



City of Roswell Economic Development

Scope of Work #3:
Parking Business Model

Photo Courtesy of Unsplash

DRAFT

seer



Project Summary

The desired outcome of this project is to continue the development of the comprehensive and self-sustaining parking business for the City of Roswell. The City has recognized that high land prices and the current cost of borrowing in the private sector has created significant headwinds for the developer community and in turn slowed growth for the City.

The City has also recognized that these conditions provide a unique opportunity for the municipal government to assist the private sector while managing the vision of growth, its locations and pace all while creating an environment for the City to participate. As a component of the bond strategy for the parking deck the City began to create a new business strategy outside of traditional municipal tax revenue models.

This scope of work completes the analysis and will make final recommendations for implementation of the parking business model for the City of Roswell.



HISTORICAL CONTEXT

To begin the understanding of parking in relation to the City of Roswell, the following background is necessary. The following diagrams and charts offer an understanding of what currently exists in downtown Roswell. On August 12, 2019 the following Resolution (No. 2019-08-44) was passed by Roswell City Council.



City of Roswell

Mayor and Council

AGENDA ITEM REPORT

ID # - 5602

MEETING DATE: August 12, 2019

DEPARTMENT: Transportation

ITEM TYPE: Resolution

Approval to install parking kiosk and deploy smartphone application technology; approval of the parking area excluding the handicap parking spaces; approval of a Resolution for the parking rates for on-street parking spots at the south end of Canton Street and Elizabeth Way; and approval of a Budget Amendment BA10015850-08-12-19 in the amount of \$8,820.

Item Summary:

At the May 28, 2019 Community Development and Transportation Committee Meeting, Mayor and Council directed staff to pursue two different paid parking technologies and research parking strategy for Canton Street and Elizabeth Way.

The two options included a parking kiosk and a smart phone application. The parking kiosk costs approximately \$8,100. The service also requires an annual fee of approximately \$720 for cellular connectivity. There is no cost to initiate the smart phone application but the vendor (Park Mobile) requires a three (3) year contract to partner with the City. Users of the Park Mobile application will have to pay a small convenience or processing fee of \$0.35 per use. Users don't have to pay this \$0.35 fee if they use the kiosk. This phone application fee applies even if the user only parks during any established free period. Park Mobile indicated their smart phone application works with the new proposed kiosk and the existing kiosk in East Alley. Users without a smart phone may call an 800 number to pay for parking.

The City may allow the use of either paid parking technology by vendors without seeking new procurement processes. This process would allow the City to contract with a vendor faster to get a paid parking option in operation. It is also recommended using the same paid parking rates as the ones used at the East Alley parking lot that were approved as part of the April 9, 2018 resolution. It is also recommended using current enforcement techniques under the initial implementation period and to consider hiring external parking management if the Council approves additional funding.

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Updated: 8/7/2019 8:36 PM A

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Agenda Item (ID # 5602)

Committee or Staff Recommendation:

On July 24, 2019, the Community Development and Transportation Committee recommended placing this Item on the August 12, 2019 Mayor and Council Agenda.

Financial Impact:

The cost of a kiosk is \$8,100 with an annual operation fee estimated at \$720 per year. Funding in the amount of \$8,820 will be provided out of the General Fund operating contingency. Currently there is \$200,384 available in the General Fund Operating Contingency. Upon approval of the budget amendment BA10015850-08-12-19, \$8,820 will be transferred out of operating contingency and made available in Org - 10042101 and Object - 531605.

The new available balance in the General Fund Operating contingency after this budget amendment will be \$191,564.

Recommended Motion:

Motion to approve installing parking kiosk and deploy smartphone application technology; approval of the parking area excluding the handicap parking spaces; approval of a Resolution for the parking rates for on-street parking spots at the south end of Canton Street and Elizabeth Way; and approval of a Budget Amendment BA10015850-08-12-19 in the amount of \$8,820.

Presented by:

Muhammad Rauf PE, PTOE, Director of Transportation

STATE OF GEORGIA
FULTON COUNTY

August 12, 2019

**RESOLUTION TO ESTABLISH PARKING FEES FOR OPERATIONS OF
THE CITY OF ROSWELL ON CANTON STREET AND ELIZABETH WAY
ON-STREET PARKING SPACES**

WHEREAS, the City of Roswell is a Georgia Municipal Corporation; and

WHEREAS, the Mayor and Council are the governing authority of the City of Roswell, Georgia; and

WHEREAS, the Mayor and Council of the City of Roswell have determined that parking fees are required to improve the on-street non-handicapped parking spaces, located on Elizabeth Way and on Canton Street between Elizabeth Way and Magnolia Street to regulate proper management of parking in downtown Roswell; and

WHEREAS, the Mayor and Council are authorized by the Code of Ordinances of the City of Roswell to set certain fee schedules as needed:

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Roswell, Georgia and it is hereby resolved by authority of same, that there shall be established a fee schedule for the operation of the city-owned non-handicapped parking spaces along Elizabeth Way and Canton Street between Magnolia Street and Elizabeth Way as follows:

Prior to 6:00 p.m.

First 2 hours	FREE
2 to 3 hours	\$4
3 to 4 hours	\$6
4 to 5 hours	\$8
5 plus hours	\$16

After 6:00 p.m.

First 2 hours	\$1 per hour
2 to 3 hours	\$4
3 to 4 hours	\$6
4 to 5 hours	\$8
5 plus hours	\$16

IT IS FURTHER RESOLVED that this fee structure shall be in effect on the 1st day of October or as soon as thereafter as is practicable and that the Mayor and Council, may from time to time, review and adjust the fees as deemed necessary.

IT IS FURTHER RESOLVED that staff is authorized to take whatever steps necessary to implement and maintain this parking program within this established parking area.

The above Resolution was read and approved by the Mayor and Council of the City of Roswell, Georgia on the 12th day of August 2019.


Lori Henry, Mayor

Attest:


Marlee Press, City Clerk
(Seal)

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Regular Meeting

Monday, August 12, 2019

7:00 PM

11. **Approval of a text amendment to the City of Roswell Code of Ordinances by adding Article 22. 9, Speed Monitoring Systems, to allow for enforcement using automated speed detection cameras consistent with state law. (First Reading)**

The first reading of this ordinance was approved which will allow the City to establish and enact an automated traffic enforcement safety device program in School Zones.

RESULT: APPROVED ON FIRST READING [UNANIMOUS]

Next: 8/26/2019 7:00 PM – Second Reading

MOVER: Marie Willsey, Councilmember

SECONDER: Matthew Tyser, Councilmember

IN FAVOR: Judy, Palermo, Tyser, Willsey, Zapata

Transportation Department

12. **Approval to install parking kiosk and deploy smartphone application technology; approval of the parking area excluding the handicap parking spaces; approval of a Resolution for the parking rates for on-street parking spots at the south end of Canton Street and Elizabeth Way; and approval of a Budget Amendment BA10015850-08-12-19 in the amount of \$8,820.**

Resolution No. 2019-08-44

The approval included:

- a) Installing a parking kiosk and using smartphone application technology. There is no cost to initiate the smart phone application but the vendor, Park Mobile, does require a three (3) year contract to partner with the City. Users of the Park Mobile application will have to pay a small convenience or processing fee of \$0.35 per use but if they use the kiosk there is no \$0.35 fee.
- b) Approving the parking area - excluding the handicap parking spaces.
- c) Approving the parking rates for city-owned non-handicapped parking spaces along Elizabeth Way and Canton Street between Magnolia Street and Elizabeth Way. These rates are identical to East Alley lot rates:

Prior to 6:00 p.m.

First 2 hours	FREE
2 to 3 hours	\$4
3 to 4 hours	\$6
4 to 5 hours	\$8
5 plus hours	\$16

After 6:00 p.m.

First 2 hours	\$1 per hour
2 to 3 hours	\$4
3 to 4 hours	\$6
4 to 5 hours	\$8
5 plus hours	\$16

RESULT: APPROVED [UNANIMOUS]

MOVER: Marcelo Zapata, Councilmember

SECONDER: Matthew Tyser, Councilmember

IN FAVOR: Judy, Palermo, Tyser, Willsey, Zapata

DRAFT



Summary:

*"The Mayor and Council ... have determined that parking fees are required to improve the on-street non-handicapped parking spaces," on proposed parking map
"to regulate proper management of*



parking in downtown Roswell,"

Mayor & Council *"are authorized by the Code of Ordinances of the City of Roswell to set certain fee schedules as needed"*

"there shall be established a fee schedule for the operation of the city-owned non handicapped parking spaces" on proposed parking map "as follows:"



Rates

Before 6:00 PM	
0-2 Hours	Free
2-3 Hours	\$4
3-4 Hours	\$6
4-5 Hours	\$8
5 or More Hours	\$16 (daily max)

After 6:00 PM	
0-2 Hours	\$1/Hour
2-3 Hours	\$4
3-4 Hours	\$6
4-5 Hours	\$8
5 or More Hours	\$16 (daily max)

Mayor & Council “may from time to time, review and adjust the fees as deemed necessary.”

“the staff is authorized to take whatever steps necessary to implement and maintain this parking program within this established area.”

This paid parking model was put in place by the following previous administration by the resolution passed on August 12, 2019.

- Signed: Lori Henry, Mayor
 - Approved Unanimously
 - Mover: Marcelo Zapata
 - Seconder: Matthew Tyser
 - In Favor: Judy, Palermo, Tyser, Willsey, Zapata

Additionally, the practice of “grandfathering” businesses in downtown areas that do not meet current parking code requirements allows pre-existing businesses to continue operations without meeting new parking regulations. In growing downtown areas, this can create significant challenges. Grandfathered businesses contribute to parking shortages since they don’t provide the required number of parking spaces, leading to congestion and limiting the potential for new business development that complies with modern codes.



Ordinance Restrictions

The existing City Council Ordinance does not allow for enforcement or charging for parking in off-street parking lots.

Section 22.3.7 - Authority of Mayor and Council to Establish and Regulate Designated Areas of the City for Paid On-Street Parking.

By resolution, mayor and council are hereby authorized to designate specific areas of the city for paid

on-street parking. Also, by resolution, mayor and council may provide for implementation and enforcement of paid on-street parking by any means, public or private, deemed appropriate by mayor and council for the general welfare of the city and, further, to provide for parking enforcement in the designated areas through civil fines for violation of any parking times established.

(Ord. No. 2019-07-23, Added, 07/08/2019)

The necessary change to allow for off-street parking lot inclusion would be to amend the ordinance to remove the words "On-Street" in the two places it appears. Accomplishing this requires a City Council vote, the timing of which is up to City Council and City Staff and is assumed to take at least one to two months.

Other necessary UDC changes will be expounded upon in Phase 2 Part 1.

Takeaways from Historical Context:

- Following approval in 2019, the Mayor and Council are allowed to make rate changes in the designated area (see diagram above).
- Staff are authorized to take whatever steps necessary to implement this parking program.
- Handicap spaces are excluded from the payment model.
- There has been no free-parking after 6:00 pm for anyone in these areas since 2019.
 - Anyone parking for free has been in violation of this resolution, however, the City of Roswell has not funded or implemented enforcement.
- Many businesses have been "grandfathered in" and currently do not meet existing code levels.
- Current City ordinance does not allow for charging payment or enforcement of payment in off-street parking lots.



EXECUTIVE SUMMARY

This project, building off of the inherited downtown structure, will be constructed as a staggered approach to implement a cohesive parking strategy downtown that can eventually be applied throughout the entire city.

The report examined key areas essential to the establishment and organization of municipal authorities, including the possibility of structuring both a Public Facilities Authority and a Parking Authority. It also provided a detailed financing and bond strategy with recommendations on revenue-generating products.

Phase Two of the report involved an in-depth research and inventory development process, covering best practices, market analysis, and ParkMobile capabilities. Financial analysis focused on price-demand models and a private payment model, while the comprehensive business plan included a pro forma. The report also explored parking design with brand integration, technology enhancements, and organizational structure options for future management and recruitment strategies.

Based on this research and work, the following Initial Downtown Parking Management Plan consists of several initial steps based on what can be accomplished from day 1, what decisions need to be made to advance the project, and how to expand the project to ensure future success.



City of Roswell
Economic
Development

Initial Recommendations

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Seer World LLC | 2024 Parking Business Model



Initial Downtown Parking Management Plan

Objective

The objective of this plan is to systematically bring the City's downtown parking inventory online, leveraging technology and implementing scalable management structures. The plan is designed to optimize parking revenue while considering the City's risk tolerance, investment capacity, and desired level of control.

Stage 1: Initial On-Street Implementation with ParkMobile

(Day 1-30; November 2024)

Overview:

Stage 1 involves bringing identified on-street parking online using the ParkMobile platform, with staggered implementation of enforcement. This is considered a financially low-risk, incremental step that can start generating revenue immediately as a transitional approach while educating the public.

This stage represents a day one action plan with a suggested delivery goal of one month.

Suggested On-Street Parking to Come Online:

1. City Hall (On-Street) – 30 spaces
2. Mimosa (North of Magnolia) – 17 spaces
3. Mimosa (South of Magnolia) – 123 spaces
4. Park Square Court – 16 spaces
5. Forrest Street – 10 spaces
6. Ellis Street – 9 spaces

These on-street spots can begin as projects from day 1 and represent additional lots that can operate with new signage and striping (where applicable). See the attached schedule for target dates.

Existing Inventory

1. Canton Street – 26 spaces
2. Elizabeth Street – 23 spaces
3. East Alley (Lot) – 15 spaces



4. East Alley (On-Street) – 7 spaces

The total downtown inventory after Stage 1 (including Suggested and Existing) would be 276 spots.

Limited Enforcement

A recommendation for Stage 1 education and enforcement could feature a system of yellow, orange, and red warning cards. Yellow would be for an initial opportunity to educate a non-app user that they are parked in a paid spot but not registered in the app. The education system can feature QR codes to be immediately taken to the ParkMobile website. The orange is to remind the user that their vehicle and license plate was registered in the system, and that this is the 2nd time that they have been in a paid parking zone without using the app. Red is a warning to a user, that this is the 3rd time their vehicle and license plate has been in a paid parking zone without registering on the app, and that they have now been flagged as habitual. We feel that after 3 touch points with a user who has repeatedly not adhered to parking rules, they have demonstrated a lack of cooperation. When a paid enforcement model is implemented, this system of offenses will be included.

Key Actions:

- **Investment in Signage and Kiosks:** Necessary signage and payment kiosks will be installed throughout the downtown area to guide users to pay via ParkMobile.
- **Variable Pricing:** Once staff determines and council approves, the City will adopt variable pricing. The variables in the variable pricing model will be applied for weekdays versus weekends, time of day, proximity to points of interest, type of parking and for special events. Dynamic pricing, using existing tech infrastructure, with a manual approach to event parking management.

