mr. Rind: And they're welcome to.

Ms. White: Okay.

Mr. Rind: We have tweaked . . . our lot is a little bit different in the sense that Marvin's lot that has the sign is an hourly lot only. You don't sell permits for that lot.

Mr. Howard: Right.

Mr. Rind: The lots that I'm displaying with those signs have both permit parkers and hourly parkers in them. So the number that you're reading is actually not . . . it's the number of visitor spaces that I have left.

Mr. Hurd: Okay.

Ms. White: So you're including permit parkers in them.

Mr. Rind: Right. So, for example, if the sign in front of Perkins says there are five spaces left, if you actually went in and counted them, there might be 35. But I'm saving 30 for the permit-holders . . .

Mr. Hurd: Right.

Ms. White: Right.

Mr. Rind: That I can't turn away. I'm willing to turn the visitors away because I haven't made them any promise that there'd be space for them. So we make that adjustment on the back end so that if the public sees 0, they're going to go somewhere else. And we actually put someone out there to ensure they go somewhere else when that happens. But it doesn't happen that often.

Mr. Hurd: Okay, I'm looking at . . . so the real-time info, the sign, and the app, in terms of assets, I don't see any gaps in the capacity because it's mostly the money for the sign and installation, but that's sort of minimal.

Organizing-wise, it sounds like you've got the people to make this happen, because it's not taking . . . it's a little bit on the set-up and then it's sort of . . .

Mr. Rind: We're kind of already there for ourselves so, yeah, I don't see an issue.

Mr. Hurd: I'm not sure where this fits in, but the development of that app. Is there a plan for that? Is it in progress? Is it internal?

Mr. Howard: It's internal and it's in development.

Mr. Rind: Oh, this is not a third-party app? This is a City of Newark app that you're creating for the phone?

Mr. Howard: Well what we're doing is it's through a company that ties all the information together, EPI.

Mr. Hurd: Okay.

Mr. Howard: Now, I'm not that familiar with it, but we have a GIS staff member within the City of Newark that's creating the widgets . . .

Mr. Hurd: Okay.

Mr. Howard: And the actual real-time parking . . . available parking.

Mr. Hurd: So is it an actual app, or is it just you browse to the City's map page?

Mr. Rind: Or is it a mobile webpage?

Mr. Howard: It's a mobile webpage. You go to the City of Newark and then it pops up. There's a spot there, a link, where you can hit parking and it shows you all of our parking lots.

Mr. Hurd: Okay.

Mr. Howard: It also shows you where all of our metered parking is.

Mr. Hurd: Okay.

Mr. Howard: And it's going to tie into much more than that. It's also going to tie into our residential parking, too. But once you get to that page, it's going to splash up the available parking in each particular lot.

Mr. Hurd: Okay. No, that makes some sense. And that's probably a good way to use the resources. You've already got the GIS information. You've already got the webpage. You make it mobile and you're done, and you don't have to develop an app. I don't want to go too far but there had been talk about, I mean, there are parking apps out there where you can pay for meters and you can do that stuff. Have you looked, at all, at integrating or using those?

Mr. Howard: You mean pay-by-phone for a metered space?

Mr. Hurd: Yeah, or ParkingSoft or . . .

Mr. Howard: We've looked at that. We had been holding off because all of those particular type of apps either require you to . . . it's all about battery life.

Mr. Hurd: Okay.

Mr. Howard: And the draw on the actual battery. The University, at one point, ventured down . . .

Mr. Rind: We did it for a couple of years, I want to say.

Mr. Howard: For a couple of years, and didn't have a lot of success because of the drain on the battery.

Mr. Rind: Of the devices. The app worked fine. You could pay with an app and the time would magically appear on the meter. It was really cool.

Mr. Hurd: Right, but the . . .

Mr. Rind: But it killed the meters and it made the maintenance of the meters so difficult and the actual amount of usage was so minimal that, we're like, it's just not worth the effort. If 50% of our transactions were done that way, we would've kept on doing it because we wouldn't want to tick everybody off, but it was like 2% of our transactions and 50% of our headaches. So it was like it's just not worth it.

Mr. Hurd: Right.

Mr. Howard: But we're still getting requests for it and, at that time, it was definitely cutting edge when the University went out with it. And because they did run into the problem, we're like let's wait because as technology goes . . .

Mr. Hurd: Right.

Mr. Howard: Things become more efficient. And so we were waiting for them to actually get a more efficient meter or a technology that wouldn't use so much of the battery life.

Mr. Hurd: Gotcha. Okay. It seems like, probably, the credit card payment is probably more crucial than app payments.

Mr. Howard: Yes.

Mr. Rind: Yeah, the app really, to us it was just an extra amenity.

Mr. Hurd: Right.

Mr. Rind: It wasn't critical because the meter, itself, takes the credit card.

Mr. Hurd: Yeah. And students might be more likely to have payment apps hooked to their Apple or whatever. That's their thing. The City of Newark, maybe, that's not quite our clientele.

Mr. Howard: And I'm not saying it's not. I'm not saying that . . .

Mr. Hurd: Right, but it's not the percentage we need.

Mr. Howard: We, as a City, have looked at it.

Mr. Hurd: Okay.

Mr. Howard: And, as a City, we've also explored, okay, if we go with pay-by-phone, if we go real-time on all of our meters, what's the investment going to be on the City's side? And we've come up with a number because, annually, once a year, you would have to replace all the batteries in your meters.

Mr. Hurd: Got it.

Mr. Howard: So set aside, and I'm going to throw a number out there that's pretty close, but we would have to budget \$15,000 a year for replacement batteries throughout the City.

Mr. Hurd: Right. And you'd still have the problem with that's just meters. If I decided not to park on the street and I'm going to go into a lot, well, maybe now I can't do pay-by-phone.

Mr. Howard: Right. And you can't do pay-by-phone because we don't use LPR [License Plate Readers] . . .

Mr. Hurd: Right.

Mr. Howard: Which is what Rich uses. So, if in fact, we were running LPR . . .

Mr. Rind: Yeah, it's different. So we actually have a payment app now but it does not work for our single space meters. It works in our garages.

Mr. Hurd: Okay.

Mr. Rind: Because it's not actually talking to the device that's in the garage. It's talking to the web and it's just communicating the license plate numbers of people that paid.

Mr. Hurd: Okay.

Mr. Rind: And then our car that's driving around is reading licenses plates and it compares those databases and says they're good or they're not.

Mr. Hurd: Got it.

Mr. Rind: So they're not actually communicating with the device themselves with single space meters. It was communicating with the device, itself, and that's where the problem was.

