



**CITY OF NEWARK
DELAWARE**

June 8, 2017

TO: Mayor and Members of Council

VIA: Thomas Coleman, Acting City Manager

FROM: Marvin Howard, Parking Manager *MHW*
Court Mulvanity, Parking Supervisor *CM*
Andrew S. Haines, Deputy City Manager *AH*
David Del Grande, Director of Finance *DD*

RE: Parking Division Financial Summary – Quarter 1, 2017

The Parking Division has been asked to supply financial information regarding its operations and revenue streams for off-street parking lots, on-street parking smart meters, and enforcement violations written through Quarter 1 of 2017. This financial summary will cover revenue earned over the first three months of 2017, January through March, in each respective category. The report will also go over changes in the municipal code and the impact on parking revenue year-to-date and provide an up-to-date projection for those changes. The goal of the report is to provide a better understanding of incoming parking revenue: where it is coming from, how revenue is earned, and how changes to the municipal code can positively or negatively affect parking revenue streams coming into the City.

Off-Street Parking Lots

The Parking Division manages six off-street municipal parking lots. Three of those parking lots, Lots #1, #3, and #4, are public hourly parking lots, currently at a rate of \$1.00 per hour. These lots collectively have 578 parking spots available to the public. Lot #1 is located behind the Main Street Galleria, on the south-side of Main Street and north-side of Delaware Avenue. This parking lot is the closest municipal lot to University of Delaware Green and many of the residency and learning halls for the campus. Lots #3 and #4 are located on the north side of Main Street and span 1/5th of a mile behind numerous Main Street businesses. The two lots are divided by Center Street, where patrons can decide which lot they want to park via entrances on both sides of the street. These off-street lots are preferred by those looking for parking beyond the time limits on Main Street's parking smart meters, resulting in many employees and students parking in these lots for 5 to 10 hours, as well as patrons who wants to eat and shop on Main Street. The lots also

differ from the meters, as customers do not need to pre-pay to park, but rather pay upon exit from the parking lot. Cost is determined by time parked in the lot.

	LOT 1	LOT 3	LOT 4
LOCATION	Behind the Main Street Galleria, on the south-side of Main Street and north-side of Delaware Avenue	North side of Main Street and span 1/5 th of a mile behind numerous Main Street businesses	North side of Main Street and spans 1/5 th of a mile behind numerous Main Street businesses
# OF SPACES	196	230	152
PUBLIC HOURLY PARKING	YES	YES	YES
HOURS OF OPERATION	24/7	24/7	24/7
GRACE PERIOD	10 MINUTES	10 MINUTES	10 MINUTES
HOURLY RATE	\$1.00	\$1.00	\$1.00
USED MOSTLY BY	PUBLIC/EMPLOYEES/STUDENTS	PUBLIC/EMPLOYEES/STUDENTS	PUBLIC/EMPLOYEES/STUDENTS
MONTHLY PARKING RATES	NO	NO	NO
MONTHLY PARKING FEE	NO	NO	NO

In addition to these three lots, the Parking Division also manages two monthly parking lots, Municipal Lots #2 and #5, with 151 total spaces available to monthly parking permit holders only. Some monthly parking permit holders are allowed to park in public hourly parking lots under certain circumstances. Lot #2 is located on the north-side of Main Street, across from the Main Street Galleria, behind several Main Street businesses and has 71 parking spaces. Lot #5 is located on the corner of Delaware Avenue and Farmers Lane and has 80 parking spaces.

There are three ways someone can receive a parking pass. A person can become a monthly parking permit holder, in Municipal Lot #5, by paying \$85.00 a month over a 6-month term, costing a total of \$510.00. This is the only option available to the public, and in most cases, this parking lot is sold out. The second option is to receive a monthly pass via lease agreement. The City leases portions of parking lots from private parcels. Many of the lease agreements provide parking for tenants of apartments on the property, allowing renters the right to come and go from the parking lots freely. Finally, businesses generally receive two parking permits at \$85.00 per permit, which is the same price available as a public monthly permit.