Outcome:

- **Education:** Education of the public with a three strike grace period.
- **Revenue Generation:** This step will begin to create a revenue stream almost immediately and provide valuable data for future stages.
- **A Staggered Approach:** This stage will serve as an initial phase for the City while laying the groundwork for the next stages of the plan.



Stage 2: Decision on Management Model

(Day 30-90; December 2024-February 2025)

Overview:

The second stage requires a strategic decision where the City must choose among three management models based on the balance between control, risk, and revenue potential.

Suggested Off-Street Parking to Come Online

1. Green St. Gravel Lot – 66 spaces
2. West Alley (Temporarily) – 108 spaces
3. City Hall (Lot) – 403 spaces
4. Visual Arts Center – 72 spaces

Management Models:

1. Self-Operation:

- **Highest Revenue Potential:** Offers the most significant potential for revenue, which can be leveraged for municipal bonds and further infrastructure investments.
- **High Risk and Investment:** Involves substantial upfront costs, including bringing on additional staff, technology investments, and operational oversight, which increases financial risk.
- **Flexibility and Speed in Decision Making:** Staff management will enable quick speed and responsiveness to new models or priorities.
- **Balanced Responsibilities:** Offers the best balance for responsibility to residents and local businesses.

2. Outsourcing to a Vendor:

- **Lower Revenue Potential:** The City will forego a portion of the revenue to the vendor in exchange for reduced operational responsibility.
- **Low Investment and Risk:** Minimal upfront investment required. The vendor assumes much of the operational risk, including staffing, enforcement, and maintenance. Requires somebody on staff to manage the partnership. Vendors would not bring new, efficient models to test and implement.
- **Lack of Control:** City loses input in day-to-day decision-making and only retains control over which outsourced Vendor is chosen.



3. Joint-Venture (JV) Model:

- **Moderate Revenue and Risk:** Provides a middle ground, where the City retains a level of control and flexibility in pricing and policy setting but shares both revenue and operational responsibilities with a partner.
- **More Control:** Allows for more involvement in decision-making and management, offering a balance between control and risk.

Enforcement Issues

The enforcement startup process is suggested to occur during Stage 2.

1. Self-Operation:

- If Self-Operation is chosen internal enforcement which would be initially handled by part-time staff members.

2. Outsourcing to a Vendor:

- If Outsourcing to a Vendor, enforcement is handled externally and would likely come online earlier.

3. Joint-Venture (JV) Model:

- If Outsourcing to a Vendor, enforcement is handled externally and would likely come online earlier.

Other Enforcement Considerations

Once enforcement is available, several other factors need to be considered with a final decision made by the City.

- **Initial Education and Implementation:** An initial education and warning system such as the three-part warning system with yellow, orange, and red stickers.
- **Levels of Action:** Consider what occurs for each offense including ticketing, towing, and other outcomes.
- **Enforcement Timing and Schedules:** Steps need to be followed to inform the public and businesses prior to implementing enforcement.
 - External factors which have been raised by the City contemplating concerns around enforcement timing related to the holiday season..

Key Actions

1. **Determine Management Model:** Choose between Self-Operation, Outsourcing to a Vendor, or a Joint-Venture Model.
2. **Hire Staff or Outsource Management:**



- a. Determine which city staff will need to be hired including a parking lead and enforcement personnel and which department this new staff will fall under.
- b. Work with Accounting to build a budget for this group and better identify inbound revenues against the cost of the department.
- c. Integrate Cross departmentally.
- d. OR the City should begin enforcement using a third party.

Outcome:

- Internal cross-departmental integration and selected management model.
- The City's decision on the management model in this stage will define its long-term parking strategy and dictate the subsequent investments and operational structures required to scale operations.

Stage 3 (Future): Incremental Expansion and Scaling

(Day 90+; March 2024)

Overview:

The final stage of the plan focuses on expanding the City's parking inventory through additional technology investments and infrastructure improvements. The goal is to create a scalable operation that maximizes benefit and efficiency over time.

Key Actions:

- **Bringing Additional Inventory Online:** Incremental additions of parking spaces to the ParkMobile platform, focusing on previously unmanaged areas.
- **Investment in Technology:** This stage will require significant investment in parking technology such as automated payment systems, mobile applications, and real-time occupancy data systems to optimize operations.
- **Other Decisions:** Golf carts, including enforcement, trails, payment, electricity needs, resident consideration, and safety.

Enforcement:

- **Scaling Enforcement:** Enforcement is a key driver of cost, and the efficiency of parking operations will improve as enforcement scales up. The sooner enforcement is introduced, the less unpaid violations will occur.

Potential Lots Coming Online

1. Green Street Deck – Bond
2. Hill Street Development – Development



3. West Alley Development – Development
4. West Alley North Lot – For Consideration
5. Woodstock Soccer Complex (Water Tower Lot) – For Consideration
6. Woodstock Soccer Complex (Field Lot) – For Consideration

Outcome:

- **Revenue Optimization:** To generate the most reliable and substantial revenue stream, it will be critical to scale operations quickly and efficiently. As parking enforcement and technology infrastructure are expanded, revenues are expected to grow steadily.
- **Infrastructure Investments:** This stage will likely require the most substantial capital outlay, particularly if the City opts for self-management or a joint-venture model.

Conclusion

If the goal is to produce the most significant and reliable revenue stream, the City will need to make sizable investments, particularly in the areas of enforcement and technology. Each stage of this plan builds on the previous one, gradually increasing control, scaling up infrastructure, and optimizing revenue potential. The City's ultimate decision will hinge on its risk tolerance, revenue goals, and desired level of involvement in parking management.



City of Roswell
Economic
Development

Phase One

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Seer World LLC | 2024 Parking Business Model



City of Roswell
Economic
Development

Contents of Phase One



Photo Courtesy of Roswell DDA

01 Establishment and Organization of Authorities

02 Financing and Bond Strategy

01

Establishment and Organization of Authorities



ESTABLISHMENT AND ORGANIZATION OF AUTHORITIES

This portion of Phase One includes research, structuring, and relationship exploration of a Public Facilities Authority (PFA) with the Roswell Development Authority (RDA) and Downtown Development Authority (DDA). Insights from this section inform and dictate the operational structure and project assignment of future parking management for the City of Roswell. During this Project, the PFA was structured and set up for operation of all contemplated projects, including parking, and the need for a potential Parking Authority was assessed for a final recommendation.

The outcome of this section resulted in the creation of bylaws for the PFA and a recommendation for the City to not pursue a Parking Authority at this time. Insights from this section include PFA capabilities, abilities, restrictions, and relation to existing authorities. It also includes Parking Authority and a Department structures for evaluation of future management models, comparing each to determine which provides the best option for the City.

Structuring Public Facilities Authority

The City of Roswell Public Facilities Authority was passed into law by Georgia House Bill 1501 on May 6, 2024. The main purpose and goal of the PFA as stated in the bill is as follows:

“The authority is created for the purpose of promoting the public good and general welfare of the citizens of City of Roswell and assisting the City of Roswell in providing facilities, equipment, and services to the citizens of the City of Roswell and the citizens located in the territories served by the City of Roswell in the most efficient means possible. In connection with the exercise of any of its powers, the members of the authority may make findings or determinations regarding the public good and general welfare of the City of Roswell and the use of facilities, equipment, and services, and such findings or determinations, if made, shall be conclusive and binding.”

Council Member Allen Sells was appointed Chairman of the Public Facilities Authority in the PFA’s regularly called meeting on September 10th. The members of



the Public Facilities Authority are the Mayor, all City Council Members, and a plus one member. The plus one member must be a resident of the city and appointed by Mayor and Council. Currently the plus one position is the only position not filled. We have worked to put forward several options to serve as a plus one member, but as of this report's date a finalist has not been chosen.

Seer has worked closely with Chairman Sells and City of Roswell's legal team to develop the PFA Bylaws. The next resolution of the PFA will be to adopt the amended bylaws. A draft resolution, which can be used as a template for all future PFA resolutions, as well as the bylaws are attached in the appendix.

PFA Project Capabilities

The Authority can undertake the following types of capital projects, aimed at promoting public welfare or enhancing the City's operations:

1. **Utility Systems and Improvements:** Includes water, sewer, sewage, and solid waste facilities, as well as gas and electric utilities.
2. **Emergency and Public Safety Facilities:** Covers emergency, fire, rescue, sheriff, and law enforcement facilities.
3. **Recreational Facilities:** Parks, athletic fields, stadiums, arenas, and other recreational buildings.
4. **Healthcare Facilities:** Any health-related infrastructure or equipment.
5. **Educational, Cultural, and Historical Facilities:** Includes libraries, museums, and facilities for educational or historical preservation.
6. **Transportation and Parking Facilities:** Infrastructure for public transit, parking, and transportation equipment.
7. **Administrative Facilities:** City administration buildings and related equipment.
8. **Revenue Bond Law Undertakings:** Any project that is permitted under Georgia's Revenue Bond Law.
9. **Other Governmental Functions:** Any project necessary for the government's



duties, including leasing, selling, or managing such facilities.

PFA Abilities

The Authority has broad powers to fulfill its mandate, including the ability to:

- Acquire, construct, equip, lease, and sell projects.
- Issue revenue bonds to finance projects, including refinancing.
- Accept loans, grants, gifts, or bequests from public or private entities.
- Set rates, fees, and rental charges for the services or facilities it operates.
- Enter into contracts and agreements, lease property, and execute sales of assets.
- Manage its funds and investments, including those for trusts or custodial arrangements.
- Implement regulations for the governance of its property and staff.

Other Items of Note

The PFA cannot finance roads, as there is a State constitutional restriction GA Constitution - Article 3, Section 6, Paragraph 5(e).

In order to issue tax-exempt revenue bonds, the issuer has to certify that bond proceeds will be used for governmental purposes and that there are no plans to use the bond proceeds or the projects financed with the bond proceeds for any other purpose. This prohibits the PFA from issuing bonds to finance a project on a tax exempt basis to acquire a project and then immediately sell it to a developer.

More information on revenue bonds is located in Stage 1 Part 2.

Relation to Other Authorities

Roswell's authorities, specifically the Downtown Development Authority and the Roswell Development Authority will be utilized on different projects than the PFA. Due to the PFA's inability to finance a project to be sold to a developer, the DDA or



RDA must be utilized for contemplated parking decks in developments. However, if the project will be owned and operated by the PFA in perpetuity, the PFA can acquire land and build parking decks.

Comparable PFA – Sandy Springs

This means that public purpose parking structures will be financed, built, and owned by the PFA, while structures on land not owned by an authority or leased to an authority must be commissioned by the DDA or RDA.

A good comparable Public Facilities Authority can be seen in one of Roswell's sister cities: Sandy Springs. Created in 2006, the Sandy Springs PFA has worked on major projects such as City Springs, a performing arts center in downtown. Their website (attached below) is particularly robust, with a description and background of their PFA, as well as all PFA resolutions contained in one place. We recommend adopting many aspects of this layout onto the City of Roswell's website.

"In 2006 the Georgia General Assembly created the City of Sandy Springs Public Facilities Authority ("Authority"). The purpose of this Authority is to create a governmental entity by which a municipality can, through contractual relationships, lease space for terms over one year, by using the Authority to serve as a financing and ownership partner for major city developments, such as "City Springs".

Although the City is limited by the Georgia Constitution in its ability to contractually commit to the expenditure of public funds beyond one year, the state constitution does grant the City the right to enter into contractual obligations with other governmental bodies for the performance of governmental services. Through such contracts the City can make enforceable financial commitments for up to forty (40) years.



Thus, the Authority serves as a partner with the City, whereby the City can agree to pay rent to the Authority for the use of public facilities i.e. City Hall building, City Springs Park, parking garage and a performing arts center. The Authority is then able to use the contractual pledge of the future rent payments to raise capital, through the issuance of bonds, which capital is then used for the acquisition, design and construction of public facilities. This arrangement also keeps the ownership of these facilities within public entities.

The Sandy Springs City Council Members serve as members of the Public Facilities Authority.

You can find additional information including meeting dates and agendas on the Public Meetings page.

SANDY SPRINGS government residents recreation

BOARDS AND COMMISSIONS

- Board of Appeals
- Planning Commission
- Board of Ethics
- Diversity and Inclusion Task Force
- Development Authority

BOARDS AND COMMISSIONS PUBLIC FACILITIES AUTHORITY

Public Facilities Authority

In 2006 the Georgia General Assembly created the City of Sandy Springs Public Facilities Authority ("Authority"). The purpose of this Authority is to create a governmental entity by which a municipality can, through contractual relationships, lease space for terms over one year, by using the Authority to serve as a financing and ownership partner for major city developments, such as "City Springs".

Although the City is limited by the Georgia Constitution in its ability to contractually commit to the expenditure of public funds beyond one year, the state constitution does grant the City the right to enter into contractual obligations with other governmental bodies for the performance of governmental services. Through such contracts the City can make enforceable financial commitments for up to forty (40) years.

Thus, the Authority serves as a partner with the City, whereby the City can agree to pay rent to the Authority for the use of public facilities i.e. City Hall building, City Springs Park, parking garage and a performing arts center. The Authority is then able to use the contractual pledge of the future rent payments to raise capital, through the issuance of bonds, which capital is then used for the acquisition, design and construction of public facilities. This arrangement also keeps the ownership of these facilities within public entities.

The Sandy Springs City Council Members serve as members of the Public Facilities Authority.

You can find additional information including meeting dates and agendas on the [Public Meetings](#) page.

[Public Facility Authority Resolutions](#)

View an archive of resolutions published by the Public Facilities Authority.

Sandy Springs PFA website

STATE OF GEORGIA
COUNTY OF FULTON

A RESOLUTION TO APPROVE AND ADOPT BYLAWS OF THE CITY OF ROSWELL
PUBLIC FACILITIES AUTHORITY

WHEREAS, upon organization, the City of Roswell Public Facilities Authority (“Authority”) adopted certain bylaws (the “Bylaws”); and

WHEREAS, the Authority desires to approve and adopt the Bylaws as attached hereto as Exhibit A.

NOW, THEREFORE, BE IT RESOLVED BY THE MEMBERS OF THE CITY OF
ROSWELL PUBLIC FACILITIES AUTHORITY, AND IT IS RESOLVED BY
AUTHORITY OF SAID PUBLIC FACILITIES AUTHORITY AS FOLLOWS:

The members of the City of Sandy Springs Public Facilities Authority hereby approve and adopt the Bylaws of the Authority in substantially the form attached hereto as Exhibit A.

RESOLVED this the XX day of MONTH, YEAR.

Approved:

Allen Sells, Chairman

Attest:

NAME, POSITION

EXHIBIT A

AMENDED BYLAWS OF THE CITY OF ROSWELL PUBLIC FACILITIES AUTHORITY

ARTICLE I NAME

The name of this organization shall be the City of Roswell Public Facilities Authority (hereinafter sometimes referred to as the “Authority”).

