

# Transportation Options Study for the Borough of Media, Delaware County, PA



Presented to: **Jeffrey A. Smith, Borough Manager**  
Media Borough Hall, 301 North Jackson Street, 2nd Floor, Media, PA 19063

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Presented by: **UrbanTrans Consultants, Inc.**  
1140 Connecticut Avenue NW Suite 700, Washington D.C. 20036 • (202) 293-1391 • [www.UrbanTrans.com](http://www.UrbanTrans.com)  
In association with **Carl Walker, Inc.**



**FINAL REPORT**

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## Introduction and Overview

Whether the issue is perceived or real--tackling parking is a daily concern for those tasked with providing efficient transportation services for residents, employees and visitors to an activity center. While the supply of parking is essential to support community goals, Transportation Demand Management (TDM) strategies are needed to balance demand with available supply. There is a perceived imbalance of parking supply and demand by many in the Borough of Media and there is question whether there is need to provide additional parking supply by building additional garages.

The Borough of Media secured grant funding from the Delaware Valley Regional Planning Commission's Transportation and Community Development Initiative for a Transportation Options Study for a diverse group of constituents. The goal of the study is to determine how to bring parking supply and demand throughout Downtown Media into balance by understanding patterns of parking use and needs. In March of 2008 The Borough of Media hired the consulting team of UrbanTrans Consultants, Inc. and Carl Walker, Inc. to complete and fulfill the goal of the study.

The UrbanTrans and Carl Walker team completed six main tasks in order to develop an action plan with clear recommend strategies to increase use of public transportation and improve parking conditions. The tasks were:

- Task 1 – Project Management and Communications
- Task 2 – Existing Conditions
- Task 3 – Stakeholder Involvement
- Task 4 – Supply Side Analysis
- Task 5 – Demand Side Strategy Assessment and Development
- Task 6 – Action Plan

Tasks 1-3 were used to attain critical information to inform the parking supply and demand analysis in Tasks 4 and 5. The Action Plan in Task 6 was a natural extension of the findings from the supply side and demand side analysis.

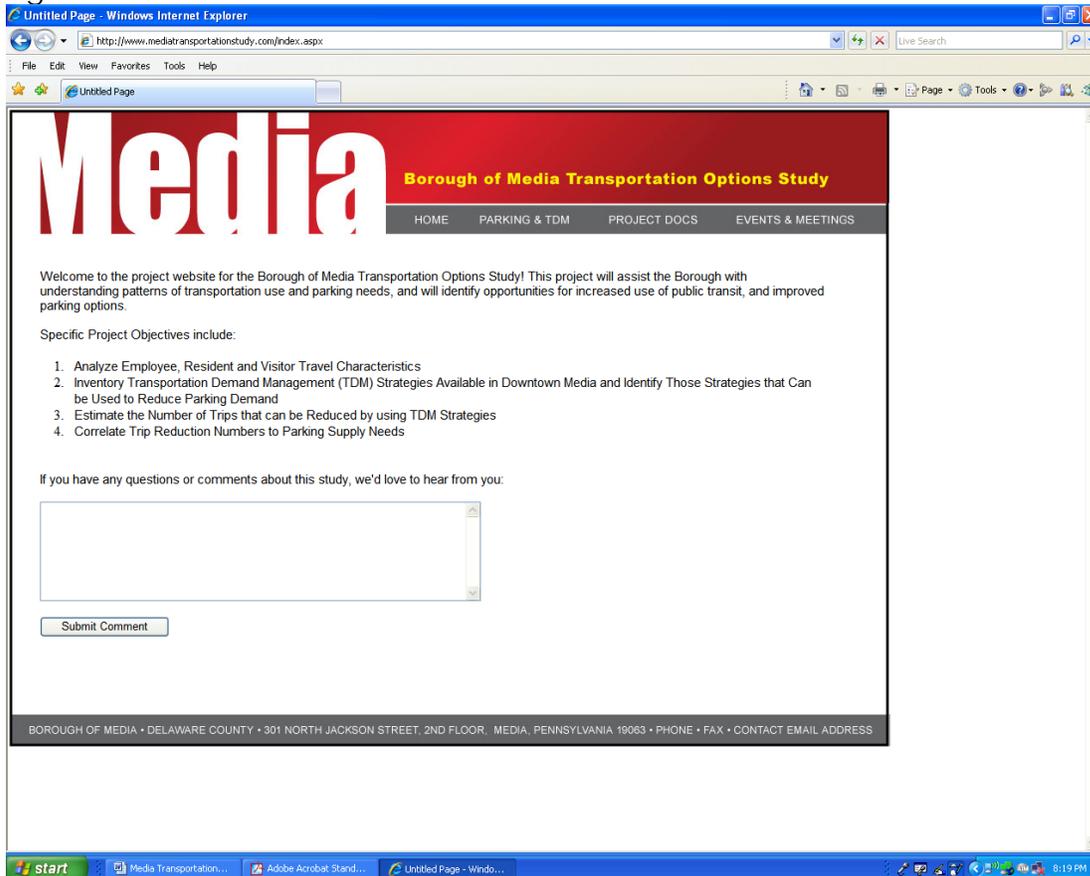
What the Action Plan recommends is to implement a combination of parking pricing as well as Basic and Advanced TDM strategies for Delaware County Employees to address perceived and real parking supply issues. In the professional opinion of this team, building additional parking supply is not the most cost effective strategy as a first step to bring balance to the demand. Reducing the occupancy of the public parking spaces near the Courthouse appears to a better first step towards improving the parking conditions in Downtown Media. The sections that follow explain the process that the UrbanTrans and Carl Walker team used to come to that conclusion.

# Task 1 – Project Management and Communications

## 1.1 Project Website

A project website was created to facilitate project communications by offering a central location to post documents for review by the project team. The website can be found at [www.mediatransportationstudy.com](http://www.mediatransportationstudy.com).

Figure 1.



## 1.2 Project Goals

On April 9, 2008 the consultant team met with the Borough of Media Parking Committee to review project needs and objectives, project website, survey instruments, and initial findings from background research and site tours. The outcome of the meeting was consensus that the Project Objectives should be the following:

- 1) Analyze Employee, Resident and Visitor Travel Characteristics
- 2) Inventory TDM Strategies Available in Downtown Media and Identify Those that Can be Used to Reduce Parking Demand
- 3) Estimate Trips Reduced by TDM
- 4) Correlate to Parking Supply Needs

Objectives # 1 and 2 were addressed through the efforts of Task 2 – Existing Conditions and Task 3 - Stakeholder Involvement which are explained in the sections that follow.

## **Task 2 – Existing Conditions**

The UrbanTrans and Carl Walker Team built on existing data sources and best practices nationally and internationally to ensure that we were not “reinventing the wheel.”

This included a review of the following documents:

- Borough of Media Parking Ordinance (#761, Chapter 211) with focus on Code for Residential Parking (#211-3)
- Maps showing metered parking in Media
- Meter parking zones in Media
- Zoning Map of Media, showing residential parking zones
- Parking Inventory Analysis
- Occupancy Counts for the Baltimore & Olive Garage
- Plans for Streetscape Improvements that could impact on-street parking supply

The information in these documents was analyzed to understand the existing transportation and parking picture in the Borough while identifying existing parking and transportation options usage. This analysis was utilized to understand the necessary percentages of parking and alternative mode usage needed to provide a balanced transportation system. The review of these documents was supplemented by discussion with area stakeholders (as explained in Task 3) to understand the current policies and procedures and management structure in place to promote travel options and to manage the existing parking supply.

In addition to reviewing these previously prepared reports, studies and background information concerning parking in the Borough, the UrbanTrans-Carl Walker Team completed a tour of the study area to observe current parking occupancy levels, locations, and conditions of the existing parking facilities on April 9, 2008. This included identification of any parking surpluses and conversely areas of high parking occupancy that may indicate a shortage of parking. The project team also examined the utilization of on-street spaces in terms of maximizing the availability of convenient short-term, on-street parking in areas that depend on that support. Observations were made of any abuse of short-term meter parking in specific areas within Downtown Media that could be translated into the number of legitimate short-term parking stays “lost” because of the abuse.

Finally, the project team met with Borough Parking enforcement staff to understand their current enforcement and provide a brief snapshot of its effectiveness against standards recognized within the industry.

The review of available information and visual observations helped identify what the parking conditions are in the area. The stakeholder involvement effort undertaken in the next section helped determine why those conditions exist.

## **Task 3 – Stakeholder Involvement**

Formal input from Borough stakeholders on their perceptions about transportation and parking in Downtown Media was used to augment information gained from existing reports and studies described in Task Two. Feedback was gathered from a combination of stakeholder interviews, meetings, and surveys. The sections that follow explain in more detail which stakeholders were asked for their input and the methods used to gather it.

### ***3.1 Stakeholder Interviews***

The UrbanTrans team completed a combination of group meetings and individual interviews with key stakeholders throughout the month of April 2008 to better understand the existing conditions, discuss current transportation and parking challenges and to brainstorm future possibilities. Those stakeholders included:

- Borough of Media Staff (Including Borough Manager and Parking Enforcement Staff)
- County of Delaware Staff (Including the County Executive Director and Director of Planning & Community Development)
- Delaware County TMA (Executive Director)
- Media Business Authority (Director)
- Media Real Estate (Vice-President)
- SEPTA Staff (Delaware County Planning Staff)

### ***3.2 Stakeholder Meetings***

As described in Task 1, a stakeholder meeting was held on April 9, 2008 with the Borough of Media Parking Committee, which included representatives from:

- Borough of Media Council and Staff
- County of Delaware
- Delaware County TMA

- o Media Business Authority

The Committee reviewed and provided feedback on project needs and objectives, project schedule and implementation plan, project website design and content, survey instrument design, and initial findings from background research and site tours. The UrbanTrans-Carl Walker team used that feedback to guide the direction of subsequent task efforts.

### **3.3 Stakeholder Surveys**

A key component of Task Three was the design and implementation of stakeholder surveys to gather information about transportation use and to understand and analyze commuting characteristics. This provides a better understanding for why certain travel and parking behavior patterns occur. The surveys were conducted with Residents, Visitors, and County of Delaware Employees. The survey methodologies included origin and destination of travel, mode of transportation, time, and purpose of trip. The surveys used a combination of techniques to ensure a high response rate including an on-line, direct mail, and intercept surveys. The sections that follow explain for each stakeholder group, which survey technique was applied, how that translated in terms of response, and what the survey results indicated.

#### **3.3.1 Media Resident Survey Analysis**

There is general concern amongst many residents of the Borough of Media that Delaware County employees and visitors to Downtown Media often utilize on street parking supply in surrounding neighborhoods less frequently due to limited parking availability. Residents on these neighborhood blocks have special residential parking permits to address conflicting demand for parking spaces from Delaware County employees and visitors to Downtown Media.

UrbanTrans partnered with the Borough of Media to design, print and distribute questions for a residential transportation and parking survey for approximately 15 neighborhood blocks in Downtown Media. During the period from October 15<sup>th</sup> through October 31<sup>st</sup>, 2008 a household survey was mailed with a cover letter from the Borough Manager directly to 202 households within a special parking district in the Borough of Media's Downtown neighborhood. The intent of the survey was to learn about their specific parking needs and behavior. Detailed survey results can be found in Appendix #1. What follows is a summary of the survey data highlights.

There were 94 households that responded to the survey, yielding a response rate of 46.5%.

Most respondents to the survey indicated that they owned two cars in their households. Almost 49 percent had two cars. The next largest groups were those with three cars at 23.4 percent and one car at 21.3 percent.

When asked about off street parking availability, 41 percent of respondents had no off street spaces at their disposal, 26 percent had one space, and just fewer than 16 percent had two spaces. As a result, the vast majority of respondents indicated they had one or two cars parked on the street with 37 percent indicating they had two cars on the street and 34 percent had one.

When asked if those cars parked on the street were gone during the workday, 29 percent indicated that no cars were gone, 41 percent indicated that one car was gone, and 10 percent indicated that two cars gone.

When asked about the problems with parking on their block, 53 percent of respondents noted that they never or rarely have to travel beyond their block to find parking. The next largest response was 'a few times a month,' with nearly 27 percent of the responses.

When asked at what time finding parking is an issue, respondents indicated that it was not much of an issue – 55 percent of respondents did not answer the question. Of those that did answer, 16 percent thought weekday evenings were the worst time to search for a spot, while 13 percent thought weekday afternoons were the worst. Finding parking on weekends was not really perceived as an issue. This indicates that where there is an issue finding parking it more than likely relates to Delaware County employee and visitor parking demand during weekday afternoons and evenings.

Finally, when asked to summarize the availability of parking in Media, 52 percent indicated the supply was "somewhat adequate," 31 percent thought it was inadequate, and 15 percent indicated there were no problems. This is largely in line with the overall responses concerning the availability of parking on each resident's block.

### **3.3.2 Media Visitor Survey Analysis**

There is general concern that visitors to Downtown Media come less frequently due to limited parking availability. UrbanTrans partnered with Media Business Authority to design questions for a comprehensive visitor survey that included questions on transportation and parking in the Borough of Media to determine the extent to which that is the case. (See Appendix #2 for survey instrument). An intercept visitor survey effort was staffed along State Street on November 19th and 22nd and collected 200 visitor surveys. That response rate provides survey results that are accurate within a confidence interval of approximately +/- 7 percent at the 95 percent confidence level assuming a normal distribution. The confidence interval varies slightly by question due to variations in responses and

response rates. Detailed survey results can be found in Appendix #2. What follows is a summary of the survey data highlights.

The results of the survey indicate that just over 75% of visitors arrive in automobiles requiring parking. Although that means that nearly a quarter of all visitors arrive by means that don't require parking, there is still a significant demand for parking.

Nearly 70 percent of all visitors are willing to walk 3+ blocks from a parking space to their final destination. 58 percent (+/- 7%) of all visitors have a neutral to positive impression of parking availability in Media. 41 percent of all visitors have a clearly negative impression of parking availability in Media. These statistics beg further examination to determine whether better signage to promote more "remote" parking at the municipal garage would help visitors with a negative impression of parking availability understand that adequate parking is available within a reasonable walk.

Approximately 90 percent of all visitors are willing to pay \$.50 - \$1.00 per hour to park when they visit Media. Only 4 percent were willing to pay over \$1.00 per hour. These statistics indicate that appropriate parking pricing at garages and on street could encourage higher turnover of on street parking that is closer to State Street destinations and provide options for people whose walking distance threshold is lower than 3 blocks. This needs to be done in close coordination with the promotion of municipal garages so visitors know there is a more affordable option available if they are willing to walk.

When visiting Media, respondents who indicated they were willing to walk further from a parking space to a destination were more likely to agree that there is adequate parking available in Media but were willing to pay less to park. People who do not work in Media were much less likely to indicate that taking public transit was a realistic option for them when they visit Downtown Media. People who visit Media on a daily basis are much more likely to agree that taking transit is a realistic option for them.

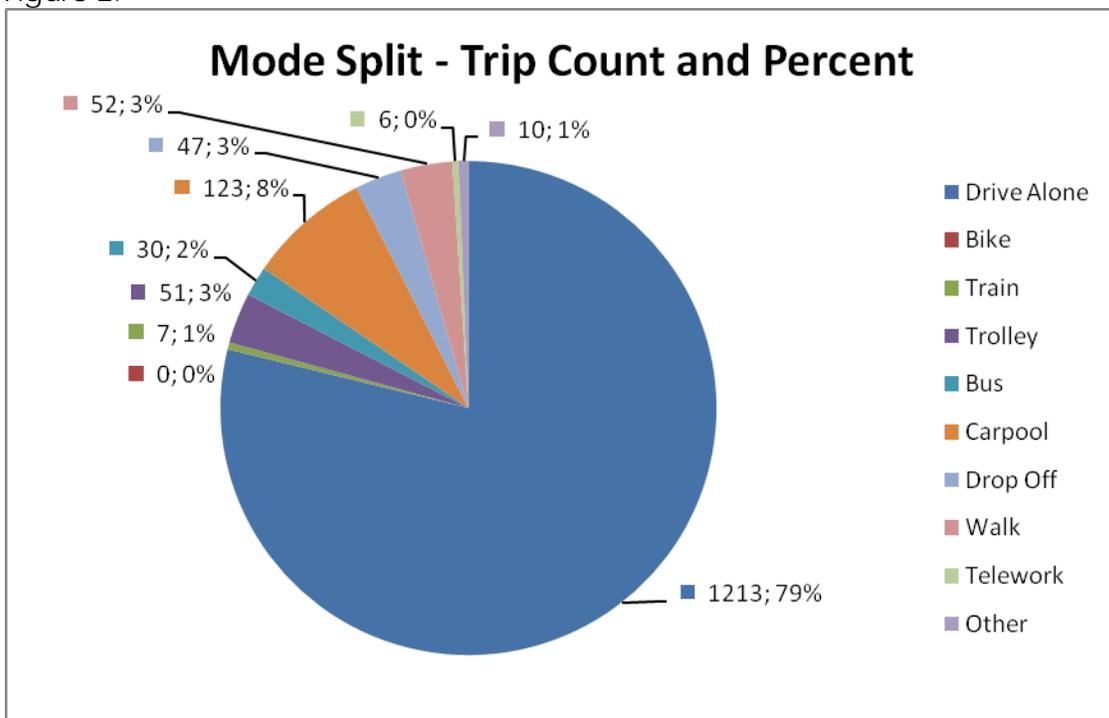
### **3.3.3 County of Delaware Employee Survey Analysis**

There is general concern that Delaware County employees have the greatest impact on the parking supply, so they were the sole focus of the employee survey efforts. Parking in the two Delaware County garages is currently limited to approximately 366 free parking spaces available to any employees on a first come first serve basis. There are an additional approximately 248 reserved spaces (including 5 carpool spaces). All other employees must either park on local streets, park in the municipal lot, or arrive to work by means other than automobile. This has a significant impact on parking for neighboring retail and residential uses.

During the period from December 1<sup>st</sup> through December 12<sup>th</sup>, 2008 a survey was distributed both electronically and via hard copy to 1305 County of Delaware employees in Downtown Media. The intent of the survey was to learn about their parking needs and travel behavior. A sample of the survey instrument as well as detailed survey results can be found in Appendix #3. What follows is a summary of the survey data highlights.

There were 300 County of Delaware employees that responded to the survey, yielding a response rate of 23 percent and a confidence interval of approximately +/- 6 percent at the 95 percent confidence level using a two-tailed test and assuming a normal distribution. Most respondents to the survey (79%) indicated that they drive alone to work in Downtown Media.

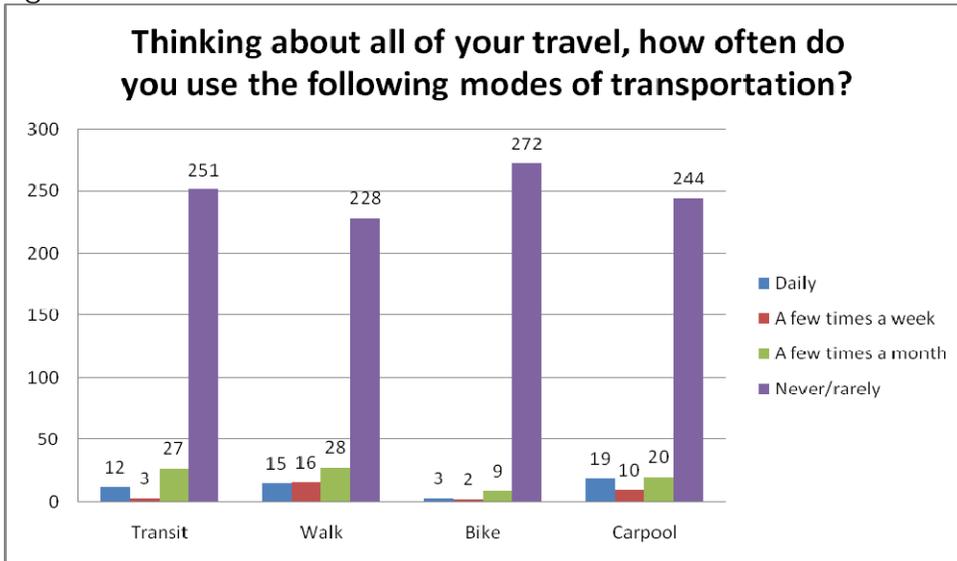
Figure 2.



The largest percentage employees (61%) arrive between 8:00 and 9:00 am, followed by 30 percent of employees who arrive between 7:00 am and 8:00 am, and the remaining 9 percent arriving during windows of time on either side of that peak. At the end of their work day, the largest percentage of employees (71%) leave between 4:00 and 5:00 pm, followed by 17 percent who depart between 5:00 and 6:00 pm, with the remaining 12 percent departing during windows of time on either side of that peak.

When asked how often they use various modes of transportation in all travel (not just commuting), less than 7 percent used any form of transit, walking, biking or carpooling on a daily basis.

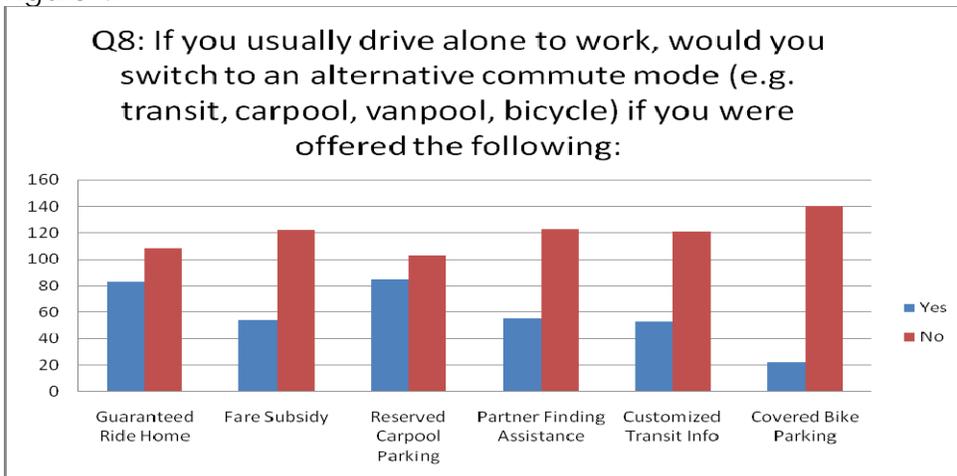
Figure 3.



That being said, nearly 24 percent of respondents indicated an interest in learning more about public transit, walking, biking and carpooling and using it more often.

Amongst employees who usually drive alone to work and answered the question about what would motivate them to shift to an alternative commute mode, a Guaranteed Ride Home program and Reserved Carpool Parking were the highest, both with 43 percent.

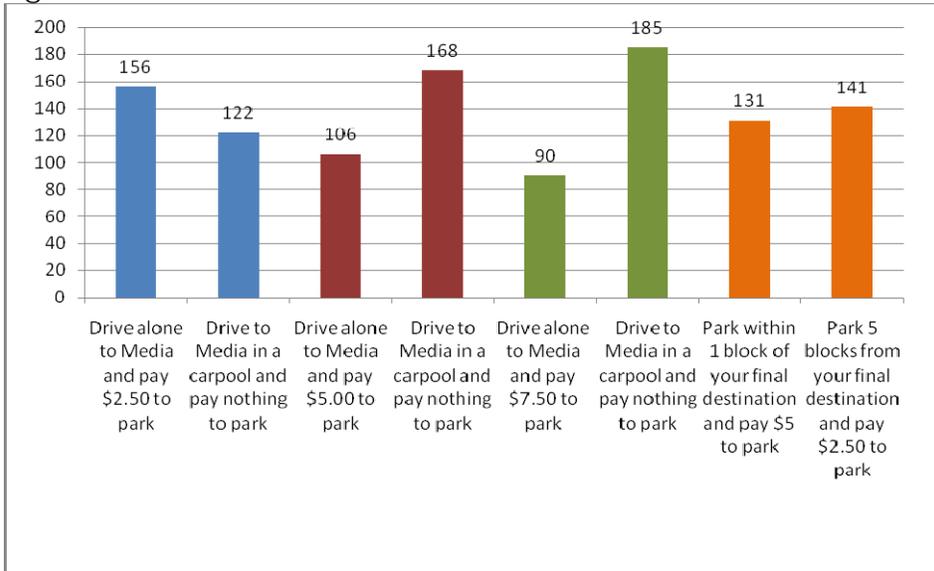
Figure 4.



When employees were asked to rank the availability of parking in Media 62 percent felt it was not adequate, with the remaining respondents indicating it was somewhat adequate (32%) or adequate (5%).

Additional questions were asked of employees to test the pricing thresholds for using alternative transportation versus driving to work and parking in Downtown Media. As demonstrated in the chart below, pairs of questions were grouped together to contrast parking pricing and alternative travel choice behavior change. It reveals that charging a minimum parking fee of \$2.50 per day to drive alone to work while offering free carpool parking would effectively encourage the usage of carpooling.

Figure 5.



With more than 80 percent of the 1305 County employees driving to work on a daily basis there are more than 1,000 employees driving to work. That means there are more than 520 employees without County provided parking on a daily basis who are either parking on the streets of Downtown Media or in the municipal garage and impacting parking supply. The Tasks that follow will use the information gathered from the survey to identify how many of those 520 employees can be taken off of the streets and or provided a space within the employee garage

The results of the survey seem to indicate that there is an opportunity to reduce single occupant vehicle (SOV) trips to Downtown Media by 5-10 percent with an aggressive County Employee TDM program. There may be the opportunity to achieve an additional 5-10 percent reduction in SOVs to Downtown Media if parking management and pricing is instituted at the County parking garage along with some form of metered parking on all surrounding neighborhood streets (particularly those with residential parking permits). Tasks 4 and 5 explain how that can be achieved.

## Task 4 – Supply Side Analysis

### 4.1 Existing Parking Supply

This analysis of parking in Media, Pennsylvania concentrates on the downtown area. The downtown study area is bounded by Randor Street on the east, Baltimore Pike on the south, Lemon Street on the west, and Third Street on the north. The downtown study area is depicted in Figure 1.

Figure 6.



The Borough of Media operates seven off-street public parking facilities within the study area. The largest off-street public parking facility is the existing 230 space parking structure located at S. Olive Street and W. Baker Street. The combined capacity of the Borough off-street facilities totals about 460 spaces.

Within the downtown area the Borough also controls metered and un-metered off-street spaces. Based upon inventory information provided by the Borough there are about 800 on-street spaces within the downtown study area. The total number of public space, on-street and off-street, in the downtown study area is estimated at approximately 1,300 spaces.

There are also numerous private off-street parking lots within the study area controlled by businesses and organizations. In addition, some of the residential properties in the study area include off-street parking.

The Delaware County Courthouse and associated county offices are a significant presence in Downtown Media. The County owns and operates two parking structures (one above ground and one below ground) at the Courthouse complex which have 882 spaces. The County parking structures are

not available for public parking. The County restricts use of the parking structures to county vehicles, County employees, and on-duty jurors.

#### **4.2 Parking Utilization**

Observations of existing parking occupancy and utilization were made on June 9 and 10, 2008 and in conjunction with other trips to Media for other purposes. The Borough of Media also supplied information concerning existing/historic parking occupancy levels.

The general occupancy and utilization of the public parking spaces in the downtown study area is summarized as follows:

- o As expected the parking demand generated by the County Courthouse, and associated businesses such as law offices, significantly affects the Downtown parking system. The highest levels of weekday demand appear to be concentrated near the Courthouse. The parking occupancy levels appear to diminish as the distance from the Courthouse district increases. During weekdays the public parking spaces near the Courthouse are essentially full throughout the day.
- o During weekdays the on-street spaces in the residential areas near the Courthouse are essentially full except for permit areas. Presumably, the spaces are being used by: County employees, visitors to the Courthouse and County offices, employees and visitors to the private offices/businesses located throughout the area, and employees of the businesses in the State Street corridor.
- o On weekdays the metered on-street spaces along State Street are about 50% - 70% occupied during the morning hours. However, the occupancy of the spaces, and neighboring on and off-street spaces, builds towards lunchtime and become nearly fully occupied during the lunch period. The spaces remain well used throughout the afternoon.
- o The evening demand generated by the bars/restaurants in the Downtown area is significant. The on-street spaces near the State Street corridor are nearly filled during the peak periods.
- o The Olive Street parking structure is generally well used on weekdays. The overall occupancy levels appear to be about 70% occupied. The upper level of the structure however, appears to be about 50% occupied.

#### **4.3 Existing Parking Adequacy**

Parking adequacy is the ability of the parking supply to accommodate the parking demand. Parking adequacy is determined by comparing the demand against the *effective supply* of spaces.

It is important that a supply of parking spaces include a cushion in excess of the actual number of spaces needed to satisfy demand. The cushion of spaces allows for vacancies created by restricting facilities to designated users,

mis-parked vehicles, spaces lost to minor construction, the dynamics of parking and un-parking, and to reduce the time needed to search for the last few available spaces. A parking system typically operates at optimum efficiency when occupancy is at 85 to 95 percent. If this cushion is not provided, there will likely be a perception of a parking shortage even though empty spaces may exist. If an adequate cushion is provided, it will be easier to locate open spaces. If the cushion is too large, the least convenient spaces will rarely be filled.

For these reasons it is acceptable practice to have the parking supply approximately 5 to 15 percent over the actual parking demand. To accommodate a cushion of spaces, the “effective” supply of spaces is used to determine the adequacy of the parking supply, rather than the actual inventory of spaces. In Downtown Media an 85 – 90 percent factor is appropriate because the majority of spaces are provided on-street, for visitor parking. It is more difficult to search for an available on-street space than to circulate through a well designed off-street facility. The 85 – 90 percent factor incorporates the appropriate operating cushion into the planning process and provides best level of service. This cushion would mean that on average, a given block face or off-street facility would have about 10 – 15 percent vacant spaces during peak demand periods. A 95 percent factor would provide a smaller cushion and would be less appropriate for system serving a large percentage of visitors.

Clearly the existing public parking system, particularly near the Courthouse, is filled to near capacity and the demand infringes on the *effective supply* cushion on a regular basis. Because the operating cushion of space is often usurped, some people believe that “there are not enough spaces”. There are available spaces, however they are perceived as inconvenient, or are restricted to specific user group, or restricted by length of stay.

#### **4.4 Future Parking Adequacy**

Without adding additional supply, or a reduction in demand, the adequacy of the parking system is expected to remain unchanged. Delaware County, the largest parking demand generator, does not expect to significantly modify operations at the Courthouse complex. The number of employees regularly reporting to the Courthouse complex and the number of visitors are expected to remain relatively stable.

Commercial activity along State Street appears to be strong. As of fall 2008 the store fronts appeared to be occupied with viable businesses. The commercial vitality is expected to remain unchanged. We are unaware of any redevelopment projects planned for the study area that would significantly alter parking demand or supply.

The area near the Media Train Station is however, experiencing a growing parking demand. Recent increases in ridership on the SEPTA rail line has resulted in an increase of parking demand for spaces near the station. Some of that

demand is currently spilling over into the nearby residential areas. It is anticipated that transit use will increase in the future. The demand for parking spaces near the station will likewise increase.

#### ***4.5 Parking System Supply / Demand Improvement Alternatives***

Two major strategies could be used to improve the Downtown parking system. The two strategies are: 1) add more spaces, or 2) reduce demand and better use/manage the existing supply.

Regardless of the actions taken to provide the operating cushion, the spaces most convenient to the Courthouse will likely remain fully occupied on weekdays. However, the Courthouse's area of influence on parking demand will decrease further out from the Courthouse if more spaces are added and/or demand is reduced. The benefits to the entire Downtown parking system would then radiate outward into residential neighborhoods.