Mr. Hurd: Right. So I guess this kind of thing makes sense in like Philadelphia which has got millions of meters or whatever. You know, huge numbers of meters on the street that they want to manage more effectively. Yeah, that makes sense to do. But where you've got such a split between the hourly lots and parking meters, it stops being so effective, I think, it sounds like. Maybe?

Mr. Howard: It's still a benefit. I mean, again, you're weighing are we looking to do better customer service, or what is it we're trying to do? We're trying to find a happy medium here.

Mr. Hurd: Right. Okay.

Mr. Howard: So are we just trying to find a way to make it convenient for customers to be compliant and make a payment?

Mr. Rind: And at least in the central business district, Marvin's meters, you can't extend beyond two hours anyway. So the app would have limited benefit.

Mr. Hurd: True.

Mr. Rind: It would have limited benefit because if somebody says I want to add time, it wouldn't let them because they've already had two hours.

Mr. Howard: But, at the same time, this is something we're talking about here as how do we make it, again, more consumer-friendly? How do we do that? The reason we have a max of two hours is because we have, kind of, parking restrictions and we do want to have that turnover type . . .

Ms. Gray: Right. You want to encourage people to only be there for two hours.

Mr. Hurd: Right.

Mr. Howard: Plus, we want you to go into a lot.

Mr. Rind: Yeah.

Mr. Howard: But if we find a way to . . .

Mr. Rind: To solve that problem . . .

Mr. Howard: Right. If we build a parking garage, that opens us up to do a lot of different things. Or if we open up more available parking throughout the City, that allows us to do some different things.

Mr. Rind: Because, overall, if the people are there frequenting the businesses on Main Street, ideally, you don't want to force them to leave.

Mr. Howard: Right.

Mr. Rind: Why would you want to do that? You want them to stay. But because of the turnover that you're trying to get, you almost have to force them to, at least, move their car.

Ms. Gray: Right, to be there longer.

Mr. Howard: You almost have to keep the turnover on the meters because we don't have a lot of them. And, basically, if we want to encourage people to park at the meters, we have to keep a certain number open.

Mr. Rind: But, yeah, it's counter-productive to force people to leave Main Street . . .

Mr. Hurd: Yes, it is.

Mr. Rind: When we're actually trying to get them to come to Main Street.

Mr. Hurd: Right.

Mr. Rind: But I understand completely why you have the limits. But if we solve this problem, perhaps the limits can be tweaked or increased. Or, what we've done is after two hours, the rate starts to escalate. So we took away the cap. We used to have the same cap but we took away the cap and made it more expensive. So, if you really want to stay, alright, pay \$2.00 an hour, or \$3.00 an hour. Whatever. And most people won't stay because it's too expensive, but some will.

Mr. Howard: And, as a City, we've talked about that, as well.

Ms. Gray: Did you find a difference in that fine line of increasing the amount charged after two hours, that that influenced behavior?

Mr. Rind: Well, we previously had the behavior where after two hours, they were all leaving. So, now, not everybody leaves, but a lot of people still do because it gets expensive.

Ms. Gray: Okay.

Mr. Rind: So it had the desired effect.

Mr. Hurd: But they're not getting tickets.

Mr. Rind: It dramatically increased revenue . . .

Ms. Gray: Okay.

Mr. Rind: But, at the same time, the meters are not full all the time . . .

Ms. Gray: Okay.

Mr. Rind: Where nobody could ever find a spot.

Mr. Hurd: Right.

Mr. Rind: And I think that's when all the meter revenue [inaudible]. It's mind-blowing. [inaudible] currently it is six times what it was when I got there five years ago. Six hundred percent.

Ms. Gray: Wow. Okay.

Mr. Rind: And there seems to be no end to it. It's insane. When we hit the two-hour limit and we took the credit card, the revenue went up, but only like 20-30%. [inaudible] and yet you can still find one.

Ms. Gray: Right.

Mr. Rind: Which is just remarkable.

Mr. Howard: We don't look at it, from the City's standpoint, we don't look at it as a revenue generating . . .

Mr. Rind: I understand that. But it's replacing caps, so you're . . .

Mr. Hurd: But if it drives . . .

Ms. Gray: But it is impacting behavior. The desired behavior.

Mr. Rind: Absolutely. Yes.

Mr. Hurd: Yes. If it drives behavior . . .

Mr. Rind: We're still getting the turnover we want. Yes.

Ms. Gray: Right. Okay.

Mr. Hurd: Because it can drive behavior and it can be a benefit in the way because you say, well, I'm just going to put some more money in the meter and not get a ticket. Because getting a ticket is a downer, too.

Mr. Rind: It's a negative transaction. It's not a voluntary transaction.

Ms. Gray: I like that term. I've never heard that – a negative transaction.

Mr. Rind: It's not a voluntary transaction. We want voluntary transactions.

Mr. Hurd: Right.

Mr. Rind: That should be the goal.

Mr. Hurd: So I don't know, would our meter technology support that?

Mr. Howard: Oh, yes.

Mr. Rind: Absolutely. We use the same one.

Mr. Hurd: Okay. Well that's something we can throw out as a possible solution.

Mr. Howard: Right.

Mr. Rind: But, certainly, the current laws and rules about how to raise rates in the City make it very hard for Marvin to do something like that, under current regulations.

Mr. Hurd: Right.

Ms. Gray: Right.

Mr. Rind: But, you know, it sounds like the winds of changing that are blowing, and that's good. I have the freedom to just change it, where you don't, currently.

Ms. Gray: Right.

Mr. Hurd: Because if the issue really is we want to make sure that the capacity is being used effectively so that meters are being turned over, this is one way to do that without, as you said, the negative transaction of parking fines and limiting people to a hard two hours. Because if someone goes, well, I need an extra hour, you can have the extra hour.

Mr. Rind: Yeah.

Mr. Hurd: It's just costs a little . . .

Mr. Rind: A little bit more.

Mr. Hurd: But you don't have to move the car, either.

Mr. Rind: Right.

Mr. Hurd: You already have your spot.

Mr. Chris Hamilton: Sorry, I'm going to leave.

Ms. Gray: Okay.

Mr. Hamilton: I'll leave you with this, because I won't be able to comment, 15 years from now, cars are going to be automated. They're going to drop you off at your location and then they're going to park remotely. So, if you're thinking about building a parking garage, I'm not sure anybody wants to, now would it be smart to invest in a downtown parking garage for \$20 million, when 15 years from now it's going to be a dinosaur.

Mr. Hurd: Yeah.

Mr. Hamilton: Anyway, just a thought.

Mr. Howard: Can I ask you a question? Can I ask you a quick question on that thought as you're heading out?

Mr. Hamilton: Sure.

Mr. Howard: You're saying that cars are going to be automated. Is it your car or is a car that's like an Uber?