	LOT 2	LOT 5	LOT 6
LOCATION	North-side of Main Street, across from the Main Street Galleria	Corner of Delaware Avenue and Farmers Lane	South-side of Main Street and north-side of Delaware Avenue
# OF SPACES	71	80	33
PUBLIC HOURLY PARKING	NO	NO	7 a.m. to 2 a.m.
HOURS OF OPERATION	24/7	24/7	8 a.m. to 1 a.m.
GRACE PERIOD	NO	NO	NO
HOURLY RATE	PERMIT ONLY	PERMIT ONLY	PARKING METERS (25 cents per 12 minutes - \$1.25/hr)
USED MOSTLY BY	BUSINESSES	BUSINESSES	PUBLIC/STUDENTS
MONTHLY PARKING RATES	YES	YES	NO
MONTHLY PARKING FEE	\$85/month	\$85/month	NO

Municipal Lot #6 is a metered parking lot on the north-side of Delaware Avenue, just east of Municipal Lot #1. This lot functions as if it were on-street, using the same smart meters used in

the Central Business District and around the University of Delaware campus. Unlike the public hourly lots, payment is made to a meter using quarters or credit card prior to the patron leaving their vehicle.

At the end of 2016, City Council passed a resolution facilitating a rate restructure in the public hourly parking lots. The old rate structure in Lots #1, #3, and #4 was changed from 50 cents per 30 minutes to \$1.00 per hour. The restructure served to offset increasing costs of services to the City due to the increased amount of credit cards being processed at cost to the City, the increase in personnel costs with the addition of a new parking booth and staff in Lot #3, and conversion of the Parking Enforcement team from the Police Department to the Parking Division. Newark had not raised rates in off-street parking lots in nearly 15 years, however the City didn't want to raise the price of parking by the hour, so restructuring the rate was selected as the best option. It was estimated this rate restructure would generate an extra \$100,000 in 2017, while having minimal effect on the patron. Following community outreach efforts, the new rate structure took effect on February 1, 2017. Below, charts are provided for Parking's revenue earned by parking lot in Q1 2017 and a comparison of each month for the previous four years.

Municipal Parking Lots Comparative						
Month	2013 Lots	2014 Lots	2015 Lots	2016 Lots	2017 Lots YTD	Monthly Average
January	\$ 119,042.19	\$ 102,684.40	\$ 112,705.80	\$ 121,791.03	\$ 130,653.60	\$ 114,055.86
February	\$ 124,321.85	\$ 107,040.62	\$ 114,473.16	\$ 115,371.74	\$ 141,271.97	\$ 115,301.84
March	\$ 113,438.30	\$ 112,657.85	\$ 135,479.30	\$ 120,627.72	\$ 126,023.11	\$ 120,550.79
April	\$ 134,736.38	\$ 111,639.33	\$ 129,775.82	\$ 119,545.69	\$ -	\$ 123,924.31
May	\$ 133,478.98	\$ 128,396.15	\$ 140,839.97	\$ 139,036.42	\$ -	\$ 135,437.88
June	\$ 104,116.50	\$ 108,111.60	\$ 108,761.00	\$ 116,811.57	\$ -	\$ 109,450.17
July	\$ 96,835.78	\$ 100,334.91	\$ 106,107.95	\$ 102,485.97	\$ -	\$ 101,441.15
August	\$ 109,320.75	\$ 109,696.79	\$ 110,751.85	\$ 115,772.95	\$ -	\$ 111,385.59
September	\$ 111,527.20	\$ 112,412.72	\$ 119,006.12	\$ 124,455.62	\$ -	\$ 116,850.42
October	\$ 124,305.05	\$ 125,169.71	\$ 133,179.35	\$ 127,998.87	\$ -	\$ 127,663.25
November	\$ 119,477.95	\$ 115,651.23	\$ 114,717.77	\$ 111,519.95	\$ -	\$ 115,341.73
December	\$ 102,151.80	\$ 121,965.59	\$ 116,540.77	\$ 100,587.89	\$ -	\$ 110,311.51
Annual	\$ 1,392,752.73	\$ 1,355,760.90	\$ 1,442,338.86	\$ 1,416,005.42	\$ 397,948.68	\$ 1,401,714.48
Legend:	Comparative				YTD	Average