ARTICLE II CREATION; GOVERNING LAW

The Authority was created by the City of Roswell Public Facilities Authority Act 692, (H.B. 1501) of the 2024 Session of the Georgia General Assembly (hereinafter sometimes referred to as the “Act”). The operations and activities of the Authority shall be governed by the Act. In the event of conflict between these Bylaws and the Act, the Act shall control.

ARTICLE III PURPOSES

Without limiting the generality of any provision of the Act, the general purpose of the Authority is declared to be that of providing buildings, facilities, equipment, and services for the citizens in the City of Roswell, Georgia.

ARTICLE IV POWERS, AUTHORITY AND RESPONSIBILITIES

The Authority shall promote its purpose of providing buildings, facilities, equipment, and services for the citizens in the City of Roswell, Georgia through the exercise of the following powers, authority and responsibilities and such others as may be provided for or authorized by the Act:

- (a) To have a seal and alter the same at its pleasure;
- (b) To acquire by purchase, lease, gift, condemnation, or otherwise, and to hold, operate, maintain, lease, and dispose of real and personal property of every kind and character for its corporate purposes;
- (c) To acquire in its own name by purchase, on such terms and conditions and in such manner as it may deem proper, or by condemnation in accordance with the provisions of any and all existing laws applicable to the condemnation of property for public use, real property or rights or easements therein, or franchises necessary or convenient for its corporate purposes, and to use the same so long as its corporate existence shall continue, and to lease or make contracts with respect to the use of or dispose of the same in any manner it deems to the best advantage of the Authority, the Authority being under no obligation to accept and pay for any property condemned under the Act, except from the funds provided under the authority of the Act, and in any proceedings to condemn, such orders may be made by the court having jurisdiction of the suit, action, or proceedings as may be just to the Authority and to the owners of the property to be

condemned, and no property shall be acquired under the provisions of the Act upon which any lien or encumbrance exists, unless at the time such property is so acquired a sufficient sum of money is to be deposited in trust to pay and redeem the fair value of such lien or encumbrance;

(d) To appoint, select, and employ officers, agents, and employees, including engineering, architectural, and construction experts, fiscal agents, and attorneys, and fix their respective compensations;

(e) To execute contracts, leases, installment sale agreements, and other agreements and instruments necessary or convenient in connection with the acquisition, construction, addition, extension, improvement, equipping, operation, or maintenance of a project; and any and all persons, firms and corporations, and the City of Roswell, Georgia, are hereby authorized to enter into contracts, leases, installment sale agreements, and other agreements or instruments with the Authority upon such terms and for such purposes as they deem advisable and as they are authorized by law;

(f) To acquire, construct, add to, extend, improve, equip, hold, operate, maintain, lease, and dispose of projects;

(g) To pay the costs of the project with the proceeds of revenue bonds or other obligations issued by the Authority or from any grant or contribution from the United States of America or any agency or instrumentality thereof or from the state or any agency or instrumentality or other political subdivision thereof or from any other source whatsoever;

(h) To accept loans or grants of money or materials or property of any kind from the United States of America or any agency or instrumentality thereof, upon such terms and conditions as the United States of America or such agency or instrumentality may require;

(i) To accept loans or grants of money or materials or property of any kind from the state or any agency or instrumentality or political subdivision thereof, upon such terms and conditions as the state or such agency or instrumentality or political subdivision may require;

(j) To borrow money for any of its corporate purposes and to issue revenue bonds, and to provide for the payment of the same and for the rights of the holders thereof;

(k) To exercise any power usually possessed by private corporations performing similar functions, including the power to incur short-term debt and to approve, execute, and deliver appropriate evidence of any such indebtedness; and

(l) To do all things necessary or convenient to carry out the powers expressly given in the Act.

ARTICLE V RULES AND REGULATIONS

The Authority shall promulgate such rules and regulations as the Authority may deem necessary or expedient for the government of the Authority and the operation, management and maintenance of such projects as the Authority may determine appropriate from time to time.

ARTICLE VI OFFICES

The Authority's principal office shall be the City of Roswell City Hall, located at 38 Hill Street, Roswell, Georgia 30075. The Authority may establish such other offices as its members may from time to time authorize and direct.

ARTICLE VII THE AUTHORITY

Section 1. Members

- (a) The size and composition of the Authority and the appointment and terms of members of the Authority shall be as provided in the Act.
- (b) The business and affairs of the Authority shall be governed by rules and policy established by the members of the Authority to the full extent of the powers and authority conferred upon the Authority by law.
- (c) If not an employee or official of a local government, the Authority members may receive such compensation for their services as the Authority shall determine from time to time. An Authority member may be reimbursed for actual expenses necessarily incurred in the performance of their duties, provided that such expenses, or any portion thereof, are not reimbursed by any other organization or entity, public or private.
- (d) [Notwithstanding the provisions of subsection (2) of this Section, the Authority members may by rule, bylaw or other action delegate to one (1) or more of its committees, officers, agents, employees or other individuals or entities such powers and duties as it may deem proper; provided, however, that any such delegation shall not be deemed to be in derogation of any of the Authority's powers.
- (e) No vacancy in the Authority membership shall impair the right of a quorum to exercise all the rights and perform all the duties of the Authority.

Section 2. General Manager

The Authority may appoint a General Manager who need not be a member or an officer of the Authority. If appointed, the General Manager shall have the powers and authority conferred herein and by resolution of the Authority. The General Manager shall serve at the pleasure of the Authority.

Section 3. Legal Counsel

The legal counsel for the Authority shall be an attorney in good standing with the State Bar of Georgia, nominated by the Chairperson of the Authority and approved by a majority of the members of the Authority.

Section 4. Bonds and Indemnities

All officers, agents and employees of the Authority shall, at the expense of the Authority, furnish such bonds and indemnities as may from time to time be required by the Authority.

Section 5. Addresses

All notices and written material required by these Bylaws to be given to any Authority member shall be sent to such address as such member shall have on file with the office of the Authority.

Section 6. Seal

The seal of the Authority shall have inscribed thereon the words “City of Roswell Public Facilities Authority” between two (2) concentric circles and the words “Georgia” and “Seal” in the center thereof, or such other configuration as the Authority shall deem appropriate.

Section 7. Fiscal Year

The fiscal year of the Authority shall begin on the first (1st) day of January in each year and end on the thirty-first (31st) day of December of the next consecutive year.

ARTICLE VIII
OFFICERS

Section 1. Named Officers

The officers of the Authority shall consist of a Chairperson of the Authority, a Vice Chairperson of the Authority, a Secretary of the Authority, and a Treasurer of the Authority, each of whom shall be selected and hold office in accordance with Act, and such other officers as may be deemed necessary or desirable by the Authority for the efficient conduct of its business and affairs.

Section 2. Qualifications for Office

Qualifications for office shall be as provided in the Act. The Chairperson and the Vice Chairperson must be members of the Authority. The Secretary and Treasurer need not be members of the Authority. At the discretion of the Authority, an individual may hold more than one office.

Section 3. Election of Officers

The Chairperson, Vice Chairperson, Secretary and Treasurer of the Authority, and any other elected officers of the Authority as deemed necessary by the Authority, shall be elected by the Authority at its annual meeting and shall serve for a term of (i) four (4) years, or (ii) for Mayor or Council Members serving as officers, the lesser of four (4) year or the remainder of the Mayor’s or Council Member’s term, and (iii) until their successors are elected and qualified.

Section 4. Resignation or Discharge from Office

Any officer elected, appointed or employed by the Authority may resign or may be removed from office by the Authority, or as otherwise provided by law or these Bylaws.

Section 5. Abolition of Offices

The Authority may abolish any office not provided by statute.

Section 6. Vacancies

A vacancy in any Authority member office, whether by reason of death, resignation, removal, or otherwise, shall be filled by the Authority for the unexpired term thereof as provided by law. A vacancy in any Authority non-member office, whether by reason of death, resignation, removal, or otherwise, may be filled by the Authority unless otherwise provided in these Bylaws.

ARTICLE IX POWERS AND DUTIES OF OFFICERS

Section 1. Duties of the Chairperson

The Chairperson shall have such general powers and responsibilities as may be delegated by the Authority and shall perform or cause to be performed the duties incident to such general powers and responsibilities. The Chairperson is authorized to execute (sign, seal and deliver), in the name of the Authority, written instruments of every kind and character which the Authority or the law has authorized the Chairperson to execute. The Chairperson shall receive reimbursement of all necessary and lawful expenses incurred in the exercise of his/her duties. If not an employee or official of a local government, the Chairperson may receive such compensation as the Authority shall determine from time to time. Without limiting the foregoing, the powers and duties of the Chairperson shall include, but not be limited to, the following:

- (a) Serve as Chief Executive Officer of the Authority.
- (b) Preside at all meetings of the Authority at which the Chairperson is present.
- (c) Serve *ex officio* on all Authority committees.
- (d) Represent the Authority at hearings, conferences and other events as the Chairperson may deem necessary for the conduct of Authority business.
- (e) Make such recommendations to the Authority as the Chairperson deems appropriate.
- (f) Execute all contracts necessary or required for the efficient operation of the Authority, provided that any contract over \$200,000.00 shall first be approved by the Authority.
- (g) [AES – question GM need] Unless a General Manager is appointed, select and retain the necessary direct employees of the Authority within the fiscal limitations imposed by the Annual Budget.

Section 2. Duties of the Vice Chairperson

The Vice Chairperson, in the absence or disability of the Chairperson, shall exercise the powers and perform the duties of the Chairperson. The Vice Chairperson shall in addition exercise such other powers and perform such other duties as from time to time may be assigned to the Vice Chairperson by the Authority or the Chairperson. The Vice Chairperson shall serve *ex officio* on all Authority committees.

Section 3. Duties of the Treasurer

The Treasurer shall be the Chief Financial Officer of the Authority. Without limiting the foregoing, the Treasurer shall have the following powers and duties:

- (a) Advise the Authority on a regular basis as to the financial condition of the Authority.
- (b) Perform such duties incident to the office of Treasurer as the Authority or the Chairperson may direct.

Section 4. Duties of the Secretary

The Secretary shall be the custodian of the books and records of the Authority and the Authority. Without limiting the foregoing, the Secretary shall have the following powers and duties:

- (a) Keep written minutes of all Authority meetings.
- (b) Have custody of the book of minutes and the seal of the Authority and shall attest, and affix the Authority seal to, such documents, including all contacts of the Authority, as the Authority or the Chairperson may direct or as the law may require.
- (c) Give, or cause to be given, notice of all meetings of the Authority and Authority committees as provided for by these Bylaws and shall cause the minutes to reflect proof of the giving of all required notices. Should the Secretary fail or refuse to give notice of any meeting called in accordance with the provisions of these Bylaws, the Chairperson, the Vice Chairperson when acting in the place of the Chairperson, or the Authority members calling such meeting shall then give the notice required.
- (d) Keep a full set of all resolutions of the Authority, separately indexed by date and subject matter.
- (e) Perform such duties incident to the office of Secretary as the Authority may direct.

ARTICLE X GENERAL MANAGER

Section 1. Duties of the General Manager.

If appointed, the General Manager shall have such general powers and responsibilities as may be delegated by the Authority or the Chairperson and shall perform or cause to be performed the duties incident to such general powers and responsibilities. The General Manager shall have general charge of the business operations of the Authority and all of its dealings, but at all times is subject to the control of the Authority. The General Manager is authorized to execute (sign, seal and deliver), in the name of the Authority, written instruments of every kind and character which the Authority has authorized the General Manager to execute. The General Manager shall receive reimbursement of all necessary and lawful expenses incurred in the exercise of his/her duties. If not an employee or official of a local government, the General Manager may receive such compensation as the Authority shall determine from time to time. Without limiting the foregoing, the powers and duties of the General Manager shall include, but not be limited to, the following:

- (a) Serve as Chief Operating Officer (“COO”) of the Authority.
- (b) Attend called meetings of the Authority.
- (c) Represent the Authority at hearings, conferences and other events as the General Manager may deem necessary for the conduct of Authority business.
- (d) Make such recommendations to the Authority as the General Manager deems appropriate.
- (e) Make reports to the Authority as required or directed by the Authority or the Chairperson to do so, setting forth the results of the operations under his or her charge.
- (f) Execute all contracts necessary or required for the efficient operation of the Authority, provided that any contract over \$200,000.00 shall first be approved by the Authority.
- (g) Select and retain the necessary direct employees of the Authority within the fiscal limitations imposed by the Annual Budget.
- (h) Perform such other duties as the Authority or the Chairperson shall require or direct.

ARTICLE XI MEETINGS OF THE AUTHORITY

Section 1. Required Meetings

The Authority shall hold an annual meeting in January of each year, and may hold other regular or special meetings as often as it deems appropriate and necessary.

Section 2. Regularly Scheduled Meetings

At its annual meeting, the Authority shall by resolution set the day and time for the next annual meeting and the date and time for at least one (1) regular meeting to be held during each quarter of the Authority’s fiscal year. The Authority may modify the schedule of meetings by action taken in any meeting. Unless otherwise specified by the Authority, all regularly scheduled meetings of the Authority shall be at the Authority’s principal office.

Section 3. Special Meetings

The Authority may hold special meetings when set by resolution adopted in a meeting, or when such special meeting is called by the Chairperson, or by the Vice-Chairperson when acting in the place of the Chairperson, or by three (3) members of the Authority. Any call for a special meeting shall be signed by the individual or individuals calling the meeting and shall be delivered to the Secretary for inclusion in the notice of the meeting. Such special meetings may be held as often as deemed appropriate and necessary, and the date and times of such meetings shall be set by the resolution requiring the meeting or by the persons calling the meeting. All such meetings shall be held at the Authority’s principal office, unless otherwise designated in the Authority’s action setting the scheduled meeting or in the case of a called meeting, in the notice of the called meeting.

Section 4. Meeting Agendas

The Chairperson shall prepare the agenda for regularly scheduled meetings of the Authority, for special meetings set by Authority resolution, and special meetings called by the Chairperson. The members of the Authority calling a special meeting shall prepare the agenda. A copy of the agenda shall be included in the notice of the call for meeting delivered to the Secretary for inclusion in the notice of the meeting.

Section 5. Authority Not Limited By Agenda

At any regularly scheduled meeting or special meeting of the Authority, the Authority may consider and act upon any matter and transact any business which comes before the Authority, whether or not such matter or business was included within the notice or agenda given, posted, or distributed with respect to the meeting.

Section 6. Notice

(a) Regularly Scheduled Meetings.

At least five (5) days prior to a regularly scheduled meeting set by resolution in a scheduled meeting, the Secretary shall cause notice of such meeting, including the agenda for the meeting, to be given to all members of the Authority and to legal counsel but only a member of the Authority may object to deficiencies in notice of the meeting.