##### *Adding Spaces to the Supply*

The existing public parking system in the Downtown currently has about 1,300 parking spaces. This space count takes into consideration a reduction of about 20-30 spaces that will be removed from the system with future intersection improvements. Adding 10% to 15% more spaces to the supply would provide a generous operating cushion of spaces to the Downtown parking system. Adding 10 percent additional spaces would require 130 net spaces; adding 15 percent more would require 195 net spaces. The net number of added spaces is an important consideration. For example, in order to add 130 spaces in a parking structure on the site of an existing 50 space lot – 180 spaces would need to be constructed; to add 195 spaces – 245 would be required.

The costs to construct, operate, and maintain a parking structure can be substantial. Table 1 presents conceptual project costs for a stand-alone above grade parking structure in suburban Philadelphia. The costs assume construction on a theoretical 50 space existing surface lot, relatively level, with site dimension conducive to an efficient design, no environmental liabilities, or demolition of buildings. The construction costs for a typical parking structure ranges from \$18,000 to \$22,000 per space. The conceptual project costs in the presented range from \$3.6 million to about \$6.0 million. Using these conceptual costs, the costs per added space range from \$25,000 to \$34,000.

**Table 1 – Parking Structure Construction costs**

Structure Spaces	Example Existing Spaces	Net Added Spaces	Construction Cost per Space		Cost per Added Space Range	
			\$ 18,000	to \$ 22,000		
180	50	130	\$ 3,240,000	\$ 3,960,000	\$ 28,000 to \$ 34,000	
			Soft Costs @ 12%	388,800		475,200
			<b>Subtotal Conceptual Project Cost</b>	<b>\$ 3,630,000</b>		<b>to \$ 4,440,000</b>
245	50	195	\$ 4,410,000	\$ 5,390,000	\$ 25,000 to \$ 31,000	
			Soft Costs @ 12%	529,200		646,800
			<b>Subtotal Conceptual Project Cost</b>	<b>\$ 4,939,000</b>		<b>to \$ 6,037,000</b>

The costs above do not include land acquisition costs. The largest parking demand generator in Downtown is the County courthouse complex and the related nearby private offices. To be most cost effective any new parking structures should be located relatively close to the courthouse district. Without acquiring additional property and removing existing buildings, there are no readily apparent sites near the Courthouse complex with site dimensions conducive to an efficient parking structure. To design an efficient and cost effective parking structure the square feet of area constructed must be minimized.

The site dimensions of the 60 space Olive Street Lot do not appear to be sufficient for a cost effective parking structure. While a parking structure could be fitted onto the site, the construction costs per parking space would be even higher than presented above.

In addition, the costs to operate and maintain a parking structure are estimated at about \$184 per space per year. Table 2 presents how the estimated operating and maintenance costs for a 180 and 245 space garage translates into annual costs of \$33,000 to \$45,000.

**Table 2 – Parking Structure Operating and Maintenance Costs**

Typical Annual per Space Costs		\$184 Annual O&M Costs	
		Spaces	O&M Costs
Liability Insurance	\$ 12.00	180	\$ 33,000
Utilities & Phone	\$ 45.00		
Elevator Maintenance	\$ 20.00	245	\$ 45,000
Equipment Maintenance	\$ 6.00		
General Maintenance	\$ 12.00		
Parking Supplies	\$ 6.00		
Legal & Accounting	\$ 4.00		
Loss & Damage	\$ 8.00		
Maintenance Supplies	\$ 8.00		
Snow Removal	\$ 8.00		
Miscellaneous	\$ 5.00		
Structural Repair Reserve Fund	\$ 50.00		
Management Overhead	\$ -		
<b>Estimated Annual O &amp; M Costs</b>	<b>\$ 184.00</b>		

Costs above assume the parking structure will not be operated with cashiers. Labor costs for cashiers is not included.

### *Reducing Parking Demand*

The conceptual costs presented above illustrate the cost to develop and operate a parking structure. In most cases, and also in Media, it is more cost effective to first take steps to reduce parking demand and use existing spaces more effectively rather than build new parking facilities.

Reducing parking demand by 10 to 15 percent particularly near the County Courthouse will have the same net effect as building additional parking spaces. To reduce the demand generated by County employees the following strategies are recommended:

- o Implement a Transportation Demand Management (TDM) program for county Employees to reduce the overall number of Single Occupant Vehicles (SOV) being driven to the Courthouse district. A description of what that TDM program could include can be found under Task 5.
- o Begin charging County employees \$2.50 per day to park SOV in the existing County parking structure. Provide no charge parking for about 100 County employee carpools in the structure.
- o Use the revenue generated from the employees parking in the county parking structure to provide a transit subsidy of \$2.00/day for county employees using transit.
- o Begin a phased program to charge for on-street parking in residential permit districts throughout the Courthouse district. The initial rate should be set so that all day parking would cost \$2.50 per day to try and encourage higher turnover of the spaces both near the Courthouse and in neighborhoods. A residential permit system would allow residents of the affected area to park vehicles on-street at significantly reduced rates. The concept could be phased in by street for the area bounded by Third Street, Jasper Street, Lemon Street, and Monroe Street.

While traditional parking meters could be used to collect the on-street parking charges, some people find the installation of traditional parking meters objectionable. There are other new higher technology alternatives available including; pay-by-space machines, pay-and-display machines, pay by cell phone, and in car meters. A description of these methods is included in Appendix #4.

What ever mechanism is chosen to implement the on-street charges, care should be taken to avoid offering permits for non-residents to park on-street in the neighborhood. If permits are available everyday parkers will be more inclined to drive SOV on a regular basis because the parking has already been purchased. If the purchase is an everyday "out of pocket" expense commuters are more likely to consider alternative transportation modes.

The benefits of implementing paid on-street parking in the neighborhood include:

- o Reduces occupancy of on-street spaces by all-day, everyday parkers, both county employees and employees of the private offices in the

- neighborhood. By reducing the high parking space occupancy level, more convenient and easier to find spaces are available for short term visitors and residents of the neighborhood.
- o Eliminates the need to designate specific spaces for residents. Designating spaces to specific groups reduces the effectiveness of the spaces; if no one from the group is present the space sits empty.
  - o Retains a daily fee parking option available for employees who only occasionally drive to work.
  - o Generates revenue for the Borough parking system to help fund system improvements, maintenance, and operations.

Based upon the survey data collected and models typically used to forecast results of TDM programs, the goal of reducing parking demand in the Courthouse district seems realistically achievable. With a modest TDM program and including the strategies described above the everyday demand generated by County employees is estimated to be reduced by 90 to 100 spaces. With a more aggressive, and more costly, TDM program the County employees demand could be reduced by about 120 vehicles. In addition, implementing the described charge for on-street parking in the neighborhood will reduce the number of SOV driven by employees of the private offices in the neighborhood. A more detailed description of the methods used to generate the estimates of TDM impacts on parking space reductions as the strategies to achieve it are found in the Task 5 summary.

## **Task 5 – Demand Side Strategy Assessment and Development**

### ***Introduction***

As described in Task 3, there is general concern that Delaware County employees have the greatest impact on the parking supply, so they were the sole focus of the employee survey efforts. The resident surveys completed in Task 3 indicated that they experienced most significant parking challenges during weekday afternoons and early evenings, when the impacts of County parking continued to spill over into residential neighborhoods. In light of that, the Transportation Demand Management (TDM) recommendations that follow in this Task are focused on determining the potential impact a TDM program could have on the travel behavior of Delaware County employees.

TDM programs limit demand for roadway and parking facilities by encouraging the use of alternative modes of transportation, the shifting of travel to non-peak times, and the avoidance of unnecessary trips. This section recommends TDM strategies and programs that can be implemented by Delaware County to meet the travel needs of its employees, decrease parking demand, and improve access to its facilities.

The recommendations set forth in this task are divided into two sections. In Section 5.1 recommendations are made for the implementation of a basic TDM

program that can reduce the number of Delaware County employee vehicles parking within the Borough of Media by approximately 90 to 100 per day. Section 5.2 contains recommendations for the implementation of a more aggressive TDM program that could reduce Delaware County employee parking demand by approximately 110 to 120 vehicles per day.

The strategies were designed based on feedback received from the survey distributed to county employees (described in Task 3), stakeholder comments, and the professional experience of the project team. Potential impacts on parking demand were estimated using data obtained from the employee survey, a review of appropriate literature, and an analysis using the EPA's COMMUTER model, which is an assessment tool that provides estimates on how TDM strategies can impact travel behavior and air quality.

### ***5.1 Basic TDM Program Recommendations***

This section provides a description of a series of TDM strategies that can be implemented to encourage more county employees to use alternative modes of transportation such as transit, biking, walking, and carpooling. The strategies recommended within this section are designed to maximize the use and benefit of the county's parking garages. Their successful implementation would make the parking garages available to a larger number of county employees, decrease the frustration employees experience locating parking that is close to county facilities, and help employees save money by utilizing more sustainable modes of transportation. These strategies, in combination with paid, on-street parking around the courthouse and surrounding residential areas, are likely to reduce county employee parking demand by 90 to 100 vehicles per day. The strategies discussed below are interrelated and should be implemented as a whole.

#### **Implement a Parking Charge**

A parking charge of \$2.50 per day should be implemented at the Government Center parking garage for the spaces currently available to all employees. The parking fee should be collected on a daily basis. This allows the county to avoid the need to create a waiting list for parking permits and encourages the use of alternative modes of transportation. If employees pre-pay for a month of parking they will be less likely to use alternative modes of transportation on days when they do not need their cars. This is because their parking space would already be paid for and they would be less likely to perceive a benefit associated with leaving their car at home. Daily parking fees also allow individuals who regularly ride transit, carpool, bike, or walk to work to purchase a parking space on days when they need their cars.

Parking payment can be collected using controlled entry and exit points at which employees scan cards. This system would also allow for automated monitoring of garage occupancy and automatic notification to potential garage users when all spaces are full.

The revenue earned from the paid parking program should be used to offset the costs associated with the additional TDM strategies outlined within this section. Revenue estimates associated with paid parking are included in the Program Implementation section later in this Task Summary.

Depending on enforcement options, the County should also implement paid parking for the Toal Building's 222 juror parking spaces. Jurors can continue to park for free, but employees should pay to park in the facility when it is not being used by jurors. Parking rates should be \$2.50 per day.

The potential exists to offset the proposed new parking charges by providing *all county employees* with a payment equal to \$1.50 per day. The cost of such a program would approach \$500,000 per year and *increase demand* for parking by approximately 30 spaces per day.

The opportunity also exists for the County to offer the 243 employee with *reserved* parking space the option to do a "Parking Cash Out" program. Parking cash out typically means offering cash in lieu of a parking space, and cash income is taxable. Since the County owns these reserved spaces, it can determine what the cash value of the space is. Offering those employees the equivalent of \$2.50 per day would allow them to use general employee parking when needed or when combined with a transit subsidy to more than cover average daily transit expenses. Over time, spaces that are cashed out can be added to the general parking supply for general employee use.

### **Set Aside Parking Spaces for Carpools**

Within the Government Center parking garage 100 spaces should be set aside for individuals who travel to work via carpools. This is an increase of 95 spaces to the existing 5 spaces that have already been set aside. These spaces should be available at no cost to the carpoolers who use them. By encouraging carpooling and increasing the average occupancy of each vehicle parking in the garage, the county will make the parking garage available to a greater number of employees.

Experience at employment sites throughout the country suggests that enforcement should be relatively simple. The spaces should be clearly labeled with signs that are numbered and provide a phone number individuals can call to report abuse. Because these spaces will be highly prized, any driver noting abuse will be likely to report it, creating an enforcement program that requires little staff time. In addition, staff enforcing the paid parking spaces can keep a watchful eye for abuse.

The recommendation to set aside 100 spaces is based on best estimates regarding the number of employees who are likely to carpool to work after implementation of TDM strategies contained within this section.

## **Carpool Matching Program**

A program to match employees with carpool partners should be implemented to encourage full utilization of the carpool parking spaces set aside in the county parking garage. Carpool matching programs match individuals who are interested in carpooling based on their shift start and end times and their home locations. Carpool matching services are available at no cost through the Delaware Valley Regional Planning Commission's Share-A-Ride (SAR) ridematch program.

## **Transit Subsidy**

Revenue obtained from the parking fees should be used to offset the costs associated with using transit to get to work. Transit fares average approximately \$4.00 per day depending on the transit options used. A subsidy of \$2.00 should be offered to employees each day they use public transit. The subsidy can be offered in the form of reduced cost transit passes distributed through the county. Employees participating in the program can be required to log their transit trips to assure that all transit fare subsidies are used for work trips.

An analysis of Delaware County employee survey data and COMMUTER model results suggests that 8.5 percent of employees will commute to work via transit on any given day. Based on this estimate, the transit subsidy should cost approximately \$56,000 per year.

An additional analysis of Delaware County employee survey data and COMMUTER model results also suggests that a \$3.00 per day employee transit subsidy will increase employees commuting to work via transit on any given day to from 8.5 percent to between 11 and 12 percent. As additional funds become available through parking fees and other sources, Delaware County should consider increasing their transit subsidy to \$3.00 per day.

## **Guaranteed Ride Home Program**

The county should make a Guaranteed Ride Home (GRH) program available to its staff. GRH programs provide individuals who use alternative modes of transportation to get to work with a free taxi ride or rental car ride home in emergencies or when they need to work unscheduled overtime. The program (called "Emergency Ride Home") is available at no cost to employers who participate in the Delaware Valley Regional Planning Commission's Mobility Alternatives Program (MAP). MAP is a free service that helps employers encourage the use of alternative modes of transportation.

## ***5.2 Advanced TDM Program Recommendations***

This section provides a description of TDM strategies that can be implemented as part of an advanced TDM program to conservatively reduce county employee parking demand by 110 to 120 spaces per day. To achieve that reduction all of

these strategies listed within this section should be implemented. If all of the strategies are not implemented, the demand reduction is likely to be less than 110 to 120 spaces per day.

### **Develop Site Specific Marketing Materials**

Site specific marketing materials provide commuters with transportation information specific to their workplace. These materials show transit routes, explain how to use transit, provide information on carpool opportunities and benefits, discuss available subsidies, and tell readers how to obtain additional information. The county should develop marketing materials that provide information on all TDM programs implemented and explain paid- and carpool-parking rules.

### **Individualized Marketing**

Individualized marketing (IM) programs use survey tools to identify individuals who are most likely to start using alternative modes of transportation. Personalized commute materials are then distributed to these interested employees and one-on-one commute planning assistance is offered. Incentives are used throughout the process to encourage participation.

By focusing only on individuals who are likely to change their commute behavior, IM efforts can be highly targeted and significantly more effective than traditional marketing campaigns. Successful IM programs can double the rate at which individuals use transit.

Implementation of an IM program for the county's 1,305 employees will cost approximately \$17,000 inclusive of all incentives, marketing materials, and staff time. This is based on a price of approximately \$13.00 per employee. An IM program would not be implemented on an annual basis, but rather every three to four years depending on staff turnover rates. Higher turnover rates warrant greater program frequency to assure that all new staff members benefit from the information and services offered by an IM program.

### **Pay for Performance**

Pay-for-performance campaigns provide individuals who commute to work via single-occupancy vehicles with financial incentives to try alternative modes of transportation. Individuals generally earn credits every day they use an alternative mode of transportation to commute to work over a defined time period, usually three months in length. The credits are then converted into cash payment or gift cards at the conclusion of the campaign. These programs have been successfully implemented in diverse locations such as Atlanta, San Francisco, and suburban Denver. Follow up studies have shown that a large majority of participants continue to use alternative modes after the conclusion of the campaigns. In the nine months after participation in the Atlanta program, commuters decreased their use of alternative modes by only 20 percent compared to when they were being paid to use alternative modes.

If carpool parking spaces are not being fully utilized this campaign can be used to encourage the formation of new carpools and a higher utilization of the carpool parking spaces.

Past campaigns have generally paid participants \$2.00 every day they use an alternative mode of transportation. Participation in the program can be limited to the first 50 employees who sign up and a maximum award of \$180. Based on a similar program in San Francisco, it is estimated that participants will use alternative modes of transportation approximately 55 times during the three month campaign, resulting in a cost of \$110 per participant and a total incentive cost of \$6,050. If successful, the campaign can be expanded to include additional employees.

### **Challenge Campaigns**

Challenge campaigns take advantage of the competitive spirit to encourage the use of alternative modes of transportation. Employees in different departments can be encouraged to “compete” against one another to see who can travel the most days using alternative modes of transportation over a defined period of time. The campaigns encourage employees to provide information to one another about alternative modes of transportation and to encourage one another to use those modes. The winning department generally receives a free lunch and agency-wide recognition.

### ***Program Implementation***

This section provides an estimate of program costs for both the basic and advanced TDM programs. The presented budgets cover the first four years of program implementation. In addition to program costs, this section discusses potential revenue sources and options for the implementation of the TDM strategies.

**Table 3: Program Cost**

	Year 1	Year 2	Year 3	Year 4
<b>Basic TDM Program<sup>1</sup></b>				
Parking Equipment <sup>2</sup>	\$43,000	\$1,500	\$1,555	\$1,600
Parking Management	\$5,000	\$5,175	\$5,360	\$5,550
Carpool Matching	\$0	\$0	\$0	\$0
Guaranteed Ride Home	\$0	\$0	\$0	\$0
Transit Subsidy	\$56,000	\$58,000	\$60,000	\$62,100
Staffing <sup>3</sup>	\$25,000	\$13,000	\$13,400	\$13,900
<i>Basic Costs</i>	\$129,000	\$77,675	\$80,315	\$83,150
<b>Advanced TDM Program<sup>1</sup></b>				
Site Specific Marketing Materials <sup>4</sup>	\$8,000	\$8,300	\$8,600	\$8,900
Individualized Marketing	\$0	\$17,000	\$0	\$0
Pay for Performance	\$6,050	\$6,300	\$6,500	\$6,700
Challenge Campaigns	\$500	\$500	\$500	\$500
Additional Staffing <sup>5</sup>	\$12,500	\$13,000	\$13,400	\$13,900
<i>Advanced Costs</i>	\$27,050	\$45,100	\$29,000	\$30,000
<b>Basic + Advanced Costs</b>	\$156,050	\$122,775	\$109,315	\$113,150

(1) Program costs increase approximately 3.5% per year to reflect inflation

(2) \$37,000 upfront costs, \$1,500 per year for maintenance

(3) Assumes 50% time in Year 1 and 25% time in Years 2 to 4. Includes salary and benefits

(4) Includes material development and printing

(5) Assumes 75% time in Year 1 and 50% time in Years 2 to 4. Includes salary and benefits

The cost of parking equipment in the above table assume that four controlled entry/exit lanes would be installed, the entry and exit points would be connected to a central computer/controller, and two variable messages signs would be installed outside the garage to notify drivers when the garage is full.

The following table shows the estimated costs per year per parking space reduced. The costs cover the likely range of reduction that will occur with both the Basic and Advanced TDM plans. The costs do not account for potential revenue associated with paid parking and parking enforcement within the county garage.

<b>Basic TDM Plan</b>	Year 1	Year 2	Year 3	Year 4	Average
Annual Cost/Space Reduced (90 spaces)	\$1,433	\$863	\$892	\$924	\$1,028
Annual Cost/Space Reduced (100 spaces)	\$1,290	\$777	\$803	\$832	\$925
<b>Advanced TDM Plan</b>					
Annual Cost/Space Reduced (110 spaces)	\$1,419	\$1,116	\$994	\$1,029	\$1,139
Annual Cost/Space Reduced(120 spaces)	\$1,300	\$1,023	\$911	\$943	\$1,044

## Revenue

Program revenue is expected from the addition of paid parking within the county parking facility. It is anticipated that 271 spaces will be available per day to county employees at a cost of \$2.50 per day. Assuming 90 percent occupancy and 250 workdays per year, annual revenue associated with the parking charge should be approximately \$150,000.

Revenue from parking charges should exceed the cost of implementing the Basic TDM Plan. Over the four-year period revenue from parking charges will exceed the cost of implementing the Advanced TDM Plan; however, due to the costs associated with parking equipment installation, program costs in year one will exceed revenue. In addition to covering the cost of the Basic and Advanced TDM Plans, there should be enough excess revenue from parking charges to pay for maintenance of the parking garage (assuming the typical \$184 per space garage operating and maintenance costs cited in Table 2).

The table below shows estimated annual costs per parking space reduced when accounting for revenue associated with paid parking and parking enforcement at the county parking garage. The costs cover the likely range of reduction that will occur with both the Basic and Advanced TDM plans. Implementation of Basic and Advanced TDM Plans is revenue positive in all years. It is assumed that the cost of parking remains \$2.50 per day in all years; however, consideration should be given to increase this cost at the rate of inflation.

<b>Basic TDM Plan</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Average</b>
Annual Cost/Space Reduced (90 spaces)	-\$233	-\$804	-\$774	-\$743	-\$639
Annual Cost/Space Reduced (100 spaces)	-\$210	-\$723	-\$697	-\$669	-\$575
<b>Advanced TDM Plan</b>					
Annual Cost/Space Reduced (110 spaces)	\$55	-\$248	-\$370	-\$335	-\$224
Annual Cost/Space Reduced (120 spaces)	\$50	-\$227	-\$339	-\$307	-\$206

## Program Coordination, Staffing, and Implementation

The Basic and Advanced TDM Plans can be implemented by a designated Delaware County employee and covered completely with funds collected from parking charges at the county parking garage.

The option to outsource the program's implementation also exists. The Delaware County TMA possesses the knowledge and skills necessary to implement the strategies contained within the Basic and Advanced TDM Plans. Utilizing the Delaware County TMA will allow the County to avoid providing specialized training to an employee responsible for TDM program implementation. This option will also allow the County's TDM program to be coordinated with regional and county-wide TDM programs and events.

Finally, it is recommend that the Borough of Media use funds from the expansion of on-street paid parking to extend the TDM program to employees working at

businesses most likely to impact residential parking. This would assure that some of the revenue associated with the paid parking directly benefits residents on impacted streets. It is recommended that the expanded program be implemented by the Delaware County TMA.

## **Task 6 – Action Plan**

### ***Summary of Findings***

The costs to construct, operate, and maintain parking structures are significant. The land area required for an efficient, cost effective, parking structure significantly influences the construction cost of a parking structure. Without acquiring additional land, and raising the overall project cost, there are no readily apparent sites for developing a new parking structure. For these reasons, developing a new parking structure would be a lengthy and costly process.

Reducing the occupancy of the public parking spaces near the Courthouse appears to be a better first step towards improving the parking conditions in Downtown Media. The capital investments required are significantly lower than developing additional parking spaces, especially in a parking structure. If the recommended TDM strategies from Task 5 are not as effective as anticipated or if demand grows over the existing levels, the development process for a parking structure can be started in the future. In the professional judgment of the UrbanTrans-Carl Walker team, delaying the construction of a parking structure is considered the most cost effective short term strategy.

The intent of this Action Plan is to provide clear actionable items that should occur in the immediate future to help achieve the aforementioned reduction in occupancy of public parking spaces near the Courthouse. The Action Plan details the actions, outcomes and evaluation tools and will be used as a plan to help all stakeholders implement the recommendations of this plan.

### ***Action #1: Reducing Delaware County Employee Parking Demand***

As explained in earlier Tasks, changing the travel behavior of Delaware County employees is the most cost effective way to achieve the desired outcome of increasing the effective parking supply cushion in Downtown Media. This requires reducing the demand generated by County employees. The following TDM strategies are recommended to achieve these reductions:

- **Implement a Delaware County Employee TDM Program.** Implementing a TDM program for County Employees will help reduce the overall number of Single Occupant Vehicles (SOV) being driven to the Courthouse district. A description of what that TDM program could include can be found under Task 5.

- **Allocate More Free Carpool Parking Spaces.** Provide no charge parking for about 100 County employee carpools in the structure.
- **Develop Parking Charge for Delaware County Employees.** Begin charging County employees \$2.50 per day to park SOV in the existing County parking structure. Use the revenue generated from the employees parking in the county parking structure to provide a transit subsidy of \$2.00/day for county employees using transit.
- **Utilize Professional TDM Services to Assist with Implementation.** Outsource the county's TDM program implementation to the Delaware County TMA.

### ***Action #2: Reactivate the Media Parking Authority***

As of the fall 2008, the Media Parking Authority had been disbanded and was no longer active. Consideration should be given to reactivating the Parking Authority. Currently the management of the municipal parking systems is organized horizontally across a number of Borough departments. Re-activating the parking authority could be a first step in creating a more vertical organizational structure that is more aware of and concerned with all of the inter-related components of the municipal parking system. Included in Appendix #5 is an article describing parking system organizational structures.

### ***Action #3: Increase Parking Turnover on Neighborhood Streets***

As explained in earlier Task 4, reducing parking demand generated by County employees will require addressing utilization of the supply on surrounding neighborhood streets. The concept could be phased in by street for the area bounded by Third Street, Jasper Street, Lemon Street, and Monroe Street. The following strategies are recommended:

- **Charge Non-Residents for Parking in Residential Districts.** Begin a phased program to charge for on-street parking throughout the neighborhoods surrounding the Courthouse district where parking is either limited to neighborhood permits or free to visitors. The initial rate should be set so that all day parking would cost \$2.50 per day.
- **Update Residential Permit System.** Develop a residential permit system that would allow residents of the affected area to park vehicles on-street at significantly reduced rates. The concept could be phased in by street for the area bounded by Third Street, Jasper Street, Lemon Street, and Monroe Street.

### ***Action #4: Increase Parking Turnover on Retail Corridors***

Approximately 90 percent of all visitors are willing to pay \$.50 - \$1.00 per hour to park when they visit media. Only 4 percent were willing to pay over \$1.00 per hour. These statistics indicate that appropriate parking pricing at garages and on street could encourage higher turnover of on street parking that is closer to State Street destinations and provide options for people whose walking distance threshold is lower than three blocks. This needs to be done in close coordination

with the promotion of municipal garages so visitors know there is a more affordable option available if they are willing to walk.

### ***Action #5: Reducing Downtown Media Employee Parking Demand***

Although Delaware County Employees are the largest single contributor to parking demand in Downtown Media, the collective impact of law firms and retailers on State Street on parking demand is also significant. In light of that reality this group is an important secondary source of parking demand reduction. The following TDM strategies are recommended to achieve these reductions:

- **Extend TDM Program to Other Businesses.** The Borough of Media should use funds from the expansion of on-street paid parking to extend the TDM program to employees within the downtown area.
- **Utilize Professional TDM Services to Assist with Implementation.** Outsource the expanded TDM program implementation to the Delaware County TMA.

### ***Action #6: Improve Perceptions of Municipal Parking System***

Better utilizing and managing the existing supply of spaces will improve the perceptions of the municipal parking system. The following recommendations to achieve these improvements are based upon the discussions with Borough officials, employees and our observations of existing conditions:

- **Review and upgrade existing signage directing visitors towards parking facilities.** The existing signs are difficult to locate and understand. Likewise, some of the signs in the surface lots are confusing, especially for first time visitors.
- **Upgrade lighting in the existing parking structure.** New energy efficient fixtures could be installed to save on energy costs and raise the overall illumination levels. Likewise, the parking structure should be regularly inspected identify cost effective maintenance and repair actions to prolong the effective life of the structure.
- **Establish a consolidated valet parking service.** This valet would serve evening parking demand generated by the Downtown restaurants and entertainment businesses. The valet service would provide an added downtown amenity and free up some of the most convenient spaces. Presumably, user fees would fund the operating expenses.
- **Discuss and negotiate with SEPTA for free trolley rides within a set geographic boundary during special events.** The free rides could be promoted as part of the event experience and help reduce parking demand for downtown parking during special events.



- **Establish a late night escort service.** Work with the Police Department to establish a late night escort service for restaurant employees that are working the “closing shift”. In this way those employees could be encouraged to utilize less convenient parking spaces.

Evaluating the success of these Action Items should be measured in terms of their ability to increase the effective parking supply cushion in Downtown Media.

# Appendices

# Appendix #1: Media Resident Survey Summary

## Media Resident Parking Survey

The Borough of Media is studying options to better address the parking and transportation needs of residents, workers, and visitors. As a resident living in a special parking district we would like to learn a little more about your parking needs and behavior. Your participation in this survey will help us develop parking and transportation plans that meet your needs and those of workers and residents.