Mr. Hamilton: There are going to be a lot of changes . . .

Mr. Howard: So I guess my question is, I understand not building a parking structure, but the cars have to go somewhere close by and sit.

Mr. Hamilton: Well downtown is probably not . . .

Mr. Howard: The place for that. I hear what you're saying.

Mr. Hurd: Yeah.

Mr. Howard: I hear what you're saying.

Mr. Hurd: Okay.

Mr. Rind: Thank you.

Mr. Hurd: Alright, so piggybacking on the idea of this mobile webpage which has got all our real-time data . . .

Mr. Howard: Right.

Mr. Hurd: I think that's where this cultural thinking kind of starts to push to sort of say here's how you can know where to park. Here's how you know, if you've got the time to research it,

this is how you figure out what's closest to where you're trying to go. And that brings us to marketing, really. Public education and marketing. That, I see, as a potential gap for the City just in terms of resources of people, resources . . . maybe not necessarily in terms of the purchasing, because social media and videos and things are relatively low cost, but you have to have somebody making the videos, making the apps, pushing the content, and do all that. What's your sense, I guess, of the City's capacity for that marketing?

Mr. Howard: Well, we do have a communications team.

Mr. Hurd: Okay.

Mr. Howard: The City does have a communications team to keep our Facebook updated and our Twitter account updated. Now, whether or not . . . I don't know that I can speak on do we have the marketing . . . I'm sure we can get the marketing stuff that we need. There's going to be a cost to it, I'm sure. But I'm not sure whether or not we have everything we need to do that in-house.

Mr. Hurd: Okay.

Mr. Howard: I think I heard Chris Locke say that when you come into town, just like when I go someplace, things pop up on my phone.

Mr. Hurd: Oh, yeah, ways . . . as soon as I stop at a light, I get ads.

Mr. Howard: Yeah, whatever is close by, it pops up and offers you things or tells you what you're nearby. Like on my phone right now, it will pop up and say you're near three highly rated restaurants. And it will give you the name of those three restaurants. So I think, you know, we would definitely want to look at something like that, that when you cross over Main Street off of Route 273, maybe something pops up on your phone.

Mr. Rind: Yeah, even if you don't have all the capabilities in-house, I would think at least to roll out . . .

Mr. Hurd: Right.

Mr. Rind: We'd be able to get a third-party with a reasonable cost to help implement those things. And then your folks could then just keep it up-to-date.

Mr. Howard: Exactly.

Mr. Hurd: Right, and this is, I think, where we have to form some sort of working group that's the City's communications team, the DNP or whatever they do sort of in terms of their marketing. Do they do their own or do they do that through the City?

Mr. Howard: Our DNP is our communications team. Well, no, I'm sorry.

Ms. Gray: Megan [McGuriman] staffs the DNP and she is part of the communications team.

Mr. Hurd: Okay, so they don't have their own separate person? Okay. But the University, we have to tie into the correct people at the University to say things like, okay, parents, alumni, you know, any of those events that are going to happen where a lot of people from the University are going to be coming, making sure that this information that we've kind of all agreed on gets into those communications.

Mr. Rind: Yeah.

Mr. Hurd: And it's always pointing to the same thing.

Mr. Rind: Yeah, we have the [Office of Communications and Marketing] can publish that.

Mr. Howard: I think our communications team, I'm sure, works with your team . . .

Mr. Rind: Oh, absolutely.

Mr. Howard: In some ways now. So I think using a third-party, even like the University, is a way of getting that information out. Or probably helping us develop what we need.

Mr. Rind: There you go.

Mr. Howard: But you already have something in place at the University of Delaware . . .

Mr. Rind: Yeah, we have a whole department.

Mr. Howard: That's a very effective marketing team. But, yeah, so a third-party is something the City of Newark would probably . . .

Mr. Hurd: Okay, so it sounds like those channels are already set up. So we're not having to bridge that or pull people in, or maybe not even change policy.

Mr. Howard: Well, I'm not saying that it's bridged. Again, we are two separate . . .

Mr. Hurd: Well, yeah, but it seems like the University and the City already communicate about things. Yes?

Mr. Howard: Yes.

Mr. Rind: Yes.

Mr. Hurd: Okay.

Mr. Howard: We communicate about events and things like that. So we do work together in that way.

Mr. Hurd: Okay. Alright.

Mr. Howard: And it sounds like this will benefit both sides.

Mr. Hurd: Yeah.

Mr. Rind: But I think even just on the mobile webpage, it's pushing real-time information [inaudible] when the signs are up and the mobile webpage is live. Because that could become your marketing. Every time people check, if they see available space, the perception will start to change, very quickly . . .

Mr. Hurd: Yeah.

Mr. Rind: If every time they look, there is plenty of parking.

Mr. Hurd: Right.

Mr. Rind: Yeah, it might be low in one lot but there are four other lots on the sign. I think that could become a marketing tool all by itself.

Mr. Hurd: Yeah, and that's, you know, the more we talked about it, the more people are like, if you've been here long enough, you know where to go.

Mr. Rind: Right.

Mr. Hurd: But, it's the knowing where to go.

Ms. Gray: Yes.

Mr. Hurd: And if we can get the information to people. Because people come in and go, well, Lot 1 was full.

Mr. Rind: Yeah. Yes, it was.

Mr. Hurd: It was.

Mr. Rind: But . . .

Mr. Hurd: But . . . I could park on the street but I just kept going.

Mr. Rind: Just on a related note, I know you're thinking of Lot 3 and 4 in terms of the next phase of the signage, but the one behind the bookstore needs one, too. Because if you pull out of Lot 1 because it's full or you come up to the sign and it's showing 0, it's the very next lot. So you're going to want to know if there's a space in there before you even bother going in.

Mr. Howard: I hear you saying that, but I look at it from the standpoint of that lot only has 35 parking spots in it. We do have signage letting you know that if Lot 1 is full . . .

Mr. Rind: They should try there.

Mr. Howard: That 600 feet down on the left . . .

Mr. Hurd: And you can see it. That is true. You can kind of look and see if there's space.

Mr. Howard: We're going to move to Lots 3 and 4 because those are the ones that actually sit behind buildings . . .

Mr. Rind: That are not visible. I do understand that.

Mr. Howard: That are not visible. And that's where people get the frustration of pulling in, especially when you pull in the back of Lot 4, and it's full. Because it is . . .

Mr. Rind: Yeah.

Mr. Howard: That lot, on Thursday, Friday and Saturday . . .

Mr. Hurd: And it's a hard lot to check out . . .

Mr. Howard: Yeah, so you can't check it out without pulling in.

Mr. Hurd: Yeah.

Mr. Howard: And then if you get in there, you're stuck until you see the cashier to get out.