(b) Special Meetings

The Secretary shall give notice of a special meeting, including the agenda for the meeting, as soon as practical but at least twenty-four (24) hours prior to the meeting, to all members of the Authority and to legal counsel. When special circumstances occur which do not permit twenty-four (24) hours prior notice of a special meeting, the notice shall be given sufficiently in advance of the meeting as is practical. Before official action is taken at such meeting for which at least twenty-four (24) hours prior notice has not been given, the special circumstances which prevented earlier notice shall be entered in the minutes by the Chairperson or other person calling the meeting and the nature of the notice given to the members, to legal counsel, and to the public shall be announced for entry in the minutes of the meeting.

(c) Content of Notice

The notice shall set forth the date and time and place of the meeting. The notice shall include the agenda for the meeting, describing the business to be transacted at or the purpose of the meeting. The notice to the members may contain such additional matter as the Chairpersons or person or persons calling a special meeting may direct.

(d) Delivery of Notice, etc.

Notice of a regularly scheduled or special meeting to be given to members and to legal counsel may be delivered in person or through courier, by facsimile transmission to the number provided by the intended recipient, by telegram, by any form of first class mail to the address provided by the intended recipient, by e-mail to an e-mail address provided by the intended recipient, or by statutory overnight delivery to the address provided by the intended recipient. In the latter cases,

notice shall be deemed given when the notice is delivered to a telegraph company for transmission, or when the notice is deposited in the mail properly addressed with first class postage prepaid, or when the communication is sent, or when the delivery of the notice is made to the delivery service.

Section 7. Public Notice

(a) All regularly scheduled meetings and special meetings of the Authority shall be conducted in accordance with the Georgia Open Meetings Act (O.C.G.A. Title 50, Chapter 14). A gathering of a quorum of the Authority at which any public matter, official business or policy of the Authority is discussed or presented or at which official action is to be taken is considered a meeting. A gathering is not a meeting if no official action is taken and (1) the gathering is for the purpose of inspecting facilities of the Authority or (2) meeting with other public agencies or officers outside the State. Notice of meetings of the Authority shall be given in accordance with the Open Meetings Act as summarized in these bylaws and the additional requirements set forth in these bylaws.

(b) Promptly after the adoption by the Authority in the annual meeting of the Authority of the schedule of regular meetings of the Authority, notice of regular meetings scheduled shall be posted in a public area proximate to the office of the Authority or on public bulletin in or exterior to the City of Roswell's City Hall designated by the Secretary, to which the public has convenient access during the business hours of the Authority. In addition, a copy of that schedule shall be mailed by the Secretary to the legal organ of Fulton County and to a newspaper having a general circulation in that county. In addition, if the Authority modifies the schedule of meetings, then promptly after the action of the Authority, the posted schedule of regularly scheduled meetings shall be modified to conform to the action of the Authority and, in addition, a copy of the altered schedule shall be mailed by the Secretary to the legal organ of Fulton County and to a newspaper having a general circulation in that county.

(c) In addition to posting the schedule of regular meetings adopted by the Authority, the Secretary shall post a separate notice for each regularly scheduled and each special meeting of the Authority. The notice shall state the time and place of the meeting and include the agenda for the meeting. The notice shall be posted in a public area proximate to the office of the Authority or on public bulletin in or exterior to the City of Roswell's City Hall designated by the Secretary, to which the public has convenient access during the business hours of the Authority. The notice shall be posted at least twenty-four (24) hours prior to the meeting. The posted notice, including the agenda, shall not be removed until two (2) business days following the meeting. A photocopy of the notice, including the agenda, shall be available to any person upon request within such period.

(d) If the annual or a regularly scheduled meeting or a special meeting of the Authority is to be held is for any reason held at any place or time other than the posted time and place, the Secretary, or Assistant Secretary, shall give prompt, but in any event at least twenty-four (24) hours prior to the meeting, written or oral notice either to the legal organ of Fulton County or to a newspaper having general circulation in such county of the place of the meeting and to each broadcast or print media organization which has requested such notices be given to it. If special circumstances occur such that twenty-four (24) hour prior notice cannot practically be given, such notice shall be given orally or in writing to either to the legal organ of Fulton County or to a newspaper having general circulation in such county of the place of the meeting and, to the extent feasible, to each other broadcast or print media organization which has requested such notices be

given to it. In addition, notice of the changed time and place shall be posted at the place at which the meeting was originally to occur for a period of not less than twenty-four (24) hours.

Section 8. Objections to and Waiver of Notice

A member may object to failure to meet the requirements for notice to the members and to the public with respect to any meeting by stating that objection prior to or at the beginning of the meeting. Any such objection shall be attached to or recorded in the minutes of the meeting. Any person may object to failure to meet the requirements for notice to the public by stating that objection in writing delivered to the Chairperson prior to or at the beginning of the meeting before business is transacted. The objection shall be attached to the minutes of the meeting. Any member may waive notice to the member of any meeting. The attendance of a member at any meeting shall constitute a waiver of said notice as to the member except when a member attends a meeting for the express and sole purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened and states that objection at the beginning of the meeting. At any duly called meeting of the Authority, the Authority may consider and act upon any matter and transact any business which comes before the Authority, whether or not such matter or business was included within the notice or agenda given, posted, or distributed with respect to the meeting.

Section 9. Conduct of Meetings

(a) Quorum. At all meetings of the Authority, four (4) of the members of the Authority then serving shall be necessary to constitute a quorum for the transaction of business. The act of a majority of the members present at a meeting at which there is a quorum shall constitute the action of the Authority, unless a greater number is required by law or by these Bylaws. In voting, each member of the Authority present at the meeting shall have one (1) vote. A member of the Authority present at a meeting of the Authority at which an action is taken shall be presumed to have voted affirmatively for such action unless the member's contrary intention shall have been affirmatively indicated by the member and entered in the minutes of the meeting.

(b) Telephone Conference. When authorized by the Chairperson with respect to a regularly scheduled meeting or special meeting, a meeting of the Authority may be conducted in a manner in which all or less than all members of the Authority participate through telephone so long as all members participating by telephone are able to hear and to communicate with each other member and, in a meeting required to be open to the public, the communications between members are made in a manner so that the public who attend the meeting may hear such communications at the place which is designated in the meeting as the place of the meeting, either by audio broadcast of those communications or otherwise providing access by the members of the public to at least audio reception of such communications.

(c) Meetings Open to Public. Unless and until a meeting is closed to the public as provided in these Bylaws, the public shall have access to all meetings of the Authority. A member of the public has the right of access in order to observe the meeting but does not have the right to participate in the meeting, including participation by asking questions or by making comment, unless the Authority affords an opportunity and then only in accordance with limitations imposed by the Authority. A member of the public may make visual, sound, and visual and sound recordings during meetings of the Authority open to the public.

(d) Closing of Meeting to Public.

(1) Regardless of whether the notice of any meeting of the Authority states that the meeting shall be closed to the public, that is, the Authority will meet in executive session, the meeting shall begin in open session accessible to the public. The meeting shall not be closed unless (i) the names of the members of the Authority present at the meeting are recorded for entry into the minutes of the meeting, (ii) a motion is made to close the meeting stating the specific reasons for the closure and the name of member making the motion and the reasons stated in the motion are recorded for entry into the minutes of the meeting, (iii) the motion is seconded and the name of the member seconding the motion is recorded for entry into the minutes of the meeting, and (iv) the motion is adopted by action of the Authority and all members voting in favor of the motion are recorded for entry into the minutes of the meeting.

(2) During that part of the meeting closed to the public, only those purposes permitted within the scope of the Georgia Open Meetings Act will be addressed.

(c) When all business within the stated purpose of the motion to close the meeting to the public has been completed, the Authority shall adopt a motion to return to open session. The Authority shall then open the meeting to the public and following the conduct of any additional business of the Authority, the Authority shall adjourn the meeting.

(d) Promptly after the conclusion of the meeting and in any event before the minutes of the meeting are distributed to the members, the Chairperson or other officer who presided at the meeting shall file with the Secretary an affidavit that the subject matter of the meeting which was closed to the public was devoted to matters within the exceptions provided by law to the requirement that all meetings be open to the public and stating the specific relevant exception.

(e) Summary of Actions and Minutes.

(1) Prior to the next meeting of the Authority, the Secretary shall prepare a written summary of the subjects acted on and the members present during the parts of the meeting open to the public, but not the subjects acted on during the parts of the meeting which were closed to the public in accordance with the procedures for closing a meeting to the public set forth above. The summary shall be available to the public upon request.

(2) Adequate written minutes shall be kept recording the acts and proceedings at meetings of the Authority, except that minutes of that part of the meeting which is closed to the public are not required and unless the Chairperson or the Authority otherwise directs shall not be recorded. Such minutes shall be prepared by the Secretary designated under these Bylaws.

(3) Where any portion of a meeting is closed to the public, the minutes of that part of the meeting which open to the public shall include as an attachment the affidavit of the Chairperson or other officer who presided that the subject matter of the meeting which was closed to the public was devoted to matters within the exceptions provided by law to the requirement that all meetings be open to the public and stating the specific relevant exception.

(4) The minutes shall be approved by the Chairperson or other officer presiding at the meeting. A copy of the minutes so approved shall be distributed to each member of the Authority and to legal counsel not less than five (5) days prior to the next regularly scheduled meeting of the Authority. Minutes so approved shall be presented to the Authority at its next succeeding regularly scheduled meeting for approval and, in accordance with any modifications adopted by

the Authority at such meeting, approved. The official minutes of the Authority meeting shall be those approved by the Authority.

(f) Rules of Order. Robert's Rules of Order, Newly Revised, shall be observed in the conduct of the Authority's meetings, except where expressly otherwise determined by majority vote of the Authority.

ARTICLE XII COMMITTEE STRUCTURE AND APPOINTMENT

The Chairperson of the Authority may designate any number of temporary or permanent Committees, which shall be composed of such Authority members as may be determined by the Chairperson. The Chairperson shall appoint a Committee Chairperson of each Committee. The Committee members may vote to fill the offices of Committee Vice Chairperson and Committee Secretary. In the absence of a Committee Chairperson or Vice Chairperson, the Authority Chairperson may chair the committee meeting. Notice of meetings of each Committee shall be given in conformity with the public notice requirements. The Committees shall have such duties and responsibilities as the Chairperson of the Authority may prescribe. Unless the Authority directs otherwise by written resolution, all actions of the Committees shall be of an advisory nature and shall be reported by the Committee to the Authority at the meeting of the Authority next succeeding the meeting of the Committee. The Chairperson of each Committee shall be responsible for keeping written minutes of all meetings and for delivering a copy of the minutes to each member of the Authority. All Authority members shall be given reasonable prior notice of all committee meetings and shall be entitled to attend and participate in all committee meetings and discussions, but only members of the Committee shall be entitled to vote.

ARTICLE XIII CERTAIN FINANCIAL MATTERS

Section 1. Checks

Unless otherwise provided by law, all checks, drafts, or other orders for the payment of money authorized by the Authority shall be signed by the Chairperson, Treasurer, or General Manager, if one has been appointed by the Authority. Additional signatories may be recommended and approved by the Authority. No person may sign a check payable to themselves or to an entity in which that person has an interest.

Section 2. Deposits

All funds, securities, and moneys of the Authority shall be deposited in such banks, trust companies or other depositories as the Authority shall select in accordance with applicable law.

Section 3. Audit

The Authority shall have available all books and fiscal records of all receipts, income and expenditures of every kind, together with a proper statement of the Authority's financial position, for review by the State Auditor in his official capacity on or about the close of the Authority's fiscal year. The Authority may cause other audits to be made at such times as it may determine to be in the best interest of the Authority.

ARTICLE XIV
AMENDMENTS TO BYLAWS

After initial adoption of these Bylaws, the Bylaws may be amended by an affirmative vote of a majority of the full membership of the Authority. Any proposed change to these Bylaws may be presented to the Authority for consideration at any regular or special meeting of the Authority. However, no vote shall be taken on the proposed change until the regular meeting next following the meeting at which the Bylaw change is initially presented.

CERTIFICATION

These Amended Bylaws of the City of Roswell Public Facilities Authority were adopted by a requisite majority of a quorum of said Authority at the Authority's regular meeting held on the ____ day of October, 2024.

So certified, this ____ day of October, 2024.

, Chairperson

Attest:

, Secretary



Structuring Parking Authority

Parking Authorities

In the state of Georgia, a Parking Authority is not an authority available to be enabled by the state assembly. The [Georgia Department of Community Affairs](#) lists 11 types of authorities that can be created through a general enabling act:

1. Development Authority
2. Downtown Development Authority
3. Hospital Authority
4. Housing Authority
5. Joint Development Authority
6. Recreation Authority
7. Regional Industrial Development Authorities
8. Regional Jail Authority
9. Regional Solid Waste Management Authority
10. Residential Care Facilities for the Elderly Authority
11. Resource Recovery Development Authority
12. Urban Residential Finance Authority (municipalities over 350,000)



Potential Parking Authority Template

Parking Authority Board

A Parking Authority could be a semi-independent entity responsible for parking policy, management, and infrastructure. This board could be composed of appointed or volunteer members who provide oversight and strategic direction.

Structure:

- **Executive Director (appointed):** Responsible for day-to-day operations and reports to the board.
- **Appointed or Volunteer Board Members:** Comprising community leaders and business owners. The board could have:
 - Treasurer
 - Secretary
 - General Board Members
- **Parking Management Team:** Hired staff to manage enforcement, finances, and operations (could be outsourced).

Pros:

- **Flexibility:** Operates with more independence than a city department.
- **Focused Expertise:** Board members can bring specialized expertise in transportation, urban planning, or business.
- **Revenue Retention:** Can often reinvest parking revenue directly into parking infrastructure and improvements.
- **Community Representation:** Involving local stakeholders can improve trust and engagement.

Cons:

- **Less Direct Accountability:** Being a semi-independent entity, there may be less direct public oversight and control.
- **Conflicting Interests:** Volunteer members may have differing priorities, leading to potential conflicts in decision-making.
- **Variable Commitment:** Volunteer members may not always dedicate sufficient time or energy.



Staffing, Organizational, Reporting Structure Plans

In this model, the Parking Authority Board is a semi-independent entity, but it still maintains some city oversight. The authority would have a dedicated Executive Director and a team for operations.