1. How many cars, trucks, or SUVs do the members of your household own, lease, or use?

- 0
- 1
- 2
- 3
- 4
- 5
- 6 or more

2. How many off-street parking spaces (garage, alley, etc.) does your household have access to?

- 0
- 1
- 2
- 3
- 4
- 5
- 6 or more

3. How many of the cars in your household are regularly parked on the street?

- 0
- 1
- 2
- 3
- 4
- 5
- 6 or more

4. Of the cars your household parks on the street, how many are gone between 8:00 am and 5:00 pm on a typical weekday?

- 0
- 1
- 2
- 3
- 4
- 5
- 6 or more

5. How often do members of your household have to park on a block other than the one on which you live?

- Never/rarely
- A few times a month
- A few times a week
- Daily

6. If you or other members of your household frequently experience difficulty finding parking spaces on your block, during what time period do you experience the greatest difficulty? (Select only one)

- |   |   |
|---|---|
| <input type="checkbox"/> Weekday mornings   | <input type="checkbox"/> Weekend mornings   |
| <input type="checkbox"/> Weekday afternoons | <input type="checkbox"/> Weekend afternoons |
| <input type="checkbox"/> Weekday evenings   | <input type="checkbox"/> Weekend evenings   |

7. How would you rank the availability of parking in Media?

- Adequate (no parking shortages)
- Somewhat adequate (occasional parking shortages or other difficulties)
- Not adequate (parking shortages and/or other difficulties are common)

8. If you have any additional comments related to parking in your neighborhood, please include them here.

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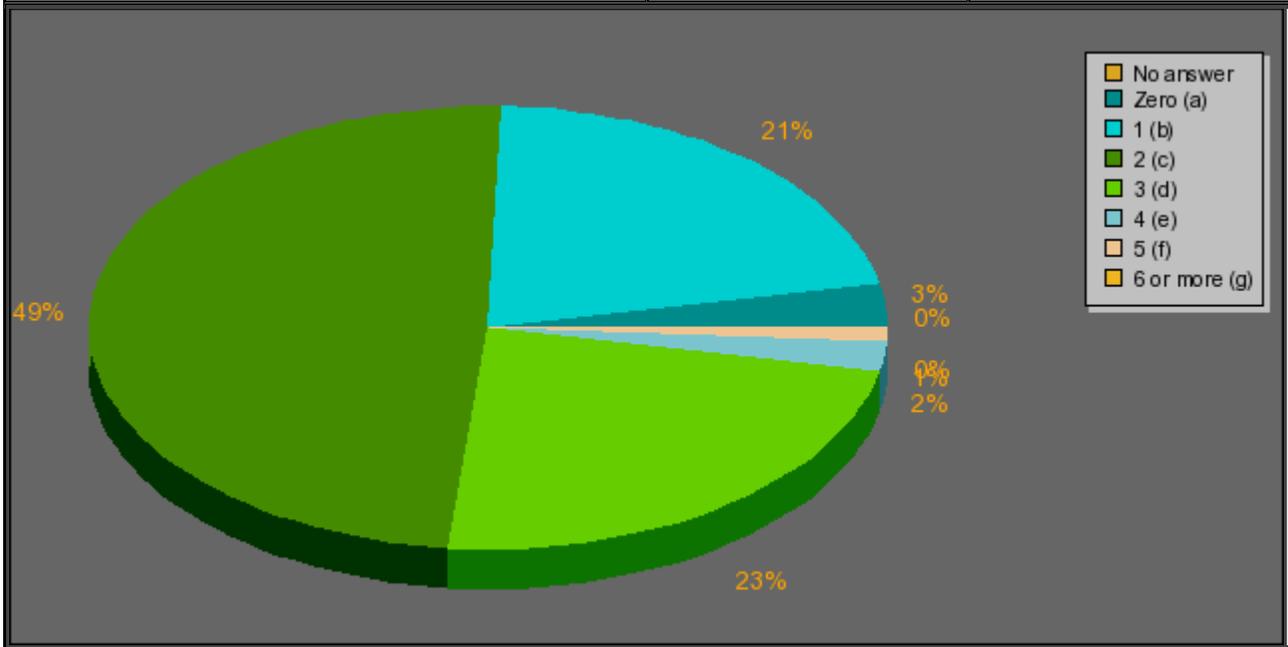
Karen Taussig-Lux  
Grants Administrator  
Borough of Media  
301 N. Jackson Street  
Media, PA 19063

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**Field Summary for 1:**

**1. How many cars, trucks, or SUVs do the members of your household own, lease, or use?**

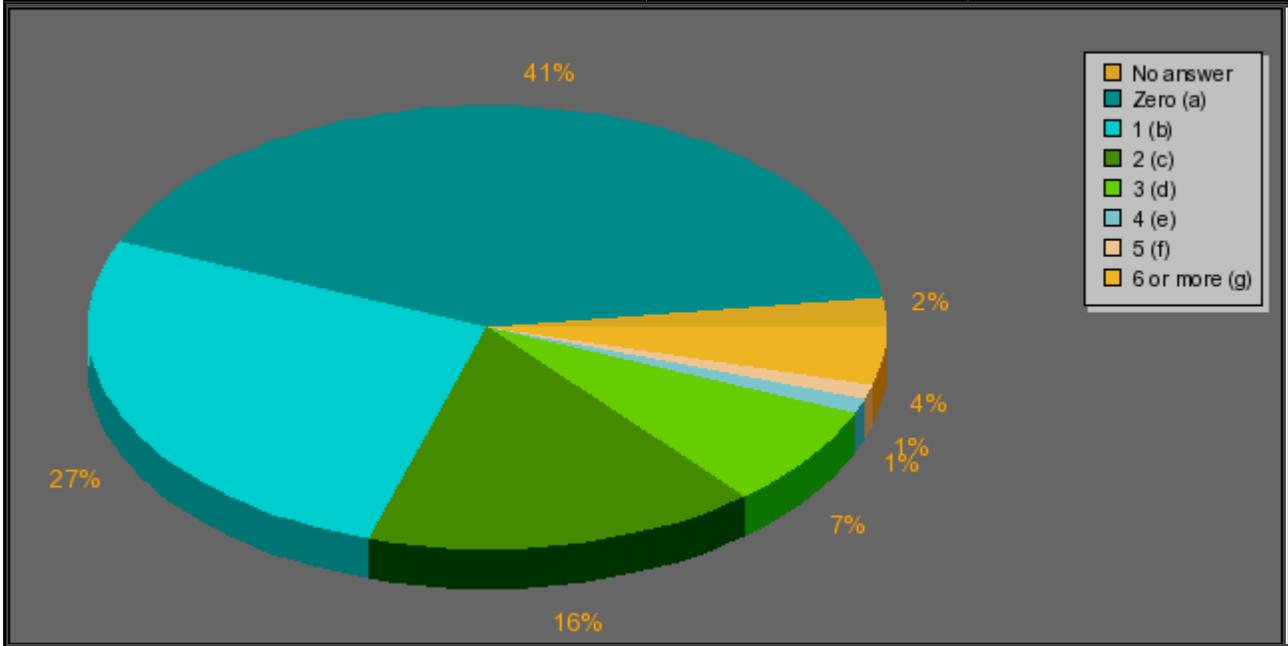
Answer	Count	Percentage
No answer	0	0.00%
Zero (a)	3	3.19%
1 (b)	20	21.28%
2 (c)	46	48.94%
3 (d)	22	23.40%
4 (e)	2	2.13%
5 (f)	1	1.06%
6 or more (g)	0	0.00%



**Field Summary for 2:**

**2. How many off-street parking spaces (garage, alley, etc.) does your household have access to?**

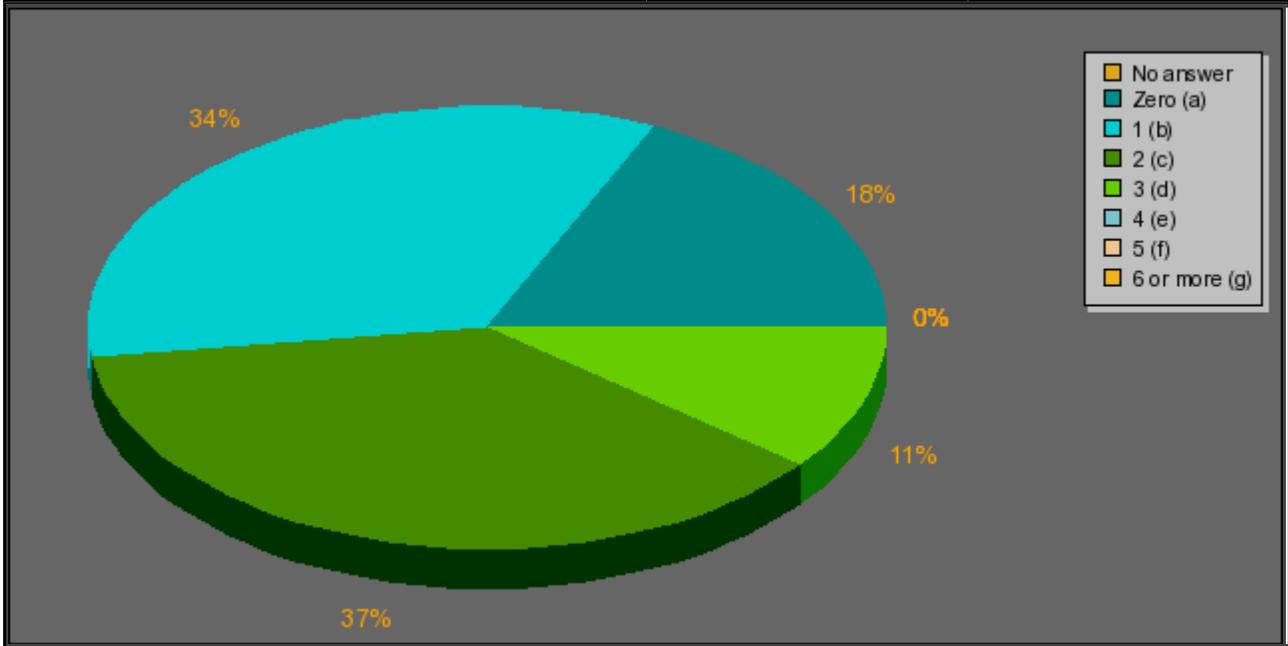
Answer	Count	Percentage
No answer	2	2.13%
Zero (a)	39	41.49%
1 (b)	25	26.60%
2 (c)	15	15.96%
3 (d)	7	7.45%
4 (e)	1	1.06%
5 (f)	1	1.06%
6 or more (g)	4	4.26%



**Field Summary for 3:**

**3. How many of the cars in your household are regularly parked on the street?**

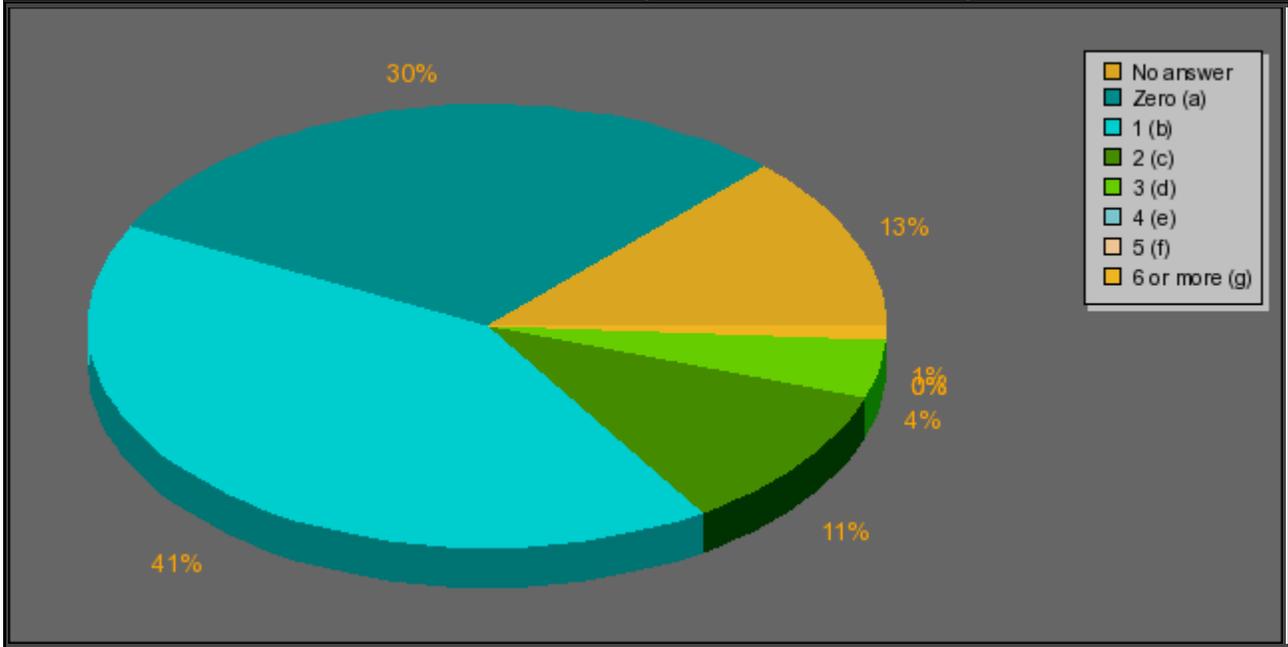
Answer	Count	Percentage
No answer	0	0.00%
Zero (a)	17	18.09%
1 (b)	32	34.04%
2 (c)	35	37.23%
3 (d)	10	10.64%
4 (e)	0	0.00%
5 (f)	0	0.00%
6 or more (g)	0	0.00%



**Field Summary for 4:**

4. Of the cars your household parks on the street, how many are gone between 8:00 am and 5:00 pm on a typical weekday?

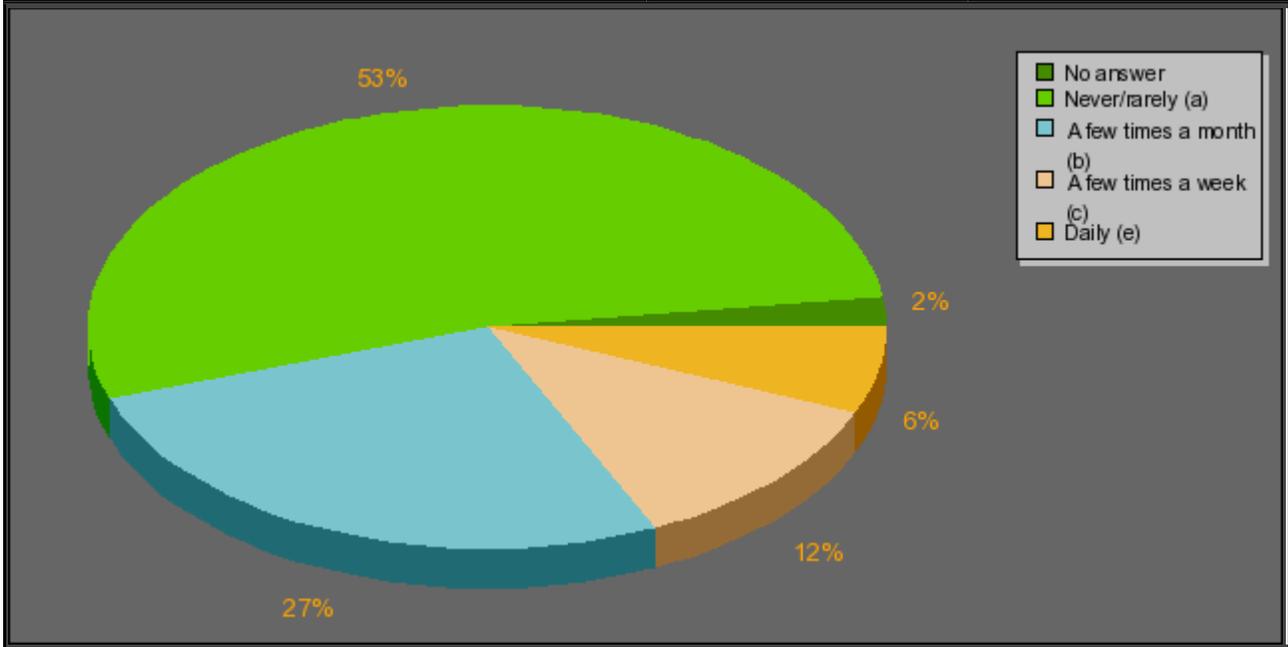
Answer	Count	Percentage
No answer	12	12.77%
Zero (a)	28	29.79%
1 (b)	39	41.49%
2 (c)	10	10.64%
3 (d)	4	4.26%
4 (e)	0	0.00%
5 (f)	0	0.00%
6 or more (g)	1	1.06%



**Field Summary for 5:**

5. How often do members of your household have to park on a block other than the one on which you live?

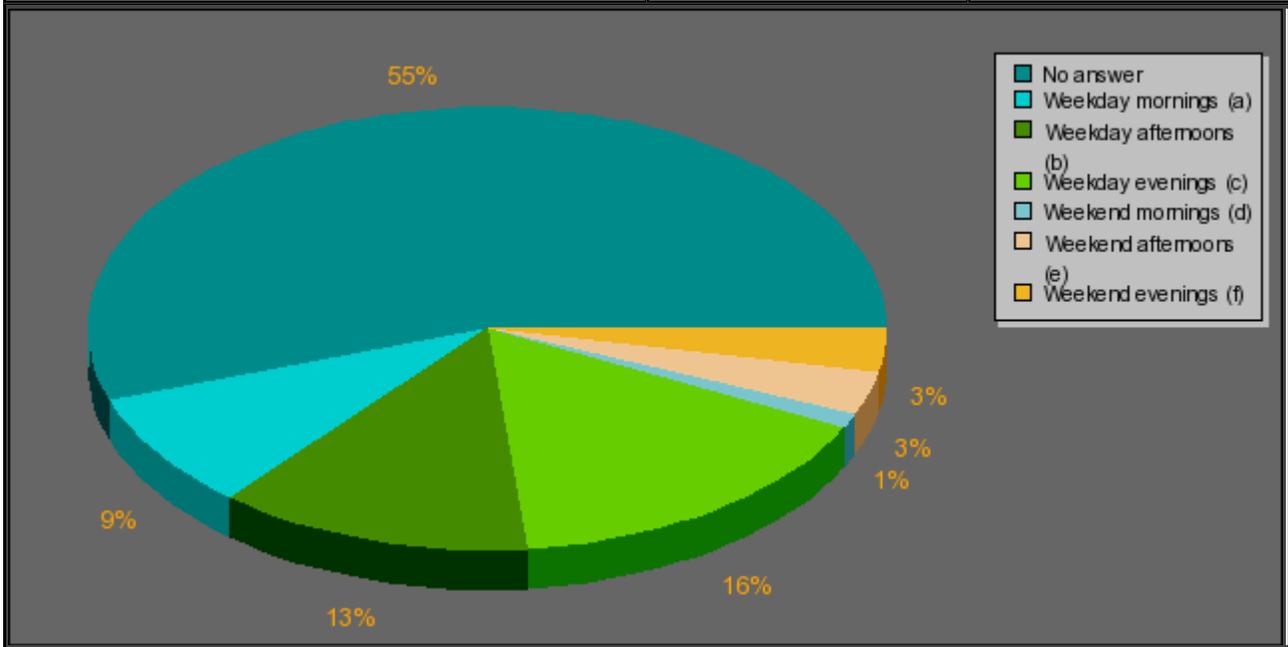
Answer	Count	Percentage
No answer	2	2.13%
Never/rarely (a)	50	53.19%
A few times a month (b)	25	26.60%
A few times a week (c)	11	11.70%
Daily (e)	6	6.38%



**Field Summary for 6:**

6. If you or other members of your household frequently experience difficulty finding parking spaces on your block, during what time period do you experience the greatest difficulty?

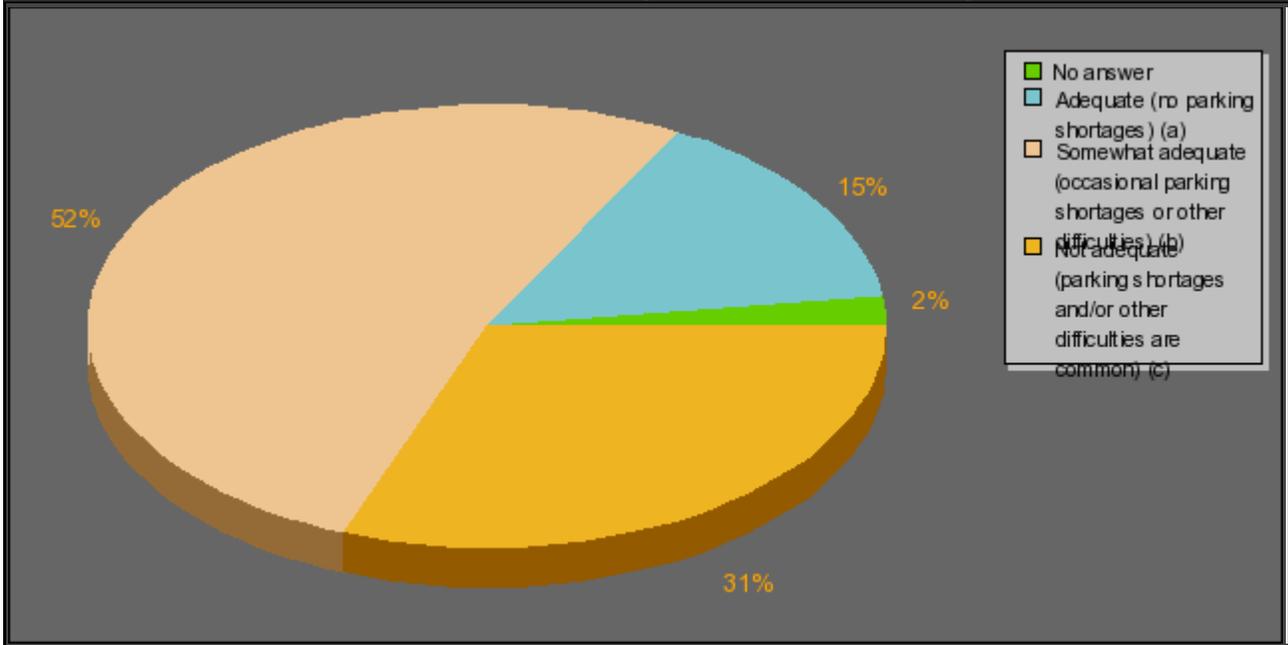
Answer	Count	Percentage
No answer	52	55.32%
Weekday mornings (a)	8	8.51%
Weekday afternoons (b)	12	12.77%
Weekday evenings (c)	15	15.96%
Weekend mornings (d)	1	1.06%
Weekend afternoons (e)	3	3.19%
Weekend evenings (f)	3	3.19%



**Field Summary for 7:**

**7. How would you rank the availability of parking in Media?**

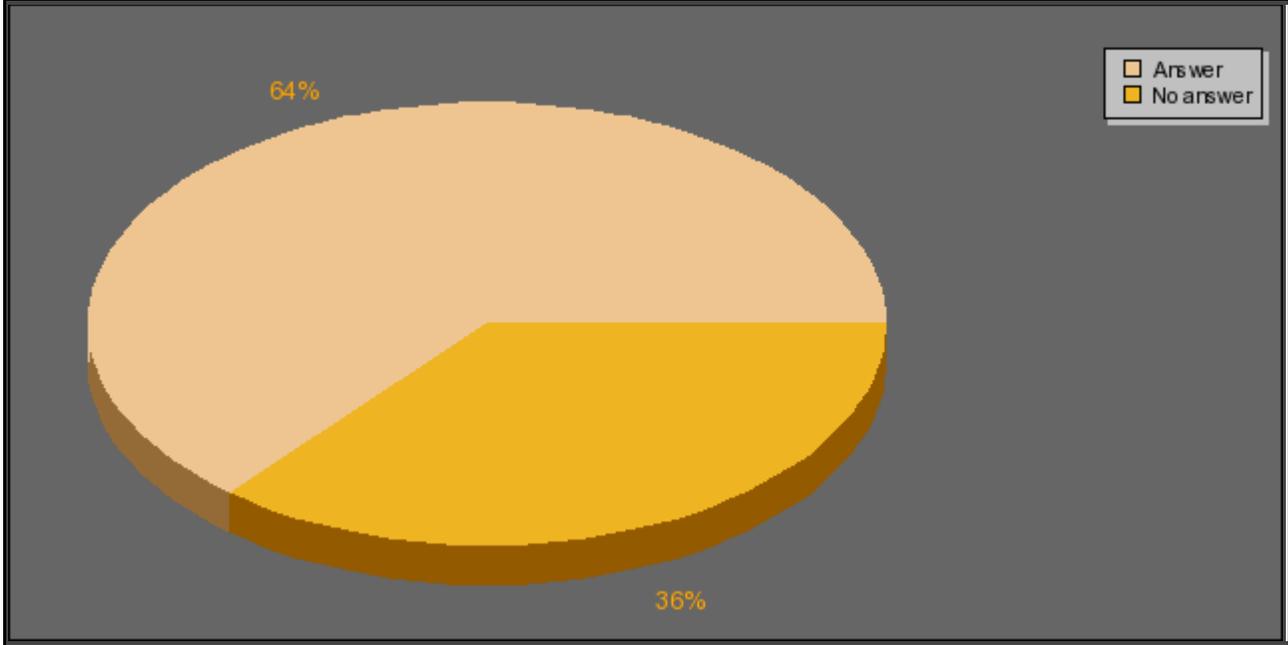
Answer	Count	Percentage
No answer	2	2.13%
Adequate (no parking shortages) (a)	14	14.89%
Somewhat adequate (occasional parking shortages or other difficulties) (b)	49	52.13%
Not adequate (parking shortages and/or other difficulties are common) (c)	29	30.85%



**Field Summary for 8:**

8. If you have any additional comments related to parking in your neighborhood, please include them here.

Answer	Count	Percentage
Answer <input type="button" value="Browse"/>	60	63.83%
No answer	34	36.17%



Cross tabulations:

Question 1 and Question 2:

		Q1: How many cars does your household own?						
Q2: How many off-street parking spaces does your household have access to?		0	1	2	3	4	5	Grand Total
	0		2	9	18	10		
1		1	7	11	5	1		25
2			3	9	3			15
3			1	3	3			7
4						1		1
5							1	1
6 or more				3	1			4
	<b>Grand Total</b>	<b>3</b>	<b>20</b>	<b>44</b>	<b>22</b>	<b>2</b>	<b>1</b>	<b>92</b>

Question 1 and Question 3:

		Q1: How many cars does your household own?						
Q3: How many of the cars in your household are regularly parked on the street?		0	1	2	3	4	5	Total
	0	0	0	0	0			0
	1	1	15	12	4			32
	2			52	14	2	2	70
	3				27	3		30
<b>Total</b>	<b>1</b>	<b>15</b>	<b>64</b>	<b>45</b>	<b>5</b>	<b>2</b>	<b>132</b>	

Question 3 and Question 4:

		Q3. How many of the cars in your household are regularly parked on the street?					
Q4: How many cars does your household park on the street, how many are gone between 8:00 am and 5:00 pm on a typical weekday?		0	1	2	3	Total	
	0	7	15	5	1	28	
	1	2	13	22	2	39	
	2		1	5	4	10	
	3	1			3	4	
	6 or more (blank)			1		1	
	<b>Total</b>	<b>10</b>	<b>29</b>	<b>33</b>	<b>10</b>	<b>82</b>	

Question 5 and Question 6:

		Q5: How often do members of your household have to park on a block other than the one on which you live?					
Q6: If you or other members of your household frequently experience difficulty finding parking spaces on your block, during what time period do you experience the greatest difficulty?		A few times a month	A few times a week	Daily	Never/ rarely	(blank)	Grand Total
	Weekday mornings	2	1		5		8
	Weekday afternoons	2	2	1	6	1	12
	Weekday evenings	3	3	3	6		15
	Weekend mornings	1					1
	Weekend afternoons	3					3
	Weekend evenings	1			2		3

	<b>Grand Total</b>	<b>12</b>	<b>6</b>	<b>4</b>	<b>19</b>	<b>1</b>	<b>42</b>
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Additional comments – raw responses from the open-ended section:

<p>The parking during the week is terrible. Ever since they have had "residential" parking on 2nd, 3rd, Lemon, Amber St, a very small street with three houses, has been mobbed by people going to the courthouse for one reason or another. We always have to put out cars if we want to return home. It's a nightmare. ldy Fischler 346 Amber St.</p>
<p>We would greatly benefit by having parking spaces/lanes downtown on street (South Ave) to help people park correctly and allow others to park. We live in a twin home (20 years) next door to twin converted into an apt house (4 apts) MAJOR HEADACHE!</p>
<p>Lemon Street should be marked residential between 2nd and Front. Community service workers should be required to park in the garage. We have had numerous problems with them littering and such.</p>
<p>I find it very difficult to shop in Media. These streets are a problem, State, Baker, Front, Orange, Olive, Jackson, West, Lemon, 3rd</p>
<p>Is adequate with spaces @ end of 4th but one or two extra cars usually creates a problem.</p>
<p>We have 2 resident parking spots. If we have friends or family over they are sometimes ticketed because they don't have stickers or visitor parking passes</p>
<p>Can we park in the courthouse parking lot after hours-off orange street or at the friends school on weekends?</p>
<p>Eliminate residential only parking spaces where there is a mix of residential and office use</p>
<p>We live on a corner, so "not on our block" means those times we have to park around the corner. It does seem that parking has gotten much tight tighter in our neighborhood (400 block N Olive) with enough households w/ insufficient curb space for their vehicles that it takes very little to tip the balance (or [?] around the corner)</p>
<p>There should be designated parking spots for residents. At least one spot.</p>
<p>I live on West Third 2 blocks from the courthouse. We are inundated with parking for courthouse business and that includes folks reporting on parole. If my car is not parked out front then I don't have a space all day. I spend time cleaning up trash from my daily visitors-- including a USED diaper the other day. Seems that the county should provide more parking for their customers. Maybe some services could be moved to where parking might be available.</p>
<p>Re-evaluated criteria for handicapped spaces. Current criteria allows for physically healthy people to obtain personal handicap spots in front of their residence &amp; for their vacant, run-down property (which is also delinquent in property taxes) ie 335 West 4th Street.</p>
<p>As one of the "free" blocks, we are regularly parked up in the late afternoon-early evening hours. When parking meters were proposed by Caunal(?) they were opposed but we offered permit parking as an alternative- using existing parking stickers to regulate parking. This works well in Philadelphia! We now</p>

realize that we really need residential parking extended into the evening since there is a perception that meters are enforced all night. People seek the "free spaces"
Although parking in Media is adequate, people commuting to Media know they can park for free on our street since it isn't zoned residential. We live one block from the courthouse on Amber street.
Thanks for the survey. Keep up the good work.
Residential parking should extend 24 hours a day. Utilizing the school board parking lot on sundays would be a win-win situation for the residence and the church members. There should be a limit of two vehicles per street address.
Media elementary is the worst offender- parents are rude and ruthless. They didn't care that we only have one spot- or perhaps they don't know and thing we have off street parking? Either way, they are the worst. As I also stated, if there is an event in Media, forget about finding a spot anywhere close and trust me, if they are parked in our "spot" they will argue with us that the sign states Residential M-F 8-5 if it is Saturday or Sunday and they will just turn and walk away without regard. Having guests is nothing short of a major inconvenience. where are they going to park? 2-3 blocks away. Its horrible. Basically, I purchased an island-inaccessible is a deterrent selling feature- we hate it! As a resident here for 11.5 years, I have had enough and wait to move because of the parking nightmare.
Price of business parking permit too expensive.
I have enough off-street parking for the cars in my household, so street parking is never an issue for me
Parking in town difficult
Parking only seems to be an issue in our neighborhood during special events.
Make residential parking 24 hour instead of 8-5. When I come home from work after 5PM is when I need a parking space. That is most often when I have trouble.
Due to us having a driveway, we have relatively few parking permits except the holidays when the family is back home
[Responding to Question 2]--> In alley but take the risk of cars backing out of apt building hitting my car [Question 4]--> but usually replaced by my child care provider [Question 5]--> Resident pkg spots have made this much better. We are not supposed to but if need be, we can park in business parking lot across the street from home
Several neighbors on my block have handicap spots in front of their house and 90% of them are not handicapped. One spot is larger than the average spot size. I would like these spots to be revisited by the borough. (West 4th between Lemon & Orange St)
[Q7]--> Depends on where you are parking or what time of day. Having residential parking really helps.

This summer, Media boro crossed out parking spaces at Jefferson and South Olive, decreasing the available parking
Neighbors with driveways/garages have more cars than will fit on their property. Also parking space was taken up by the addition of new houses & driveways
Early this year I requested residential parking as every street around with the exception of west street has residential parking. I live on the 100 block of Lemon
There are at least five handicapped persons on our residential street. Some people have 3 or more cars for 1 on street parking spots. Football games and Christmas parties take up weekends. No enforcement of existing parking.
We live one block from the courthouse so there are always cars parked illegally during the week. The meter maids are great!
I see no need to change any regulations or add more parking lots. Parts of Media already look like one paved over area.
People who have off street parking should not put their 3 cars on the street
The residential parking spaces on W 3rd and Olive are VITAL and must be maintained.
Difficulty parking some weekdays especially around state street or nights when they have special programs
Can't get closer to library than my house 4 blocks away!
My neighborhood of single homes is fine & parking is okay, but where there are rowhouses, the parking is atrocious
Higher fines for violators, post the fine. Post a more visible sign. Encourage scooters, biking, public trans. Pedestrian safety is overlooked as a good revenue stream. Many drivers violate the pedestrian laws. Post larger fines. Protect scooters, bikes & pedestrians will help alleviate parking problems.
I would like to compliment the meter ladies. Very often cars park in the residential spots ignoring all signs and markings. But the meter ladies check our street frequently and ticket often.
Please further develop the parking garage next to the court house by adding additional floors.
Street parking spaces larger than necessary. Could accommodate more cars in total if spaces were a normal size
This property has 2 units and 3 people total living in the units. We will be putting in 2 off street parking spaces in the back. We have zoning approval.
My street now has adequate daytime (8-5) residential parking. However, after 5:00 parking can be difficult due to businesses across the street. It is during these hours when parking for residents is challenging.
Parking spaces become scarce during special events (super sundays, Food Fest, etc) and on Sundays during church services at Media Elementary School
Thanks to our Police Chief with the residential stickers and also thanks to our officer Teresa who enforces the law our problems have diminished
As far as \$5m before we got residential parking, I was parking on another street 4-5 times a week if I'd arrived home before 6pm

<p>Visitors are unaware that they can use parking spaces in front of Media Elementary due to it being outlined in yellow. Visitors often use permit spaces before parking where it is yellow curbed or the parking lot of the school. This is usually only an issue on the weekends. It would help if the theatre could tell people to use the school lot.</p>
<p>Should maintain residence parking only during weekdays</p>
<p>I live on the 300 block of South Olive and I am so thankful I have off-street parking. In the evening and on through weekends, parking is a problem for anyone living here or who has visitors. The renters of townhouses across from me have parking available in the rear but apparently don't like to use it. They will park on my side of the street, even when there are spaces available on their side! I realize nothing can be done about this- it's a matter of being considerate and being a good neighbor. But, I do feel that when property owners come home, they should be able to park in front of their own property and not have to park on Jefferson or the 400 block of South Olive.</p>
<p>IF you move car some one parks there to go to courthouse. On weekends lots of guests for neighbors</p>
<p>Weekends when MES gym is open. Gladys P. Austin</p>
<p>Cars from corporate bldg &amp; Cottman Transmission Park on our block and there are all day and (from cottman) sometimes several days</p>
<p>Our neighborhood would have permanent resident parking signs. Too many of the Media business employers park in our neighborhood as well as train commuters</p>
<p>Media Friends School after school activities aid after school pickup tend to take up all spaces in front of our house. Can they use the municipal lot next door? (Corner of olive and 4th)</p>
<p>Our block (100 Cition Street) is supposed to be residential parking all the time but there is ALWAYS cars parking in front of our house, ALWAYS</p>
<p>I would like to see a speed bump on west 4th street between olive and orange, there is a school!</p>
<p>1. The county has a small parking lot in my area available at stipulated times but daily used by its employees. 2. Do we know if the inside[?] parking facilities of the county are used to capacity? 3. Media streets vary in width, the boro is fully developed. It is the county seat. There is just so much parking spaces.</p>
<p>People without parking stickers park in residential spots on a daily basis and are never ticketed.</p>
<p>Close proximity to courthouse and church make parking difficult at east 6 days an nights</p>
<p>Trucks should park on side streets</p>

*Appendix #2: Media Visitor Survey Summary:*

# What Do You Think?

## Shoppers Survey for Media, PA

Your opinions matter to us. Your comments and suggestions will help the town of Media improve its overall visitor experience.