Mr. Rind: Yeah . . .

Mr. Howard: I mean, you don't have to pay but it's the just the timeline of waiting to get back out.

Ms. White: But you can go in and see if there's . . .

Mr. Howard: Well, yeah. All of our lots are that way. All of our lots have where you can come in and take a look.

Ms. White: For 10 minutes.

Mr. Howard: But people get frustrated when they come in. They don't want to come in if it's full. So our job is to make sure they understand it's full before they attempt to come in.

Mr. Rind: But even as you're coming down Main Street and here's this big welcome sign with, you know, available parking in the City of Newark, and it lists all the lots, the one behind the bookstore should be listed on there. Even if it only has five or seven or nine. Just to [inaudible] it as an off-street, long-term parking lot. Because the meters . . .

Ms. White: You're talking about the one with the meters, correct?

Mr. Rind: Yeah, it has meters but it's intended to be an off-street lot. And I know that, technically, by ordinance, I guess it's an off-street lot, but it should be listed. If you want people to go there rather than parking on Main Street . . .

Ms. White: But if you're going to list it, they're going to say that one has meters. You want to differentiate between Lots 3 and 4, that Lot 6 is a metered lot.

Mr. Rind: Well, I mean, once they get there they'll realize that's the way they have to pay, at the meters at the spaces. But just to tell people that that parking is there.

Mr. Hurd: Is it feasible to do Lot 6?

Mr. Howard: Exactly. Because it only has 35 spots, any sign that's set up like that is going to run you \$20,000. It's a little further out, budget-wise . . .

Mr. Rind: I do understand.

Mr. Howard: We have two different types of budgets here. So, that being said, because it is visible and Lots 3 and 4 are not visible, that will be a little further down the line in a different budget situation.

Mr. Hurd: But could you get the data from the meters about occupancy and get that data just to the main sign?

Mr. Rind: To the sign.

Mr. Howard: The plan is . . . oh, to the sign, itself?

Mr. Hurd: Yeah.

Mr. Rind: Because you don't have [inaudible].

Mr. Howard: I do.

Mr. Rind: You do?

Mr. Howard: Yeah, but it would be very challenging at this stage to keep real-time information on that. But part of what we're looking to do is list all of our meters that we have in the City. And once we get all of our meters listed and on real-time, then it's also going to show up on the hand-held.

Mr. Hurd: Okay.

Mr. Howard: That's, again, in the future. But it's not that far in the future.

Mr. Hurd: Alright, so the sign that we're thinking of at the end of the City is really just tied to the company that's providing the real-time information. We wouldn't necessarily be able to put up information that we're getting from the mobile app on that sign. Or do you think that there . . .

Mr. Howard: Well it's going to be the same information. It's all cloud-based.

Mr. Hurd: Okay.

Mr. Rind: But there is visible hardware at the lot that's collecting the data.

Mr. Hurd: Okay.

Mr. Howard: That sign will run off what's called cloud-based technology. So what you're seeing on your hand-held is what's going to be on that sign.

Mr. Rind: It's the same data source, so they'll be the same, which is what we want.

Mr. Hurd: So talking about the marketing and talking about the cultural thinking, let's talk about the shuttles. Because I think the shuttle bus is one of those where it's clearly a solution that could work with a couple of other things, like we'd have to get College Square on-board for using their capacity. There are, of course, huge gaps, I think, in the capacity of the City to manage and run a shuttle bus. Even if we limited it to just peak times. We just said it runs 11:00 a.m. to 2:00 p.m., and 5:00 p.m. to 9:00 p.m., or something like that, or 5:00 p.m. to 10:00 p.m. Just say the times when we see the peak we know there's going to be problems with parking, so don't park, shuttle in. You know, even three hours of running a bus every 20 minutes, that's a lot of buses. So . . .

Mr. Howard: I think we have a lot of gaps in the City to be able to pull something like that off. I believe the only way something like that would work is consistency. And it can't be just during peak times, because if I park my car and I need to know that if an emergency were to arise, I would be able to get to my vehicle. That's just coming from me. I would want to know that there's a bus out there that's going to be able to take me to my vehicle.

Mr. Hurd: I guess I'm just thinking if it's off-peak times, it's more likely you can park in one of the downtown lots.

Mr. Howard: So you wouldn't necessarily need the bus.

Mr. Hurd: So you wouldn't need the bus.

Mr. Howard: I thought the purpose of this was kind of to . . . well, it could be looked at both ways, but I would think that if we had some type of shuttle service, with me working in the City, that I would park in the outskirts and leave that . . .

Mr. Hurd: Oh, yeah, that's true.

Mr. Rind: Yeah, it would work better for employee parking because it's a targeted population.

Mr. Howard: I'm going to come in for work and I'm going to leave the local parking for visitors coming in to the City.

Mr. Rind: Yeah.

Mr. Howard: But if I do park and something arises, I need to know that I'm going to be able to take something to get to my car.

Mr. Rind: I think for the employee population, a shuttle could work.

Mr. Hurd: Yeah.

Mr. Rind: I also think it could work for events when Main Street is actually closed, where you can't get that close to the core.

Mr. Hurd: Or restaurant week or any . . .

Mr. Rind: Exactly. Because I just think back to Longwood Gardens and how they do it at Christmas time, when they have abnormal demand.

Mr. Hurd: Yes.

Mr. Rind: They have remote parking and it's in the grass somewhere off Route 1.

Mr. Hurd: I think they've got a new lot now off Route 1. It's paved and . . .

Mr. Rind: But, yeah, it's pretty organized and it's used heavily because it's the only option.

Mr. Howard: But that's also, like you said, it's the only option, and you know when you go to that particular event, that . . .

Ms. Gray: That everybody takes a shuttle. Right.

Mr. Rind: And so, yeah, in the event where Main Street is closed, you know, or the [inaudible] closed streets, then I think it would work really well because they would just instruct them that this is the only available parking.

Mr. Hurd: Right.

Mr. Rind: Go there and jump on our free shuttle. It would almost [inaudible] we can do it.

Mr. Howard: Yeah, but as a solution for daily parking, I don't think it's . . .

Mr. Rind: I don't see where it's . . .

Mr. Hurd: Yeah.

Mr. Howard: I see we have some challenges there. I see we have some gaps there. And we would definitely, I would think, have to partner with the University to definitely . . . we'd look for something that's already in place.

Mr. Rind: Sure.

Mr. Hurd: Right.

Mr. Howard: That's in place and is not a lot of man-power.

Mr. Hurd: Right. Because we've got the University, we've got DART, and we've got Unicity.

Mr. Rind: There are a lot of buses out there already.

Mr. Hurd: Are we going to put a fourth one out there?