Proposed Hierarchy and Roles:

- **City Council/Mayor:** Appoints the Parking Authority Board members and may have indirect oversight of the board's actions.
- **Parking Authority Board (Volunteer or Appointed Members):** Provides oversight and strategic direction, consisting of a Chairperson, Vice Chairperson, Treasurer, Secretary, and General Board Members.
- **Executive Director of Parking:** Reports to the Parking Authority Board and is responsible for implementing the board's policies and overseeing day-to-day operations.
- **Parking Manager:** Reports to the Executive Director and handles operational management (parking enforcement, facility upkeep, etc.).
- **Parking Enforcement Supervisor(s):** Reports to the Parking Manager, oversees parking enforcement officers.
- **Parking Enforcement Officers:** Report to the Parking Enforcement Supervisor; enforce parking regulations.
- **Operations Manager:** Reports to the Parking Manager, ensuring facilities and equipment are well-maintained.
- **Customer Service Representatives:** Report to the Parking Manager; handle public inquiries and citation disputes.
- **Finance and Accounting Team:** Reports to the Parking Manager; responsible for financial management and reporting.

Pros of this Structure:

- **Semi-Autonomous Management:** The Parking Authority has more independence than a city department.
- **Board-Level Expertise:** Board members can bring specialized knowledge and community representation.
- **Focused on Parking:** Since the authority is solely dedicated to parking, it can focus on long-term infrastructure and policy improvements.



Cons of this Structure:

- **Complex Reporting:** While the Executive Director reports to the Parking Authority Board, city oversight can sometimes create tension or conflicts in priorities.
- **Potential for Volunteer Turnover:** Volunteer members may cycle in and out, creating inconsistent leadership at the board level.

In discussions with key stakeholders at the City, Seer does not recommend the establishment of a separate parking authority for several reasons. First, there is little to no desire to have another board in the City as there already exist many organizations and authorities. Not creating an additional body in the form of a board will allow cohesion to the vision and implementation desired by City staff and elected officials.

Second, the complex variety of projects contemplated for parking in Roswell will require the use of different authorities in specific situations. Generally, public parking decks not associated with a specific development project or node will be constructed by the PFA, and parking structures attributed to specific developments will be built by the DDA or RDA. This lends credence to the need for a City parking department, that interacts with each authority, but is not solely reliant on one.



Municipal Parking Department

A Parking Department would function as a standard city government department, responsible for managing public parking, enforcing parking regulations, maintaining parking facilities, and implementing parking policies.

Structure:

- **Director of Parking**
 - Responsibilities:
 - Oversees the department's operations and reports to the City Manager.
 - Manage enforcement officers, scheduling, and day-to-day issues.
- **Parking Enforcement Officers:** Patrol streets and parking facilities to enforce regulations.
- **Operations Manager:** Responsible for parking facility maintenance, equipment upkeep, and daily operations.
- **Customer Service Representative:** Handle public inquiries, parking permits, and citation disputes
- **Finance and Accounting Team:** Manages the financial aspects, including fee collection, budgeting, and reporting
- **Inventory / Data Analyst:** Transportation GIS employee

Can be handled internally by other departments, but the City will have to ensure there is enough bandwidth or establish billbacks if necessary.

Pros:

- **Accountability:** Directly answerable to city leadership, ensuring clear lines of control and public accountability.
- **Efficiency:** Potential for streamlined operations as part of the broader city framework.
- **Integration:** Easier to coordinate with other municipal services like law enforcement and transportation.
- **Revenue:** Parking fees and fines will likely need to be specifically allocated into a separate fund from the general fund.

Cons:

- **Political Influence:** Subject to changing priorities of elected officials.
- **Funding Fluctuations:** Dependent on city budget allocations, which may fluctuate due to economic conditions.



Staffing, Organizational, Reporting Structure Plans

This structure would exist within the broader framework of the city government and would report up to the transportation and administrative leadership.

Proposed Hierarchy and Roles:

- **Deputy City Administrator:** Oversees multiple city departments, including the Department of Transportation.
- **Director of Transportation:** Supervises the Parking Manager and ensures that parking policies align with the city's broader transportation goals.
- **Parking Manager (Director of Parking):** Manages day-to-day operations of the Parking Department, including parking enforcement, facility management, and financial oversight.
- **Parking Enforcement Supervisor(s):** Reports directly to the Parking Manager and manages the parking enforcement team.
- **Parking Enforcement Officers:** Report to the Parking Enforcement Supervisor; responsible for patrolling, issuing citations, and enforcing parking regulations.
- **Operations Manager:** Reports to the Parking Manager and oversees the maintenance of parking facilities, equipment, and technology (e.g., meters, payment systems).
- **Customer Service Representatives:** Reports to the Parking Manager and handles public inquiries, parking permits, and citation disputes.
- **Finance and Accounting Team:** Reports to the Parking Manager; handles parking revenue, budgeting, and financial reporting.

Pros of this Structure:

- **Clear Chain of Command:** With a clear reporting line from Parking Manager to Director of Transportation to Deputy City Administrator, accountability is well-structured.
- **Integrated Transportation Strategy:** Ensures parking operations are aligned with the city's transportation and mobility objectives.
- **Centralized Decision-Making:** City administrators can make strategic decisions based on city-wide goals rather than just parking considerations.

Cons of this Structure:

- **Bureaucratic Layers:** Multiple reporting layers can slow down decision-making.
- **Less Autonomy:** The Parking Manager may have limited flexibility, as they need to align closely with broader city policies.



Comparison of Municipal Department vs. Parking Authority Board

Aspect	Municipal Parking Department	Parking Authority Board
Control	Directly controlled by the city government	Independent, with some city oversight
Accountability	High	Moderate, but flexible
Operational Speed	Faster	Slower, if meeting infrequently or volunteer board
Revenue Use	Potential Danger: Directly into the city's general fund	Can reinvest in parking and infrastructure
Community Involvement	Likely more responsive to community and any arising issues	High participation, through board member engagement but slower response time
Cost Efficiency	May be more expensive due to city salary structure	Potentially more efficient with volunteer involvement



Comparison of Hierarchical Models

Aspect	Municipal Parking Department	Parking Authority Board
Top Leadership	Deputy City Administrator -> Director of Transportation -> Parking Manager	Parking Authority Board -> Executive Director -> Parking Manager
Accountability	Centralized under city leadership, clear reporting	Shared between board and city, more flexible
Autonomy	Limited autonomy; needs to align with city policies	Greater autonomy, more focused on parking
Speed of Decision-Making	Slower, due to multi-layer reporting	Faster, due to independent decision-making
Cost Efficiency	May require higher city salary structure	Board members are volunteers; more budget for operations

02

Financing and Bond Strategy



FINANCING AND BOND STRATEGY

Financing Options

Discussions with the City of Roswell's Bond Counsel detailed three types of financial tools available to the City or its authorities, General Obligation bonds, Revenue bonds, and GMA financing. The PFA is able to pass revenue bonds, which do not require a referendum. Roswell's Bond Counsel helped provide the following information:

Revenue bonds are a type of municipal bond issued by government entities to finance specific public projects that generate income. Unlike general obligation bonds, which are backed by the full faith and credit (i.e., taxing power) of the issuing entity, revenue bonds are repaid solely from the revenue generated by the project or service they finance. Common uses for revenue bonds include funding public infrastructure projects like water and sewer systems, transportation facilities, toll roads, and utilities, as well as projects that contribute to economic development, such as stadiums, hospitals, and parking facilities.

In Georgia, development authorities and public facilities authorities can issue revenue bonds to support projects deemed to benefit public welfare, economic growth, or the efficient operation of the city. Revenue from these projects, whether from user fees, lease payments, or other service charges, is used to pay back the bondholders, which minimizes financial risk to taxpayers. This approach allows cities and authorities to undertake significant development and infrastructure improvements without increasing tax obligations, provided the projects are capable of generating sufficient revenue.

Financial Tool 1: General Obligation Bonds with Voter Referendum (O.C.G.A. § 36-82-1 *et seq.*)

Pursuant to the Constitution of the State of Georgia and laws of the State of Georgia,



a county or municipality (the “Governmental Entity”) is authorized to issue its General Obligation Bonds to finance all projects on behalf of the Governmental Entity for which ad valorem taxes may be levied. The issuance of general obligation bonds (“General Obligation Bonds”) must be authorized by a bond referendum election. To call for a bond referendum election, the Governmental Entity will need to adopt a referendum resolution requesting that the election superintendent for the county (the “Election Superintendent”) call a special election on one of the special election dates.

Required Steps:

Step 1. The Governmental Entity will need to adopt the bond referendum resolution and the Election Superintendent will need to adopt a call resolution no later than approximately 100 days prior to the special election date.

Step 2. A call notice for the bond referendum election will need to be advertised in the legal organ of the county once at least 90 days prior to the election date.¹

Step 3. Ballot will need to be submitted to the Georgia Secretary of State’s office, as ballot builder (typically, the Secretary of State needs to receive the ballot at least ninety days prior to the election date for special elections in even years).

Step 4. Notice of the bond referendum election will need to be advertised in the legal organ of the county at least once not less than 30 days prior the election date.² Also, the notice of the election will need to be advertised once a week for a period of 4 weeks immediately preceding the date of the election.³

Step 5. If the voters of the Governmental Entity approve the issuance of the General Obligation Bonds, the bond referendum resolution and election results will need to be submitted to the county’s Superior Court for validation.

Step. 6. Closing will be scheduled to occur within 40 to 60 days of election date.

Financial Tool 2: Revenue Bonds Secured by Intergovernmental Contract (Article IX,



Section III, Paragraph I of the Constitution of the State of Georgia)

- a. Revenue Bonds Secured by Intergovernmental Contracts. The general law provisions governing the issuance of revenue bonds ("Revenue Bonds") are contained in the Revenue Bond Law of Georgia, O.C.G.A. § 36-82-60 through § 36-82-85, as amended.

Revenue Bonds are not subject to the debt limitation requirements applicable to General Obligation Bonds; however, the taxing powers of a Governmental Entity may be indirectly pledged as security for the payment of Revenue Bonds pursuant to GA CONST. Art. IX, Sec. III, Para. I(a) (the "Intergovernmental Contracts Clause"), which states that the State of Georgia and any municipality, county, school district, or other political subdivision of the State may:

"contract for any period not exceeding 50 years with each other or with any other public agency, public corporation, or public authority for joint services, for the provision of services, or for the joint or separate use of facilities or equipment, but such contracts must deal with activities, services or facilities which the contracting parties are authorized by law to undertake or provide. By way of specific instance and not limitation, a mutual undertaking by a local government entity to borrow and an undertaking by the state or a state authority to lend funds from and to one another for water or sewerage facilities or systems pursuant to law shall be a provision for services and an activity within the meaning of this Paragraph."

The Intergovernmental Contracts Clause has been used by various municipalities, counties, and school districts to finance the construction of civic centers, stadiums, public buildings, schools, etc., when a local or constitutionally created authority is available with adequate powers to construct and operate such facilities. Under such a financing arrangement, the facility is normally leased by an authority to the Governmental Entity and although the payment of the bonds is not considered a general obligation debt of the Governmental Entity, the contractual obligation to make lease payments and to levy such tax as may be necessary for purposes of



making the lease payments is a legal, binding, and enforceable obligation and the Governmental Entity may directly exercise its taxing powers for such purpose.

Revenue Bonds issued by a local or constitutionally created authority and secured by an intergovernmental contract are limited obligations of such authority. Such Revenue Bonds are payable solely from payments to be made by the underlying Governmental Entity pursuant to the intergovernmental contract.

The underlying government's obligation to make payments to the authority sufficient in time and amount to enable the authority to pay the principal of and interest on the Revenue Bonds is absolute and unconditional, is secured by a pledge of the Governmental Entity's full faith and credit and taxing powers and will not expire so long as any of the Revenue Bonds remain outstanding and unpaid. Under the intergovernmental agreement, the Governmental Entity will agree to levy an annual tax on all taxable property located within the corporate limits of such Governmental Entity, at such rates, as may be necessary to make the payments required by the intergovernmental agreement.

Since the revenue bonds are issued by a local or constitutionally created authority, the projects are limited to those types of projects which may be financed by such authority. There are several types of authorities (all with different powers), but the most common type of governmental authority available to Governmental Entities is a statutory development authority. Generally, statutory development authorities may only finance projects which promote trade commerce and industry and increase employment opportunities. Courts have determined that most governmental projects may not be financed by these statutory development authorities.

- b. No Election Required. The issuance of Revenue Bonds does not require an election, but rather may be authorized by resolution of the governing body of the county or municipality, which may be adopted at a regular or special meeting by a majority of the members of the governing body. See O.C.G.A. § 36-82-63.



Financial Tool 3: Multi-Year Lease/ Purchase Contracts (O.C.G.A. §36-60-13)

Legal Overview

O.C.G.A. §36-60-13 provides that each county and municipality is authorized to enter into multi-year lease, purchase or lease-purchase contracts for the acquisition of goods, materials, real and personal property, services and supplies provided the following provisions are met:

1. The contract must terminate without further obligation on the part of the governmental entity at the close of each calendar year. The contract may provide for automatic renewal unless positive action is taken by the governmental entity. (The typical lease-purchase contract includes a non-appropriation provision, i.e., a provision which allows the municipality to terminate the contract at the end of each calendar year without further obligation.)
2. The contract shall state the total obligation of the governmental entity for each calendar year.
3. The contract must provide that title remains in the vendor (GMA) until fully paid.
4. The municipality must hold a public hearing to respond to comments about the proposed project from local residents.
5. A lease-purchase financing may not be utilized if (a) the average annual payments on the aggregate of all such outstanding contracts exceed 7.5% of the governmental fund revenues of the county or municipality for the calendar year preceding the delivery of such lease-purchase; or (b) the outstanding principal amount of all such outstanding lease-purchase financings exceeds \$25,000,000.

Courts have determined these lease-purchase agreements are not debts that are subject to the approval of municipal voters.⁴ Municipalities can enter these lease agreements for their infrastructure and equipment needs after adopting a resolution



stating the lease-purchase agreement is for public purposes.

Steps to initiate GMA Lease Purchase Program:

1. Contact GMA Lease Program Administrator to discuss interest in participating in the GMA Lease-Purchase program.
2. Identify Project site and produce survey and legal description (if real property).
3. Prepare an appraisal for the Project (if real property).
4. Perform Stage I (environmental survey) for Project site (if real property).
5. Work with GMA to send out bids to banks to loan funds to finance the acquisition/construction of Project.
6. Bond Counsel prepares legal documentation for Lease-Purchase transaction. (Note: Some equipment financings can be handled internally at GMA).
7. Hold public hearing after notice in the local paper.
8. All transaction documents are approved and executed. At closing title to Project is transferred to GMA (for term of the loan) and the project is leased back to the City.
9. The Lease payments owed by the City to GMA pursuant to the Lease are equal to the principal and interest amounts owed on the loan. Such Lease payments are pledged to the bank as security for the loan along with a deed to secure debt in the Project.
10. After the loan is repaid, title to the Project is transferred by GMA back to the City.