1. Do you work in Media?  Yes  No
2. How often do you visit the Media Business District?  
 5 or more times a week  2-4 times a week  Once a week  
 Once a month  Once every few months  Once a year
3. How did you get to Media today?  
 Drive alone  Bike  Ride public transit  
 Carpool  Walk  Other
4. When visiting Media, how far are you willing to walk from a parking space to your final destination?  
 1 block  2 blocks  3 blocks  4 blocks  5+ blocks
5. Which of the following are most important in your decision to come downtown? (mark up to two)  
 Authentic hometown feeling  
 Nice, pleasing environment  
 Friendly people  
 The diversity of people  
 Convenient and easily accessible shopping  
 Activities and entertainment  
 Quality and variety of shops and restaurants
6. Media is easily accessible for me.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
7. Taking public transit to Media is a realistic travel option for me.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
8. Media stores are always clean and well-kept.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
9. Media stores have convenient shopping hours.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
10. I would shop in Media if stores were open on Sunday.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
11. There are a good variety of things to choose from in Media.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
12. There are always new items to choose from in Media.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
13. There is adequate parking availability in Media.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
14. I find prices in Media to be very reasonable.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
15. I have a good knowledge of all of the shops, restaurants, and entertainment options in Media.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
16. I like to see what's available in other towns.  
 Strongly Agree  Agree  No Opinion  Disagree  Strongly Disagree
17. If Media is not your primary location for shopping, which of these characteristics best describes the reasons you might shop elsewhere?  
 Media is primary destination  More brand name stores  
 Better quality  More familiar with the other  
 Better variety  Convenient location  
 Better prices

...continued

18. If you could change one thing about Media that would entice you to shop here more often, what would it be?  
\_\_\_\_\_

19. If you could bring one new type of store to Media, what would it be?  
\_\_\_\_\_

20. If you could change the overall combination of businesses in Media, how would you describe this change? (mark only one)  
 More up-scale  More eclectic  More variety

21. What do you think is a reasonable cost to pay for parking when you visit Media?  
 .50¢ per hour  \$1 / hour  \$2 / hour  \$3 / hour  \$4+ / hour

## Who Are You?

We're not interested in your name or address, but we would like to know a little more about you if you don't mind.

### What is your approximate age?

- Under 25
- 25 – 35
- 36 – 50
- 51 – 65
- older than 65

What is your gender?  Male  Female

Are You?  Single  Married

What is your approximate total family income for the past year? (before taxes)

- less than \$25,000
- 25,000 – 50,000
- 50,000 – 100,000
- 100,000 – 200,000
- more than 200,000

Where is your home located?

City \_\_\_\_\_ Township \_\_\_\_\_

What is your home Zip Code? \_\_\_\_\_

Thank you for taking the time to complete this survey. Your answers are totally anonymous. We hope you visit again soon.

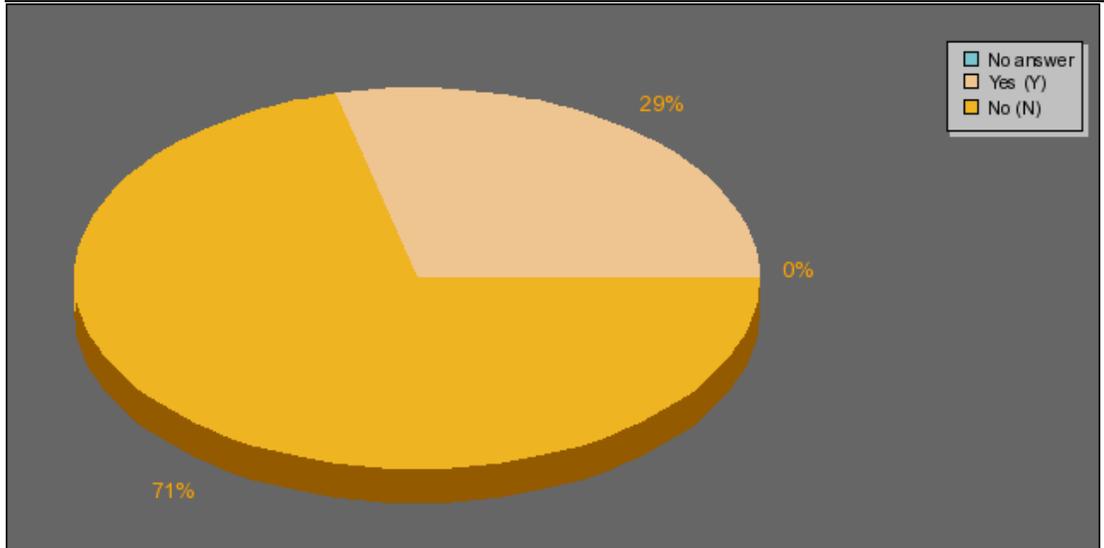
— Media Business Authority



301 N. Jackson Street  
Media, PA 19063  
610.566.5039  
info@mediabusinessauthority.com  
www.VisitMediaPA.com

Field Summary for Q1:

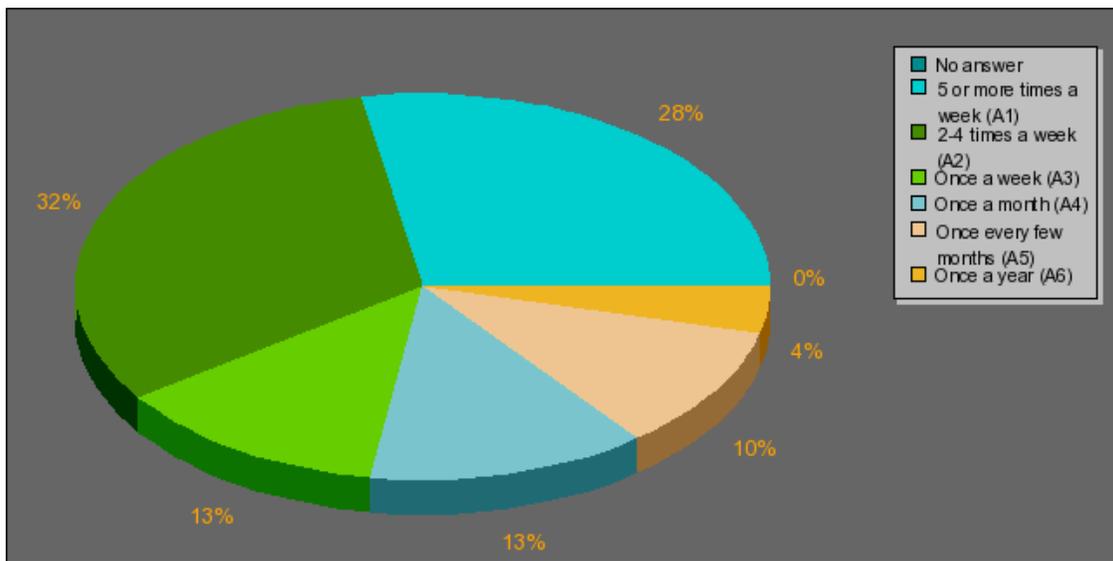
1. Do you work in Media?		
Answer	Count	Percentage
No answer	0	0.00%
Yes (Y)	58	28.86%
No (N)	143	71.14%



**Field Summary for Q2:**

**2. How often do you visit the Media Business District?**

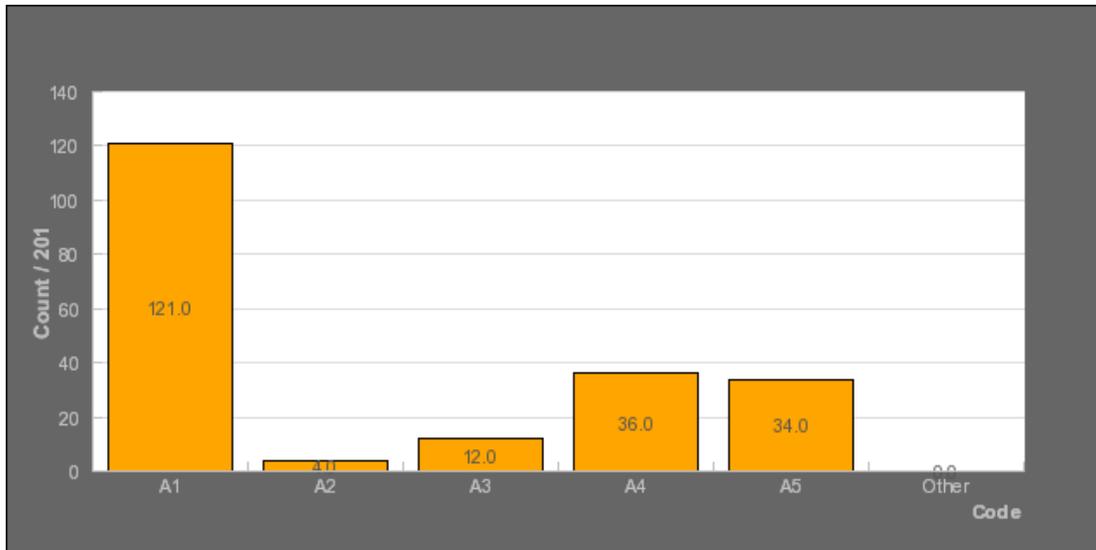
Answer	Count	Percentage
No answer	0	0.00%
5 or more times a week (A1)	56	27.86%
2-4 times a week (A2)	64	31.84%
Once a week (A3)	26	12.94%
Once a month (A4)	26	12.94%
Once every few months (A5)	21	10.45%
Once a year (A6)	8	3.98%



Field Summary for Q3:

3. How did you get to Media today?

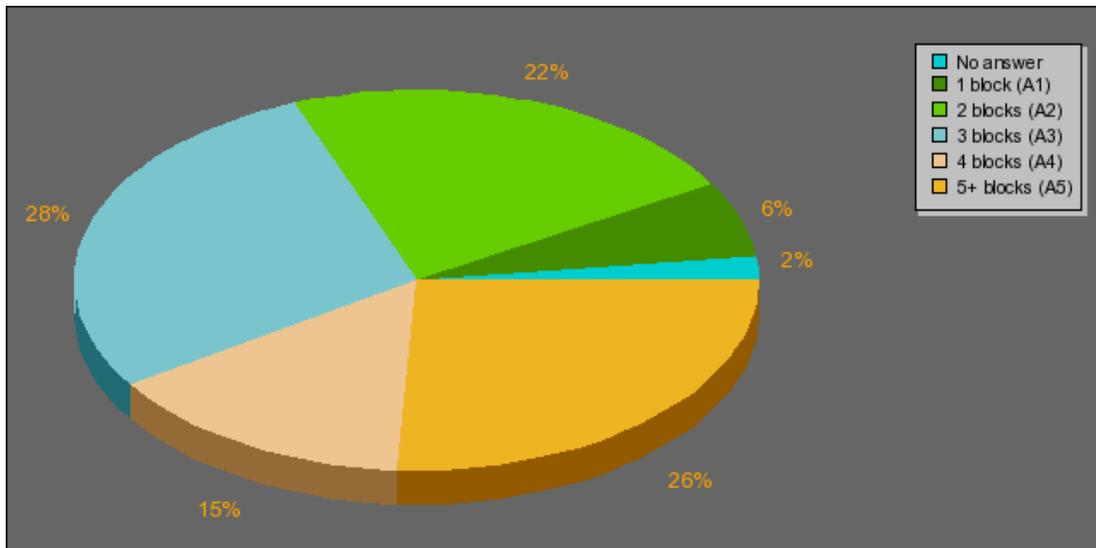
Answer	Count	Percentage
Drive alone (A1)	121	58.45%
Bike (A2)	4	1.93%
Ride public transit (A3)	12	5.80%
Carpool (A4)	36	17.39%
Walk (A5)	34	16.43%
Other <input type="button" value="Browse"/>	0	0.00%



**Field Summary for Q4:**

**4. When visiting Media, how far are you willing to walk from a parking space to your final destination?**

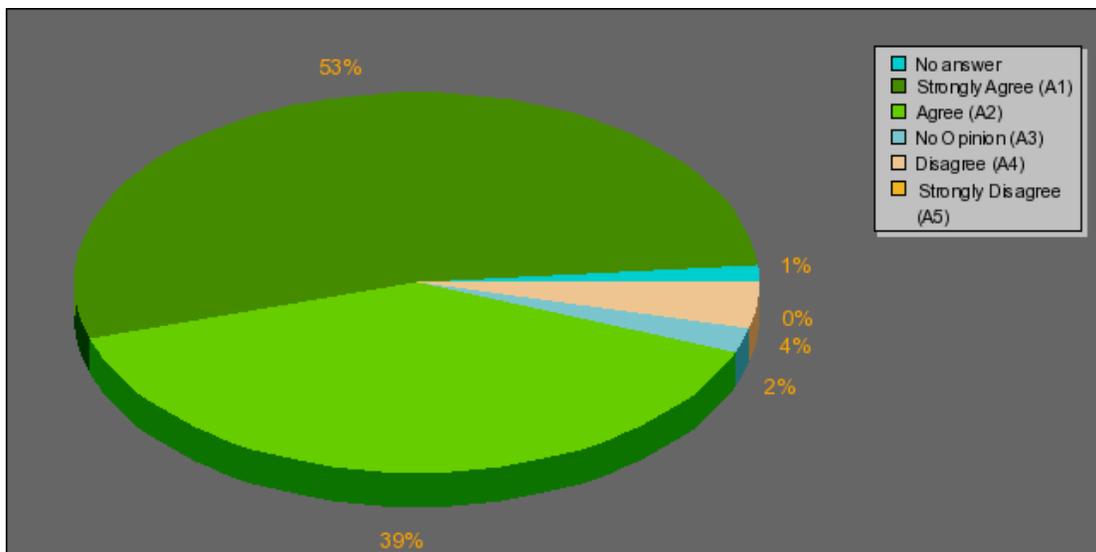
Answer	Count	Percentage
No answer	4	1.99%
1 block (A1)	13	6.47%
2 blocks (A2)	45	22.39%
3 blocks (A3)	57	28.36%
4 blocks (A4)	30	14.93%
5+ blocks (A5)	52	25.87%



Field Summary for Q6:

6. Media is easily accessible for me.

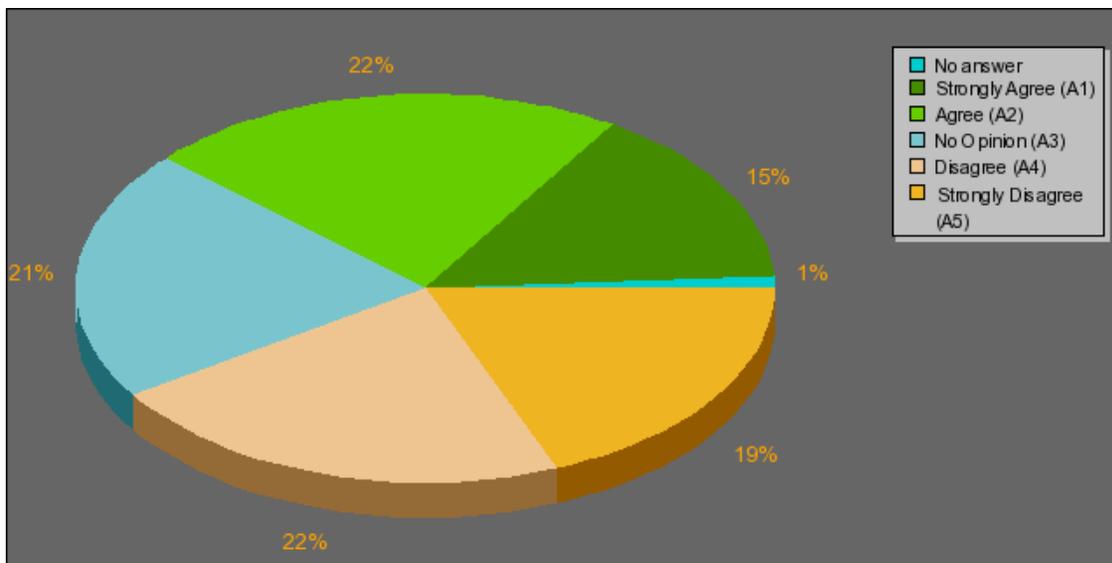
Answer	Count	Percentage
No answer	3	1.49%
Strongly Agree (A1)	107	53.23%
Agree (A2)	79	39.30%
No Opinion (A3)	4	1.99%
Disagree (A4)	8	3.98%
Strongly Disagree (A5)	0	0.00%



**Field Summary for Q7:**

**7. Taking public transit to Media is a realistic travel option for me.**

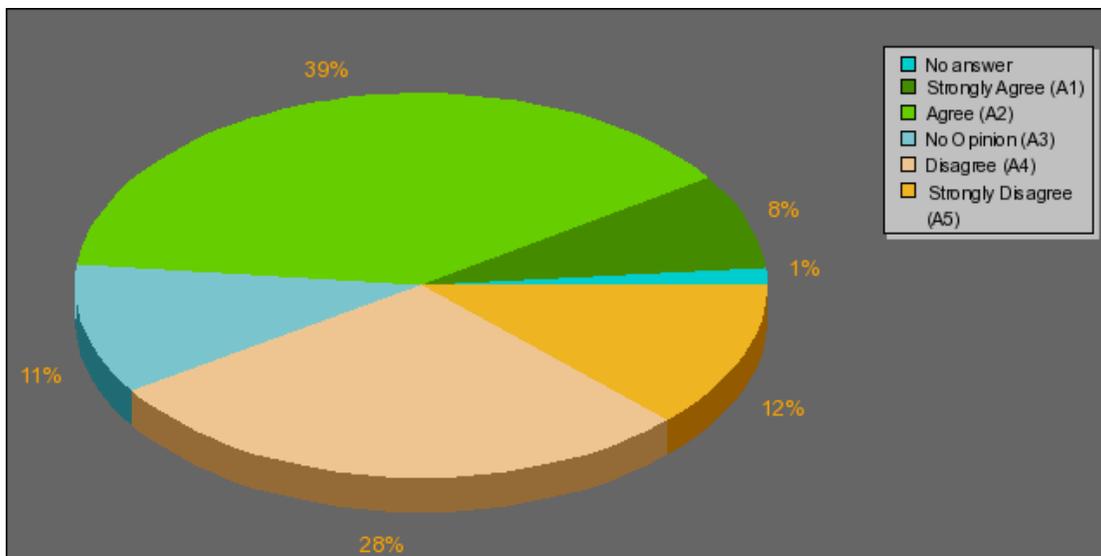
Answer	Count	Percentage
No answer	2	1.00%
Strongly Agree (A1)	30	14.93%
Agree (A2)	45	22.39%
No Opinion (A3)	42	20.90%
Disagree (A4)	44	21.89%
Strongly Disagree (A5)	38	18.91%



**Field Summary for Q13:**

**13. There is adequate parking availability in Media.**

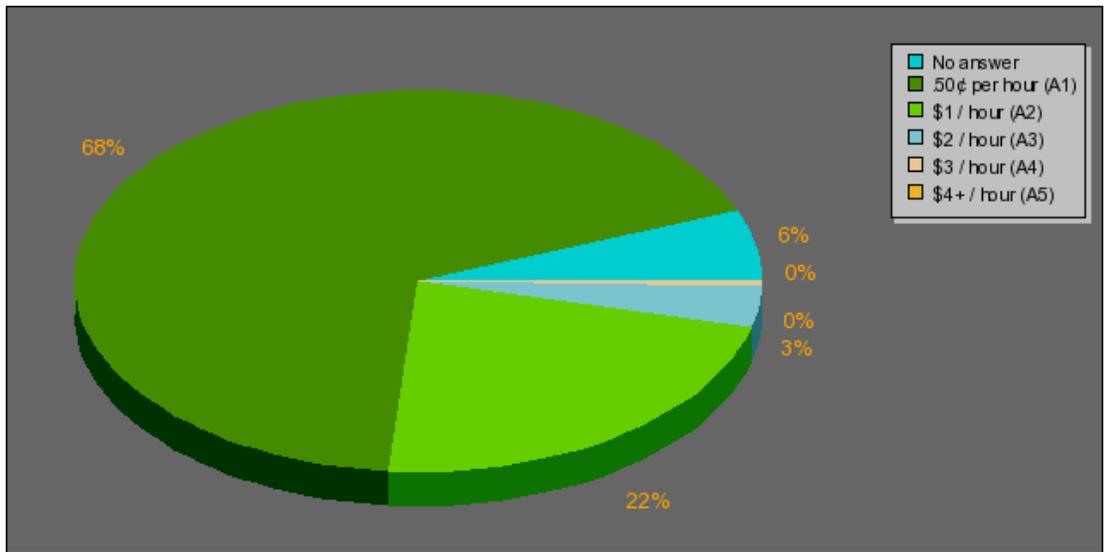
Answer	Count	Percentage
No answer	3	1.49%
Strongly Agree (A1)	16	7.96%
Agree (A2)	78	38.81%
No Opinion (A3)	22	10.95%
Disagree (A4)	57	28.36%
Strongly Disagree (A5)	25	12.44%



**Field Summary for Q21:**

**21. What do you think is a reasonable cost to pay for parking when you visit Media?**

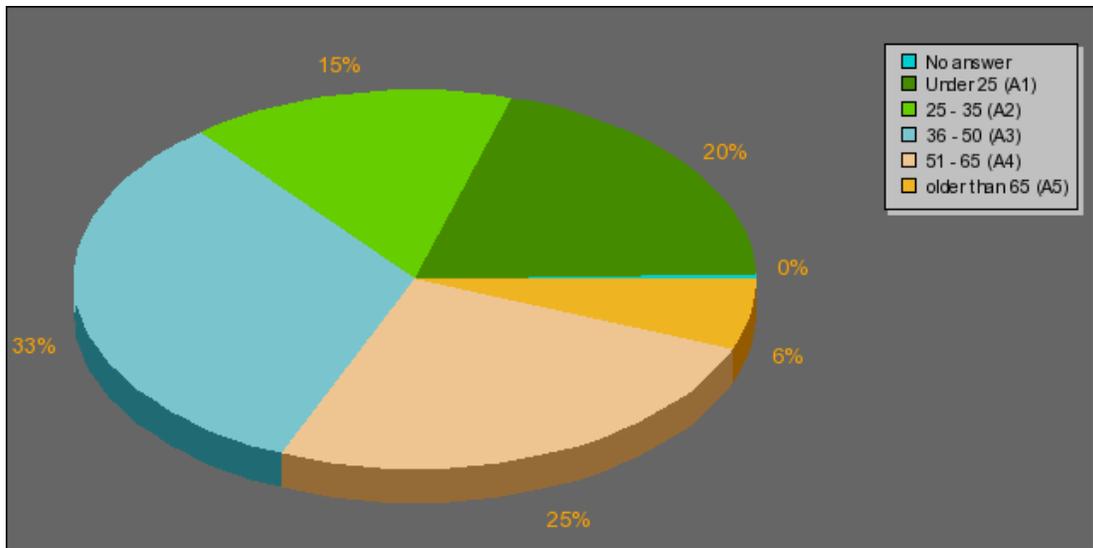
Answer	Count	Percentage
No answer	12	5.97%
.50¢ per hour (A1)	136	67.66%
\$1 / hour (A2)	45	22.39%
\$2 / hour (A3)	7	3.48%
\$3 / hour (A4)	1	0.50%
\$4+ / hour (A5)	0	0.00%



**Field Summary for Q23:**

**What is your approximate age?**

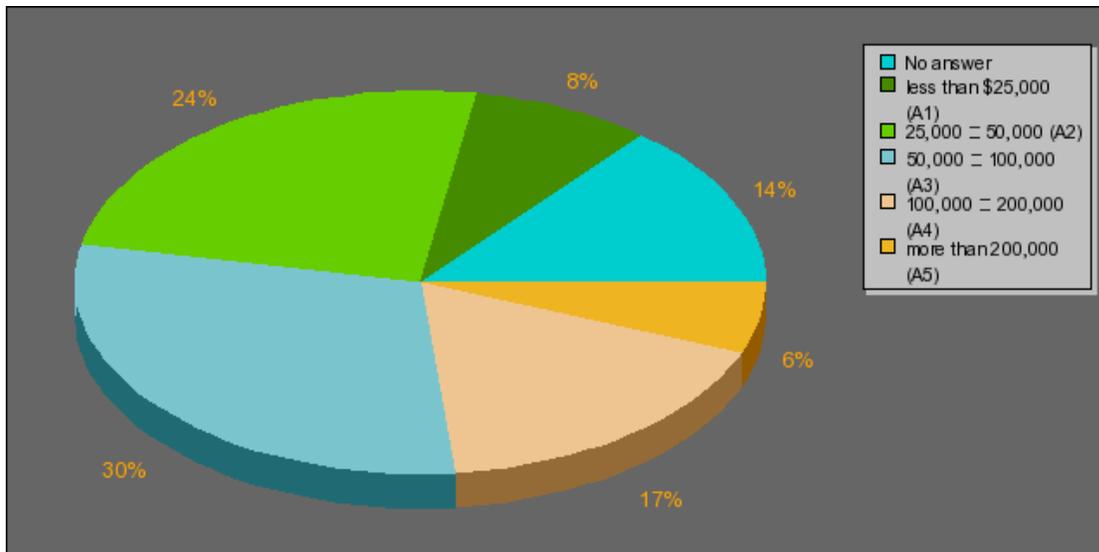
Answer	Count	Percentage
No answer	1	0.50%
Under 25 (A1)	40	19.90%
25 - 35 (A2)	31	15.42%
36 - 50 (A3)	66	32.84%
51 - 65 (A4)	51	25.37%
older than 65 (A5)	12	5.97%



**Field Summary for Q26:**

**What is your approximate total family income for the past year? (before taxes)**

Answer	Count	Percentage
No answer	28	13.93%
less than \$25,000 (A1)	17	8.46%
25,000 – 50,000 (A2)	49	24.38%
50,000 – 100,000 (A3)	60	29.85%
100,000 – 200,000 (A4)	35	17.41%
more than 200,000 (A5)	12	5.97%



Field Summary for Q28:		
What is your home Zip Code?		
Answer	Count	Percentage
Answer <input type="button" value="Browse"/>	191	95.02%
No answer	10	4.98%

List	of	Zip	Codes
	19023	19063	19063
19086	19064	19063	19063
19342	19078	19063	19063
19023	19086	19086	19086
19063	19063	19355	19063
19070	19063	19063	19131
19063	19063	19145	19013
19063	19086	19348	11967
19317	19063	19320	19063
19317	19086	19355	17545
19086	19148	19063	08108
19070	19063	19063	19003
19063	19063	19036	19063
19064	19063	19355	19063
19063	19063	19063	19342
19086	19073	19520	19063
19008	19086	10024	19063
19105	19023	19063	19086
19086	18705	19018	19086
08615	19083	19074	19063
19063	19063	19015	19063
19063	19063	19063	19063
19081	19010	19083	19382
19083	19063	19083	19074
19014	19008	19063	08343
19063	19063	19087	19063
19081	19063	19064	19063

19063	19064	19063	19064	19063
19063	19026	19070	19063	19018
19063	19026	19063	19064	19023
19063	19081	19063	19064	19063
19026	19063	19063	19064	19070
19063	19063	19064	19064	19063
19063	19063	19063	19063	19063
19026	19081	19036	19063	19063
19063		19063		

Zipcodes compared against transportation modes:

Zip Code	Primary Mode of Transportation					
	[Drive alone]	[Bike]	[Ride transit] public	[Carpool]	[Walk]	[Other]
8033	1					
8108	1					
8343	1					
8615	1					
10024						
11967				1		
17545				1		
18705			1			
19003				1		
19008	3					
19010	2					
19013	2					
19014	1			1		
19015	3					
19018	2			1		
19022			1			
19023	2		1	1		
19026	1			3		
19036	2			1		
19050				1		
19061	2					
19063	44	3	2	12	30	1

19064	4		4	2		
19070	4					
19073	2					
19074			1	1		
19078	1					
19081	2			2		
19082	1		1			
19083	4			1		
19086	15			1	2	
19087	1					
19104	1					
19105	1					
19131	1					
19145				1		
19148	1					
19317	1			1		
19320			1			
19342	2					
19343	1					
19348				1		
19355	3					
19382	1					
19520				1		
19704	1					
(blank)	6	1		2	2	
<b>Grand Total</b>	<b>121</b>	<b>4</b>	<b>12</b>	<b>36</b>	<b>34</b>	<b>1</b>

Zipcodes compared against frequency of visits:

Zip Code	Count of 2. How often do you visit the Media Business District?						
	2-4 times a week	5 or more times a week	Once a month	Once a week	Once a year	Once every few months	Grand Total
08033					1		1
08108						1	1
08343	1						1
08615			1				1
10024					1		1
11967					1		1
17545						1	1

18705	1						1
19003					1		1
19008	2		1				3
19010			1	1			2
19013	2						2
19014	1					1	2
19015	1	1		1			3
19018	2					2	4
19022				1			1
19023	2	1		1			4
19026		2	1			1	4
19036			2	1			3
19050			1				1
19061	1			1			2
19063	28	39	6	9		2	84
19064	1	2	3	2		2	10
19070	3			1			4
19073						2	2
19074				1		1	2
19078			1				1
19081		1	3				4
19082	2						2
19083				1		4	5
19086	9	5	1	3			18
19087						1	1
19104		1					1
19105	1						1
19131	1						1
19145					1		1
19148	1						1
19317			2				2
19320	1						1
19342	1	1					2
19343	1						1
19348						1	1
19355			2		1		3
19382				1			1
19520						1	1
19704	1						1
(blank)	1	3	1	2	2	1	10
<b>Grand Total</b>	<b>64</b>	<b>56</b>	<b>26</b>	<b>26</b>	<b>8</b>	<b>21</b>	<b>201</b>

Crosstabs:

Question 4 and Question 13:

		Q4. When visiting Media, how far are you willing to walk from a parking space to your final destination?						
		1 block	2 blocks	3 blocks	4 blocks	5+ blocks	(blank)	Grand Total
Q13: There is adequate parking availability in Media.	Strongly Agree		3	2	3	7	1	16
	Agree	4	14	20	13	25	2	78
	No Opinion		7	6	1	8		22
	Disagree	7	14	16	9	11		57
	Strongly Disagree	1	7	12	4		1	25
	<b>Grand Total</b>		<b>12</b>	<b>45</b>	<b>56</b>	<b>30</b>	<b>51</b>	<b>4</b>

Question 4 and Question 21:

		Q4. When visiting Media, how far are you willing to walk from a parking space to your final destination?						
		1 block	2 blocks	3 blocks	4 blocks	5+ blocks	(blank)	Grand Total
Q21: Reasonable cost to pay for parking when you visit Media?	.50¢ per hour	11	32	38	21	32	2	136
	\$1 / hour	1	9	13	6	14	2	45
	\$2 / hour		1	4	1	1		7
	\$3 / hour				1			1
	<b>Grand Total</b>		<b>12</b>	<b>42</b>	<b>55</b>	<b>29</b>	<b>47</b>	<b>4</b>

Question 7 and Question 1, 2, and 21:

**Q7: Taking public transit is a realistic option for me:**

Q1: Do you work in Media?	Q7: Taking public transit is a realistic option for me:						(blank)	Grand Total
	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree			
No	29	33	31	30	18	2	143	
Yes	9	11	11	15	12		58	
<b>Grand Total</b>	<b>38</b>	<b>44</b>	<b>42</b>	<b>45</b>	<b>30</b>	<b>2</b>	<b>201</b>	

**Q7: Taking public transit is a realistic option for me:**

Q2: How often do you visit the Media Business District?							
	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	(blank)	Grand Total
5 or more times a week	7	6	12	19	11	1	56
2-4 times a week	18	12	16	11	6	1	64
Once a week	5	9	3	5	4		26
Once a month	4	8	2	7	5		26
Once every few months	2	8	4	3	4		21
Once a year	2	1	5				8
<b>Grand Total</b>	<b>38</b>	<b>44</b>	<b>42</b>	<b>45</b>	<b>30</b>	<b>2</b>	<b>201</b>

**Q7: Taking public transit is a realistic option for me:**

Q21: What is your home Zip Code?							
	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	(blank)	Grand Total
8033	1						1
8108			1				1
8343	1						1
8615	1						1
10024			1				1
11967		1					1
17545		1					1
18705					1		1
19003			1				1
19008	1	2					3
19010	1	1					2
19013	1		1				2
19014	2						2
19015	1			2			3
19018	1			3			4
19022				1			1
19023		2		1	1		4
19026				2	2		4
19036			1	2			3
19050		1					1
19061	1				1		2
19063	19	11	20	18	14	2	84
19064		2		3	5		10
19070	1	2		1			4
19073	1	1					2

19074		1			1		2
19078				1			1
19081	1	1		2			4
19082			1		1		2
19083		3		1	1		5
19086	2	5	8	2	1		18
19087			1				1
19104			1				1
19105		1					1
19131				1			1
19145			1				1
19148		1					1
19317	1	1					2
19320				1			1
19342				1	1		2
19343			1				1
19348		1					1
19355	1	2					3
19382			1				1
19520			1				1
19704		1					1
(blank)							
<b>Grand Total</b>	<b>37</b>	<b>41</b>	<b>40</b>	<b>42</b>	<b>29</b>	<b>2</b>	<b>191</b>

## Appendix #3: Delaware County (Media-based) Employee Survey Summary

The Borough of Media is conducting a study to determine how it can best address the travel and parking needs of residents, employees, and visitors. Your assistance with this survey will help in that regard.