Mr. Rind: Yeah.

Mr. Hurd: But the thing is, like, so there's a policy issue about University buses for people. If you limit . . . if you said this bus is going to be for City employees, does it help if you limit the . . .

Mr. Rind: The audience?

Mr. Hurd: The audience?

Mr. Rind: But then you're talking about an additional bus because if I'm only letting City employees ride it, then my students can't ride it.

Mr. Hurd: But not only . . .

Mr. Rind: So where am I getting this extra bus?

Mr. Hurd: But is it as much difficulty to change the policy to allow City employees to ride the University bus as it is to allow anyone else to ride the University bus?

Mr. Rind: No, I think it's the same. Whether it's a total stranger or . . .

Mr. Howard: How would you identify them? It would be very challenging.

Mr. Rind: Yeah.

Ms. Gray: How do you identify them now? Do they need to show their ID?

Mr. Rind: They . . . we reserve the right to ask you to show your ID.

Ms. Gray: Oh, okay. So it's assumed that anybody on there is with the University.

Mr. Rind: Right, but we don't enforce it very often.

Ms. White: So residents are not supposed to use the University buses?

Mr. Rind: They are not supposed to.

Ms. White: I'm not saying that anybody does, but I thought they were allowed.

Mr. Rind: Oh, yeah, but . . .

Mr. Hurd: Look like a professor and get on.

Mr. Rind: Well, and . . .

Ms. Gray: Oh, okay. Can professors get on?

Mr. Rind: Yes. Faculty, students, and staff can ride.

Ms. White: Oh, staff can do it, too?

Mr. Rind: Yes.

Ms. White: Okay, that's interesting thing to keep in mind.

Mr. Rind: But you can't, for instance.

Mr. Hurd: Right, but if I . . .

Mr. Rind: If you lived in the neighborhood happened to drive through, you're not technically welcome to get on it, but you look like a professor, so it would take you.

Ms. Gray: Okay, so it's self-policing.

Mr. Rind: It is.

Ms. Gray: With the ability to enforce.

Mr. Rind: Right. So if we have a couple of people that we don't believe are University affiliates, we're going to ask everybody on the bus to see their ID.

Ms. Gray: Okay.

Mr. Rind: And, inevitably, those people will get off or we'll call Public Safety. But it's very rare that we ever have issues.

Ms. Gray: Okay, it's very rare.

Mr. Rind: But it's also knowing that . . .

Ms. Gray: Right, so that's . . .

Mr. Rind: They're not supposed to ride. So it's, yeah . . . but I agree with you in the sense that it's much more feasible to do . . . if the bus is already out there and we're already paying those bills . . .

Mr. Hurd: Yeah.

Mr. Rind: So it's not an added . . .

Mr. Hurd: And they're never . . . they hardly ever looked like they're crammed.

Mr. Rind: Well, they are, but not at the same time that Main Street would be crammed.

Mr. Hurd: Okay.

Mr. Rind: So during the school day up and down North College Avenue, we leave students behind all the time because we're full.

Mr. Hurd: Okay.

Mr. Rind: But that's not the same times that . . . we wouldn't have capacity issues at the same time that you have parking capacity issues, in all likelihood.

Ms. Gray: For special events Mike Fortner had mentioned that we did a partnership with a national wrestling tournament called Beast of the East . . .

Mr. Rind: Yes.

Ms. Gray: And what we did was we worked with the folks at UD with our Unicity . . .

Mr. Rind: To run the Unicity buses.

Ms. Gray: We used our Unicity buses on the weekend and we paid the drivers, so that might be something . . .

Mr. Rind: Right, and there's no issue there because they're your buses.

Ms. Gray: Exactly. So that might be an option . . .

Mr. Rind: No issue at all.

Ms. Gray: For special events during the weekend. Which most of these events occur on the weekend, so that might be an option. It would have to be a budget item . . .

Mr. Hurd: Right.

Ms. Gray: In the budget. And just to say, I forget how much it cost. I think it was about \$1,000 or \$2,000. And that didn't include fuel but it did include the salary for the drivers. And that was a 6:00 p.m. to 1:00 or 2:00 a.m. on a Saturday. And they ran a continuous loop.

Mr. Rind: Because you wanted to get people up to Main Street during the event?

Ms. Gray: Yes. So that might be an option for something that we have in place. That would just be a budgetary issue.

Mr. Rind: Yeah, we don't have policy issues with that . . .

Ms. Gray: Right.

Mr. Hurd: Right.

Mr. Rind: We don't have vehicle issues . . .

Ms. Gray: Right, because we have the insurance and . . .

Mr. Hurd: And Unicity is just weekdays, right?

Ms. Gray: Yes.

Mr. Rind: Yes.

Mr. Hurd: And most of these events are like Friday nights or Saturdays . . .

Ms. Gray: Right.

Mr. Hurd: So it's just a matter of saying . . .

Mr. Rind: So, in theory, it could work.

Mr. Hurd: There's a much smaller gap to jump.

Mr. Howard: I'm not sure what we have left on there, but we have about 4-5 minutes left.

Mr. Rind: You're right.

Mr. Hurd: Yeah, you're right.

Mr. Rind: Employee parking. Well, we started talking about it.

Ms. Gray: We did.

Mr. Hurd: Yeah, and I think employee . . .

Mr. Rind: It's certainly related.

Mr. Hurd: Yeah, and that's partly why we're . . . so employee parking really, I think, hinges on the ability to use remote locations and get people into the City. And whether they're dedicated remote lots to employees, in the case of, well what's the lot behind the geography building?

Mr. Rind: Behind the . . .

Mr. Hurd: Is it the Geography Department? The special services . . .

Ms. White: The private lot behind . . .

Mr. Hurd: On Lovett and Haines.

Mr. Rind: Behind Graham and . . .

Mr. Hurd: Yeah.

Mr. Rind: Yeah, behind Graham and Pearson.

Mr. Hurd: Right. So I think that that . . . I don't know if that's being used primarily for employees or if it's just sort of . . . how that's being worked out, or what . . .

Mr. Rind: You mean during the school day?

Mr. Hurd: No, the evening.

Mr. Rind: In the evening it's empty.

Mr. Hurd: But wasn't there a conversation about using some of the spaces in that lot for . . .

Mr. Rind: We have a permit available that City merchants can buy to allow their employees to park there.

Mr. Hurd: Okay.

Ms. Gray: Does anybody use it?

Mr. Rind: Nobody uses it. It's too far away.

Ms. White: That's hardly far away at all. It's just a block . . .

Mr. Rind: I know that. I was being sarcastic when I said it's too far away. That's the cultural issue.