In January 2017, parking made \$130,653.60 in all municipal parking lots during the month, in comparison to \$121,791.03 in the same months of 2016, an increase of \$8,862.27 over the previous year. In comparison to the average of the last four years, January 2017 made \$16,597.74 more than expected. A significant portion of parking revenue in January is from monthly parking permits. Special attention should be paid to Lot #2, a monthly only parking lot, specifically January in comparison to the other months of the quarter, as many vendors pay their monthly parking permit bills at this time. Lot #1 revenue is lower in January as University of Delaware students, who park and walk to class in the fall and spring, are often out-of-town during the winter. In comparison to the other months of 2017, Lot #1 made \$17,000 to \$20,000 less in January than February and March. It should be noted that Lot #4 has relatively low revenue in January

compared to the other months, as validations bills that are sent to businesses are often paid in bulk and can fluctuate revenue when reviewed on a month-to-month comparison.

February saw the biggest increase from the same period in the previous year. In 2017, February made \$141,271.97, compared to \$115,371.74 in 2016, an increase of \$25,900.23 in just a single month. February 2016 was close to the monthly expectation, but February 2017 was \$25,970.13 higher than the previous four-year average. Lot #1 seemed to be the biggest beneficiary of the rate restructure. Lot #1 brought in \$59,571.35, showing that the beginning of the University of Delaware semester brought with it an increase of over \$20,000 in this parking lot alone. The Lot #3 decrease from January to February is likely a result of English Language Institute scheduling during the day, where many international students continue working in the buildings around Lot #3, whereas domestic students are on winter break.

Municipal Parking Lots YTD						
2017 Lots	Lot #1	Lot #3	Lot #4	Lot #2	Lot #5	2017 Lots YTD
January	\$ 39,628.20	\$ 37,933.07	\$ 26,062.33	\$ 22,440.00	\$ 4,590.00	\$ 130,653.60
February	\$ 59,571.35	\$ 32,886.58	\$ 38,444.04	\$ 4,420.00	\$ 5,950.00	\$ 141,271.97
March	\$ 56,795.85	\$ 32,059.39	\$ 34,780.87	\$ 2,302.00	\$ 85.00	\$ 126,023.11
April	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
May	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
June	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
July	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
August	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
September	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
October	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
November	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
December	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Annual	\$ 155,995.40	\$ 102,879.04	\$ 99,287.24	\$ 29,162.00	\$ 10,625.00	\$ 397,948.68
Legend:	Public Hourly			Restricted Monthly		YTD

March also saw a net increase in parking lot revenue with \$126,023.11 in 2017 versus \$120,627.72 in 2016, a difference of \$5,395.39. When examining the significant difference in the change from additional revenue in February and March, it was noted there was a noticeable decrease in lot occupancy during spring break. In 2016, most of spring break took place during the month of April, which led to decreased numbers, whereas the decreased numbers were in March of this year. In addition, Wine and Dine is held on the first weekend of spring break, and the Parking Division provides parking at no charge for the event, resulting in no revenue that day. Finally, there was a weather event in March that resulted in lost revenue for an entire day.

Over Q1 of 2017, Lot #1 was the most financially successful parking lot, bringing in \$155,995.40.