1. During the last five days that you worked, how many days did you use the following transportation modes to get to work? If you used more than one mode on any day, please select the mode that you used for the longest portion of your trip.

	0 Days	1 Day	2 Days	3 Days	4 Days	5 Days
Drove alone	<input type="checkbox"/>					
Biked	<input type="checkbox"/>					
Rode the train	<input type="checkbox"/>					
Rode the trolley	<input type="checkbox"/>					
Rode the bus	<input type="checkbox"/>					
Carpooled	<input type="checkbox"/>					
Dropped Off	<input type="checkbox"/>					
Walked	<input type="checkbox"/>					
Worked from home	<input type="checkbox"/>					
Other	<input type="checkbox"/>					

2. How many days per week do you typically work?

0    1    2    3    4    5    6    7

3. On the last day that you worked, when did you arrive at work?

- 12:00 am to 5:59 am
- 6:00 am to 6:59 am
- 7:00 am to 7:59 am
- 8:00 am to 8:59 am
- 9:00 am to 9:59 am
- After 10:00 am

4. On the last day that you worked, when did you leave work?

- Before 2:59 pm
- 3:00 pm to 3:59 pm
- 4:00 pm to 4:59 pm
- 5:00 pm to 5:59 pm
- 6:00 pm to 6:59 pm
- After 7:00 pm

5. Thinking about all of your travel, how often do you use the following modes of transportation?

	Daily	A few times a week	A few times a month	Never/rarely
Public transit (bus & rail)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bike	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Carpool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Would you be interested in information about public transit, walking, biking, and carpooling?

- Yes
- No

7. Would you be interested in using public transit, walking, biking, or carpooling more often?

- Yes
- No

8. If you usually drive alone to work, would you switch to an alternative commute mode (e.g. transit, carpool, vanpool, bicycle) if you were offered the following: If you already bike, walk, vanpool, carpool, or take transit as much as you can, please skip to question 9.

	Yes	No
A guaranteed ride home in an emergency	<input type="checkbox"/>	<input type="checkbox"/>
Reduced transit fares	<input type="checkbox"/>	<input type="checkbox"/>
Guaranteed parking if you carpool	<input type="checkbox"/>	<input type="checkbox"/>
Free assistance finding a carpool partner	<input type="checkbox"/>	<input type="checkbox"/>
Transit route and schedule information tailored to your specific needs	<input type="checkbox"/>	<input type="checkbox"/>
Covered bicycle storage	<input type="checkbox"/>	<input type="checkbox"/>

9. How would you rank the availability of parking in Media?

- Adequate (no parking shortages)
- Somewhat adequate (occasional parking shortages or other difficulties)
- Not adequate (parking shortages and/or other difficulties are common)

10. Are you an employee of Delaware County?

- Yes Skip to → 14
- No Go to → 11

11. Do you regularly pay to park your car when you drive to work?

- Yes Go to → 12
- No Skip to → 13
- I never drive to work Go to → 12

12. Does your employer provide free or reduced cost parking if you carpool?

- Yes
- No
- Not sure

13. Does your employer provide close-in or otherwise desirable parking spaces if you carpool to work (e.g. covered spaces, near building entrances, heated)?

- Yes
- No
- Not sure

14. Does your employer help cover employee transit costs either by allowing pre-tax purchases of transit passes (TransitCheck), providing free transit passes, or providing reduced cost transit passes?

- Yes
- No
- Not sure

#### Paired Travel Options

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15. Below are a number of commute options for getting to Media. The travel options are presented in pairs. From each pair select the one travel option that you would choose.

Pair A:

- Drive to Media OR
- Take transit to Media

Pair B:

- Drive to Media and pay \$2.50 to park OR
- Pay the regular fare to take transit to Media and pay nothing to park

Pair C:

- Drive to Media and pay \$5.00 to park OR
- Pay the regular fare to take transit to Media and pay nothing to park

Delaware County Employee Commute Survey

Pair D:

- Drive to Media and pay \$7.50 to park OR
- Pay the regular fare to take transit to Media and pay nothing to park

Pair E:

- Drive to Media and pay \$2.50 to park OR
- Pay *half* the regular fare to take transit to Media and pay nothing to park

Pair F:

- Drive to Media and pay \$5.00 to park OR
- Pay *half* the regular fare to take transit to Media and pay nothing to park

Pair G:

- Drive to Media and pay \$7.50 to park OR
- Pay *half* the regular fare to take transit to Media and pay nothing to park

Pair H:

- Drive alone to Media and pay \$2.50 to park OR
- Drive to Media in a carpool and pay nothing to park

Pair I:

- Drive alone to Media and pay \$5.00 to park OR
- Drive to Media in a carpool and pay nothing to park

Pair J:

- Drive alone to Media and pay \$7.50 to park OR
- Drive to Media in a carpool and pay nothing to park

Pair K:

- Park within 1 block of your final destination and pay \$5 to park OR
- Park 5 blocks from your final destination and pay \$2.50 to park

#### Final Questions

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16. What is your home ZIP code? \_\_\_\_\_

17. What is the closest intersection to your home? (List street names, e.g. S Olive St & W Franklin St) \_\_\_\_\_ & \_\_\_\_\_

Page 2 of 3

18. To thank you for completing this survey we would like to enroll you in a prize drawing for an iPod Classic with 120GB. Please provide us with your contact information if you would like to be enrolled in this drawing.

Name \_\_\_\_\_  
Email \_\_\_\_\_  
Phone \_\_\_\_\_

Do you have any additional comments about transportation issues in Media?

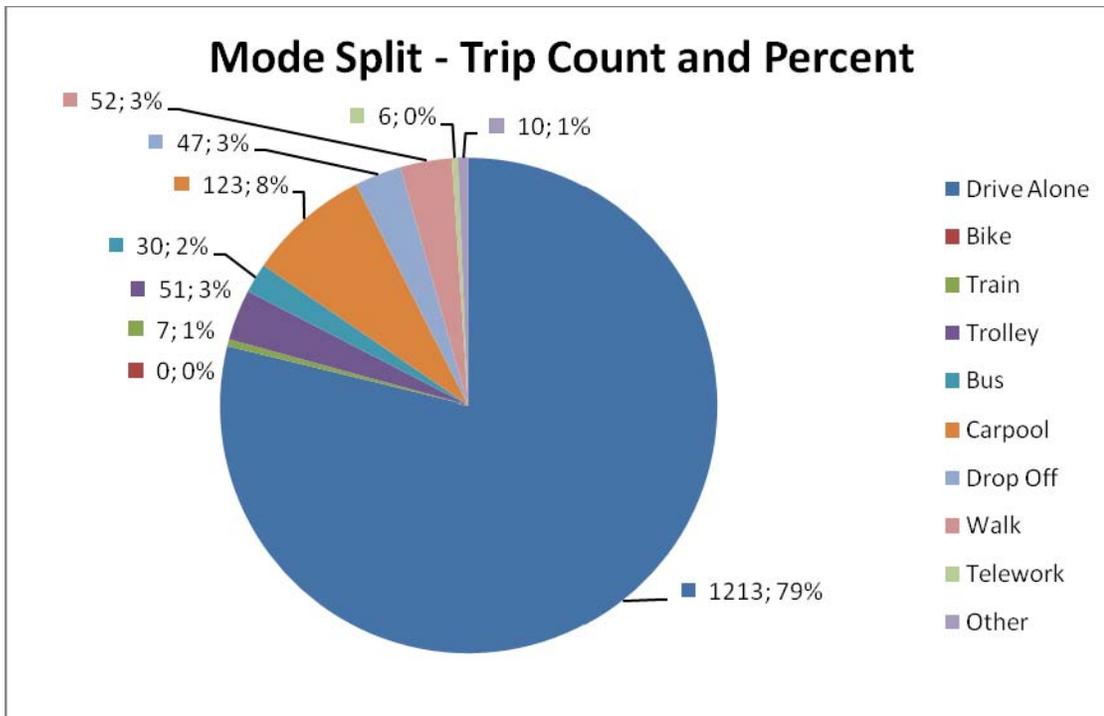
\_\_\_\_\_

END OF SURVEY

**Field Summary for Q1(A1):**

During the last five days that you worked, how many days did you use the following transportation modes to get to work? If you used more than one mode on any day, please select the mode that you used for the longest portion of your trip. (If you used a mode 0 days, be sure to note that.)  
[Drove alone]

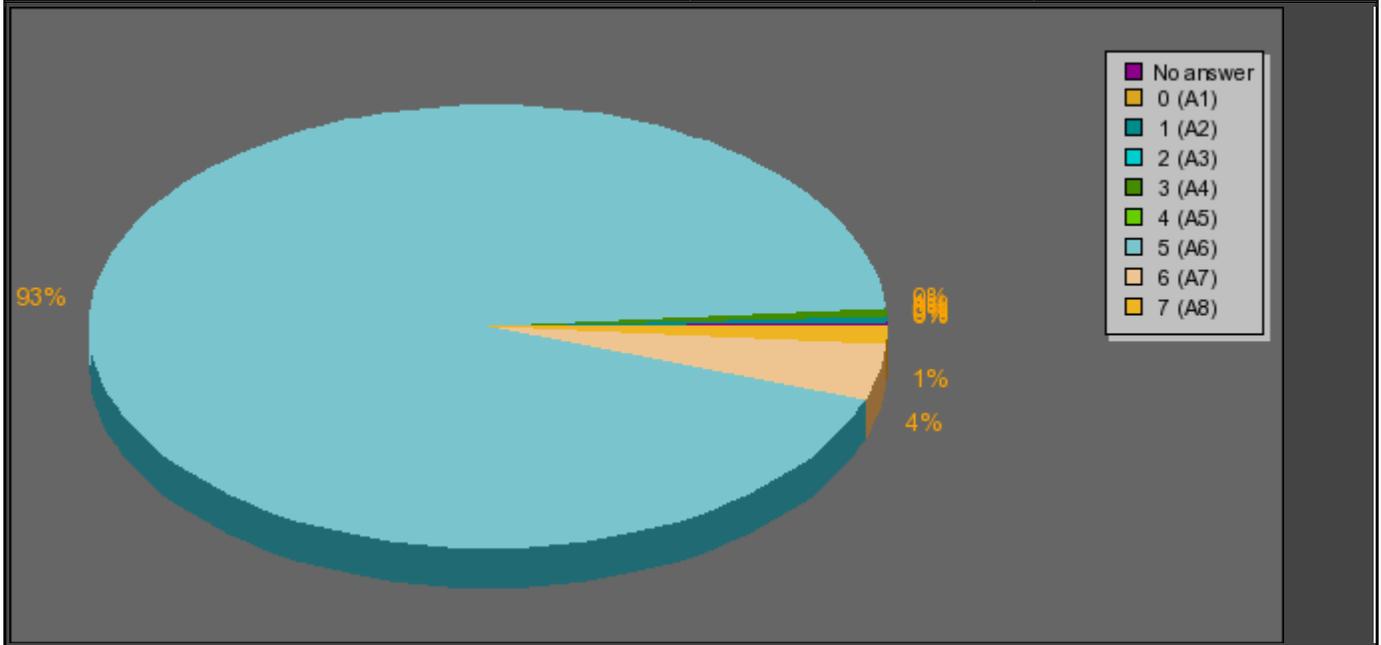
Summary of Q1:



Field Summary for Q2:

How many days per week do you typically work?

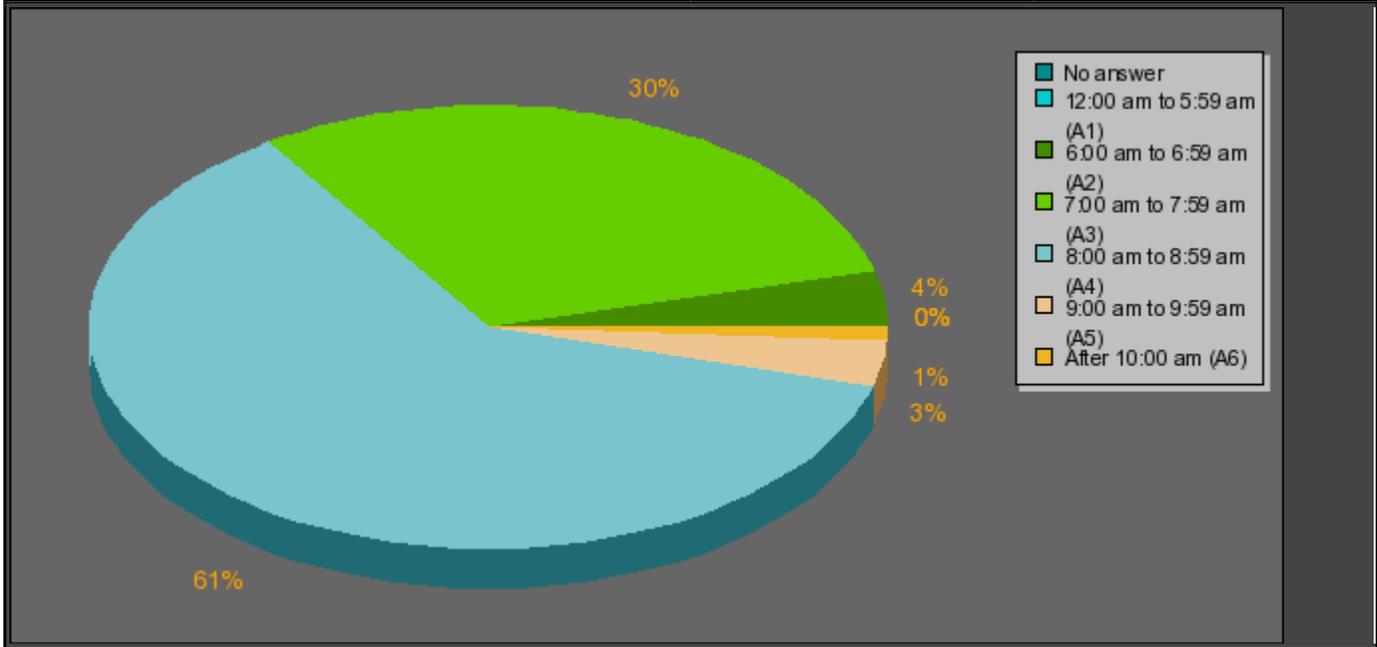
Answer	Count	Percentage
No answer	1	0.33%
0 (A1)	0	0.00%
1 (A2)	1	0.33%
2 (A3)	0	0.00%
3 (A4)	2	0.67%
4 (A5)	0	0.00%
5 (A6)	280	93.33%
6 (A7)	12	4.00%
7 (A8)	4	1.33%



Field Summary for Q3:

On the last day that you worked, when did you arrive at work?

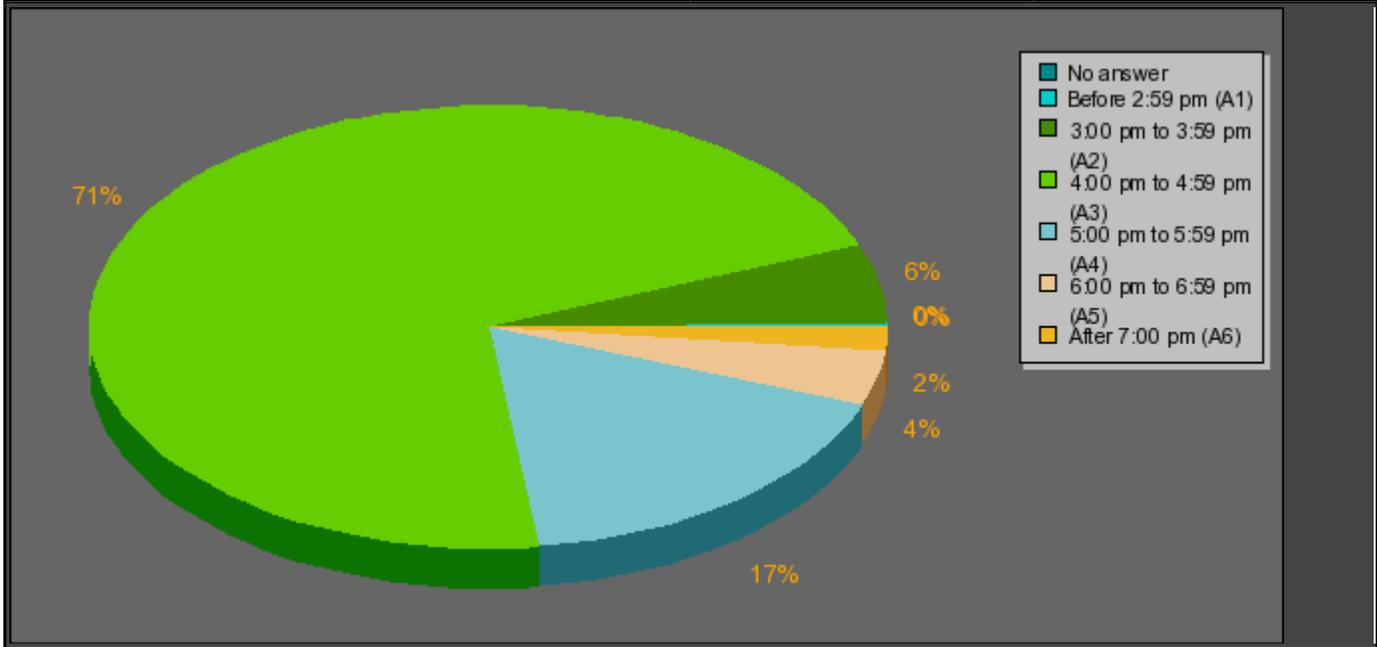
Answer	Count	Percentage
No answer	0	0.00%
12:00 am to 5:59 am (A1)	0	0.00%
6:00 am to 6:59 am (A2)	12	4.00%
7:00 am to 7:59 am (A3)	91	30.33%
8:00 am to 8:59 am (A4)	184	61.33%
9:00 am to 9:59 am (A5)	10	3.33%
After 10:00 am (A6)	3	1.00%



Field Summary for Q4:

On the last day that you worked, when did you leave work?

Answer	Count	Percentage
No answer	0	0.00%
Before 2:59 pm (A1)	1	0.33%
3:00 pm to 3:59 pm (A2)	17	5.67%
4:00 pm to 4:59 pm (A3)	213	71.00%
5:00 pm to 5:59 pm (A4)	52	17.33%
6:00 pm to 6:59 pm (A5)	12	4.00%
After 7:00 pm (A6)	5	1.67%



**Field Summary for Q5(A1):**

Thinking about all of your travel, how often do you use the following modes of transportation?  
[Public transit (bus & rail)]

Answer	Count	Percentage
No answer	7	2.33%
Daily (a)	12	4.00%
A few times a week (b)	3	1.00%
A few times a month (c)	27	9.00%
Never/rarely (d)	251	83.67%

**Field Summary for Q5(A2):**

Thinking about all of your travel, how often do you use the following modes of transportation?  
[Walk (as your primary mode)]

Answer	Count	Percentage
No answer	13	4.33%
Daily (a)	15	5.00%
A few times a week (b)	16	5.33%
A few times a month (c)	28	9.33%
Never/rarely (d)	228	76.00%

**Field Summary for Q5(A3):**

Thinking about all of your travel, how often do you use the following modes of transportation?  
[Bike]

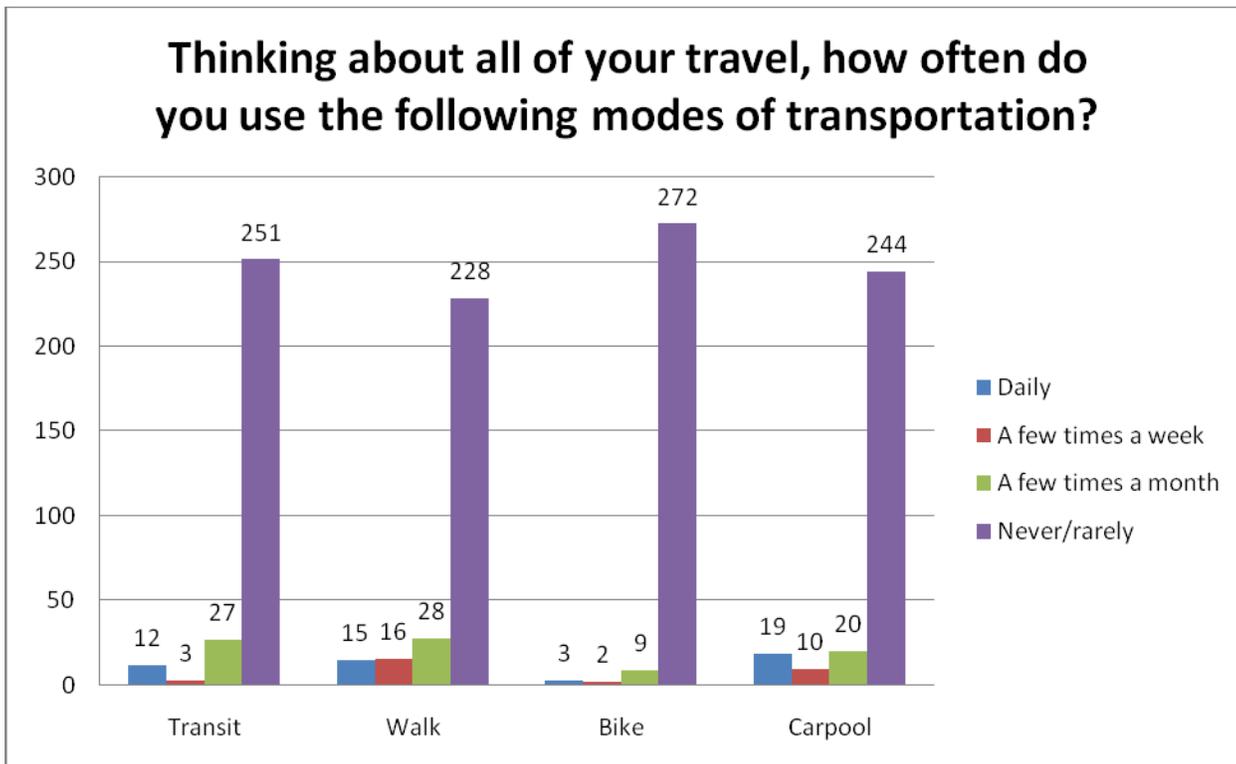
Answer	Count	Percentage
No answer	14	4.67%
Daily (a)	3	1.00%
A few times a week (b)	2	0.67%
A few times a month (c)	9	3.00%
Never/rarely (d)	272	90.67%

**Field Summary for Q5(A4):**

Thinking about all of your travel, how often do you use the following modes of transportation?  
[Carpool]

Answer	Count	Percentage
No answer	7	2.33%
Daily (a)	19	6.33%
A few times a week (b)	10	3.33%
A few times a month (c)	20	6.67%
Never/rarely (d)	244	81.33%

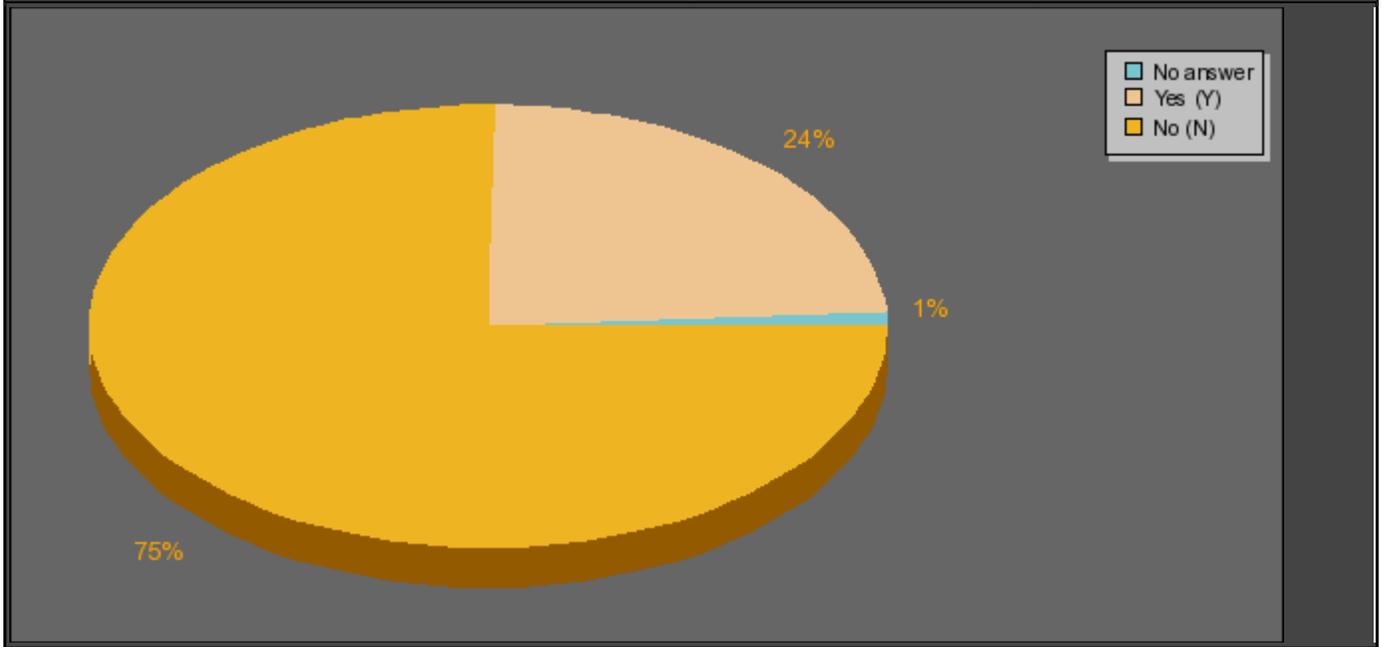
Q5 Summary:



Field Summary for Q6:

Would you be interested in information about public transit, walking, biking, and carpooling?

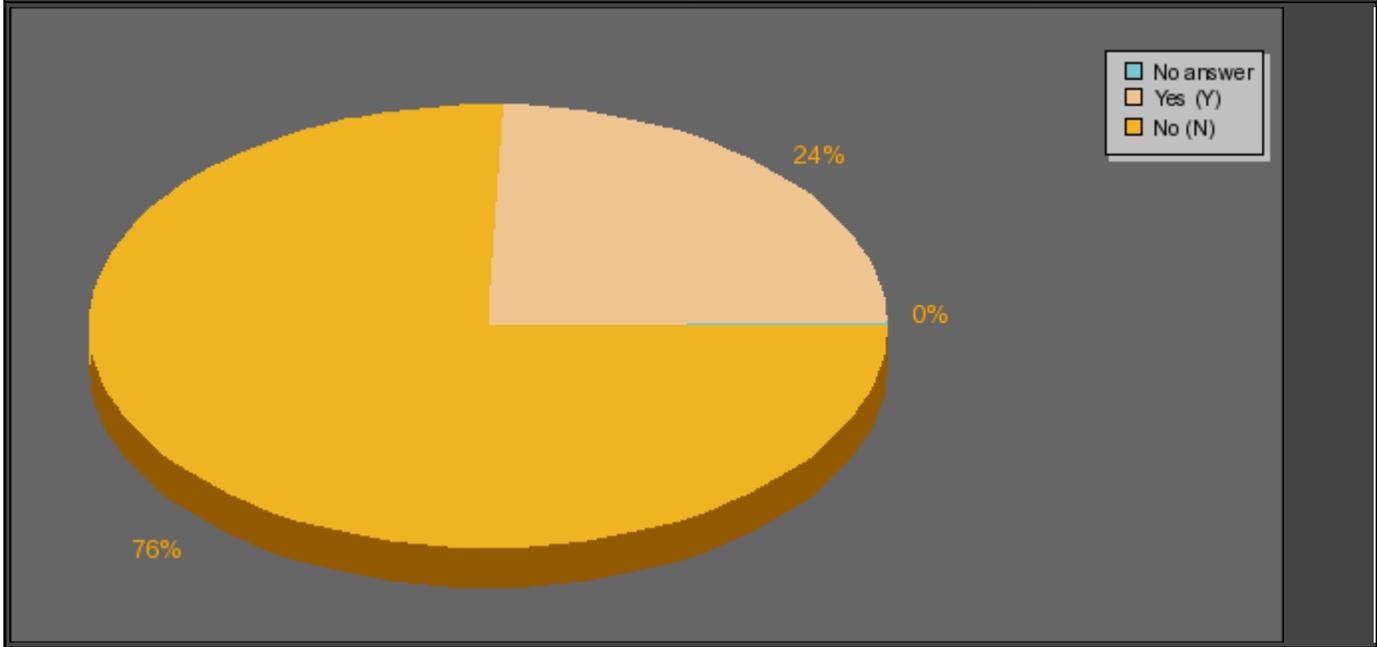
Answer	Count	Percentage
No answer	3	1.00%
Yes (Y)	71	23.67%
No (N)	226	75.33%



Field Summary for Q7:

Would you be interested in using public transit, walking, biking, or carpooling more often?