Mr. Howard: That's the cultural issue. It is available, and not only that, I know a restaurant owner on Main Street who has a separate . . . he owns another property and he's invited all of his employees to park there at no charge, and not one of them will take him up on that offer.

Mr. Hurd: Do you think it's distance and safety?

Mr. Howard: It's not distance. I mean, it's a few blocks. Anything that you do is a few blocks.

Mr. Hurd: Right.

Mr. Howard: Even with the City looking to offer the top of Main Street past Tyre Avenue, where we were talking about reducing . . .

Mr. Rind: Yeah, the long-term meters.

Mr. Howard: The long-term meters at the top of Main Street, bring it down to \$1.00 an hour or \$0.75 an hour, whatever the case, it's a matter of . . . I know in this particular situation, he's offered it to his employees and he has quite a few, and they want to be right there.

Mr. Rind: And that's free and they won't do it.

Mr. Howard: And that's free and they won't do it.

Mr. Rind: I struggle with the same issue, trying to get employees to park . . .

Mr. Howard: So a couple of years ago, Rich and the University of Delaware opened it up to employee parking at some of their lots in the evenings . . .

Mr. Hurd: Right.

Mr. Howard: And it was really inexpensive, and didn't get . . .

Mr. Hurd: So, I wonder what the barrier is.

Mr. Howard: It could have been marketing. That maybe marketing could have been done better or differently . . .

Mr. Hurd: Right.

Mr. Howard: And maybe we need to look at that.

Mr. Rind: What we did talk about at the last meeting was the permit for the lot behind Graham Hall is an annual permit. And if you're an hourly worker . . .

Mr. Hurd: Oh, true.

Mr. Rind: You might not want to commit for a whole year's worth. And even though it's \$150, which is very reasonable, to dig into your pocket for that is a lot of money all at once.

Mr. Hurd: Right.

Mr. Rind: So we were talking about maybe coming up with an app-based rate. A rate you could pay with the app, because you'd have the app, and it's a daily rate.

Mr. Hurd: Oh, okay.

Mr. Rind: And it's just read to your license plate. So you say I want to park from 6:00 p.m. to 9:00 p.m., and you're good to go. So that is something we can absolutely . . .

Mr. Hurd: Okay.

Mr. Rind: We could probably add that to the proposal . . .

Mr. Hurd: Yeah, and . . .

Mr. Rind: Because if we make it daily instead of monthly or annually, it might . . .

Mr. Howard: It could put cars in that lot. And because of the fact that you're using your LPR system to do that . . .

Mr. Rind: Right, because we're trying to avoid doing something that doesn't tie in with what we're doing. Because then it becomes labor-intensive, like hang-tags or decals or something.

Mr. Howard: And, again, if you're doing LPR, it doesn't . . .

Mr. Rind: We're still going to drive through, it doesn't matter who you are.

Mr. Howard: It doesn't require him to have any other investment.

Mr. Hurd: Right. And I know Lee had talked about they had issues of, you know, it's 2:00 or 3:00 a.m. and employees are trying to get back to their car and there's a safety issue in, well, another block on the other side of Delaware Avenue . . .

Mr. Rind: I understand that. I do.

Ms. Gray: Yeah.

Mr. Rind: I've had daughters here that I wouldn't want them walking back there at 2:00 a.m.

Mr. Hurd: Right. So that's where they start going, well, is there a way to work a shuttle into that timeframe. But I don't know if that's . . .

Ms. Gray: The simple solution to that is to just go in two's. I mean, I grew up in an urban area and you just don't walk alone. And I think Lee had mentioned that . . .

Mr. Rind: Yes, that he would escort people.

Ms. Gray: He makes sure that he escorts or has somebody large walk with you.

Mr. Rind: Yeah, it's funny though, because the University, if you're a University student and let's say you work on Main Street and you parked there. You could actually call Public Safety to come escort you and nobody does it.

Ms. Gray: Really?

Mr. Rind: It's so rarely used that it's unbelievable.

Mr. Hurd: Interesting.

Mr. Rind: And there's no charge. All you have to do is call. And most of the time, they'll actually show up in a car and drive you there, and yet nobody does it.

Ms. Gray: Wow, that's crazy.

Mr. Hurd: Yeah, at my college they had a student-run escort service that would do that, too.

Ms. Gray: Yeah.

Mr. Hurd: You could call them and they'd walk you from the library to your . . .

Mr. Rind: It's very lightly used. Very, very, very, lightly. Because when my daughter, she worked at [inaudible] for a while, and she walked back to her apartment. I said, what are you doing? Call Public Safety and make them walk with you. Oh, I don't want to be a nuisance.

[Secretary's Note: The breakout sessions ended at 3:50 p.m., at which time members of the Parking Subcommittee reassembled at the front of the room and audience members returned to their original seating.]

5. WHAT'S MISSING

6. PUBLIC COMMENT

Mr. McIntosh: Okay, thank you. I apologize. I think we're going to run a little bit late today but we will try not to run very late. Okay? What I want to do it just get a report back out from what just happened, and I think what we'll do is we'll pick it up next time, because I don't think we finished what we started to do here today. But I think we did some good stuff. And at least we did here, and Will tells me you did something good there. So, do you want to report out for your group?

Mr. Hurd: Alright, so we were looking at the parking distribution and availability, cultural thinking about parking, and employee parking, which were all, we sort of felt, three pieces of the same issue, which is how do you get people to park where there is empty space and not . . . because people, obviously, are clumping in particular locations and we need to push them, in a variety of ways, to where there is capacity. And the way that we push them into those things, that's sort of the cultural thinking. Just to say how do we let them know that there is space out there.

The nice thing . . . so as far as parking distribution, a big piece of the solution and implementations that we're looking at having to do with real-time data and how to communicate that to regular visitors and occasional or new visitors. The good news is that the City is already well down the road on solutions for this. So we don't actually foresee a lot of capacity gap in terms of getting some of this implemented. So the Lot 1 countdown signs are in trial mode, where it sounds like they're looking to get out of trial mode and get Lots 3 and 4 incorporated, and then roll it into the sign at the end of Main Street, with that information about Lots 1, 3, and 4 available capacity. Again, there are some costs involved, but they're not significant, you know, deal-breaking costs. And in terms of staffing and such, it's being handled in-house.

The University is currently looking at using the same provider that we are for their countdown signs for the Trabant garage. The uncertainty, and we hope that it will work, is that we think that we can put up a big sign on Main Street and have the one for Trabant garage coming from the University's data stream and the other ones coming from the City's data stream, and display them in the same location and not have to get into any policy issues or other kind of barriers to that communication.

We talked briefly about using payment apps for paying at meters. And based on the experience of the University with that usage, there didn't seem to be, at this point, something that would be used well enough to justify the cost and expenses of battery replacement in the meters and other things. However, on other solutions, the University uses an app for parking in the garages that records your license plate and there are possibly other ways to extend that application into other areas that will support other solutions.