Hourly Lot Revenue Comparison - 2016 vs. 2017				
	February 2016	March 2016	Total Revenue	
Lot #1	\$43,120.69	\$49,825.90	\$92,946.59	
Lot #3	\$28,449.77	\$32,014.23	\$60,464.00	
Lot #4	\$34,206.28	\$33,542.59	\$67,748.87	
2016 Total	\$105,776.74	\$115,382.72	\$221,159.46	2016 Feb/Mar Total
	February 2017	March 2017	Total Revenue	
Lot #1	\$59,571.35	\$56,795.85	\$116,367.20	
Lot #3	\$32,886.58	\$32,059.39	\$64,945.97	
Lot #4	\$38,444.04	\$34,780.87	\$73,224.91	
2017 Total	\$130,901.97	\$123,636.11	\$254,538.08	2017 Feb/Mar Total
			\$33,378.62	Change in Revenue

All lots combined brought in \$397,948.68 over the first quarter, in comparison to \$357,790.49 over the same period last year, an increase of over \$40,000 in just three months. Revenue in municipal pay-by-hour parking lots has increased by \$33,378.62 in the last two months since the rate restructure was implemented, as the rate restructure did not take effect until February 1st, 2017. This gives an opportunity

to reevaluate our estimation of increased revenue brought in from the rate restructuring in hourly parking lots. Estimating the end-of-year increase in a conservative manner, it would be safe to change our projection from \$100,000 to \$140,000 in additional revenue in 2017, for an 11-month period (not including January 2017). This estimate would provide for a monthly average of \$12,727 increase each month over the rest of the year, whereas currently the monthly average increase to revenue has been \$16,689 in the last two months. The difference between these two numbers (\$3,962) accounts for the slower summer months when lot occupancy decreases. The difference also accounts for the small sample size we are looking at on this report, only two months of information, and gives enough room for error if one or two of these months are an anomaly.

Moving forward, there is an expectation the rate restructure will continue to generate substantial increased revenue for the City with minimal impact to the patron. Feedback has been generally

January - March 2017	# Redeemed	\$ Total
.50 Voucher (.50 Voucher)	28,561.00	\$ 14,280.50
1.00 Voucher (1.00 Voucher)	23,676.00	\$ 23,676.00
2.00 Voucher (2.00 Voucher)	1,628.00	\$ 3,256.00
Total Service		\$ 41,212.50
	50% Subsidy	-20,606.25
Voucher Discount (50% Subsidy)		\$ (20,606.25)

neutral to the change, most not noticing a difference in the rate they are charged. Most businesses have adopted \$1.00 validations where previously they only used \$.50 validations, allowing many customer to exit the parking lots at no charge or at a discounted rate. These vouchers are subsidized 50% for the businesses that pay

for a portion of their patrons parking under the rules of the program. Business pay 50% of the parking validation vouchers used, while the City covers the other half through program subsidy. Through Q1 of 2017, a total of \$41,212.50 of vouchers were used to validate customers at exits from off-street lots. Of that \$41,212.50, the City subsidized \$20,606.25 of parking for patrons who received validation for participating businesses, or 50% of the total vouchers used. This subsidy will likely grow as more businesses in the Central Business District decide to participate in the program and as more businesses decided to switch from the \$.50 voucher to the \$1.00 voucher.

On-Street Parking Meters

The Parking Division operates the on-street smart parking meters located on public streets in and around the downtown area and on streets around the University of Delaware campus. There are 457 on-street parking meters available for parking between 7 a.m. and 2 a.m. There are also 13 loading zone meters that, while open to patrons from 4 p.m. to 2 a.m., are only open before 4 p.m. to vehicles making deliveries to local businesses. These loading zone meters allow tractor-trailers an area to pull off of the street so that they do not obstruct traffic lanes. There is no parking at on-street meters from 2 a.m. to 6 a.m. The on-street meters charge 25 cents per 12 minutes, equaling a \$1.25 per hour. Parking meters accept quarters and all-major credit cards as a form of payment. Meters on or near Main Street have a limit of two hours, while meters around the University of Delaware have eight-hour limits to incentivize student parking on side streets.