Answer	Count	Percentage
No answer	1	0.33%
Yes (Y)	72	24.00%
No (N)	227	75.67%



**Field Summary for Q8(A1):**

If you usually drive alone to work, would you switch to an alternative commute mode (e.g. transit, carpool, vanpool, bicycle) if you were offered the following: If you already bike, walk, vanpool, carpool, or take transit as much as you can, please skip to the next question.  
[A guaranteed ride home in an emergency]

Answer	Count	Percentage
No answer	109	36.33%
Yes (A1)	83	27.67%
No (A2)	108	36.00%

**Field Summary for Q8(A3):**

If you usually drive alone to work, would you switch to an alternative commute mode (e.g. transit, carpool, vanpool, bicycle) if you were offered the following: If you already bike, walk, vanpool, carpool, or take transit as much as you can, please skip to the next question.  
[Reduced transit fares]

Answer	Count	Percentage
No answer	124	41.33%
Yes (A1)	54	18.00%
No (A2)	122	40.67%

**Field Summary for Q8(A4):**

If you usually drive alone to work, would you switch to an alternative commute mode (e.g. transit, carpool, vanpool, bicycle) if you were offered the following: If you already bike, walk, vanpool, carpool, or take transit as much as you can, please skip to the next question.  
[Guaranteed parking if you carpool]

Answer	Count	Percentage
No answer	112	37.33%
Yes (A1)	85	28.33%
No (A2)	103	34.33%

**Field Summary for Q8(A5):**

If you usually drive alone to work, would you switch to an alternative commute mode (e.g. transit, carpool, vanpool, bicycle) if you were offered the following: If you already bike, walk, vanpool, carpool, or take transit as much as you can, please skip to the next question.  
[Free assistance finding a carpool partner]

Answer	Count	Percentage
No answer	122	40.67%
Yes (A1)	55	18.33%

No (A2)	123	41.00%

**Field Summary for Q8(A6):**

If you usually drive alone to work, would you switch to an alternative commute mode (e.g. transit, carpool, vanpool, bicycle) if you were offered the following: If you already bike, walk, vanpool, carpool, or take transit as much as you can, please skip to the next question. [Transit route and schedule information tailored to your specific needs]

Answer	Count	Percentage
No answer	126	42.00%
Yes (A1)	53	17.67%
No (A2)	121	40.33%

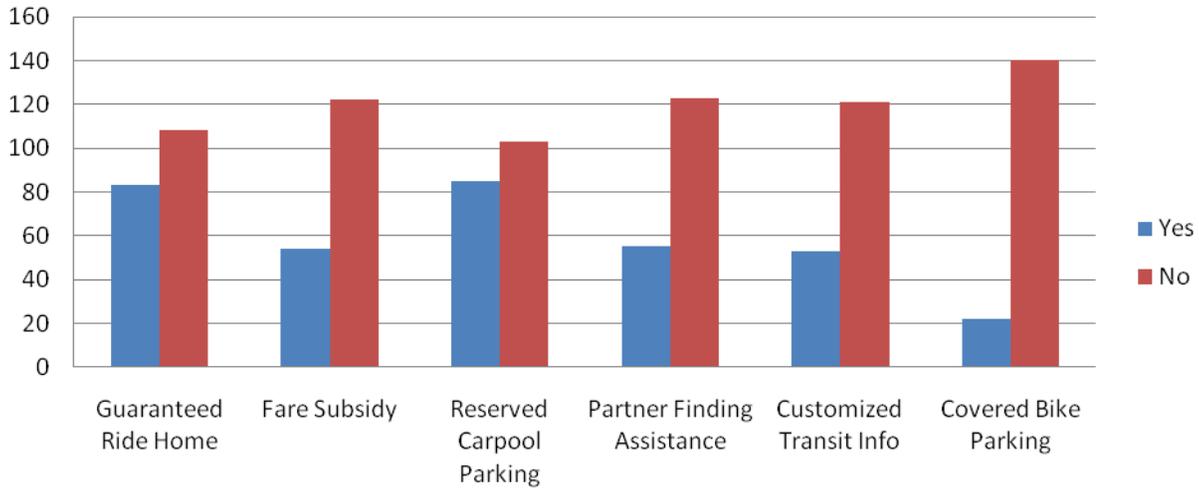
**Field Summary for Q8(A7):**

If you usually drive alone to work, would you switch to an alternative commute mode (e.g. transit, carpool, vanpool, bicycle) if you were offered the following: If you already bike, walk, vanpool, carpool, or take transit as much as you can, please skip to the next question. [Covered bicycle storage]

Answer	Count	Percentage
No answer	138	46.00%
Yes (A1)	22	7.33%
No (A2)	140	46.67%

Summary of Q8:

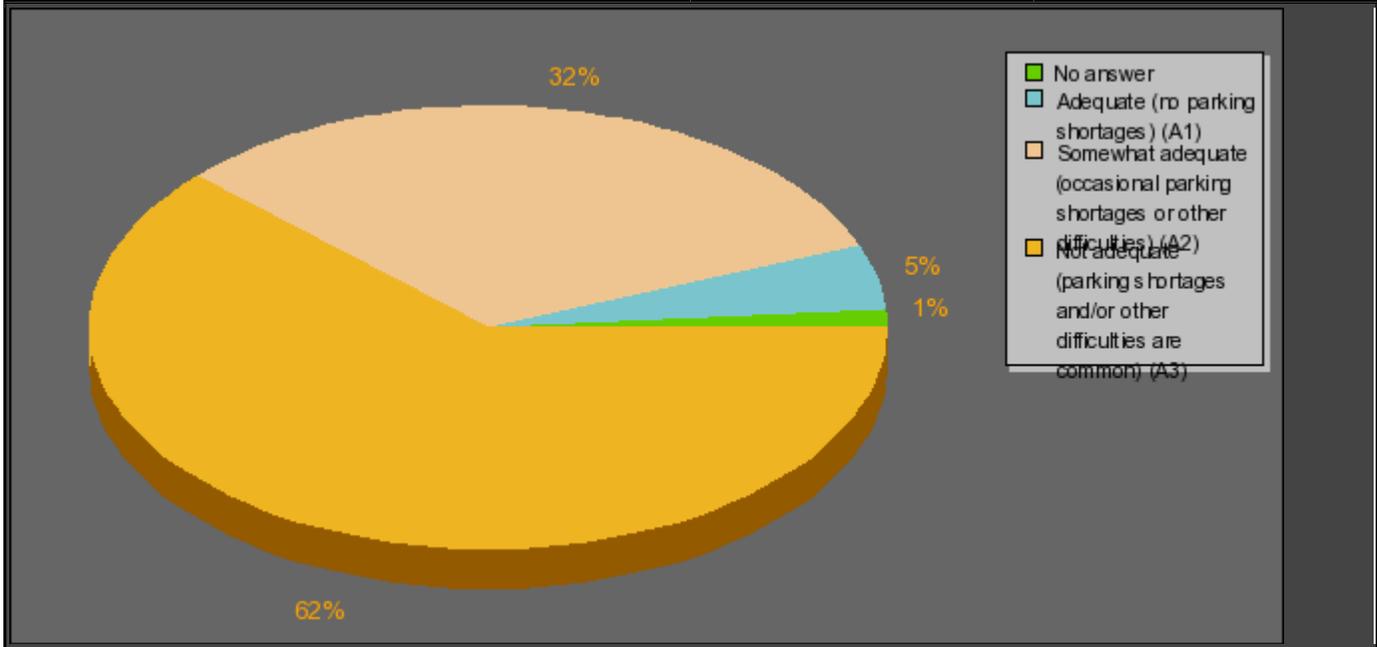
Q8: If you usually drive alone to work, would you switch to an alternative commute mode (e.g. transit, carpool, vanpool, bicycle) if you were offered the following:



**Field Summary for Q9:**

How would you rank the availability of parking in Media?

Answer	Count	Percentage
No answer	4	1.33%
Adequate (no parking shortages) (A1)	14	4.67%
Somewhat adequate (occasional parking shortages or other difficulties) (A2)	96	32.00%
Not adequate (parking shortages and/or other difficulties are common) (A3)	186	62.00%



**Field Summary for Q10:**

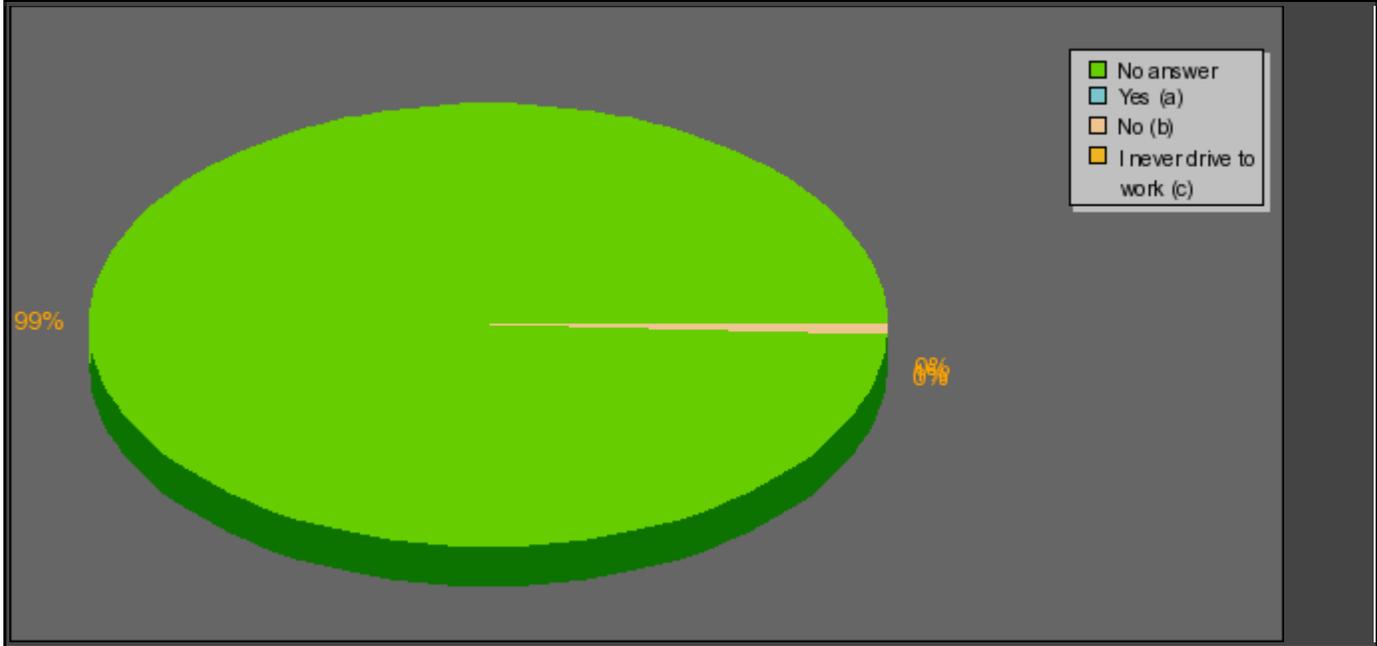
Are you an employee of Delaware County?

Answer	Count	Percentage
No answer	1	0.33%
Yes (Y)	299	99.67%
No (N)	0	0.00%

**Field Summary for Q11:**

Do you regularly pay to park your car when you drive to work?

Answer	Count	Percentage
No answer	298	99.33%
Yes (a)	0	0.00%
No (b)	2	0.67%
I never drive to work (c)	0	0.00%



**Field Summary for Q12:****Does your employer provide free or reduced cost parking if you carpool?**

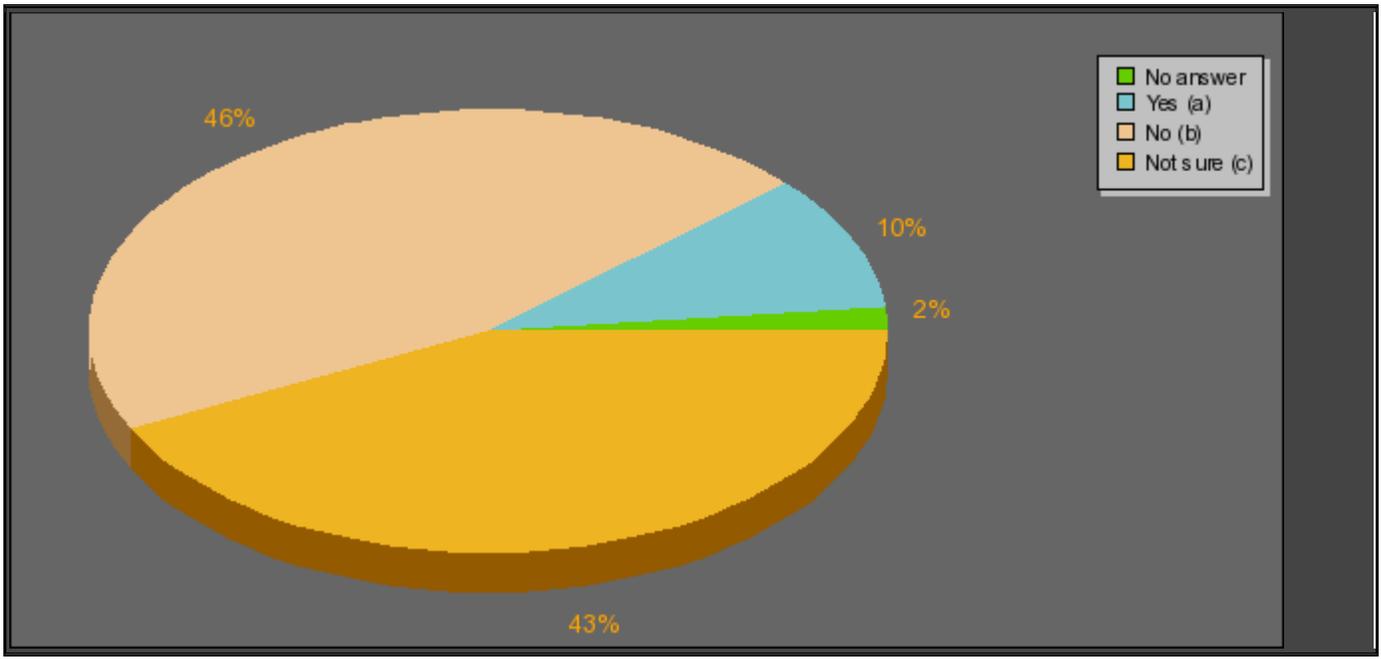
Answer	Count	Percentage
No answer	296	98.67%
Yes (y)	1	0.33%
No (n)	3	1.00%
Not sure (ns)	0	0.00%

**Field Summary for Q13:****Does your employer provide close-in or otherwise desirable parking spaces if you carpool to work (e.g. covered spaces, near building entrances, heated)?**

Answer	Count	Percentage
No answer	297	99.00%
Yes (a)	3	1.00%
No (b)	0	0.00%
Not sure (c)	0	0.00%

**Field Summary for Q14:****Does your employer help cover employee transit costs either by allowing pre-tax purchases of transit passes (TransitCheck), providing free transit passes, or providing reduced cost transit passes?**

Answer	Count	Percentage
No answer	5	1.67%
Yes (a)	30	10.00%
No (b)	137	45.67%
Not sure (c)	128	42.67%

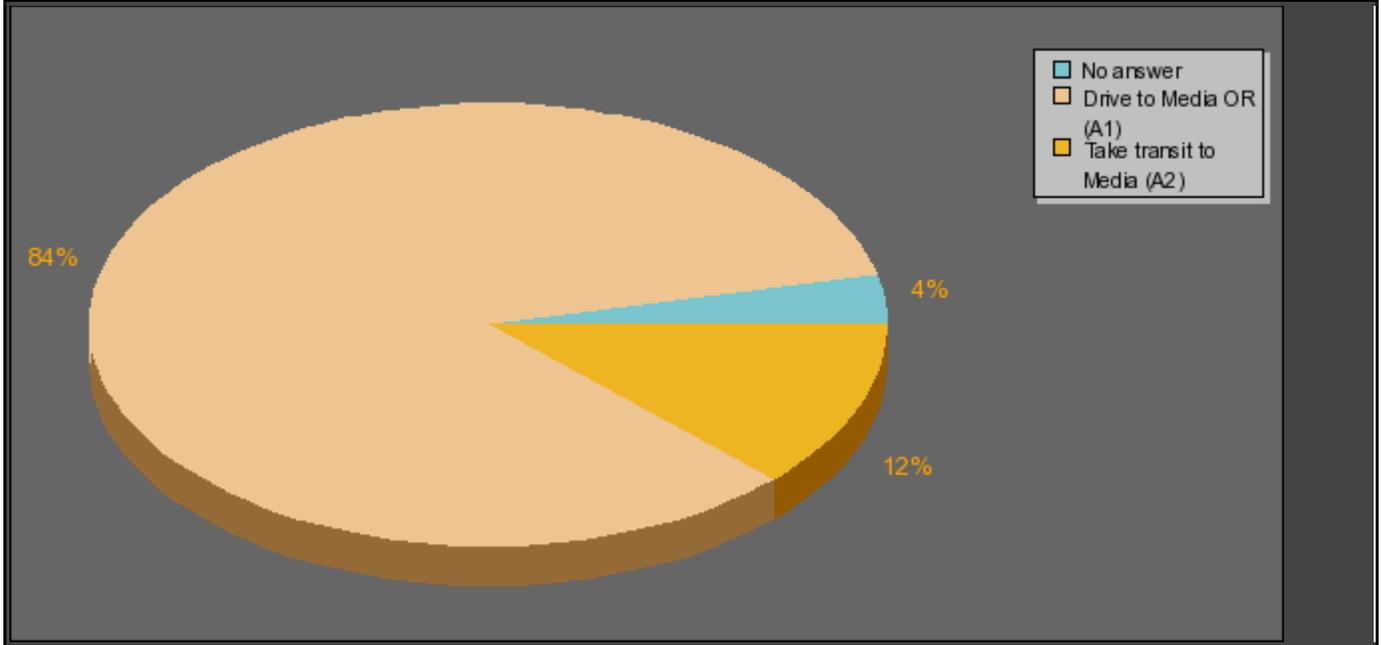


Hypothetical Pair Questions:

Field Summary for Q15A:

Pair A:

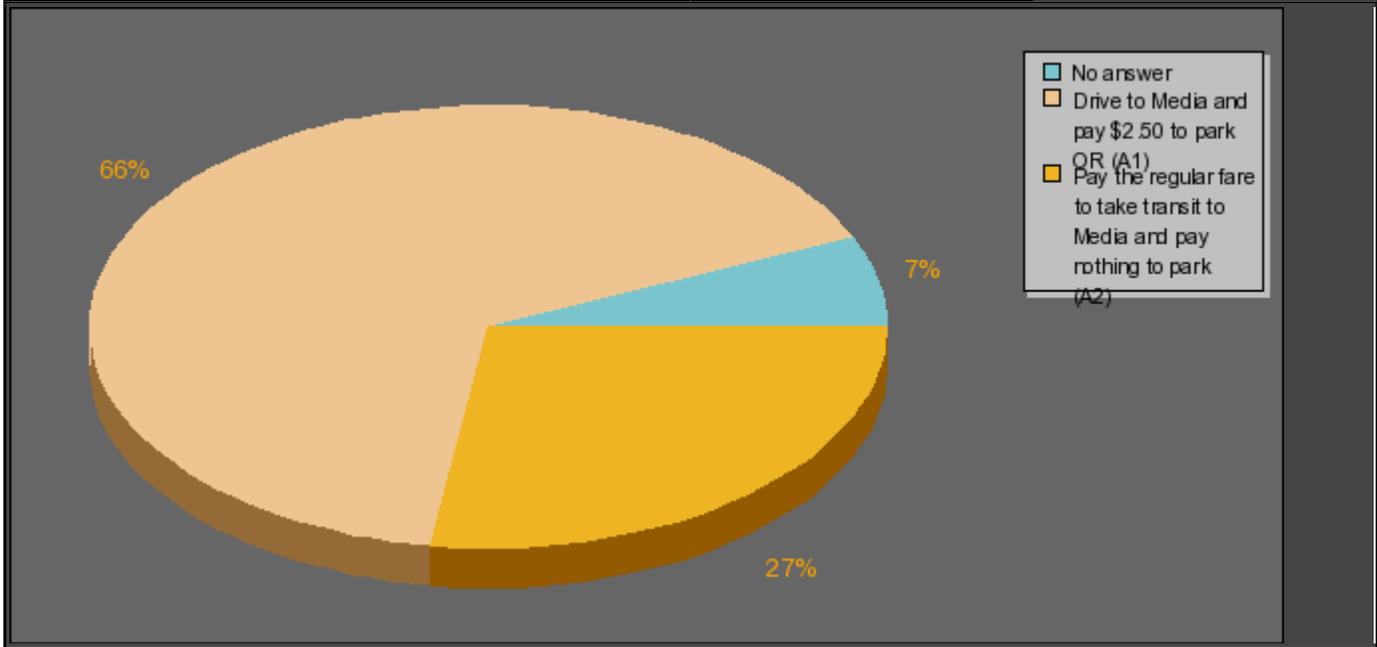
Answer	Count	Percentage
No answer	11	3.67%
Drive to Media OR (A1)	252	84.00%
Take transit to Media (A2)	37	12.33%



Field Summary for Q15B:

Pair B:

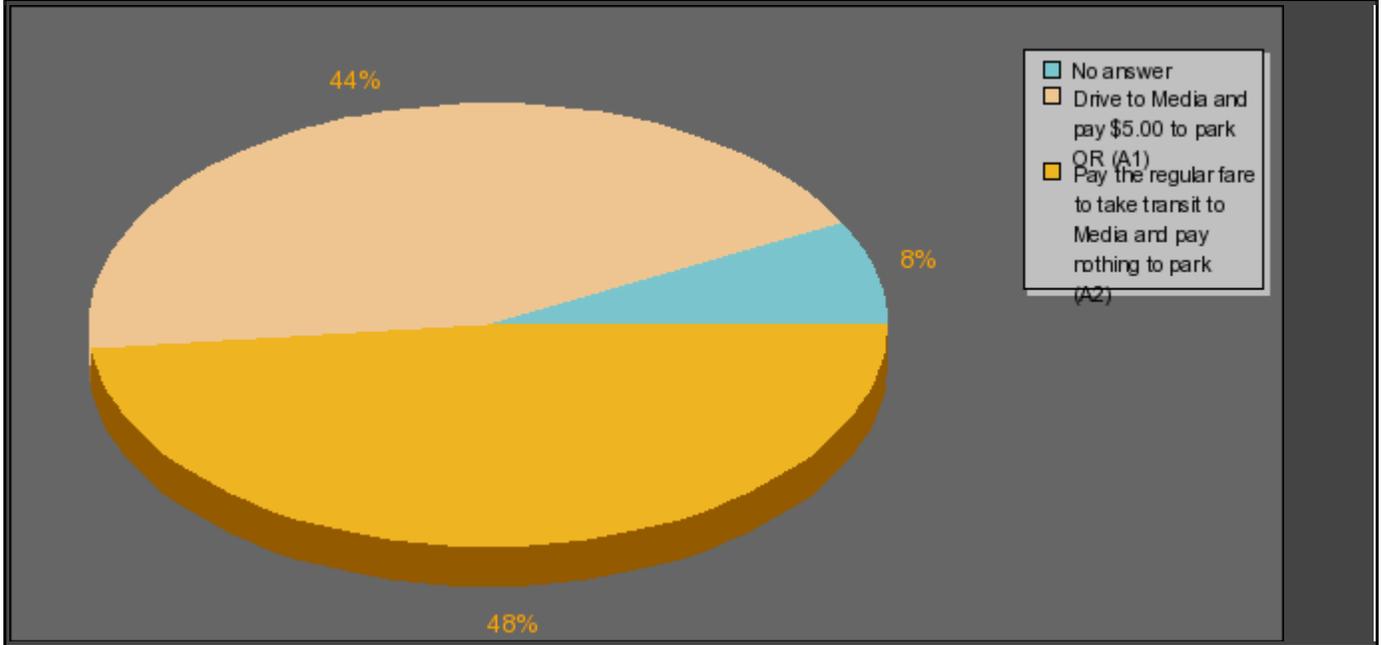
Answer	Count	Percentage
No answer	20	6.67%
Drive to Media and pay \$2.50 to park OR (A1)	198	66.00%
Pay the regular fare to take transit to Media and pay nothing to park (A2)	82	27.33%



Field Summary for Q15C:

Pair C:

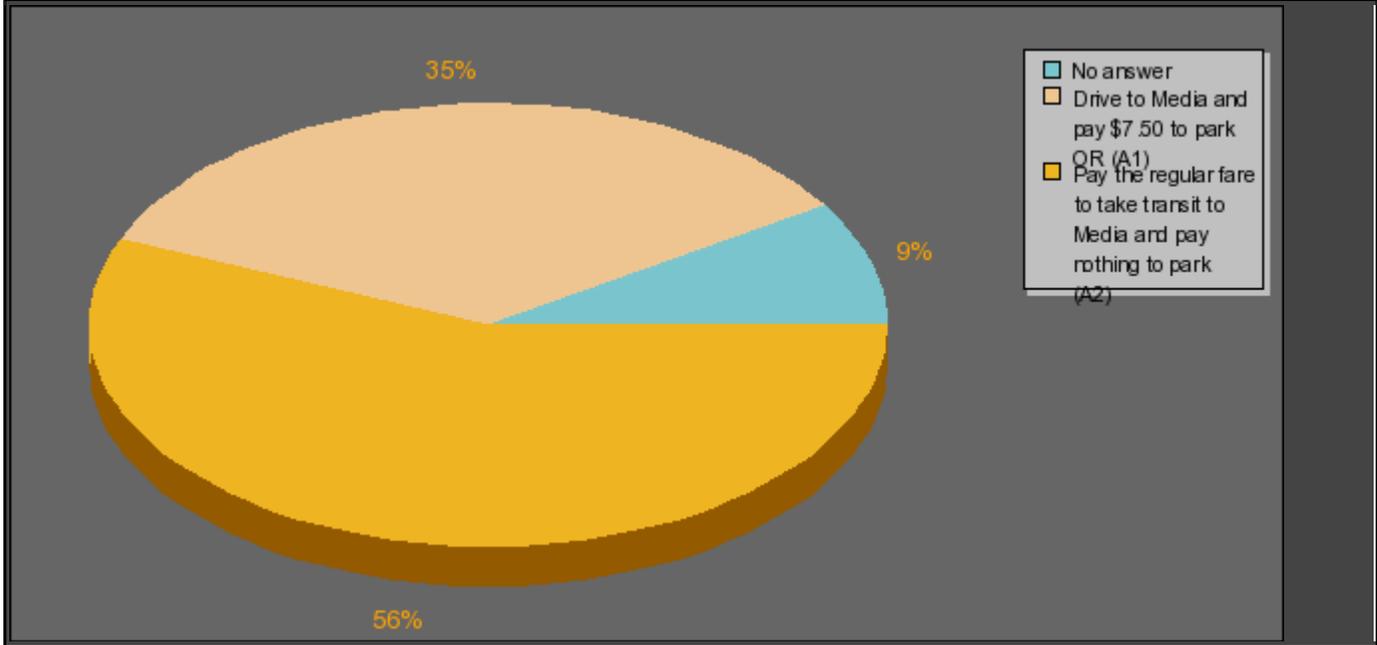
Answer	Count	Percentage
No answer	23	7.67%
Drive to Media and pay \$5.00 to park OR (A1)	132	44.00%
Pay the regular fare to take transit to Media and pay nothing to park (A2)	145	48.33%



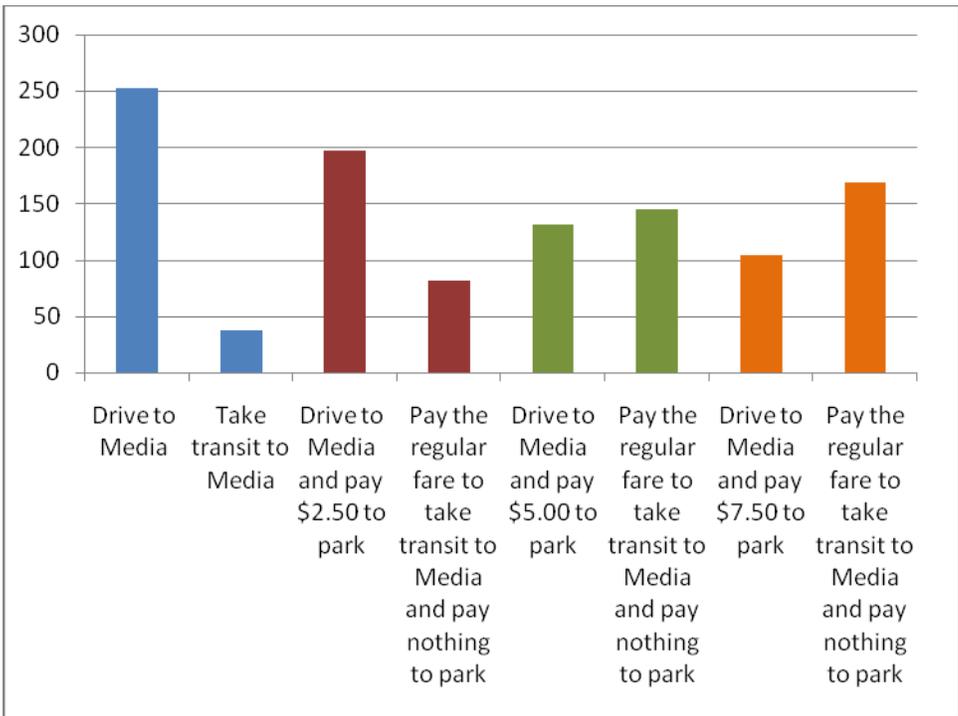
Field Summary for Q15D:

Pair D:

Answer	Count	Percentage
No answer	27	9.00%
Drive to Media and pay \$7.50 to park OR (A1)	104	34.67%
Pay the regular fare to take transit to Media and pay nothing to park (A2)	169	56.33%