One thing that came up that I think this falls into sort of the economics of parking section, but is also about distribution, which is a possible solution that the University, for their meters, shifts the rate after two hours. So, while the City says this is a two-hour meter and after two hours you get a ticket, the University switched it to say that after two hours, you can go longer, but it costs more. Now, obviously, that's a revenue model versus another thing, but it has effectively the same action, which is to push people who are going to be there longer than two hours to a lot. But it still allows people who have already parked to leave a little extra time to extend it and not get a ticket, which would be, you know, again, some negative transaction with the City that can color people about their experience here. That's an area where a parking app might have some advantage to be able to do that extension without having to actually go to the meter. So, we can kind of throw that around, but that's something to think about.

Cultural thinking . . . really the biggest chunk of the cultural thinking we felt was that, the easiest part, I should say, to do with the capacity we have, is pushing out information about the app. And we're saying app but, at the moment, what's being implemented really is a mobile data page, a mobile webpage linked to the GIS data that the City is developing. So it's not an app in the strictest sense of an app, but it's a location you can go to on your phone and there's

the information. And we're reasonably confident that there's ways to get the University's parking information into that page, as well, so that it's a unified set of information. So, again, not a lot of capacity gap on that. It really just sort of comes down to what can the communication team handle in terms of pushing this information out on different channels. There is already communication from the City's communication team and the University's communication team around events and things, which is when we'd want the University pushing out the information. So, for Parents' Weekend, everyone needs to know about this page. You know, Alumni Day, whatever.

We talked a little bit about the shuttle. The shuttle, as I think currently envisioned as an all-day looping thing, we don't have the capacity for that in the City. But there does exist current systems that there may be ways to tie into and ways to leverage what we currently have. What was brought up is that there was an event over the weekend once, the wrestling thing, and they paid to have the Unicity bus extended into the weekend. So, we already own the buses, we have drivers, we have the insurance, we have all that handled, it's just sort of an incremental cost to have them come in on the weekend. So, if a shuttle . . . a shuttle would be a good solution for getting employees to and from remote parking, and for events, we felt. We don't see that as being a prudent solution for the daily distribution issues that we currently have. We could put out there, but there's a big gap there, about using the University buses, because that's a University policy change and there has to be will on the side of the University to do that. As was pointed out, we've already got the University, DART, and Unicity driving around on the streets. To put a fourth bus into that mix doesn't make as much sense if we can figure out how to use the ones that are already out there. So that was for that.

And then for employee parking, we're still getting back to that issue of how you get people from remote parking areas to the center, and how do you encourage that. I think as Lee had pointed out, there's a safety aspect, a perceived safety aspect to that, that people may not want to go that extra two blocks to get to the parking lot. So, obviously, there's a marketing gap there between understanding that it's safe or understanding how to get there effectively, you know, using the University . . . members of the University using public safety for escorts, which they apparently don't, or other ways that we could implement or market strategies for getting people there. And there are, there's the University lot . . . what is the name, again, Rich? The one . . .

Mr. Rind: Behind Graham Hall.

Mr. Hurd: Graham Hall, which has availability for permit parking in the evening, but the way it's structured, it's an annual permit. So, it's hard to get an hourly employee to buy an annual permit to a lot. But Rich feels that it might be relatively easy to switch that, or to provide an option for a daily rate, like the one in the garage, using their license plate recognition system. So now the employee has a place to park and it's a daily rate, a lower rate, and it's a one-time. And so that, I think, helps close that gap of perception. And we hadn't gotten any further, but I think when we're thinking about those remote lots, we can think about underutilized private lots that are currently, you know, that have some capacity that can be used for after-hours employee parking.

Mr. McIntosh: Thank you. That sounds great.

Mr. Hurd: I hope that covered what you wanted.

Mr. McIntosh: It sounds like you did a good job. My biggest challenge is reading my writing. Some of the strengths that the City has is it owns its own land. If it doesn't own it, it has contracts on land. The employees of the City are put on the job of parking. They understand it. They have history around that. They've got knowledge based around that. So those are all strengths. We know we've got professionals backing up the space that we have in lots, etc. The City controls the parking and the enforcement, which I've come to understand are called ambassadors, by the way. I never thought of them in those terms, but nevertheless. And . . .

Mr. Rind: It's a culture shift.

Mr. Hurd: Culture shift, right.

Mr. McIntosh: Yeah, that'd be a real big one for me. They maintain the lots. They acquire data from them. They have a lot of communication tools and a lot of other kinds of things like the countdown signs that exist, the website, Facebook, GIS. These kinds of things exist and, to a large extent, are pretty strong.

There is a lot of, probably these are kind of gaps areas. University parking, private lots, bus systems. You know, I guess we were talking about that shuttle, as well, in the same vein. But there are some areas of opportunity. And, yeah, it might take some policy change at the University but that doesn't mean it can't happen, right? And, so, it wasn't too long ago that this kind of meeting would never have happened either. So now we've seen that it has happened and it's a pretty good result so far. People sitting around the table talking about the kinds of things that we all need to have answers for. So, all of these things, with people that own private lots and . . . what we need to get is a shift. And I think I feel that kind of a shift now, so that developers, the University, the non-profits, the retailers, and the merchants, etc., all have a stake in what happens in downtown and the surrounding area. And so let's just talk about how we can fix that. And that is both a gap and an opportunity. It doesn't necessarily mean that everybody wants to do that, but once we are able to sit and talk with them and we open channels up, there's no end to what might come from that.

Money is an issue to the extent that some of these solutions are going to cost money, for sure. How much, we don't know. How much will we save by implementing them? Well, we don't know that. But we do know that money is an issue in the City, but people are reasonable. People like Chris and I who come from Boston and New York, right, don't think much of the taxes that we pay here. People who have always lived here say, wow, these are really high. Right? And so, you know, we need to, we have to earn the right to ask for the money. And you earn that right by the things that you put together and who you bring together to put them together. And to the extent that we can do that, we will have the money we need. But right now, there is certainly a gap. If we went out and said we need another \$500 thousand, or \$1 million . . . I don't know what's big money to the City . . . but if we had that, we might have some problems. But if we have a plan to put in front of them that makes sense, maybe we don't.

The City has a lot of people that are involved in parking. There are 44 people altogether. Twenty-six of them, however, are attendants in the lots. They're all part-time. The rest, the other 18, are full-time employees, if I understood correctly.

Mr. Mulvanity: We have 10 part-time CWA employees as Parking Ambassadors.