Recommendation: Leveraging Mixed-Use Development for Parking Structures

To maximize the economic and aesthetic value of parking structures in downtown areas, we recommend a mixed-use approach that incorporates retail or commercial space and explores potential revenue-generating options, such as selling air rights. Rather than limiting the use of prime real estate to parking alone, this strategy would allow parking decks to be "flanked" or "fronted" with retail, restaurant, or office



spaces. This not only generates diversified revenue streams but also integrates the structures more seamlessly into the areas around them, minimizing the visual impact of parking structures in well-trafficked areas.

By selling air rights above retail spaces, the city can introduce products such as for-sale housing units or other condominiumized options. Contemplating these processes turns a parking deck into a mixed-use asset with additional projected revenue streams that could support bond financing. This approach transforms a simple parking facility into a multi-functional space that contributes to the local economy, provides housing, and supports a vibrant downtown.

Additional possibilities for air rights include not only housing but also future-forward applications such as vertical takeoff and landing (VTOL) vertiports or even hotels, which could further diversify the revenue sources and enhance the city's profile. Ultimately, this mixed-use strategy allows the city to leverage existing investments in site preparation, making it more cost-effective to integrate retail or residential spaces in premium areas.

When planning for future structured parking in valuable locations downtown and elsewhere, we recommend not viewing projects solely as a parking facility but as an opportunity to incorporate mixed-use elements that will enhance both revenue potential and urban appeal.



City of Roswell
Economic
Development

Phase Two

DRAFT

Seer World LLC | 2024 Parking Business Model



City of Roswell
Economic
Development

Contents of Phase Two



Photo Courtesy of Roswell CVB

- 01 Research, Review, and Inventory Development
- 02 Financial Analysis, Price and Demand Models
- 03 Comprehensive Business Plan
- 04 Parking Design, Brand Integration and Technology
- 05 Future Management and Operations

Seer World LLC | 2024 Parking Business Model

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01

Research, Review, and Inventory Development



RESEARCH REVIEW AND INVENTORY DEVELOPMENT

This portion of the project begins the process of collecting all available parking related data, previous studies, transportation as well as traffic historicals. Seer will work with the City's GIS department to locate and pin all public and relevant private parking sites in the GIS Roswell mapping tool. Seer will also facilitate learning sessions with Senior Staff and Elected Officials to articulate the City's future parking strategy.

Best Practices and Relevant Failures

Asbury Park, New Jersey

Background

- Asbury Park is a small, coastal city in New Jersey with about 15,000 residents.
- It sees much tourism driving demand for parking as a destination city.
- The city offers 3,000 on-street metered parking spaces, six private parking lots, two municipal parking lots, and one parking lot that is owned by the state of New Jersey but made available for limited use to the City of Asbury Park.

Similarities to Roswell

- High parking demand due to tourism/non-residents

Differences to Roswell

- Massive on-street parking inventory
- Less city-controlled parking lots
 - Thus less uniformity in lot catalog (i.e. not every lot looks or behaves the same)

Takeaways

1. **Expand Customer Choice with Multiple Payment Options:** Asbury Park's decision to integrate multiple parking apps instead of relying on a single, proprietary app allowed the city to cater to diverse customer preferences. This approach increased convenience for users who preferred apps they were already familiar with, enhancing customer satisfaction and



adoption rates.

2. **Leverage Competition for Innovation and Cost Savings:** By adopting an open market parking model, Asbury Park benefited from healthy competition between app providers. This setup encouraged innovation, as apps differentiated themselves through unique features and fee structures, leading to cost savings and better service options for consumers. One possible difference in Roswell is that the City would set prices, not App-providers.
3. **Simplify Operations and Foster Collaboration:** Asbury Park's collaborative approach with established app providers streamlined operations, reduced administrative burdens, and fostered better relationships between the city and vendors. This model allowed app providers to resolve issues independently, freeing up city resources for other operational tasks.
4. **Use Data to Inform Decisions and Optimize Space:** The city recognized the value of data in improving parking management. By aggregating data from multiple apps, Asbury Park aims to make data-driven decisions, such as optimizing space usage, understanding parking demand patterns, and enhancing overall efficiency.
5. **Enhance User Experience with Clear Communication and Signage:** To avoid confusion among users, Asbury Park updated its signage to include logos of all participating apps and provided easy access to information on compatible platforms. Clear communication about available options helped streamline the user experience and encouraged broader digital adoption.

The Pittsburgh Parking Authority

Background

- In 2015, the PPA added mobile parking payments with launch of the Go Mobile PGH app
- The city has 32 surface lots and 11,000 on-street, metered spaces.



Similarities to Roswell

- Need for Market Introduction

Differences to Roswell

- Metropolitan city as opposed to suburb

Takeaways

1. **Seamless Integration Enhances Efficiency:** Pittsburgh successfully integrated ParkMobile with its existing pay-by-plate meters and enforcement systems, creating a cohesive parking management system. This integration streamlined operations, allowing for efficient data management and reducing the need for multiple software solutions, which improved overall operational efficiency.
2. **Strong Vendor Partnerships Drive Success:** Pittsburgh's partnership with ParkMobile was strategic, leveraging the vendor's established presence in the region and expertise in mobile parking solutions. This collaboration helped facilitate a smooth rollout and fostered a successful program that benefited both the city and its residents.
3. **Customer Familiarity Boosts Adoption Rates:** By building on existing pay-by-plate technology that residents were already familiar with, Pittsburgh made the transition to mobile payments straightforward for users. This familiarity, combined with the convenience of entering license plate numbers just once, significantly improved the user experience and encouraged widespread adoption of the app.
4. **Increased Compliance and Revenue Through Technology:** The shift to mobile payments improved customer compliance and dramatically increased parking revenue without expanding the city's parking inventory. By simply optimizing existing resources through digital solutions, Pittsburgh's parking revenue rose by \$13 million since the program's inception, showcasing the financial benefits of modern parking management.
5. **Future-Ready Approach with Phasing Out of Traditional Methods:** Pittsburgh is planning to phase out coin-based payments and paper receipts, moving toward a mobile-only model as app adoption continues to grow. This



forward-thinking approach aligns with evolving consumer behavior and positions the city to further streamline parking operations while encouraging digital adoption.

6. **Preparation and Market Introduction are Critical:** Stickers and signage were created to help inform customers about the city's new mobile parking payment option. Ambassadors engaged with the city's local businesses and major universities.

Berkeley, California

Background

- Population of 118,000
- Inventory:
 - 3,800 metered spaces
 - 2 off-street open surface parking lots
 - 3 public garages.
- Transitioned from a coin and paper parking system to a mobile payment one

Similarities to Roswell

- Population
- Offers Demand-Responsive, Variable Pricing (aims to achieve 65-85% occupancy in each of these 5 lots)
- Premium areas, which are located centrally with shorter time limits and higher prices, and Value areas, which are located further out with longer time limits and lower prices.
 - To easily differentiate between these two parking areas for customers, blue signage is used in Premium areas and green signage is used in Value areas.

Differences to Roswell

- Greater inventory available



Takeaways

1. **Signage:** All necessary details, including zone numbers, time limits, and hours of operation, were accessible to customers in an aesthetically pleasing, informative manner across the city.
2. **Market Introduction Ideas:**
 - a. Issuing a press release, which was picked up by local media outlets
 - b. Having a team from ParkMobile engage customers on the street, educating them about the new app and giving out branded premium items. Roswell could do this for the first week at peak times in downtown lots.
3. **Modernizing Parking with Mobile Payment Options:** Berkeley's introduction of the ParkMobile app modernized its parking system, reducing reliance on physical infrastructure such as coin and card-operated meters. This transition provided customers with more convenient payment options and aligned with the city's strategic goals for parking modernization.
4. **Customized Signage and Marketing for User Awareness:** The city worked closely with ParkMobile to implement custom signage and decals, clearly communicating essential information such as zone numbers and time limits. Additionally, a comprehensive marketing approach, including street engagement and media outreach, played a significant role in building awareness and encouraging app adoption.
5. **Data-Driven, Demand-Responsive Parking Management:** Through the goBerkeley program, the city used occupancy data to dynamically adjust parking pricing based on supply and demand, aiming to achieve optimal occupancy levels. Differentiating Premium and Value parking areas with distinct signage helped guide customer decisions and balanced parking demand effectively.
6. **Continued Optimization and Expansion of Parking Solutions:** Berkeley continues to analyze app usage data and pilot new programs to manage parking demand, particularly in residential areas near commercial districts. The city's proactive approach to evaluating and refining its parking strategy



ensures that it can adapt to changing needs and enhance the overall customer experience.

El Paso, Texas

Background

- Population of 800,000
- Inventory:
 - 2,000 On-Street Spaces
 - 3 Parking Garages
- Raises consideration of need for incorporation of all demographics including Spanish-speaking or those with lower income

Similarities to Roswell

- Low awareness of management system and mobile payment

Differences to Roswell

- Population

Takeaways

1. **Enhanced User Awareness and Adoption:** El Paso's initial challenge was low awareness of the mobile payment option, with 58% of customers unaware of the available app. By switching to ParkMobile and rebranding as Park915, the city successfully improved awareness through targeted marketing, bilingual media outreach, and updated signage, resulting in a significant increase in app downloads and usage.
2. **Reduced Traffic Congestion and Improved Customer Experience:** The Park915 app's real-time availability feature helped drivers locate available parking spots without circling the area, reducing traffic congestion and enhancing the overall customer experience. This feature, along with the ability to see the remaining time on the meter, made users more comfortable with mobile payments.
3. **Successful Integration of Reservation Features:** El Paso expanded Park915's functionality by allowing customers to reserve parking for events at popular venues like the Plaza Theatre and Convention Center. This feature alleviated



4. the stress of finding parking downtown during high-demand periods and further enhanced the app's appeal to residents and visitors.
5. **Substantial Growth in App Usage:** Since launching Park915 in October 2019, the city saw a substantial increase in app downloads—from 6,000 downloads over three years with the previous provider to 13,500 downloads in just a few months. Additionally, the utilization of the app versus meters increased from 3% to over 12%, indicating a strong positive response from the community.
6. **Future Expansion and Continuous Improvement:** El Paso plans to expand Park915's integration to include payments for other transit options like streetcars and public buses. The city is also considering adding more privately-owned garages to the app's reservation system. Continuous marketing efforts and additional signage are planned to keep growing user adoption, demonstrating a commitment to ongoing improvement and responsiveness to community needs.

Lancaster, Pennsylvania

Background

- Population of 60,000
- Inventory:
 - 1,200 on-street spaces (300 multi-kiosked and 900 single metered spaces)
 - 7 garages with 5,500 spaces
- Has a Parking Authority

Similarities to Roswell

- Population

Differences to Roswell

- Massive Inventory



Takeaways

1. **Customer-Centric Approach to Modernization:** Lancaster's primary goal was to improve customer service by offering a modern payment option. The city implemented ParkMobile as an alternative to traditional coin payments, addressing customer needs for convenience without the need for expensive upgrades to physical infrastructure.
2. **Focus on Compliance Over Enforcement:** The Lancaster Parking Authority emphasized compliance with parking regulations rather than punitive enforcement. By offering an easy-to-use mobile app, the city aimed to make it simpler for users to pay and avoid tickets, reflecting a customer-first philosophy in its parking management.
3. **Significant Growth in Mobile Payment Adoption:** Since the app's launch in 2015, the adoption of ParkMobile in Lancaster grew significantly, with transactions increasing from 1,000 per month to over 9,500 per month by 2018—an 850% increase. This growth demonstrated the app's effectiveness in encouraging more users to opt for mobile payment solutions.
4. **Minimal Implementation Challenges:** Lancaster's experience with deploying ParkMobile was notably smooth, with very few complications. The ease of integration allowed the city to modernize its parking operations quickly and efficiently, setting it apart from more complex hardware and software rollouts in the past.
5. **Overcoming Demographic Barriers:** Initially, there was resistance to the new technology, particularly among the older demographic in Lancaster. However, with persistent efforts and growing familiarity, the app saw increasing adoption over time. This success highlights the importance of continuous promotion and user education, especially in communities less accustomed to digital solutions.



New Hope, Pennsylvania

Background

- Population of 2,500
- Inventory:
 - 440 street-level
 - Growing private lots
- Lots of tourism including historic sights draws over a million guests a year.

Similarities to Roswell

- Visitor-driven parking
- Small inventory

Differences to Roswell

- Population

Takeaways

1. **Simplification Over Complexity:** New Hope initially tried a multi-vendor approach, introducing two mobile payment apps to increase compliance. However, this approach backfired, causing confusion among users and operational inefficiencies. Ultimately, the city reverted to a single, best-in-class vendor—ParkMobile—highlighting the importance of simplicity in public services.
2. **Customer Preference Drives Decisions:** Data showed that ParkMobile was significantly more popular than the second vendor, with adoption rates never rising above one percent for the latter. New Hope's decision to focus on ParkMobile was driven by clear customer preference, demonstrating the importance of understanding and catering to user behavior.
3. **Enhanced User Experience with a Single Vendor:** The shift back to ParkMobile improved the overall user experience by reducing operational hurdles such as inconsistent zoning and multiple support channels. This transition made it easier for the city to manage enforcement and compliance, ensuring a seamless experience for both residents and visitors.
4. **Operational Efficiency and Cost Savings:** By consolidating to a single



vendor, New Hope realized cost savings from reduced fees and improved operational efficiency. The decision allowed the borough to allocate more time to enhancing the parking experience rather than resolving technical issues.

5. **Positive Impact on Tourism and Local Businesses:** With a streamlined mobile payment solution, New Hope has been able to better support the influx of tourists and help local businesses thrive during off-peak seasons. ParkMobile's convenient features, such as extending time remotely, have been especially appreciated by visitors, helping New Hope maintain its appeal as a top vacation spot.

Norwalk, Connecticut

Background

- Population of 90,000
- Inventory:
 - 4,281 total spaces
- Created a Parking Authority in 2002, spurred by a CIP parking garage being built

Similarities to Roswell

- CIP parking project spurred decision to create a Parking Authority
- Population

Differences to Roswell

- Inventory is much bigger than Roswell

Takeaways

1. **Strategic Deployment and Community Outreach:** Norwalk introduced ParkMobile with a well-planned pilot program and extensive marketing efforts, including media engagement and signage. This proactive approach helped educate the public, driving significant adoption of the app and demonstrating the value of continuous outreach in introducing new technologies.
2. **Rapid Adoption and Growth:** Since its launch, ParkMobile transactions in



Norwalk has grown by 158%, with around 15,000-16,000 transactions processed monthly by 8,000 active users. This rapid growth highlights the success of ParkMobile in meeting the city's need for a convenient, on-the-go parking payment solution.