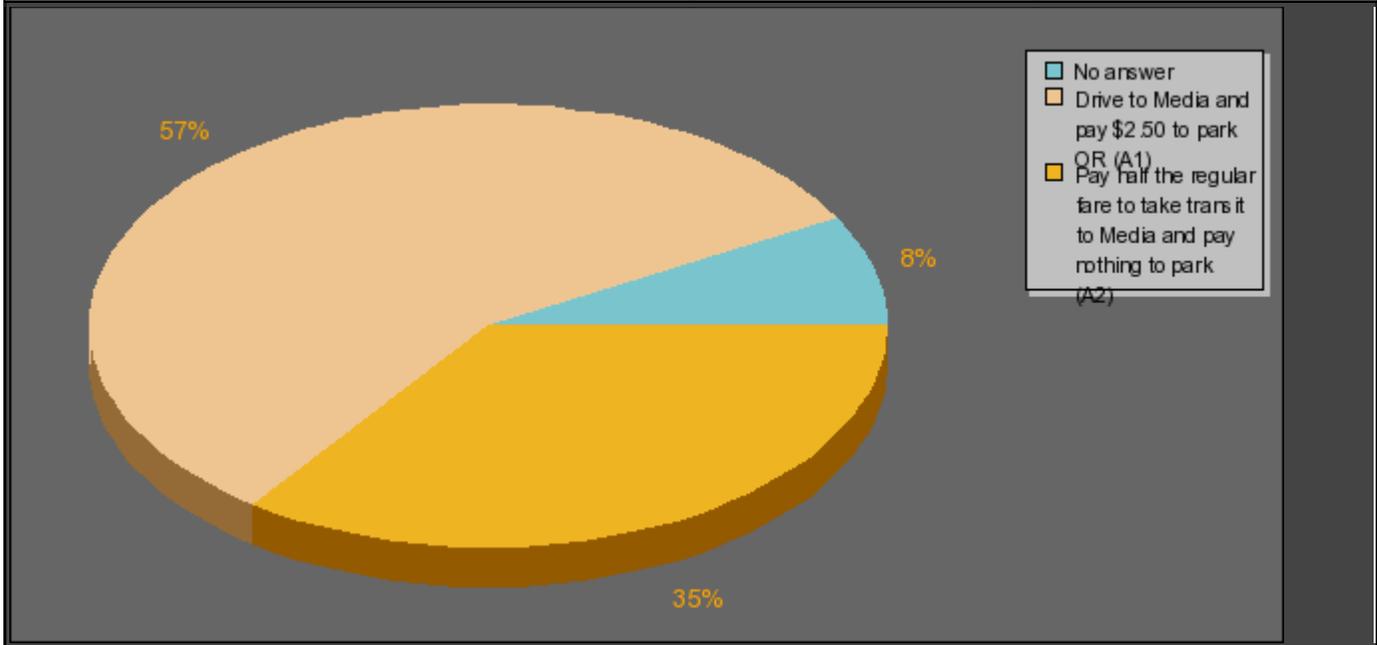
Summary of pairs A-D:



Field Summary for Q15E:

Pair E:

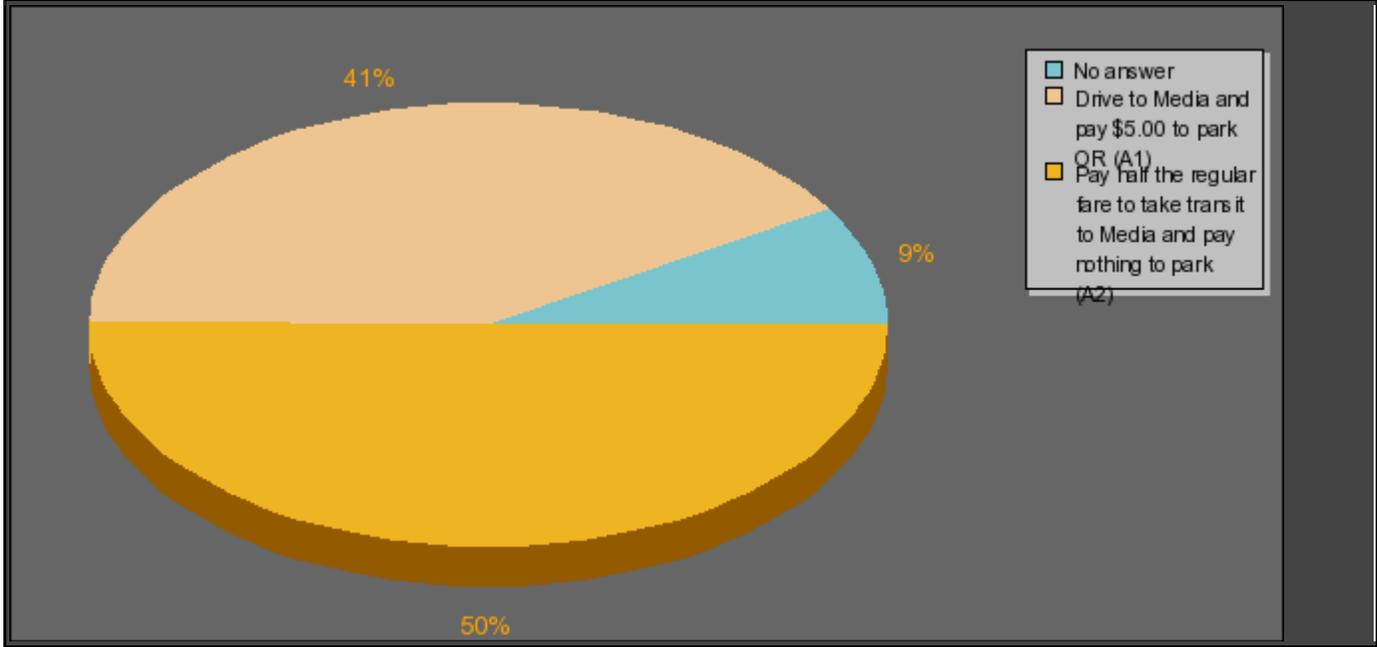
Answer	Count	Percentage
No answer	24	8.00%
Drive to Media and pay \$2.50 to park OR (A1)	171	57.00%
Pay <i>half</i> the regular fare to take transit to Media and pay nothing to park (A2)	105	35.00%



Field Summary for Q15F:

Pair F:

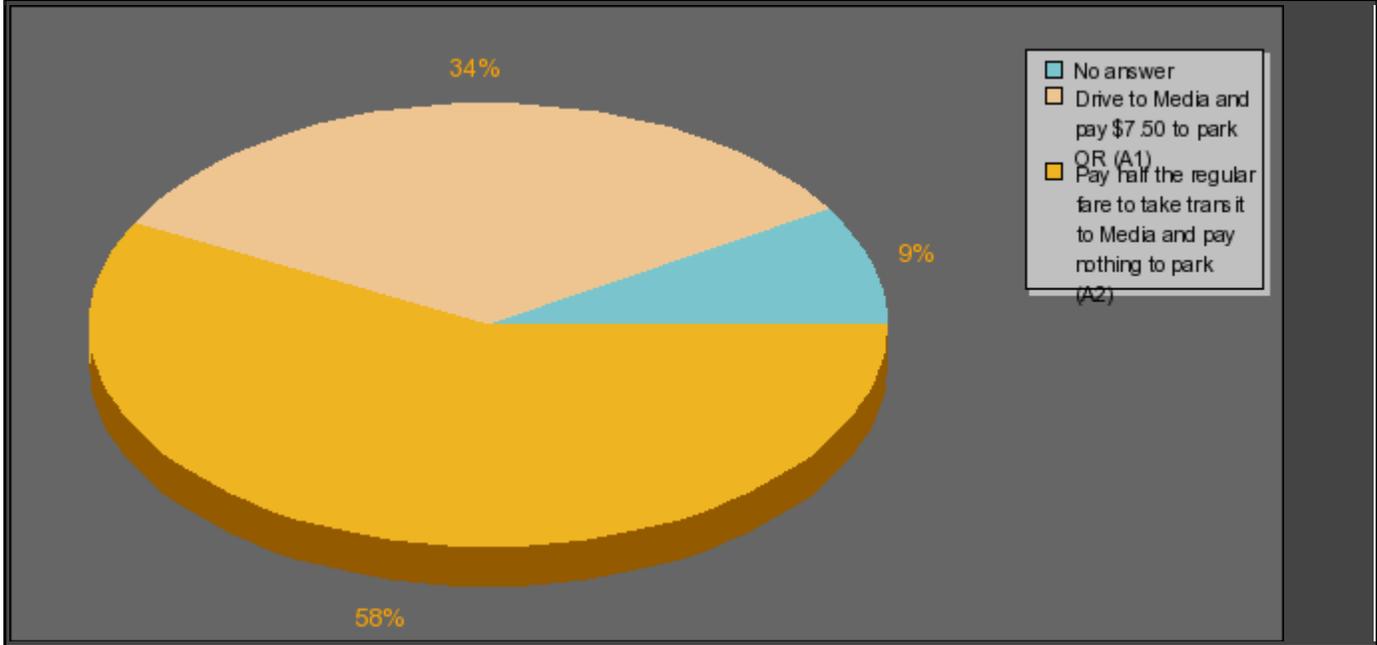
Answer	Count	Percentage
No answer	26	8.67%
Drive to Media and pay \$5.00 to park OR (A1)	123	41.00%
Pay <i>half</i> the regular fare to take transit to Media and pay nothing to park (A2)	151	50.33%



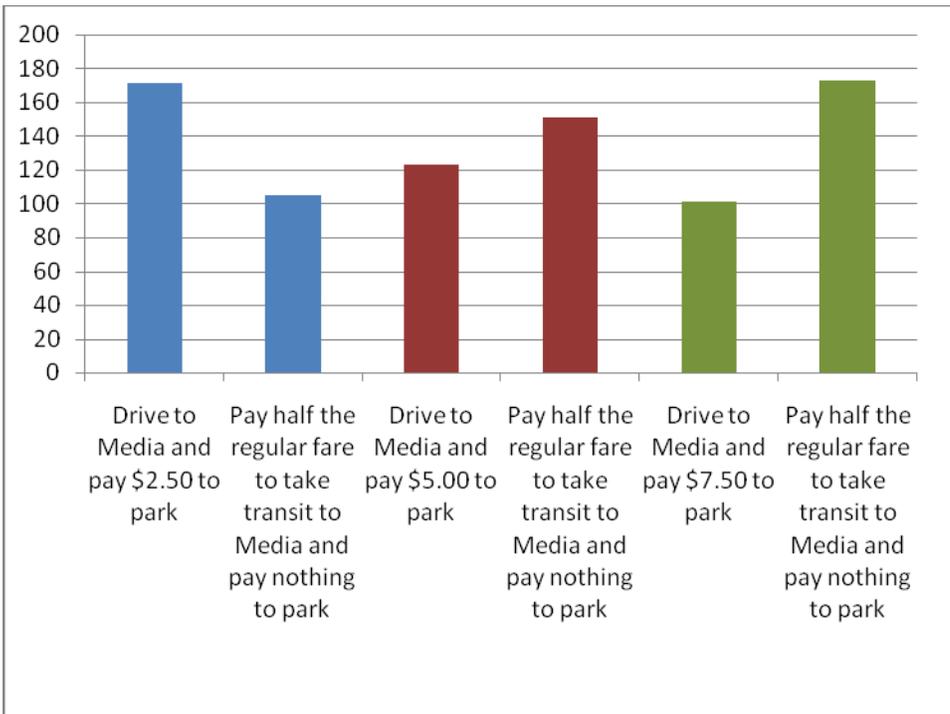
Field Summary for Q15G:

Pair G:

Answer	Count	Percentage
No answer	26	8.67%
Drive to Media and pay \$7.50 to park OR (A1)	101	33.67%
Pay <i>half</i> the regular fare to take transit to Media and pay nothing to park (A2)	173	57.67%



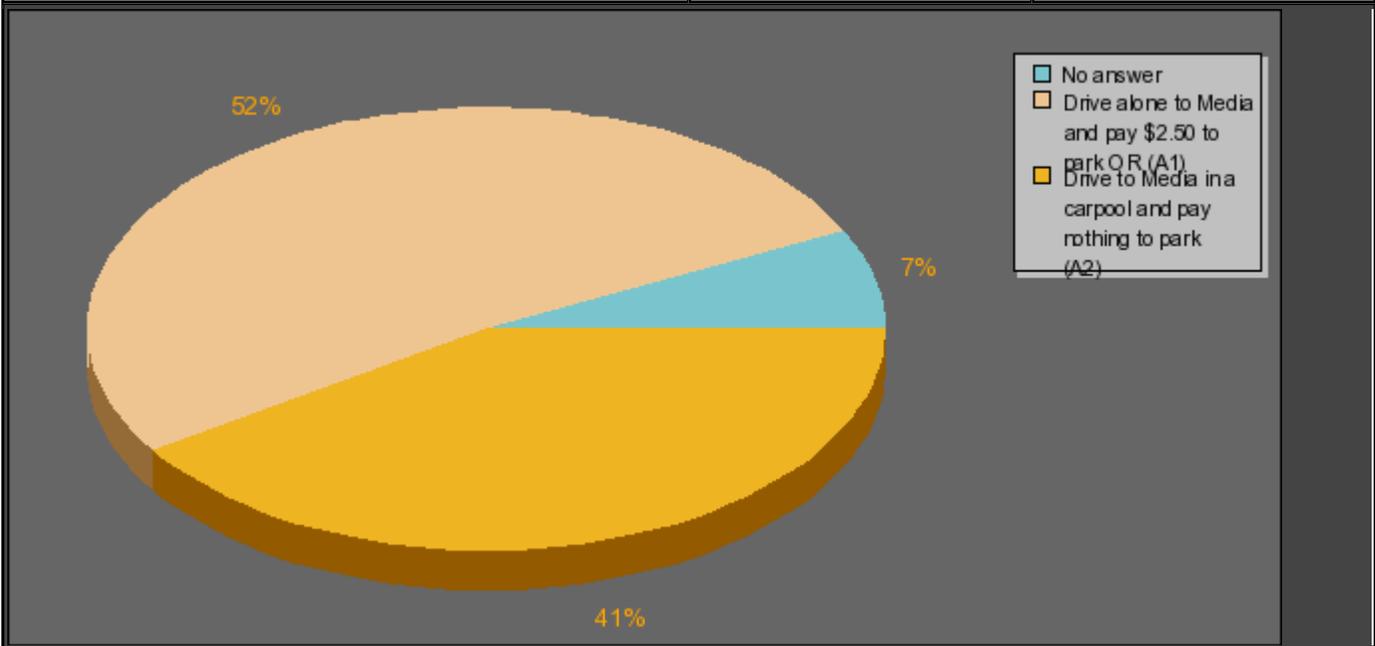
Summary of pairs E-G:



**Field Summary for Q15H:**

Pair H:

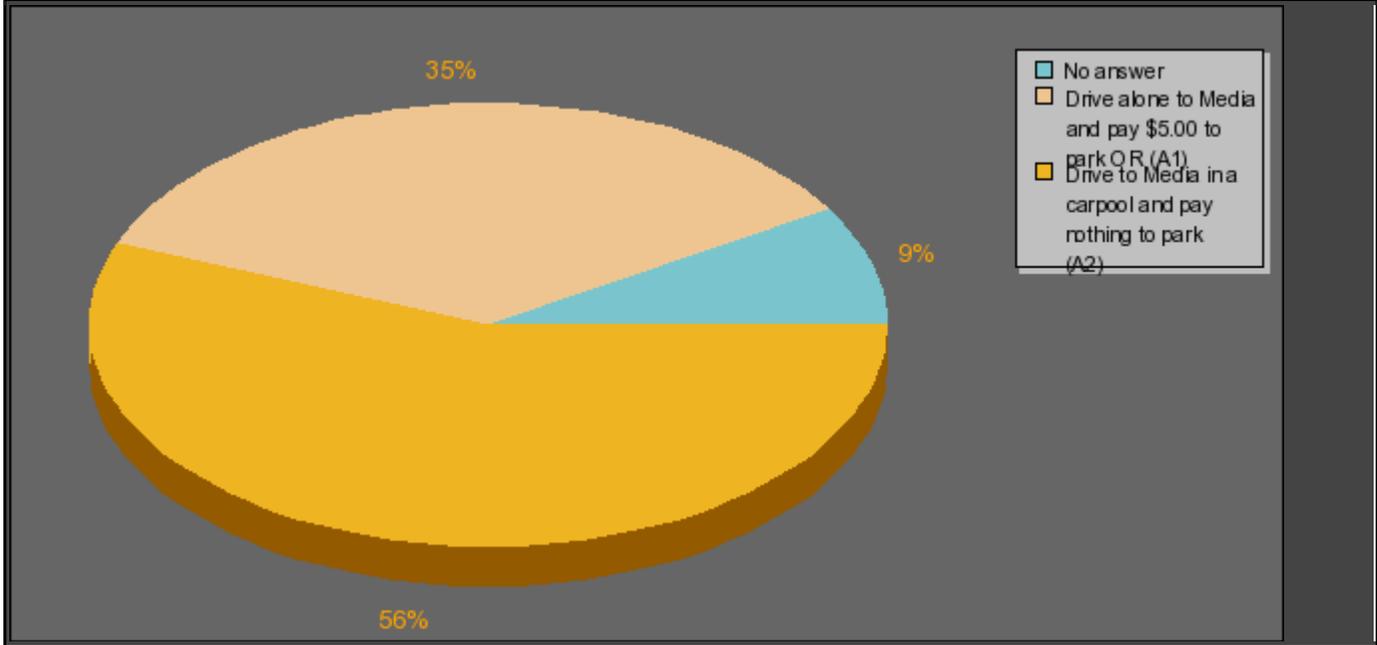
Answer	Count	Percentage
No answer	22	7.33%
Drive alone to Media and pay \$2.50 to park OR (A1)	156	52.00%
Drive to Media in a carpool and pay nothing to park (A2)	122	40.67%



Field Summary for Q15I:

Pair I:

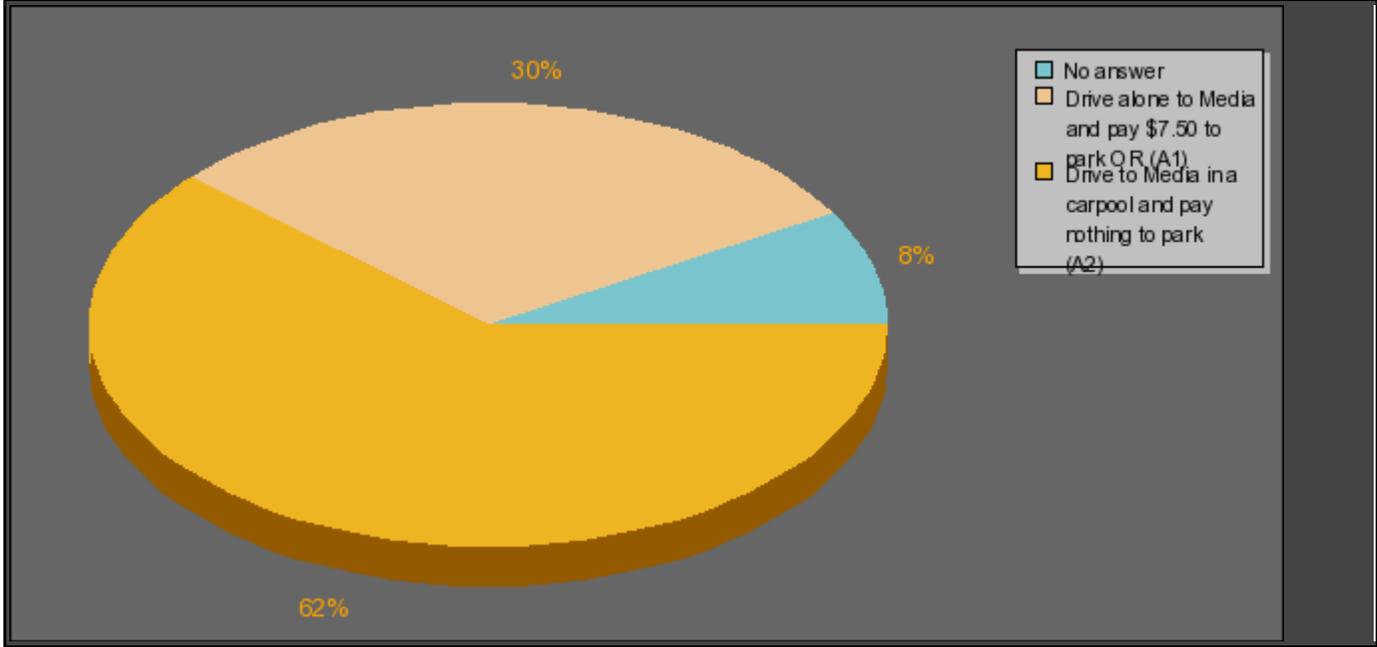
Answer	Count	Percentage
No answer	26	8.67%
Drive alone to Media and pay \$5.00 to park OR (A1)	106	35.33%
Drive to Media in a carpool and pay nothing to park (A2)	168	56.00%



Field Summary for Q15J:

Pair J:

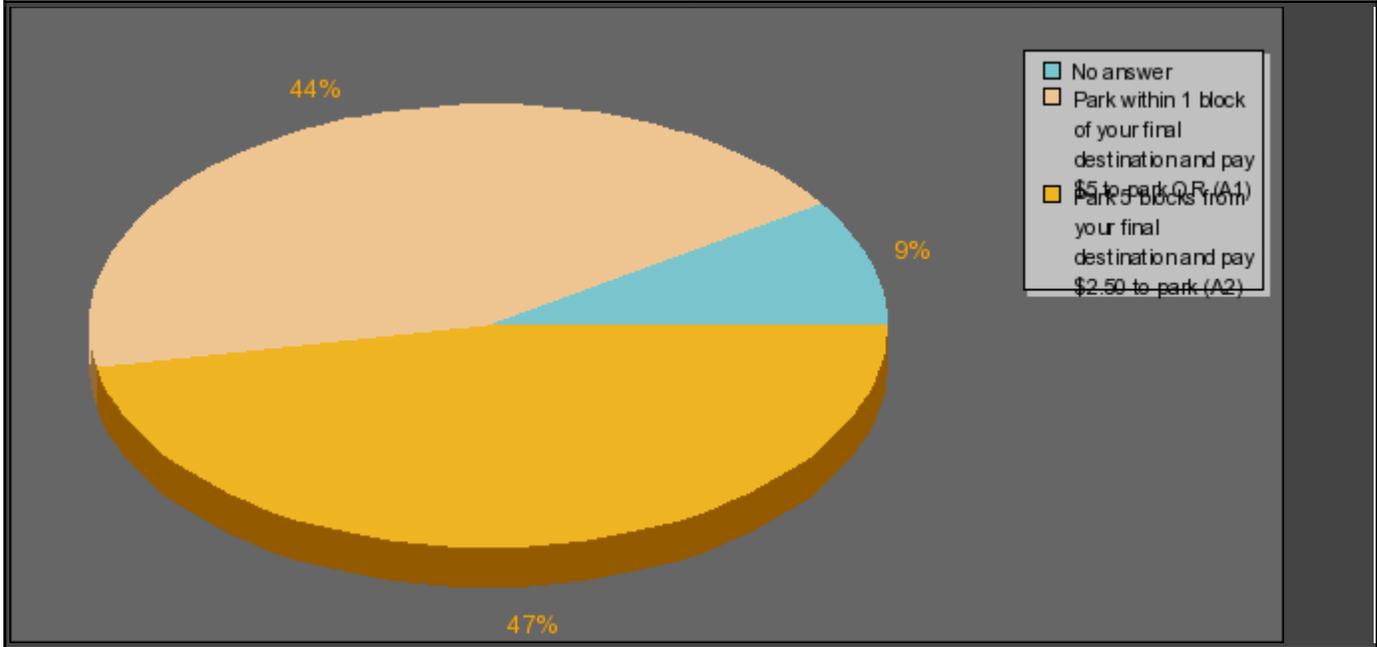
Answer	Count	Percentage
No answer	25	8.33%
Drive alone to Media and pay \$7.50 to park OR (A1)	90	30.00%
Drive to Media in a carpool and pay nothing to park (A2)	185	61.67%



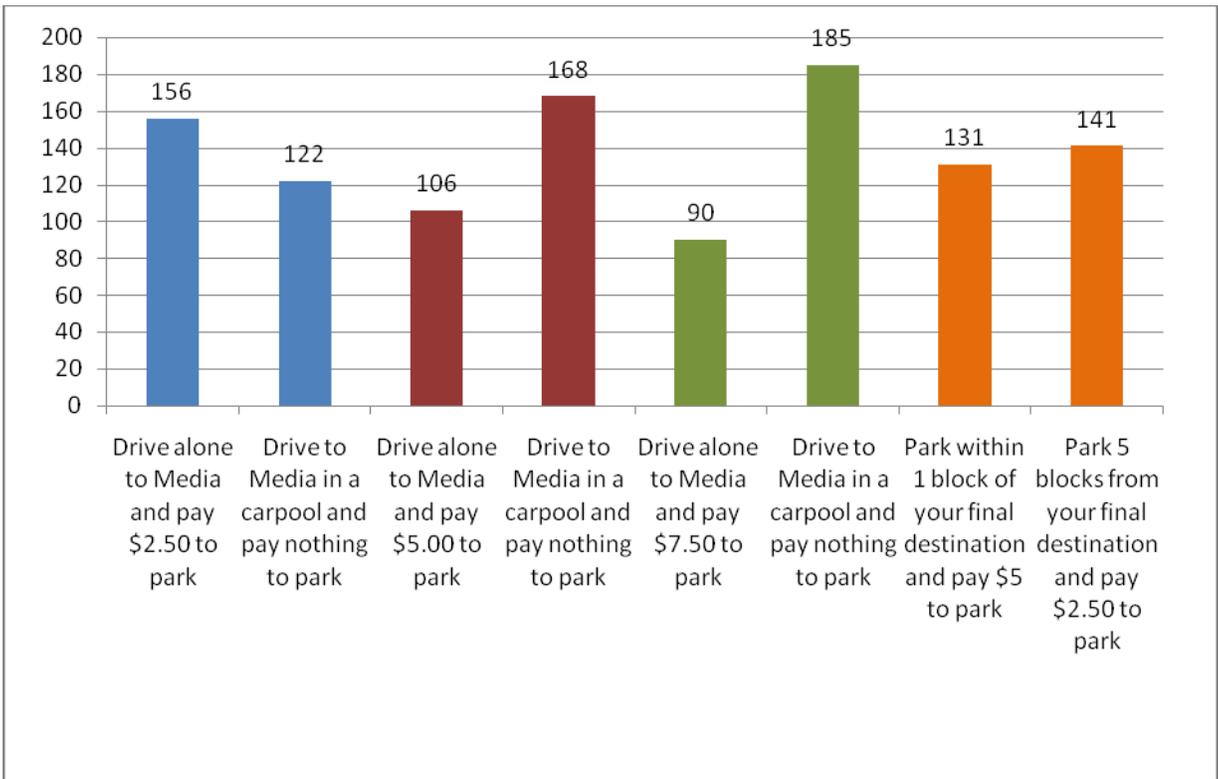
Field Summary for Q15K:

Pair K:

Answer	Count	Percentage
No answer	28	9.33%
Park within 1 block of your final destination and pay \$5 to park OR (A1)	131	43.67%
Park 5 blocks from your final destination and pay \$2.50 to park (A2)	141	47.00%



Summary of pairs H-K



Field Summary for Q16:

What is your home ZIP code?

Zip Code	Count	Zip Code	Count
8081	1	19064	14
8610	1	19070	3
19003	3	19073	6
19008	9	19074	7
19010	2	19076	3
19013	11	19078	8
19014	13	19079	1
19015	21	19081	8
19017	1	19082	13
19018	22	19083	13
19020	1	19086	7
19022	1	19094	2
19023	9	19148	1
19026	18	19342	10
19032	3	19373	2
19033	8	19375	1
19036	9	19380	1
19043	3	19382	1
19050	7	19810	1
19061	11	190206	1
19063	43		

Field Summary for Q19:		
Do you have any additional comments about transportation issues in Media?		
Answer	Count	Percentage
Answer <input type="button" value="Browse"/>	111	37.00%
No answer	189	63.00%

A lot of people carpool and do not get a space. More carpool availability would be great to count on a space instead of pot luck
a side walk along old state rd would allow me to walk to work
Agree w/ having some streets designated as residential and others free parking. For residents, guest parking on free streets is key!
Although parking is not always convenient, when there is snow or ice, the streets in Media are terrible to travel. I come from Middletown and do not have any problems until I get into the heart of the town.
As an employee I do have a reserved spot for parking. In the past I have driven people to & from work but they have retired. My work schedule is not always the same so carpooling is not an effective alternative.
County does not pay enough salary for me to afford parking fees. I would have to ride my bike to work, and keep my bike in my office.
COUNTY EMPLOYEES SHOULD HAVE GAURENTEED FREE PARKING!
Definitely need more parking
do not car pool or take public transportation due to taking & picking up children to/from daycare and school each and every day.
Do you have any additional comments about transportation issues in Media?
Employers should be fair to all their employees. I.e. if they pay for their employees\' parking (if it\'s free), they should also pay for their employees\' transit costs. Or don\'t subsidize either way (charge a fee for parking).
Extend the time allowed on meters to reflect hours worked past 8. I pay the full fee of 8 hours, but some days I need 9 or 10. I have been ticketed after the 8th hour, even though I fed the full amount.
Free parking on the west side of the courthouse is harder and harder to come by with more and more spots converted to \"residential only.\" This problem is made worse as the absence of painted parking spaces. On Citron, Lemon, West Front, West Streets, I would like to see painted spots. Far too often (especially at Citron at Front and on West Front down hill from the Bar Ass\'n), cars take up double spaces.
Get rid of some of the assigned parking spots on Level B, Level C.
I actually work in Rose Tree Park, so most of your survey questions really do not

<p>apply to me on a daily basis. I would, however, like to make it known that navigating through Upper Providence in the morning is absolutely horrible. The 252 bridge over the bypass is a deathtrap. All surrounding roads are clogged with traffic.</p>
<p>I AM CCIS EMPLOYEE AT 69TH ST.</p>
<p>i believe we should have parking available to employees with no cost to us. i opt not to carpool because of issues dropping off and picking up children @ a specific time and i don't leave work early enough to do it so it is expedient for me to leave as soon as possible to get them.</p>
<p>I carpool every day and STILL have to walk far after searching for parking for a good deal of time.</p>
<p>I do not have a problem parking. There is always parking if you are willing to walk several blocks.</p>
<p>I do not have mass transit options where I live.</p>
<p>I drive an assigned County Owned vehicle. I am a CID Detective , in and out all day.</p>
<p>I feel like people don't take advantage of public transit and need more information regarding services like transit chek.</p>
<p>I have 3 children that need to be picked up form daycare that is why I can not car pool or take public transportation.</p>
<p>I have a child that I take to day care in the morning so carpooling and public transportation do not work for me.</p>
<p>I have an issued County Vehicle used for police work as a detective with the CID.</p>
<p>I have been parking 5 blocks from work for the past 8 years...; sometimes it is crowded BUT that fault lies w/ my bosses who can't (won't ?) generate MORE spots.</p>
<p>I HAVE NO DIRECT CONNECTION TO MEDIA FROM MY HOME</p>
<p>I have no problem as I come to work super early however, when I have to leave for a health fair or meeting, I can't always get a spot in the couty employees parking garage. I have lots of heavy brochures that I would be transporting.</p>
<p>I have not experienced any problems other than a lack of salt on icy streets once in awhile.</p>
<p>I have to drive alone because I travel from place to place and need my car.</p>
<p>I have to drive and pick up my daughter from daycare everyday. Tehrefore, I have no option but to drive myself to work.</p>
<p>I live 6 miles from the courthouse. It takes me 12-15 minutes to drive. Public transportation (if available) would take much longer. I would not want to depend on public transit.</p>
<p>I live about 2 miles from the courthouse and am able to walk in an emergency. No public transportation available from Oaxon Hollow Road to the Courthouse</p>

I need to drive because I carry water w/ me and my lunch. We pay a 1% tax and \$52.00 a year to work in Media and there is not enough parking. We should not have to pay to park. Thank you.