PARKING METERS	
# OF METERS	457
HOURS OF OPERATION	7 a.m. to 2 a.m.
LOADING ZONE METERS	13
HOURS OF OPERATION	4 p.m. to 2 a.m. (open to patrons)
RATE	25 cents per 12 minutes (\$1.25 per hour)
PAYMENT METHOD	Quarters and all credit cards
TIME LIMITS	Meters on or near Main Street have a limit of two hours, while meters around the University of Delaware have eight-hour limits

These smart meters also have the ability to display digital messages to the customer, informing customers of the parking rates, legal parking hours, payment options, and time limit on the meter. They are also utilized to display messages when parking is being given at no charge or are no parking for City events and holidays.

Municipal Parking Meters YTD & Comparative						
Month	2013	2014	2015	2016	2017 YTD	Monthly Average
January	\$ 44,088.23	\$ 41,288.32	\$ 62,411.88	\$ 66,756.25	\$ 80,305.40	\$ 53,636.17
February	\$ 62,217.43	\$ 48,192.80	\$ 77,840.82	\$ 107,318.31	\$ 110,644.87	\$ 73,892.34
March	\$ 59,726.82	\$ 48,309.78	\$ 96,222.02	\$ 115,477.13	\$ 122,265.88	\$ 79,933.94
April	\$ 82,582.24	\$ 100,388.64	\$ 113,954.53	\$ 126,960.27	\$ -	\$ 105,971.42
May	\$ 173,471.49	\$ 167,008.49	\$ 227,612.46	\$ 222,031.73	\$ -	\$ 197,531.04
June	\$ 62,386.60	\$ 64,112.36	\$ 90,246.75	\$ 76,528.07	\$ -	\$ 73,318.45
July	\$ 53,958.69	\$ 52,432.28	\$ 72,745.38	\$ 83,165.01	\$ -	\$ 65,575.34
August	\$ 57,087.45	\$ 53,235.38	\$ 67,209.89	\$ 84,366.37	\$ -	\$ 65,474.77
September	\$ 63,260.74	\$ 55,981.88	\$ 111,255.02	\$ 103,888.32	\$ -	\$ 83,596.49
October	\$ 79,581.99	\$ 86,364.36	\$ 117,784.37	\$ 134,458.26	\$ -	\$ 104,547.25
November	\$ 60,475.39	\$ 96,098.76	\$ 107,438.43	\$ 102,758.77	\$ -	\$ 91,692.84
December	\$ 73,257.48	\$ 111,451.73	\$ 94,935.34	\$ 95,684.93	\$ -	\$ 93,832.37
Annual	\$ 872,094.55	\$ 924,864.78	\$ 1,239,656.89	\$ 1,319,393.42	\$ 313,216.15	\$ 1,089,002.41
Legend:	Comparative				YTD	Average

Above is financial data for revenue collected by on-street parking meters since 2012, including Quarter 1 of 2017. Through the first three months of this year, parking meters earned \$313,216.15 in revenue. Comparing the most recent three months to those same months of the previous five years, 2017 saw the highest revenue generated over its first quarter. Quarter 1 of 2017 brought in \$23,664.46 more than Quarter 1 of 2016. Additionally, each individual month of 2017 saw its highest revenue realized when compared to the individual months of previous years. Since installing IPS smart parking meters in the last quarter of 2014, monthly revenue from on-street meters has increased every year. There are several factors that may influence this increase in revenue. Old POM parking meters did not accept credit cards. With IPS smart meters being able to take all major credit cards, the City sees a much higher compliance with paying the parking meter and more patrons opting to park in metered spots. Patrons who wanted to pay with a credit card used to be forced to park in municipal parking lots, as on-street meters did not have a credit card option. Patrons have more options for parking at meters, where they can now use coin or any major credit card, moving traffic from busy parking lots to side streets that had lower occupancy. Vehicle sensors, which connect to parking smart meters, not only provide occupancy information, but also provide revenue to offset the costs of credit card transaction fees. These fees are increasing as patrons use credit cards for parking more often.