Mr. McIntosh: Oh, yeah. The ambassadors are part-time. Good. Let's not make them full-time, right? Or really make them ambassadors. You know, this time you're free. Get out of here. Alright, thank you. You have a couple of maintenance people . . .

Mr. Cappiello: Or give them a better-looking outfit with colorful stripes . . .

Mr. McIntosh: Yeah. Come on. Dress them up. A sash might be nice that says Ambassador. If they're wearing that sash, they can't give you a ticket, right? Office personnel and so on . . . and I wrote down not ambassadors, but meter cops. Anyway. Sorry.

So, they have . . . and they think that they can do that. They've got enough people to do that. It might be . . . I'm not sure I agree with that statement, but it may be that we will need more people to implement these solutions, if it's even on a part-time basis, or short-term basis. So, we can get by with contract employees or other kinds of ways of doing things. Reassigning employees from other departments to the parking area temporarily. I mean that happens all

the time in business and public affairs. So, over time, that probably won't be a problem but it could be in the short-term.

In terms of data, we think that there's a gap in data. I mean data exists but we need more of it and it needs to be current. Because in order to get what we need done done, we're going to have to have credibility towards the funding bodies, if you will. And if you come in with data that's two years old or four years old, it's probably not going to fly so well. But if your data is extensive enough and it's current enough, it has more credibility and, with how else you package it, it probably gets a better result. Now, again, there are some things in the whole data area that we need, probably, to spend some money on. So there's a gap there with the money. The sensors are needed to get real solid data and occupancy numbers and so on. But those are all do-able, they're just . . . we don't know the exact numbers but we'd have to know that before we took it to anyone.

In terms of the University, I think I've already said this, and the developers, the merchants, and non-profits, there are gaps for all of those but there is a spirit of, I think, cooperation that we could pull together to make that happen. And then, also, to get all of these people thinking in terms of how do I promote downtown. How do I promote the parking? How do I change that? That's a perception and probably not a reality. I mean it can be if you've got a big day coming up. There's a lot of things going on that day and it's going to bring a lot of people, then you're going to have a parking problem. But how do you solve that? You know, with all of the people that we just mentioned pushing it out through their own media areas to say it's not going to be a problem. This is what we're doing. So come on down and have fun. That kind of thing.

So getting that kind of . . . we've got very good marketing resources. We've got a friendly developer group. We have a friendly university. We have a friendly set of merchants and retailers, etc., downtown. We're not using them as we could, but they exist. And that's what is the most important part of that whole marketing channel, is that we can reach out to people and we can make suggestions. Perhaps the developers would take care of that bus that we've talked about how expensive it might be. Maybe they wouldn't. But who knows. You don't know until you ask, but maybe they come up with a different solution when presented with that one. So, we have them, we just have to make use of them. And overall, I think, that was pretty much it. Did I miss anything?

So, it seems like I didn't hear all of your report but I did have other things to do, so it strikes me that the capacity to get these solutions in place, over time, exists. Not without some effort in certain areas, but they do exist.

7. PREVIEW OF FEBRUARY MEETING

Mr. McIntosh: What I'd like to explore at our next meeting is what would have to be done in these areas that have a gap. How do we get that done? What does it have to be? Does the mayor have to go call on the merchants, or whatever? You know, I don't know what that is just yet. But we should talk about that. What can we do to do that? Are there more solutions that we need now that we've identified this, we've gone through it, we've looked at it, and we've said okay, boom boom. Now, oh, what about this? So let's look at that. If we know of implementation strategies that have been developed at this point, are there some more that we can throw out there just as suggestions to take a look at? Did you think about this? Did you think about that? These, I think, would be important discussions at our next meeting. So, what we're beginning to do, then, is wrapping something up in a nice box with a nice bow on it that says here are the things, inside this box is the magic that will make Newark and its parking issues, perceived or not, go away. So that's what we'll try to deal with at the next meeting. So I don't think we're ready to say anything about whether or not we acted in the public interest just yet, so we won't do that tonight. But thank you all . . . yes, ma'am?

Ms. Gray: So for staff, what would you like to see us do between now and next meeting?

Mr. McIntosh: I'd like you to take the discussion that we just had and synthesize that. Get that, you know, into something. And the sooner you can get that out, the better. Michelle, don't hate me. Well you can't hate me, I don't care. I have broad shoulders. But we need these minutes before a week before the meeting.

Ms. Gray: So a thought would be we add to the matrix or revise the matrix per the discussion, and perhaps add another column of what was talked about, articulated, in the work groups.

Mr. McIntosh: Yes, and that would be good. Capacity . . .

Mr. Locke: Gap capacity.

Mr. McIntosh: Capacity and gaps.

Ms. Gray: Well, capacity or gap. Because . . .

Mr. McIntosh: Use both words. Capacity gap.

Ms. Gray: Yeah, because you were talking about some gaps in capacity but also the other group was talking about some current capacity that we have.

Mr. Locke: We did, too. Exactly.

Ms. Gray: Perhaps we'll color code it. I don't know. We'll figure that out.

Mr. McIntosh: Okay?

Ms. Gray: Okay. Thank you.

Mr. McIntosh: So if you have that and you get it to us so that we can have time to digest it before the meeting . . .

Ms. Gray: Sure.

Mr. McIntosh: That would be important.

Mr. Rind: When is the next meeting?

Mr. McIntosh: I don't know. When is the next meeting?

Mr. Locke: This was excellent, by the way.

Mr. McIntosh: Do we know? It's the fourth Wednesday.

Mr. Fortner: It's Wednesday, so . . .

Ms. Gray: It's the 28th.

Mr. McIntosh: February 28.

Mr. Rind: Yeah, I'm actually out that date.

Mr. McIntosh: Okay. We can change the date.

Ms. Gray: Is there a better time?

Mr. Rind: I come back on the 1st. I'm out the whole week prior to that.

Mr. McIntosh: The 1st of March? When is that? Monday?

Mr. Hurd: Thursday.

Mr. McIntosh: Oh, that's right. Twenty-eight days in February. You could do Thursday? Is there anybody that can't do Thursday? We will meet on March 1. I didn't like the 28th anyway. Okay.

Mr. Rind: I appreciate that.

Mr. McIntosh: Thank you, folks. Have a good day.

Ms. Gray: So we'll get out a save-the-date notification to everybody that there's been a meeting change and we'll post that, as well.

Mr. McIntosh: Yes. Okay. Don't leave. Now you can leave.

There being no further business, the Planning Commission Parking Subcommittee meeting adjourned at 4:15 p.m.

As transcribed by Michelle Vispi
Planning and Development Department Secretary

Attachments

[Exhibit A: Planning and Development Department Parking Issue and Solution Matrix](#)

[Exhibit B: Capacity Handout from Chairman McIntosh](#)