I think eliminating residential parking during the work hours 8am-5pm, would alleviate some parking problems. Most people work so they are not at home anyway during those hours.

I think that employees should have their own safe and secure garage, where we are assured parking every day. Inclement weather days always seem to coincide with Grand Jury days when parking is impossible. Another suggestion is that all county vehicles (community service, sheriff's, & park police should all be in on designated area, not all over several garages.

I think that Media should convert all the municipal vehicles including trash trucks to natural gas. There is no pollution and it cost about 1.25 a gallon in comparison to gas. Building a big multi level parking lot on Olive and 2nd Street could be considered.

i think that the employee's should have free parking we seem to always get tickets, all the time and we can't park in jury parking.

I think that the public transportation offered in Media is great. The only reason I cannot take part is because I have a 2 year-old daughter who I drop-off in another town in the morning, so most options offered in the survey would not help me. Thanks.

I think they need to have more assigned parking for county employees besides the government center. Maybe open the the parking garage under the jury lot. Has anyone thought of giving parking passes as incentives?

I work for the county at 20 South 69th St., Upper Darby. Public transportation takes over 1 hour to get to work and over 1 hour to get home. that is not an option for regular transportation. I do it as necessary. One bus leaves me in Darby, at the terminal, and the next doesn't come for over 40 minutes, leaving me to stand out in the weather. I would love to car pool. I do not feel it is fair to charge more than \$2-\$3 a week to park. The county should help pay the cost of parking.

I would be willing to take public transportation but I carry my water w/ me and it's too heavy to carry. Also I need my car to shop on my lunch hour and after work.

I would bike to work on occasion if the route from my house to my office were safer.

I would like more parking available for county employees (free parking)

I would love to take the trolley every day, but the service is usually not on time and not frequent enough. Additionally, having the trolley run later into the night would be a good idea - it would benefit all of the restaurants and nightlife of media.

I would take public transportation rather than pay for parking if it were available within a reasonable distance of my home. I also cannot bike

because there are two very large hills between my home and work, and no shoulders to ride on.
Icy roads in an out of media
It would be alot easier if we always had parking. 9am shift has parking but the 8:30 shift doesnt.
It\'s really hard to find parking in the Morning.
Lower the price of the meters near the Courthouse and/or reduce the cost of the monthly parking passes.
Media Police should enforce School Zone speed limit around Media Elementary before a child or parent is killed. There is a very dangerous situation along State Street during school start and dismissal. Also, Police should ticket cars parked on State Street who are not close enough to the curb and obstruct traffic when the trolley is passing.
meter parking is confusing - need more signs or info letting people know when it becomes free - people might come back at night/weekends to enjoy eating and shopping.
More Parking and talking to Septa about the trolley when its coming up or down State Street and seeing a line of cars and forcing the cars to move instead of waiting a distance for the cars to get out of the way or around it but instead pushing it way through and almost clipping mirrors or the tail end of the car.....
n/a
Need more parking for employees.
Need more parking in the Courthouse parking lot
need much more parking, dont have a car because cant be sure of a parking spot and costs too much to park in media. trolleys are crappy to ride during school year because until the kids get off the express is always too crowded.
No
no parking for court house employees
No.
NONE
none

none
not at this time.
Not enough parking
Not enough parking
Not Enough Parking Spaces
Not enough public parking
Nothing about transportation - but snow removal is terrible in Media and the school located behind the Courthouse on Third Street should load or unload in their parking lot away from the entrance to the County Garage.
Parking at the courthouse is impossible! Unfortunately, I live too far away to take advantage of public transportation and carpooling but parking is a huge problem at Media Courthouse & should be addressed. Most meters at the courthouse are for 2 hours and because I am usually in court longer than 2 hours (plus can't always run to feed the meter) I usually end up with a parking ticket!!
Parking can be very difficult in Media and sometimes I found myself not coming out here on weekends for dinner or an event because I know the parking will be a big issue. Public transportation would not be an option for me because of where I live in Havertown.
Parking for county workers could improve if the lines in the garages were repainted. One-way lanes and slanted spots would add spaces. Also, shrinking the spots by several inches, length & width, would add more spots.
Parking for non-residents is terrible. There is NO WHERE for anyone who works for the County to park, unless its 10 blocks away!
Parking for people with business at the court house or with handicapped parking is very difficult around there.
Parking in Media is getting tighter. Bit more and better organized parking needed for County Courthouse and Government Center
Parking is limited in any \"town\" - not suburbia. Considering the size/density/scale of Media, parallel parking should be permitted on streets which does not require a fee or residential sticker. To accomplish such, people will have to walk several blocks to their desire destination, often parking in front of residential homes which have driveways. County employees must pay a 1% tax each year - This should cover parking fees.
Parking is the Pitts-----Winter Snow removal in and around Media is the WORST in Delaware County, walking riding, or any kind of transportation.
Parking sucks in Media!
Please don't start charging us to park! We don't make that much money!!!!
Plow the streets by 7:30 am so we can get to work... it has been a disaster for the 25 years I have worked here. with all the money Media boro has how dare you try and charge more for parking. This isnt Phila you get \$52 from all employees already and STILL Dont PLOW till after we are at work! Consider the revenue you already have. Put it to better use instead of decorations.

Question # is irrelevant for me because public transportation isn't available from my house to media
snow removal
SNOW REMOVAL COULD BE BETTER
The amount of traffic on Balt. Pike has been increasing almost on a weekly basis.
The parking is ridiculous. You are an employee of the Courthouse and you can't even get a parking spot to go to do your job. But there are a lot of reserved spots for certain employees and many times they aren't even used. Something needs to be done whether it's another parking garage or taking away some of the reserved spots, the courthouse is too big and growing and there isn't enough parking to accommodate everyone. The work day begins at 8:30 and by 7:45-8:00am the spots are almost filled.
The train station is locked when I get there after work.
The trains out of Philadelphia do not run past midnight, there are extended hours on other lines not the R-3 and a night out in the city you are forced to drive as trains do not run later than 12 (A New Years Eve train all night would be great). Also parking is a problem around the court house.
There has never been enough parking, and the spaces have slowly been taken away over the years. the County has inadequate parking for its employees, leaving us between a rock and a hard place.
There is no public transportation where I live, thank you! I do drive an elderly employee to and from work during inclement weather. County garage employee parking is also horrible and it's not fair that some employees have assigned parking spaces and others do not. Thank you!
They have too many assigned parking spaces on all levels. All assigned spots should be on level D so there are more spaces for the employees. I need to drive every day since I have an elderly father & mom-in-law who each live in Springfield. Numerous doctors appts, etc.
this survey does not apply to any of the issues we deal w/ and it should not require us to decide to pay money to get to media or take public transportation- there are spaces for county employees i.e sec and sheriffs cars but not for people that need to go to court- the whole line of questioning is ridiculous!
To be fair to the study, I must inform you that as a law enforcement officer I drive to work each day because I need my car to travel the county each day to investigate crime and interview victims.
transportation is not the problem its parking. there are lots that are used by authorized persons only that are not fully occupied every day. these lots could be used by county employees
Trolley is very convenient from Springfield. I do not have to find parking in Media but know it is difficult for others.
Unfortunately, I normally need my car available because my job requires that

at times I leave Media to go to other locations. The questions in the survey giving choices between a parking fee and taking transit do not leave any good options for me because of my job responsibilities.
We need cheaper parking for employees or Delaware County Courthouse or another free garage with more spaces
We need more parking in the County garage.
WHEN I TAKE THE MEDIA TROLLEY TO SHADELAND AVE TO CATCH THE SHARON HILL TROLLEY. THE SCHEDULES JUST MISS EACH OTHER BY 2 MINUTES -THEN I WAIT FOR 20 PLUS MINUTES. THE COURTHOUSE SHOULD OFFER MORE PARKING SPACES FOR PEOPLE WHO CARPOOL3 OR MORE PEOPLE.
Why are the meter costs so high?? I didn\'t mind paying to park but the cost went up and became ridiculous!
Why should one have to pay for parking in the first place? the buisness revenue isn\'t enough I guess. I understand meters are a neccessity to keep cars from staying in a spot for more than a day but the price should be minimal not a profit making, despicable business.
Yes their is a garage at 2nd & orange st. & the bottom level is 7/8 empty. Why is this space being waisted? Other employees can park there instead of being at the parking meter. Employees don\'t always have the money to park.
Yes. I pay one percent of my income to Media, as well as a \$52.00 tax/year which helps to subsidize the paving and maintenace of the streets in Media which I can not park on because of illegal \"Residential Parking Permit\" signs. The taxes I pay to media, also subsidize the Parking Police who ticket my car. So, why do I have to pay more money to park ? Why do I have nowhere to park for no fee ? Why as a Public Defender, with a schedule that revolves around the Courts, do I have to lug my files, and lap top and other items to work at home at night after dinner, on a trolley, or a bus, or carpool with people\'s whose schedules are set ? ... I am just amazed at how much money you get from me, one who subsidizes Media businesses (a part of your tax base), is never enough. I guess that\'s why I still have to live near 69th Street. The more affluent Media citizens would like us to carry them just a little bit farther on the sweat off our backs. ... Thanks for reading. Frank Zarrilli

Cross tabulations:  
Q3 and Q9:

		Q9: How would you rank the availability of parking in Media?		
Q3: Arrival Time				
	Adequate	Not adequate	Somewhat adequate	
6:00 am to 6:59 am	1	7	4	
7:00 am to	2	49	39	

7:59 am			
8:00 am to 8:59 am	11	122	48
9:00 am to 9:59 am		7	3
After 10:00 am		1	2
Grand Total	14	186	96

Q9 and Q15k:

		Q9: How would you rank the availability of parking in Media?			
Q15, Pair K: Hypothetical Scenario					
		Adequate	Not adequate	Somewhat adequate	Grand Total
Park 5 blocks from your final destination and pay \$2.50 to park OR	Park within 1 block of your final destination and pay \$5 to park	6	92	42	140
	(blank)	2	17	6	25
Grand Total		14	186	96	296

Q9 and Q1:

Q9: How would you rank the availability of parking in Media?		Q1: Mode Choice									
		Drive Alone	Bike	Other	Train	Trolley	Bus	Carpool	Walk	Telework	Drive Off
Adequate		8				3	1	1	3		1
Somewhat adequate		83		1	2	2	1	8	8	2	7
Not adequate		160		1	1	7	6	20	3	1	10
Grand Total		251		2	3	12	8	29	14	3	18

Q9 and Q1, Drive alone versus non-SOV:

Q9: How would you rank the availability of parking in		Q1: Mode Choice

Media?				
	Drive Alone	Percent	Non-SOV	Percent
Adequate	8	2.35%	9	2.65%
Somewhat adequate	83	24.41%	31	9.12%
Not adequate	160	47.06%	49	14.41%
Grand Total	251		89	

Q14 and Q1:

		Q1: Mode Choice									
Q14: Does your employer help cover employee transit costs?		Drive Alone	Bike	Train	Trolley	Bus	Carpool	Drop Off	Walk	Other	Telework
	No	118			5	2	11	10	8	1	2
Not sure	115		1	5	5	11	8	1	1	1	
Yes	15		2	2	2	8		5			
(blank)	4					1					
Grand Total	252		3	12	9	31	18	14	2	3	

## Appendix #4: Parking Collection Technologies



Justin Schor  
January 15, 2009

### Appendix 4 - ON-STREET PARKING MANAGEMENT TECHNOLOGY

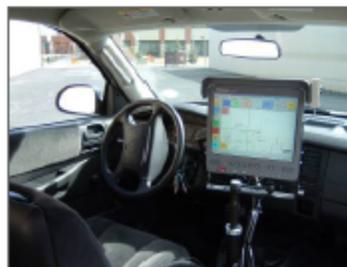
On-Street parking management is benefiting from advanced technology trends. The new technology applications are enhancing enforcement capabilities, making systems easier for customers, and more cost effective. The new technology applications may not be cost effective or the best solution in every application. The purpose of this section is to briefly present some of the applications that may provide advantages to the on-street parking system in Downtown Media. A more detailed study would be required in order to evaluate the advantages and disadvantages unique to the Media parking system.

**Hand-held Enforcement Devices** - Many cities are now using handheld computers to aid enforcement of on-street meters and time limit restrictions. These units replace paper citation books carried by enforcement personnel. Errors due to illegible handwriting are reduced and the processing efficiency is greatly enhanced. With the old style paper citations someone had to manually key in the citation data for processing. The citation field data from the hand-held devices is either batch downloaded at the end of the day or transmitted in real time. A portable printer, also carried by the enforcement agent, prints the citation. Other benefits include:

- Real time scofflaw lists
- "Auto Chalking" to monitor length of stay
- Increased citation collection ratios
- Integration with other law enforcement activities such as identifying stolen vehicles



**Mobile License Plate Recognition (LPR) Systems** – Mobile LPR systems use digital cameras, usually vehicle mounted, to automatically "read" and digitize license plate numbers of parked vehicles. The Mobile LPR systems are successful in reducing manual keying errors and increasing the speed of data collection. Mobile LPR systems are particularly effective in enforcing posted time limits.





Justin Schor  
January 15, 2009

**Manual vs. Electronic Meters** – Single space meters were first installed in the 1930's. The meters were an immediate success controlling parking, promoting turnover, and generating revenue for the City. The mechanical mechanisms required significant maintenance and repair in order to keep the system operational. The only data readily available from mechanical meters is based upon the amount of revenue collected. Modern electronics and battery technology has rendered the old style meters almost obsolete.



The electronic meters offer less maintenance and greater accuracy of the timing mechanism. In addition, some audit information is available that tracks the usage of the meters. Electronic meters also are available that so that a debit card (or key) system can be used where customers pre-pay for a block of time that is loaded onto the card. Then at every use that amount is deducted from the debit card. Frequent users like the convenience of not having to keep a supply of coins. The municipal agency collects the funds upfront and reduces collection costs.

The Borough has a number of meters installed that control two spaces. The parkers must choose which space they are while inserting coins. These electronic meters offer the advantage of reducing the number of meters located on the street. However, Borough staff reports some problems concerning the reliability of the meters and problems with the public understanding the need to choose the appropriate space.

**Multi Space Meters** – Multi-Space meters are also available that can control more than two spaces. Each parking space controlled with these devices is numbered with paint on the sidewalk. Parking patrons are required to mentally note the space number they are using and walk to the centrally located multi-space meter. The patrons push a button corresponding with their space number and deposits coins as appropriate. One of the biggest advantages of these types of meters is that sidewalk clutter is reduced. In addition reducing the number of mechanical devices reduces maintenance and operating costs. Each machine displays information on the time remaining and any expired times.





Justin Schor  
January 15, 2009

**Pay-by-Space Machines** – operate very similarly to the multi-space meters. However, they do offer several important advantages. Because the customer enters in the space number, versus simply pushing a dedicated button corresponding to the space number, a single Pay-by-Space machine can control far more spaces. The machines can also be connected in a network so that customers can add time to a space from any machine. Customers don't need to return to the exact space to add time on to the meter. The time remaining for the space can be hidden from view so that each new parker must deposit funds. So called 'piggy backing' is eliminated where the next parker uses the time remaining on the meter from the previous parker. The machines if connected to a network can be monitored remotely to track usage, provide audit information, as well as machine conditions such as change is needed, receipt paper low, jammed machine, etc.

Operating costs for collections and maintenance are reduced and streamlined because fewer machines are needed. The central monitoring allows for just in time collections and maintenance further reducing operating costs. In addition, because the machines are electronic rate structures can vary depending day of the week, time of day, etc. Rate structures can also be front end or back end loaded to encourage or discourage long term parking. Payment can be with paper currency, coins, or credit cards. Enforcement personnel obtain from the machine a printout report listing paid or unpaid spaces for their enforcement round.



**Pay-and-Display Machines** – look very similar to a pay-by-space machine. Some machines can even be converted from one operating mode to another. The biggest difference is that patrons do not enter a space number. Rather, after depositing the funds a receipt is issued; the customer must then walk back to the parked vehicle and display the receipt on the dashboard or affixed to the inside of a window. While some people object the need to return to the vehicle there is an advantage for the customers. One the time has been purchased the car can be moved to different locations within a defined zone without paying another fee. Since space numbers are not required, parking spaces need not be delineated on the pavement, which can be difficult to see in snowy locations.

Enforcement personnel must stop at each vehicle to determine if the proper fee has been paid. Customers are unable to add time to their receipt so another transaction, and a walk back to the vehicle is required.



Justin Schor  
January 15, 2009

**Pay-by-Cell Phone** – These systems are a more recent introduction into the North American market. A pay-by-cell phone system requires registration by users of the system who provide a credit card number and is given an account number prior to parking. Once parked, the customer calls a phone number, enters an authorization code and the space number where parked. When an enforcement agent finds a vehicle with an expired meter, the agent inputs the license plate number into a hand held computer the online system checks to see if a pay-by-cell phone transaction has occurred, and if the time has not expired, no citation is issued. The private companies providing this service, charge customers a small “convenience” fee on each transaction. The systems can be set up so that a voice or email message can be sent to the phone informing the customer that time is about to expire. Customers can also add time remotely via their cell phone.

The benefits of a pay-by-cell phone system are largely about providing more convenience and options to the customer. However, if it is easier to pay for on-street parking presumably more people will pay instead of taking the gamble on a citation.

**In Car Meters** – In car meters also provide added convenience to customers. To use an in car meter the customer is required to pay a refundable deposit for a meter. The meter is programmed with an amount corresponding to an initial payment. Instead of “feeding the meter”, the customer activates the device and hangs it from the rear view mirror. Enforcement personnel check for the device before issuing a citation. If the device is active, no citation is issued. When the customer returns to the vehicle the device must be turned off or the “clock keeps ticking”. When the initial amount of time purchased has been deleted the customer must return to the parking office to replenish the fund.



**MI-Park or ParkMagic** – These devices / systems are a marriage between pay-by-cell phone and in car meters. The difference is that to activate the device, a cell phone call is required to start the meter running. The meter must again be turned off when the parking stay is finished. The meter is not preloaded with funds. The advantage is that a visit back to the office is not required, except to surrender the device for a deposit refund. Enforcement is exactly like an in car meter system with no checking for the transaction required, either the meter is running or it isn't.



*Appendix #5: Parking System Organizational Structures*



# PARKING SYSTEM ORGANIZATIONAL DEVELOPMENT –

## EVOLUTION OR REVOLUTION (OR BOTH)?

By Dennis Burns, CAPP

Over the past several years *Carl Walker, Inc.* has conducted extensive research into how parking systems evolve organizationally. We have also developed quite an impressive portfolio of experience in conducting parking system organizational analyses. This area of interest emerged in conjunction with our research and documentation of parking management “Best Practices” from around the country.

### Parking System Evolution

Many parking systems, especially in municipal environments, have evolved over time into organizational structures that we have termed “horizontally integrated”. This means that various parking system components are spread among multiple departments or entities. It is important to realize that when these systems were being created, the development of parking management as a profession had not fully developed. The following example illustrates how many municipal parking programs evolved and also reflects the “fragmentation” that this approach can engender.

- *There was a need to establish a parking function. The initial need was to manage on-street parking assets. Because Public Works already managed the streets, this function was located under the Public Works department.*
- *When the need for an enforcement function reached a critical mass, this was logically assigned to the Police Department.*
- *Over time, off-street lots and parking structures were added. The management of these resources was placed under the Facilities Management Division, because they manage the City’s real estate assets and facilities.*
- *Soon there was enough revenue being generated that an auditing/accounting function was established to ensure accountability over the revenues and expenses. This function was placed under the Finance Division.*

Fast forward to today. Your community is embarking on a downtown master planning process. You would expect this process to be focused on issues such as urban design standards, place making and economic development, but all people want to talk about is parking! Stakeholder comments include: “All these issues are important, but nothing works without parking.” “Parking is impacting everything we are trying to achieve as a community!” “If parking is this important, are we sure that the parking system is organized to be as efficient and effective as possible?” “How is our parking system organized anyway?” – Enter the need for a Parking System Organizational Analysis.

### Effective Parking System Organizational Models

There are in fact several very effective parking system organizational models, each with

its own strengths and weakness’ depending on several factors such as your parking system’s size, programs offered, political landscape, etc. The four primary successful organizational models are:

- A Consolidated (“vertically integrated”) City Department model
- The Parking Authority model
- The “Contract” or Downtown Association model
- The Parking District model
- There are of course several variations and hybrids of these models, but these are the four primary alternatives. We don’t have room here to go into depth on the specifics of these models, but they do all have one common factor that contributes to their success: they all address the major problem associated with the “horizontally integrated model” described above – we call this “The Elephant Problem”.

You may remember the old story about a group of blindfolded men being led into a room that contained an elephant. Each man was directed to a different part of the elephant and asked to describe it. One said it seemed most like a tree trunk. Another said it seemed more like a snake. Another said it was more like a fire hose. You get the idea.

In a parking program where each department only manages one aspect of the parking system, such as on-street parking, or enforcement or parking structures – often times no one has responsibility, or the perspective to manage all these interrelated components as a system. In one study where different departments each had a small amount of parking to manage (for example a couple decks and surface lots) along with responsibilities for several other areas, the observation was made that “parking was everyone’s part-time job, but no

one’s full-time job”.

When *Carl Walker, Inc.* evaluates which organizational option might work best in your community we often use the following technique with various stakeholder groups. First we explain how each model typically works and describe in detail its defining characteristics. We then ask the stakeholders to envision each model as it might develop in their community. We then have them rank each organizational option by the following criteria –

- Which organizational option:
- Best supports economic development
  - Is most efficient/cost effective
  - Is most customer-friendly
  - Is most politically feasible
  - Is most focused on the vision
  - Is easiest to achieve
  - Is most responsive to businesses and stakeholders
  - Is most financially viable
  - Provides the most effective coordination

The process is very effective in helping communities evaluate the organizational options and begin the process of re-organizing and reinventing their parking system. An effectively organized parking program can be a significant contributor and partner in helping communities achieve their larger strategic goals and objectives.

**Successful Parking System Organizational Model Description**  
The following is a brief description of parking system organizational models that have shown demonstrated success in recent years. Each description is illustrated by an example of a specific program based on that model.

**A Consolidated (“Vertically Integrated”) City Department Model**  
A consolidated or “vertically integrated” City department model is essentially a typical City department – lead by a department head and varying assortment of support staff. The defining characteristic of this model is that the Director has complete responsibility for the management of all parking related program elements. The primary elements of these being:

- Off-Street Parking Facilities
- On-Street Parking Resources
- Parking Enforcement



There are, of course, numerous other related areas that can become involved including such broad areas as:

- Transportation (Transit, Shuttle Programs, Park-N-Ride Programs, etc.)
- Transportation Demand Management (Trip Reduction Programs, Preferential Parking for Car/Van Pools, etc.)
- Parking System Branding and Marketing
- Implementation of new Technologies
- Long-term Parking Facility Maintenance Programs (Facility Maintenance Reserves)
- Capital Program Development (CIP Programs, Planning)
- Parking Ordinance and Zoning Regulations
- Residential Permit Parking Programs
- Community Education/Outreach
- Interface with Downtown Development/Economic Development

The City of Fort Collins, CO has a consolidated parking management program that incorporates off-street parking (parking structures and surface lots), on-street parking (time limited on-street space) and park-



ABOVE: City of Fort Collins, CO; CENTER: City of Fort Collins, CO; BOTTOM: City of Rochester, MN

ing enforcement. The City's Parking Manager also has developed a program to promote effective coordination and collaboration with the owners of private parking to better support evening restaurant parking demands and for special events. Another feature arising from this integrated approach is that the City is currently embarking on a parking technology assessment. A key feature of this assessment is to identify technology options that could link on-street/enforcement systems (Auto-Vu LPR enforcement technology/T2 systems software) with the next generation of off-street parking equipment and potentially new on-street multi-space meters.) This type of creative and integrated thinking is more common in systems with a vertically integrated organizational structure.

Another impressive municipal parking system can be found in the relatively small town of Rochester, MN (Population of approximately 90,000 and home to the Mayo Clinic). Rochester's parking program takes the vertical integration model one step further and integrates not only on-street, off-street and parking enforcement, but also transit and transportation alternatives programs. The system manager has a background in transit system administration and has gradually, over time added the various parking areas under his program responsibilities. The full integration of all access modes under one Director could be a model for many other communities in the future.

**The Parking Authority Model**  
The defining characteristics of the Parking Authority model are:

- It has a defined mission and vision.
- It is governed by a detailed management agreement.
- Often has bonding capability.
- Most often has responsibility for all aspects of parking operations (off-street, on-street and enforcement)
- It is typically headed by a President or Executive Director
  - Because of this they tend to attract the highest caliber parking management personnel
- The Executive Director reports to a Board (Typically 7 – 15 members)
- The Board is comprised of influential and invested downtown stakeholders



ABOVE: Downtown Toledo Parking Authority.

- Board Composition typically includes:
  - High level City staff
  - Mayor or City Manager (or appointee)
  - Director of Finance
  - Director of Public Works
  - Property Owners/Developers
  - Downtown Association President
  - Chamber of Commerce representative
  - Large Downtown Employee

Parking Authorities typically operate with a small lean staff and engage a private parking operator to manage day-to-day operations.

One advantage of the Parking Authority model, especially in a municipal setting, is that it puts all the major parties at the same table (the Board) and eliminates the common sniping among constituents (e.g., if we were running parking we could do it better than the city, the DDA, etc.) because everyone is now in the same boat together – now all rowing in the same direction.

Although the Authority may not control all the parking in a downtown area, that does not mean they cannot affect the entire downtown. In Toledo, Ohio, the *Downtown Toledo Parking Authority* so dramatically transformed the operations in its three facilities that most of the other private parking operations were forced to follow suit. Now virtually all downtown parking facilities have attendants in new uniforms, customer service training for front-line staff, parking structure interiors are painted white, new customer friendly parking technologies and programs are in evidence – all following the DTPA's lead. This is a good example of "the high tide raising all boats". It just took one group to set the example.



ABOVE: Capital City Development Corporation, Boise, ID.

**The "Contract" or Downtown Association Model**

In a surprising number of communities across the US, downtown Business Improvement Districts or Downtown Associations are taking operational responsibility for parking. In some cases, it is because the City has never invested in public parking assets and there was a compelling need for coordination and a "management overlay" of the private assets available to create what at least looked and felt like a public parking system for the benefit of the visitors and tourists.

In other cases, the business owners and downtown association leaders were frustrated by what they perceived to be an ineffectively run municipal parking program. The existing parking was not viewed as being responsive to the downtown businesses and their customers. The downtown association successfully lobbied the municipal government to let them manage the program and parking assets. In most of these cases the municipal parking program was either badly fragmented among several disconnected departments (horizontally integrated) and/or there was no real parking management expertise.

Similar to the Authority model, the "Contract" or "Downtown Association Model" is governed by a well defined "Operating Agreement" that sets specific expectations and limits on the use of parking assets. These contract or agreements must typically be reauthorized every three-five years based on whether the defined contract goals were met. If reauthorized, it is not uncommon for new goals and program objectives to be set for the next contract period.

In Boise, Idaho the off-street parking program is managed very professionally by

the *Capital City Development Corporation* – the Urban Renewal Agency. Through the aggressive use of Tax Increment Financing combined with a strategy of leading other desired development with parking infrastructure investment, Downtown Boise has become a national model of downtown resurgence.

Tempe, Arizona is a unique case study of a downtown where the City owned virtually no significant off-street parking assets. This is more common than you might think – this category includes some of our nation's largest and most successful cities – Atlanta, Washington, DC, Denver, Seattle, Charlotte – to name a few. In Tempe, the

goal of creating "comprehensive parking management function" under the control of one leader ("vertical integrator").

The characteristics of a Parking District include:

- They typically have a defined area with set boundaries.
- They may have a "special assessment" that applies to all properties within the district
  - This revenue generally goes toward defined district improvements, but are generally restricted to parking or transportation related projects.
- They are generally run by an Executive

**“Rochester’s parking program takes the vertical integration model one step further and integrates not only on-street, off-street and parking enforcement, but also transit and transportation alternatives programs.”**

need for a coordinated parking system solution to provide a more user friendly experience for visitors drove the downtown organization – Downtown Tempe Community, Inc. (DTC) to create what amounts to a "parking management overlay" program. Working with the owners of the off-street parking assets, they created a parking system management plan. Through creative signage, a common parking validation program and extensive marketing they branded the parking system to such an extent that to the first time visitor, there is no doubt in their minds that Tempe has a well managed and comprehensive parking program. The fact is they do – but they do not own all the individual assets. DTC acts, in essence, as a private parking management firm. They manage all parking staff and programs themselves – returning all profits to the facility owners; keeping a modest management fee for their services. DTC also manages the City's on-street parking resources and reinvests on-street parking revenues back into the downtown.

**The Parking District Model**  
The Parking District Model is slightly different than the other model defined above, but as mentioned earlier, the one common element of all these successful models is the central

- Director or President (although some are run by City Department Heads).
- All revenues are collected and managed by the District for reinvestment in the District.
  - In some cases, if revenues exceed operational or capital program needs, the additional funds are returned to the City's general fund.
  - In another case, the City assesses the District a fee of 9% of net revenues in lieu of not assessing property taxes on the parking facilities. This money goes to the City's general fund.

- Revenue sources typically include:
  - Special Assessment Millage (if applicable)
  - Off-Street Parking Revenue
    - Could include miscellaneous revenue sources such as: advertising (in parking structures), vending machines or retail space rental (mixed-use parking facilities)
    - Could also include special event parking revenue
  - On-Street Parking Revenue
  - Parking Enforcement Revenue

Parking Districts have made some significant contributions to the communities they serve. For example, in Boulder, Colorado, the *Downtown and University Hill Management District Parking Services* can

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ABOVE: Downtown and University Hill Management District/Parking Services - City of Boulder, CO.

boast the following list of accomplishments (all paid for with Parking District revenues):

- Funding of the Eco-Pass Program -

This program gives all downtown employees a free bus pass and contributes to a 62% modal split among downtown employees.

This is important because being environmentally friendly is a core community value and also because their streets could not absorb 38% more single occupant vehicles.

- Repayment of a 3.4 million dollar Mall Improvement Bond -

This represents the Parking Program contributing to community economic development. The Pearl Street Mall is the economic heart of Downtown Boulder. The parking system paid the \$3.4 million bond to renovate the mall and cover it with free Wi-Fi for the Mall's 25th anniversary.

- BID funding and Pearl Street Mall Services Program -

Another example of the parking program understanding and contributing to economic development. Downtown Boulder Inc. (the downtown BID) does an excellent job of being the marketing arm for Downtown Boulder. Recognizing that for Downtown to be competitive on a regional basis, the parking program annually contributes \$100,000 for BID funding and the Mall Services Program.

- Parking structure debt service obligations

Of course parking district revenues also fund the development costs of downtown public parking structures as well as all parking operating and maintenance costs.

One of the more impressed parts of this program component has been the leadership shown by the program in defining appropriate design guidelines for parking structures.

- Only Mixed-Used structures are permitted.
- They must incorporate street level retail and be architecturally consistent with the downtown fabric.
- Some have been multi-modal in nature – integrating transit functions with parking.
- Most recently, they invested in a below grade parking structure in order to develop the above grade parcel for a new luxury hotel. It was much more expensive to build, but it was the “right” decision from an economic development and urban design perspective. ■

*L. Dennis Burns, CAPP, Vice President - Studies & Operations Consulting; Carl Walker, Inc. Email: [dburns@carlwalker.com](mailto:dburns@carlwalker.com) Phone: (480) 505-0088*

**Interested in learning more about the potential benefits of a Parking System Organizational Analysis? Contact the Studies and Operations Consulting Group at Carl Walker, Inc. for more information.**