Another factor in the increased revenue is the change in meter time limits. At the end of 2016, City Council passed time limit changes on smart parking meters. All 4-hour time limit meters became 8-hour time limit meters. The goal was to continue to make on-street parking meters more accessible and an attractive option for patrons. As Lot #1 was seeing extremely high occupancy, the hope was to move some of those occupants from the busiest lot to side streets with meters that saw lower occupancy. Students and staff who have classes at the University of Delaware could now pay for more time without having to return to their vehicle after 4 hours, giving more incentive to park at these under-utilized parking meters. Seen above, a sample has been pulled from the new 8-hour time limit parking meters.

Campus District (8 Hour Meters)					
Q1 2016 Revenue Totals for Cash and Credit Transactions					
Sub Area	# of Cash Transactions	Cash Revenue	# of Credit Transaction	Credit Revenue	
Academy Street	3458	\$3,748.00	6649	\$18,068.25	
Amstel Avenue	6548	\$6,359.00	13661	\$34,672.75	
Kent Way	3611	\$3,853.75	8958	\$22,802.75	
S. College Avenue	1606	\$1,689.75	3552	\$9,826.25	Q1 2016 Combined Revenue:
Q1 2016 Totals	15223	\$15,650.50	32820	\$85,370.00	\$101,020.50
Campus District (8 Hour Meters)					
Q1 2017 Revenue Totals for Cash and Credit Transactions					
Sub Area	# of Cash Transactions	Cash Revenue	# of Credit Transaction	Credit Revenue	
Academy Street	2784	\$2,748.50	6867	\$20,216.50	
Amstel Avenue	5852	\$5,656.00	14333	\$37,687.00	
Kent Way	2952	\$3,300.50	9047	\$24,439.00	
S. College Avenue	1523	\$1,651.75	3720	\$10,948.00	Q1 2017 Combined Revenue:
Q1 2017 Totals	13111	\$13,356.75	33967	\$93,290.50	\$106,647.25
Change in Meter Revenue between Q1 2016 and Q1 2017					\$5,626.75

Seen above, Academy Street, Amstel Avenue, Kent Way, and South College Avenue, known collectively as our Campus District, earned an additional \$5,626.75 in parking revenue when comparing Q1 2017 numbers to Q1 2016 numbers. As the cost of an hour at a meter is \$1.25, that can be considered saving over 4500 hours of parking that could have been in busy municipal lots but mitigated to lower occupancy streets. Slight adjustments in policy may be an effective tool moving forward to incentivize areas where parking should be increased, with the goal of having more balanced occupancy in all areas.

Cash transactions decreased from 15,223 in 2016 to 13,111 in 2017. Credit card transactions increased from 32,820 in 2016 to 33,967 in 2017. The difference in credit card transactions would likely be greater if it were not for patrons having to run two \$4.00 credit card transactions in 2016 against running one \$8.00 credit card transaction in 2017. The average credit card was run for around \$2.60 in the campus district during the 1st quarter of 2016. In the first quarter of 2017, the average credit card was run for \$2.74. It is believed this will continue to increase as time continues. More patrons will take advantage of the parking meters as word-of-mouth spreads on the convenience of the parking smart meters.

Parking Citation Payment

In the summer of 2015, the Parking Division took over parking enforcement responsibilities from the Police Department. This restructure gave an opportunity for the Parking office, located in Newark's Central Business District, to keep a closer eye on Parking Enforcement Officers and their interactions with the public. It also initiated a change in the culture of business, moving from enforcement to engagement and education. With that came a title change – from Parking Enforcement Officers to Parking Ambassadors. Bringing parking enforcement under the Parking

Division also gave an opportunity to decrease times that parking meters were down, as Parking Ambassadors could report malfunctioning meters directly to meter maintenance workers in the same department.