3. **Economic Development Through Enhanced Mobility:** Norwalk's focus on smart parking solutions is closely tied to its economic development strategy. By offering convenient payment options, the city supports local businesses, facilitates tourism, and encourages mobility, which are critical components of Norwalk's urban growth.
4. **Customer-Centric Features:** ParkMobile's user-friendly features, such as the ability to store multiple vehicles, receive notifications, and extend time remotely, have been well-received by Norwalk's users. This emphasis on customer convenience has been key to the app's success and high adoption rate.
5. **Expansion and Future Initiatives:** Building on its success, Norwalk has expanded ParkMobile to parks and beaches and is exploring ways to improve wayfinding and manage the curb for multimodal transportation. These initiatives reflect Norwalk's ongoing commitment to enhancing its parking infrastructure and supporting broader urban mobility goals.

San Leandro, California

Background

- Population of 90,000
- Suburb east of San Francisco
- Inventory:
 - 3,000
- Has a Parking Authority

Similarities to Roswell

- Population



Differences to Roswell

- Has 2 commuter train stations

Takeaways

1. **Variation in Offered Product:** Paid public parking spaces available to customers and parking permits are also available to business owners, employees, and residents who require all-day parking. The city's infrastructure was not monitored, so rules and restrictions around parking weren't actively being enforced, and customer compliance was minimal at best.
2. **Revitalization Through Smart Parking Solutions:** As part of its downtown revitalization efforts, San Leandro leveraged ParkMobile to modernize its parking system without making large capital investments. This approach allowed the city to maximize existing infrastructure while providing a modern, user-friendly payment option for residents and visitors.
3. **Significant Increase in Compliance and Usage:** After implementing ParkMobile, San Leandro saw a 900% increase in monthly transactions, demonstrating the app's effectiveness in improving compliance and enhancing the parking experience. The app's success underscored the importance of providing convenient and accessible payment options.
4. **Community Engagement and Hands-On Management:** Mariana Garcia's active engagement with the community—through events, city council meetings, and direct outreach—played a critical role in the successful adoption of ParkMobile. Her relationship-driven management style helped build trust and awareness among San Leandro's residents and business owners.
5. **Adapting to User Needs:** San Leandro's decision to choose ParkMobile was influenced by its broad user base in the surrounding East Bay area, making it easy for residents to adopt a familiar technology. This customer-focused decision-making approach ensured a smooth transition to the new system.
6. **Continual Improvement and Future Planning:** San Leandro is actively seeking ways to enhance the parking experience further, including plans for



updated signage, potential investments in new multi-space meters, and strategies to manage parking in residential areas. This commitment to continuous improvement reflects the city's dedication to maintaining an efficient and user-friendly parking system.

Like-Market Analysis (Sister Cities)

Alpharetta

Parking Technology

- Alpharetta: The city has adopted modern parking technology, including mobile apps like ParkMobile, allowing for digital payments and real-time parking availability checks. Some newer developments also offer smart parking meters and license plate recognition for easy monitoring.
- Roswell: Roswell is transitioning toward modern parking solutions but is slightly behind Alpharetta in terms of widespread adoption. They do offer some ParkMobile options and have a mix of traditional parking meters and newer technology in certain areas.

Pricing

- Alpharetta: Downtown Alpharetta offers a mix of paid and free parking. Some areas have time restrictions and require payment during certain hours, with parking rates typically ranging from \$1-\$2 per hour, depending on the location. Alpharetta parking lots are mostly free for the first 2 hours.
- Roswell: Parking in Roswell, especially near its historic district, is primarily free, though there are a few areas with paid parking options. Pricing tends to be lower, and paid parking is limited compared to Alpharetta.

Public and Private Parking

- Alpharetta: The city offers a combination of public parking lots (run by the city) and private parking facilities attached to businesses and developments. The availability of public lots makes it relatively easy to find parking, especially



in the downtown area.

- Roswell: Similarly, Roswell has a mix of public parking lots, especially near the historic district, but has more reliance on private lots connected to businesses. Public parking is more common near parks and tourist areas like Canton Street.

Accessibility

- Alpharetta: The city has made significant strides in ensuring ADA-compliant spaces and improving the accessibility of public parking lots, especially in newer developments.
- Roswell: Roswell also has a good number of ADA-compliant spaces, but there may be fewer accessible spaces available in some of the older areas or private lots. Roswell does not charge for handicap parking.

Paid and Unpaid Parking

- Alpharetta: Paid parking is common in central areas, particularly during events and busy weekends, but there are still unpaid options in residential streets or further from the core.
- Roswell: Most parking is unpaid, particularly in and around the historic district. Paid parking is rare, with the city focusing more on free public lots.

Time Limit

- Alpharetta: Time limits vary. In some areas, you may find 2-hour or 4-hour limits, especially in free parking zones. Paid zones often allow longer-term parking for those willing to pay.
- Roswell: Time limits are also present, typically 2-hour in busier areas like Canton Street. However, in general, parking time restrictions are less strictly enforced, and you can find areas without limits.

Inventory

- Alpharetta: Alpharetta has a larger inventory of parking spaces, especially in the downtown area and Avalon, where multi-story parking decks provide plenty of spaces. Residential and business parking is ample but can be crowded during peak times.
- Roswell: Roswell has fewer total parking spaces, particularly in the historic district, which can make parking challenging during busy weekends or



events. However, public parking near parks and civic spaces remains accessible.

Payment in - Lieu of Parking

- Meaning: providing parking through the payment of money to the City to fund the provision or expansion of a municipal parking facility

Specific Inventory Breakdown:

Alpharetta							
Specific Site	Address / Name	Parking Type	Inventory	Time (Hrs)	Payment	Limit (Hrs)	Availability (if appl)
Downtown		Street	191		Free	3	
	92 Milton Ave.	Deck	189		Free		
	31 Old Roswell St.	Surface Lot	88		Free	3	M-F, 8-5p
	45 Roswell St.	Surface Lot	73		Free		
	26 Old Roswell St.	Surface Lot	100	24	\$7		
Alpharetta City Center Parking (City Hall)	2 Park Plaza	Deck	450		Free		
Ameris Bank Amphitheatre Parking (Event Venue)	2200 Encore Parkway, Alpharetta, GA 30009	Varies (Surface and Deck)	1220				
Alpharetta Crossing Shopping Center	11770 Haynes Bridge Rd.	Surface	720	24	Free		M-S, All day
Avalon Shopping Center	400 Avalon Boulevard	Partially Covered Deck			Free with Valet option (\$12)		M-S, All day



Takeaways (Alpharetta v. Roswell)

Alpharetta offers more modern parking technologies, slightly higher parking rates, and more robust parking infrastructure, including multi-level parking decks. The mix of paid and unpaid options and higher availability makes it easier to park, but it may come at a cost, particularly in the busiest areas. Roswell has a more relaxed parking environment, with fewer paid options, more free parking, and less emphasis on time limits. However, finding parking during events in the historic district can be more challenging due to its limited inventory.



Johns Creek

Parking Technology

- Johns Creek: Parking infrastructure in Johns Creek is relatively underdeveloped compared to Roswell, with fewer formal parking solutions. The city largely relies on private parking lots at businesses, shopping centers, and office parks. There are fewer mobile payment systems or smart parking meters, and no formal city-wide parking technology system in place.
- Roswell: Roswell has been more proactive in adopting parking technology, including ParkMobile in some areas, and a mix of traditional parking meters and digital systems near busier locations like Canton Street. Roswell is further along in providing technology-driven parking management.

Pricing

- Johns Creek: Most parking is free, given the suburban nature of the city. Whether in commercial centers or residential areas, free parking is the norm. There are no significant paid parking zones in the city.
- Roswell: Similarly, much of Roswell's parking is free, particularly in residential and business areas. However, certain busier areas, especially around the historic district, may have paid parking, though it remains limited compared to larger cities.

Public and Private Parking

- Johns Creek: Johns Creek predominantly features private parking, with most lots tied to businesses, shopping centers, and office complexes. Public parking is rare, and there are no major city-managed parking lots.
- Roswell: Roswell has a stronger mix of public and private parking. Public parking lots are available near the historic district, parks, and along popular streets like Canton Street. There is more of a balance between public options and private lots attached to businesses.

Accessibility

- Johns Creek: Accessibility is generally good, as most parking lots are relatively new and have ADA-compliant spaces. However, the lack of public lots means that the focus is mainly on businesses and shopping centers.



- Roswell: Roswell also has a good number of ADA-compliant spaces, particularly in public parking lots and newer developments. The historic district can be slightly more challenging for accessibility due to older infrastructure, though the city has made efforts to improve it.

Paid and Unpaid Parking

- Johns Creek: The vast majority of parking is unpaid. There are no formal paid parking zones, and residents and visitors primarily rely on free parking at commercial or residential sites.
- Roswell: While most parking in Roswell is unpaid, there are certain paid options in busy areas like the historic district, especially during weekends or special events. Paid parking is limited and generally more affordable compared to urban centers.

Time Limit

- Johns Creek: Most parking areas in Johns Creek have no formal time limits, as parking is generally part of private lots tied to businesses or residential areas. This makes it easy for people to park for extended periods without concern.
- Roswell: In Roswell, there are time limits in some of the more central and busy areas, particularly near the historic district. These typically range from 2-hour to 4-hour limits in free public parking spaces. However, in less congested areas, parking is often without strict time limits.

Inventory

- Johns Creek: Parking is plentiful, particularly around commercial and shopping centers. The city is suburban and spread out, so finding parking is typically not an issue, with ample space in most locations.
- Roswell: Roswell has a more limited inventory in certain areas, particularly in the historic district, where parking demand can outstrip supply, especially during weekends and events. Outside of the core areas, parking inventory is more adequate, though not as abundant as in Johns Creek.



Takeaways (Johns Creek v. Roswell)

Johns Creek is primarily suburban with an abundance of free, privately-owned parking. The lack of formal parking technology, paid options, and time limits makes it highly accessible, though less structured compared to more urbanized areas. Roswell offers a slightly more structured parking experience, with some integration of modern technology and a mix of public and private parking options. While the majority of parking is free, there are occasional paid zones and time limits, especially in high-demand areas like the historic district. In short, Johns Creek has more free, easily accessible private parking without the need for much formal regulation, whereas Roswell strikes a balance between public and private parking, and has slightly more sophisticated parking management systems in place.



Sandy Springs

Parking Technology

- Sandy Springs: Sandy Springs has embraced modern parking technologies, especially in areas like City Springs, its new downtown development. ParkMobile and other mobile payment platforms are widely used. Additionally, license plate recognition technology is in place in some areas to enforce parking time limits and track available spaces.
- Roswell: Roswell uses ParkMobile in parts of its historic district and a mix of older parking meters and some smart meters in busier areas like Canton Street. However, Roswell's adoption of parking technology is not as widespread as in Sandy Springs.

Pricing

- Sandy Springs: In key areas such as City Springs, parking is often paid. Pricing can vary, with rates around \$1–\$2 per hour or higher during events. Some commercial areas also offer free parking for a limited time, followed by hourly charges.
- Roswell: Parking in Roswell is mostly free, but some areas, particularly in the historic district, may require payment during peak times. Pricing is generally lower than in Sandy Springs, with only a few areas charging for parking.

Public and Private Parking

- Sandy Springs: Sandy Springs has a solid mix of public and private parking, with several public parking garages and surface lots in places like City Springs. Private parking is available in office parks, shopping centers, and residential complexes.
- Roswell: Roswell also has a mix of public and private parking, but relies more on private lots tied to businesses. Public parking lots are available in the historic district and around parks, but there are fewer multi-level garages compared to Sandy Springs.

Accessibility

- Sandy Springs: Accessibility in Sandy Springs is robust, with many ADA-compliant spaces in both public and private parking areas. The new



developments like City Springs are designed to be highly accessible.

- Roswell: Roswell has a good number of ADA-compliant spaces, particularly in public lots and near parks. However, older parts of the city, especially the historic district, may have more challenges with accessibility due to narrower streets and older infrastructure.

Paid and Unpaid Parking

- Sandy Springs: Sandy Springs has a mix of paid and unpaid parking. In areas like City Springs, there are more paid options, especially during events or at peak times. Free parking is available in less central areas and for short-term use.
- Roswell: Most parking in Roswell is unpaid, particularly in residential areas and near businesses. There are a few paid zones, especially in the historic district, but these are more limited than in Sandy Springs.

Time Limit

- Sandy Springs: Many public parking areas in Sandy Springs, particularly those in City Springs, have time limits. You might find 2-hour or 4-hour limits in some free parking areas, while paid areas allow longer parking durations. During events, time limits can be strictly enforced.
- Roswell: In Roswell, time limits are common in busier areas, especially in the historic district, with 2-hour limits being standard in many places. However, outside of the downtown area, many parking areas do not have strict time restrictions.

Inventory

- Sandy Springs: Sandy Springs has a larger inventory of parking spaces, particularly due to its newer developments like City Springs, which include multi-story parking decks. Parking availability is generally good, but can become limited during events or peak hours.
- Roswell: Roswell has fewer parking spaces, especially in the historic district where demand can outpace supply during busy times. Outside of the historic core, parking availability is better, but the city generally has a smaller parking inventory compared to Sandy Springs.



Specific Inventory Breakdown:

Sandy Springs							
Specific Site	Address / Name	Parking Type	Inventory	Time (Hrs)	Payment	Limit (Hrs)	Availability (if appl)
Downtown		Street	375		Free	2	
	230 Mount Vernon Hwy	Deck (underground)	750	<2	Free		
				2-3	\$4		
				3-4	\$6		
				4-5	\$8		
				5-8	\$10		
				8-24	\$18		
				Lost Ticket	\$24		
Hammond Park	705 Hammond Drive NE	Lot	N/A		Free		M - S, All Day
The Commons at Lake Hearn	1150 Lake Hearn Dr NE	Garage	847	20m	Free		
				30m	\$2		
				1	\$4		
				1.5	\$6		
				2	\$8		
				Max	\$10	2.5?	M-S, All Day
Sandy Springs Plaza	6277 Roswell Road	Lot	410	2	Free		M-S, All Day
City Springs -	City	Garage	1125	2	Free		M-S, All Day

 East Garage (Underground)	Springs - East Garage Galambos Way Sandy Springs, GA 30328						
City Springs - West Garage	City Springs - West Garage 1 Galambos Way Sandy Springs, GA 30328	Garage	1125	2	Free		M-S, All Day
Murphey Candler Park	1551 West Nancy Creek Drive Northeast Brookhave n, GA 30319	Lot	170	2	Free		M-S, All Day
Dunwoody Park	5343 Roberts Drive Fairfield Dunwood y, GA 30338	Lot	55		Free		

Takeaways (Sandy Springs v. Roswell)

Sandy Springs has a more structured and technology-driven parking system, particularly in its City Springs district. Paid parking is more common, especially in newer developments and event-driven areas. The city offers more public parking garages and has made significant strides in accessibility. Roswell, on the other hand, is more relaxed with predominantly free parking options, though some paid areas exist in busier sections like the historic district. The overall parking infrastructure in Roswell is less advanced, with fewer multi-level garages and a smaller inventory



compared to Sandy Springs. If you're looking for modern parking conveniences, Sandy Springs offers a more tech-integrated and structured environment, while Roswell provides more free and traditional parking options, especially outside its busiest areas.