Despite the education and engagement efforts on behalf of the Parking Ambassador’s, there are incidents of non-compliance by patrons that result in the issuance of citations resulting in revenue to the City. Below is a chart for the first quarter of 2017 and the revenue history from T2 solutions, which demonstrates consistent staffing and increased effectiveness of enforcement, with 8,243 citations issued in Q1 2017, compared to 6,998 in Q1 2016.

Parking Citations Revenue YTD & Comparative						
Month	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Monthly Average</u>	<u>2017 YTD</u>
January	\$ 55,601.00	\$ 36,765.00	\$ 35,995.00	\$ 35,330.00	\$ 40,922.75	\$ 66,412.50
February	\$ 45,300.00	\$ 34,475.00	\$ 33,385.00	\$ 47,635.90	\$ 40,198.98	\$ 72,457.50
March	\$ 46,267.00	\$ 42,449.50	\$ 41,140.00	\$ 51,342.00	\$ 45,299.63	\$ 72,279.00
April	\$ 53,568.50	\$ 41,015.00	\$ 46,470.00	\$ 55,292.50	\$ 49,086.50	\$ 62,291.50
May	\$ 59,842.50	\$ 46,405.00	\$ 39,944.99	\$ 49,855.00	\$ 49,011.87	\$ 72,594.70
June	\$ 39,630.00	\$ 45,148.50	\$ 38,677.76	\$ 51,030.50	\$ 43,621.69	\$ -
July	\$ 52,428.00	\$ 40,253.00	\$ 34,859.00	\$ 44,065.00	\$ 42,901.25	\$ -
August	\$ 45,783.00	\$ 36,745.00	\$ 30,150.00	\$ 52,655.00	\$ 41,333.25	\$ -
September	\$ 43,430.00	\$ 40,784.00	\$ 24,230.00	\$ 51,330.50	\$ 39,943.63	\$ -
October	\$ 47,060.00	\$ 45,026.50	\$ 26,986.00	\$ 56,037.00	\$ 43,777.38	\$ -
November	\$ 52,712.00	\$ 39,075.00	\$ 37,095.00	\$ 54,296.00	\$ 45,794.50	\$ -
December	\$ 39,326.00	\$ 41,165.00	\$ 36,632.50	\$ 57,260.50	\$ 43,596.00	\$ -
Annual	\$ 580,948.00	\$ 489,306.50	\$ 425,565.25	\$ 606,129.90	\$ 525,487.41	\$ 346,035.20
Legend:	Comparative				Average	YTD

As it does with on-street parking meters, parking citation revenue continues to grow. Each month in the first quarter of 2017 accumulated more than any quarter of any previous year. Parking citation revenue through the first quarter of 2017 was \$211,149.00. The first quarter of 2016 only brought in \$134,307.90, a difference of \$76,841.10, or an increase of roughly 34.4%.

There are a number of reasons for the increase in revenue. Parking Ambassadors are more knowledgeable as to where students are illegally parking during the day and are actively trying to curb such activity. Areas such as Kent Way and Amstel Avenue deserve more attention during school hours, but also at night during evening classes. The Parking Division takes numerous calls from residents throughout the day to go out to residential areas. The office dispatches Parking Ambassadors immediately in response to those calls. The Parking Divisions is also taking an active interest in illegal residential parking by those who take advantage of the special residential parking permit system in neighborhoods near the University of Delaware. There have been multiple reports of individuals using guest residential parking permits on a permanent basis. By doing this, residential street parking becomes less available and more difficult for residents to park, as those who shouldn't have passes are parking long-term. The Parking Division has actively sought to stop this unwanted activity in residential areas by increasing their presence in problem

areas. The Parking Ambassador team has recently grown from six to ten part-time ambassadors in response to the increased population and activity in the area. By allowing more ambassadors on the roster, it gives the Parking Division an opportunity to cover more area and an opportunity to the ambassadors to properly survey the parking situation in the field and spend additional time helping patrons find open, legal parking spaces.

Possibly the biggest influence on the increase in revenue are changes in citations amounts. Council recently passed changes to expired meter citations, increasing the citation amount from \$15.00 to \$20.00 per ticket. As a result, there is additional revenue generated when a ticket goes unpaid for thirty days. A ticket that previously doubled to \$30.00 now doubles to \$40.00, after the standard 30-day period. In the first quarter of 2017, 4,932 expired meter tickets were written at \$20.00 per ticket, for a total of \$98,640.00 in expired meter citation charges. While most tickets are paid in a timely fashion, there will be a number that generate late fees or even go unpaid and put the vehicle in a “scofflaw” status, where the offending vehicle is liable to have an immobilization device attached until payment is made for previous fines. Changes to obstructing traffic was also passed, increasing the fine amount from \$20.00 to \$100.00, in response to large tractor trailers stopping on Main Street and Cleveland Avenue during the day. These traffic obstructions are disruptive to the flow of traffic and cause hazards for both drivers and pedestrians, so these tickets are proportionally fined as a consequence to these activities by commercial drivers who disregard City ordinances and the safety of others.

Conclusion

The first quarter of 2017 saw a significant increase to revenue, comparing it to the first quarter of 2016. This trend looks to continue into the second quarter of the year, as the code changes passed by Council will continue the increase in revenue. The rate restructure will likely yield more in off-street lots than the originally estimate of \$100,000.00. On-street parking meters are bringing in more revenue than the same time last year due to more incentives to park at parking meters. This is most likely due to limit increase on metered parking that makes the on-street option more appealing to many students or employees in the area, as they no longer need to return to the meter to add additional time and credit cards can be used to purchase larger amounts of time. Parking citation revenue has had a substantial increase due to the changing of on-street parking citations from \$15.00 to \$20.00 and changes in where Parking Ambassadors are targeting their enforcement efforts. These changes are an example how small adjustments in the Code and policy can impact revenue streams coming into the City, with minimal effect on individual parking customers who follow the City code.

Total Municipal Parking Revenue YTD and Comparative						
	2013	2014	2015	2016	2017 YTD	Annual Average
YTD Lots	\$ 1,392,752.73	\$ 1,355,760.90	\$ 1,442,338.86	\$ 1,416,005.42	\$ 397,948.68	\$ 1,401,714.48
YTD Meters	\$ 872,094.55	\$ 924,864.78	\$ 1,239,656.89	\$ 1,319,393.42	\$ 313,216.15	\$ 1,089,002.41
YTD Citations	\$ 580,948.00	\$ 489,306.50	\$ 425,565.25	\$ 606,129.90	\$ 211,149.00	\$ 525,487.41
YTD Total	\$ 2,845,795.28	\$ 2,769,932.18	\$ 3,107,561.00	\$ 3,341,528.74	\$ 922,313.83	\$ 3,016,204.30
Legend:	Comparative				YTD	Average

With increasing costs to services provided by the City, it is important incoming revenue keeps up with outgoing expenses. The goal is to provide both residents and patrons with the best service the City can provide. Parking is generally considered by municipalities as a boon to annual budgets through parking revenues, and in Newark’s case, that is evident through on-street parking meters, off-street parking lots, and through citation revenue. While charging for parking in these various ways generally has a beneficial effect to a zero-sum budgeting system, a municipality must always find a balance between how much revenue it brings in and how much it charges residents and patrons. Charging too much can hurt the economic climate of the City of Newark, while charging too little can have negative effects on revenue that is part of a budget.

Moving forward, the City of Newark Parking Division will continue to supply quarterly financial reports to show how previous decisions have effected revenue. We hope this will open dialogue to new policies that can be implemented to better serve the residents of our City.