Woodstock

Parking Technology

- Woodstock: Woodstock has embraced parking technology, especially in the Downtown Woodstock area. The city uses the ParkMobile app for mobile payments and has introduced smart parking meters in certain areas. There are also digital signs indicating available parking in specific lots.
- Roswell: Roswell uses ParkMobile in its busier areas like the historic district, but the integration of technology is less comprehensive compared to Woodstock. While some smart meters are in place, many areas still rely on older parking meters.

Pricing

- Woodstock: Parking in Downtown Woodstock is mostly free, though certain premium spaces may require payment during events or peak times. There are a few paid parking zones in high-demand areas, but generally, free parking is widespread.
- Roswell: Roswell also offers predominantly free parking, especially outside the historic district. However, some areas in the historic district have paid parking, typically with low rates, especially during busier times or events.

Public and Private Parking

- Woodstock: The city has a strong mix of public parking lots, particularly downtown, and private lots attached to businesses. The public parking supply is well-marked, and several lots are conveniently located within walking distance of key attractions.
- Roswell: Roswell also provides a combination of public and private parking, but private parking (attached to businesses and restaurants) is more common, especially in the historic district. Public lots are available but less abundant compared to Woodstock's downtown area.

Accessibility

- Woodstock: Accessibility is a priority in Woodstock's parking system, with many ADA-compliant spaces in public lots. The layout of Downtown Woodstock makes it easy for those with disabilities to access most public



areas.

- Roswell: Roswell also has numerous ADA-compliant spaces, particularly in public lots and near parks. However, some areas in the historic district may be slightly less accessible due to older infrastructure and narrower streets.

Paid and Unpaid Parking

- Woodstock: Most parking in Woodstock is unpaid, especially in the downtown area. However, certain premium parking spots and event-related parking can be paid, though this is not the norm.
- Roswell: Parking in Roswell is largely unpaid, especially outside the core historic district. There are limited areas where parking is paid, particularly in the historic district during high-demand periods or events.

Time Limit

- Woodstock: Parking time limits are generally more relaxed in Woodstock. In free parking areas, you may find 2-hour limits in key spots downtown, but longer-term parking is available in some public lots.
- Roswell: Roswell enforces more strict time limits in busy areas, with 2-hour or 4-hour limits in public parking spots, especially around the historic district. Outside this area, time limits are less strictly enforced.

Inventory

- Woodstock: Woodstock offers a larger inventory of parking spaces, particularly in the downtown area, where several well-placed public lots and parking decks accommodate visitors. However, parking can still become scarce during large events or weekends.
- Roswell: Roswell's parking inventory is more limited, especially in the historic district, where finding a space can be a challenge during busy periods. There are fewer parking decks and fewer public spaces available compared to Woodstock.



Specific Inventory Breakdown:

Woodstock							
Specific Site	Address / Name	Parking Type	Inventory	Time (Hrs)	Payment	Limit (Hrs)	Availability (if appl)
City Center Project (Future Site)		Deck	659				
Mill Street Lot		Lot	55				
Temporary Mill Street Lot		Lot	27				
City Center Lot		Lot	197				
Amphitheater / Aquatic Center South Lot		Lot	27				
Amphitheater / Aquatic Center North Lot		Lot	45				
Chattahoochee Tech College Lot		Lot	192				
Downtown Street		Street					

Takeaways (Woodstock v. Roswell)

Woodstock has a more organized and accessible parking system, particularly in its downtown area, with a good blend of free parking, clear signage, and some use of modern technology. Parking is mostly unpaid and readily available except during major events. Roswell offers a more traditional parking environment, with free parking being the norm, though its historic district can present challenges due to limited space and paid parking during busy times. Technology integration is present but less comprehensive than in Woodstock. Overall, Woodstock has a more robust public parking infrastructure, while Roswell balances free and paid options, particularly in its more historic and central areas.



Milton

Parking Technology

- Milton: Milton is a suburban and rural area, with less emphasis on formal parking technology. Most parking is informal and there are no widespread mobile payment platforms like ParkMobile in use. Parking is typically free and managed by private businesses or residential areas, with no significant implementation of parking meters or smart parking systems.
- Roswell: Roswell, particularly in its busier districts, uses ParkMobile for mobile payments and has some smart parking meters in key areas such as the historic district. The city has a more structured parking system in place, with certain zones utilizing digital meters.

Pricing

- Milton: Parking is free almost everywhere in Milton. Since it is more rural and suburban, there are no paid parking zones, even in commercial or public areas. Parking lots are typically tied to businesses or residential developments, making it easy for visitors and residents to park without fees.
- Roswell: In Roswell, parking is also mostly free, but there are paid parking areas, especially in the more popular parts of the city, such as the historic district. Paid parking is limited to busier times or specific events, with rates typically lower compared to urban areas.

Public and Private Parking

- Milton: The vast majority of parking in Milton is private, located in shopping centers, office parks, or residential communities. There is very limited public parking infrastructure, as most of the parking facilities are managed by private entities.
- Roswell: Roswell offers a more balanced mix of public and private parking. There are public parking lots in areas like the historic district and near parks, though private parking attached to businesses is also common. Roswell has more structured public parking options than Milton.

Accessibility

- Milton: Since Milton lacks large public parking lots or structures, accessibility is



typically handled through private lots. Many of these lots do have ADA-compliant spaces, particularly in newer developments. However, accessibility can vary depending on the business or property owner.

- Roswell: Roswell has better-established accessibility with more ADA-compliant spaces in public parking lots, particularly in high-traffic areas like parks and the historic district.
- Roswell has focused more on public parking infrastructure, ensuring greater compliance with accessibility standards.

Paid and Unpaid Parking

- Milton: All parking in Milton is unpaid. There are no meters or paid parking zones, and visitors can park for free in commercial and residential areas without restrictions.
- Roswell: Most parking in Roswell is unpaid, but there are specific areas, especially in the historic district, where paid parking may be enforced during peak times or for events. Overall, the majority of parking is free, though Roswell has a few paid options that Milton does not.

Time Limit

- Milton: Since parking is informal and often located in private lots, there are no significant time limits for parking in Milton. Parking is typically unrestricted and free for extended periods in business or residential areas.
- Roswell: Roswell enforces time limits in busy areas like the historic district, with common limits being 2 hours in free public spaces. Time limits are more relaxed outside of high-demand areas, but enforcement can be strict in popular zones.

Inventory

- Milton: Milton has a smaller parking inventory, as the demand for structured parking is lower given its suburban nature. Parking lots are often privately owned, and public parking is rare. However, due to its spread-out nature, parking availability is generally sufficient for the area's needs.
- Roswell: Roswell has a more diverse parking inventory, with public parking lots and garages in busier areas like the historic district. Parking can be limited during high-traffic periods, particularly in the downtown area, but



Roswell generally has more parking options than Milton.

Recent News Update

- May 2024 - Milton Parks and Recreation announced the development of Deerfield Park, which would offer more public parking spaces

Specific Inventory Breakdown:

Milton							
Specific Site	Address / Name	Parking Type	Inventory	Time (Hrs)	Payment	Limit (Hrs)	Availability (if appl)
Milton Visitor Parking	Milton High - 13025 Birmingham Hwy, Milton, GA 30004	Surface			Free		

Takeaways (Milton v. Roswell)

Milton offers a rural and suburban parking experience, with free, unrestricted parking almost everywhere. There is little to no use of modern parking technology, paid parking, or time limits, and most parking is managed by private businesses or residential developments. Roswell, on the other hand, has a more structured parking system, particularly in its historic district and busier areas. There is some integration of parking technology, and while most parking is free, there are limited paid options and time limits in high-demand zones. Roswell also has a larger parking inventory and more public parking infrastructure compared to Milton. In summary, Milton offers a simpler, free parking environment, whereas Roswell provides more structured and regulated parking options, especially in busy commercial and historic areas.



Sister Cities – In-Depth Comparisons

Overall Inventory Comparison (Sister - Cities)

- The above section indicates that Alpharetta and Roswell offer the most centralized and accessible public parking options, while Sandy Springs provides significant parking through the MARTA system.
 - For North Springs Station, MARTA parking less than 24 hours is free, more than 24 hours is \$8 / day.
- Milton, Johns Creek, and Woodstock feature more decentralized, business-focused parking inventories.

Overall Code Comparison (Sister - Cities)

Roswell: (Code Number:10.1.3.) Roswell's Unified Development Code (UDC) outlines parking requirements for residential and non-residential uses. It includes specifics on minimum parking spaces based on building size and use (e.g., one parking space per 200 square feet for commercial use). It also details shared parking agreements and guidelines for structured parking lots.

- How does Roswell's Code Compare to Sister Cities?
 - Roswell's Unified Development Code (UDC) for parking stands out in several areas when compared to its neighboring cities, with its structured approach aimed at flexibility, mixed-use development, and shared parking options.
 - In Roswell, mixed-use development refers to the combination of residential, commercial, office, and sometimes recreational or institutional spaces within a single development or district. The goal is to create a more walkable, integrated environment that supports diverse activities in one area. This contrasts with single-use zoning, where residential, commercial, and industrial areas are typically separated.



Roswell	Citywide Standard (10.1.3.B.)	Downtown (Historic Overlay) Required (10.1.6)
All office, except as listed below:	1 per 300 SF	1 per 500 SF
All restaurants	1 per 150 SF & 1 space per 300 square of outdoor dining area.	1 per 300 SF & 1 space per 300 square of outdoor dining area.
All retail sales	1 per 300 SF + 1 per 1,000 SF of outdoor use area	1 per 500 SF



Alpharetta: (Code Number: (2.5.1.B) Alpharetta's parking code addresses both surface parking and parking structures. It focuses on the ratio of parking spaces per land use, like 3 spaces per 1,000 square feet of retail. They also emphasize design standards like pedestrian pathways, lighting, and landscape buffers in parking lots.

Roswell	Citywide Standard (10.1.3.B.)	Downtown (Historic Overlay) Required (10.1.6)
All office, except as listed below:	1 per 300 SF	1 per 500 SF
All restaurants	1 per 150 SF & 1 space per 300 square of outdoor dining area.	1 per 300 SF & 1 space per 300 square of outdoor dining area.
All retail sales	1 per 300 SF + 1 per 1,000 SF of outdoor use area	1 per 500 SF
Alpharetta	Citywide Standard (2.5.1.B)	Downtown (Overlay) Required (2.4.1.B)
Professional and business offices not otherwise specifically enumerated	1 per 250 SF of gross floor space	Min. 3 per 1,000 sf
Restaurant	1 per 100 SF of the entire facility.	Min. 1 per 500 sf
Retail businesses, not otherwise specifically enumerated	1 per 200 SF of gross floor space.	Min. 1 per 500 sf



Sandy Springs: (Code Number: Sec. 8.1.2.B) Parking regulations in Sandy Springs prioritize minimizing large surface parking lots by promoting shared parking, especially in mixed-use developments. For example, parking reductions are allowed when users have different peak demand times, and the city encourages parking garages over surface lots to manage land use efficiently

Roswell	Citywide Standard (10.1.3.B.)	Downtown Required (10.1.6)
All office, except as listed below:	1 per 300 SF	1 per 500 SF
All restaurants	1 per 150 SF & 1 space per 300 square of outdoor dining area.	1 per 300 SF & 1 space per 300 square of outdoor dining area.
All retail sales	1 per 300 SF + 1 per 1,000 SF of outdoor use area	1 per 500 SF
Sandy Springs	Citywide Standard (Sec. 8.1.2.B)	Perimeter Center and City Springs Districts Required (Sec. 8.1.3.B)
Office	1 per 300 SF	No minimum (maximum 2 spaces per 1,000 SF)
Restaurant	1 per 150 SF	No minimum (maximum 8 spaces per 1,000 SF)
Retail except as listed below	1 per 300 SF	No minimum (maximum 4 spaces per 1,000 SF)



Milton: (Code Number: 9.1.2.B.) Milton's UDC also incorporates requirements for shared and reduced parking based on mixed-use developments. The city includes provisions for permeable surfaces in parking areas to mitigate stormwater runoff, which aligns with their broader environmental goals. Milton's code does not speak directly to payment in lieu terms or specific parking deck or garage regulations from the City.

Roswell	Citywide Standard (10.1.3.B.)	Downtown (Historic Overlay) Required (10.1.6)
All office, except as listed below:	1 per 300 SF	1 per 500 SF
All restaurants	1 per 150 SF & 1 space per 300 square of outdoor dining area.	1 per 300 SF & 1 space per 300 square of outdoor dining area.
All retail sales	1 per 300 SF + 1 per 1,000 SF of outdoor use area	1 per 500 SF
Milton	Citywide Standard (9.1.2.B.)	Downtown (Overlay) Required (??)
Office	250,000 SF or less: 2.8 per 1,000 SF, Over 250,000 SF: 2.6 per 1,000 SF	Same
Restaurant	Indoor / Outdoor: 10 per 1000 SF Carryout: 5 per 1000 SF	Same
Retail	4 per 1,000 SF	Same



Johns Creek: (Code Number: 18.2) Johns Creek focuses on ensuring adequate parking for residential, commercial, and industrial zones, with a flexible approach toward mixed-use areas. They emphasize accessible parking and provide options for developers to offer fewer spaces with alternative transportation infrastructure.

- Johns Creek ordinance does have a section specifically for 'off -street parking' considering that the city has a more rural landscape compared to the other sister cities. The code states the following:

"Parking requirements shall be calculated based on the site's principle use. All areas are expressed in gross square feet of building area unless ground area or some other measure is specified. Parking in excess of the minimum requirements for shopping centers in excess of 50,000 square feet must be located on a pervious surface. Any fraction of one-half or larger shall constitute a whole. A bench seat shall consist of 18 inches"



Roswell	Citywide Standard (10.1.3.B.)	Downtown (Historic Overlay) Required (10.1.6)
All office, except as listed below:	1 per 300 SF	1 per 500 SF
All restaurants	1 per 150 SF & 1 space per 300 square of outdoor dining area.	1 per 300 SF & 1 space per 300 square of outdoor dining area.
All retail sales	1 per 300 SF + 1 per 1,000 SF of outdoor use area	1 per 500 SF
Johns Creek	Citywide Standard (18.2)	
Office	1 per 300 SF(to 250,000 SF) 1 per 400 SF(all exceeding 250,000 SF)	
Restaurant	1 per 100 SF	
Retail	1 per 200 SF	



Woodstock: (Code Number: Chp 94, Article III) Woodstock's parking regulations are part of its overall zoning ordinances. The UDC covers minimum and maximum parking standards depending on the use of the property and building size, promoting efficient land use while limiting excessive parking lot development.

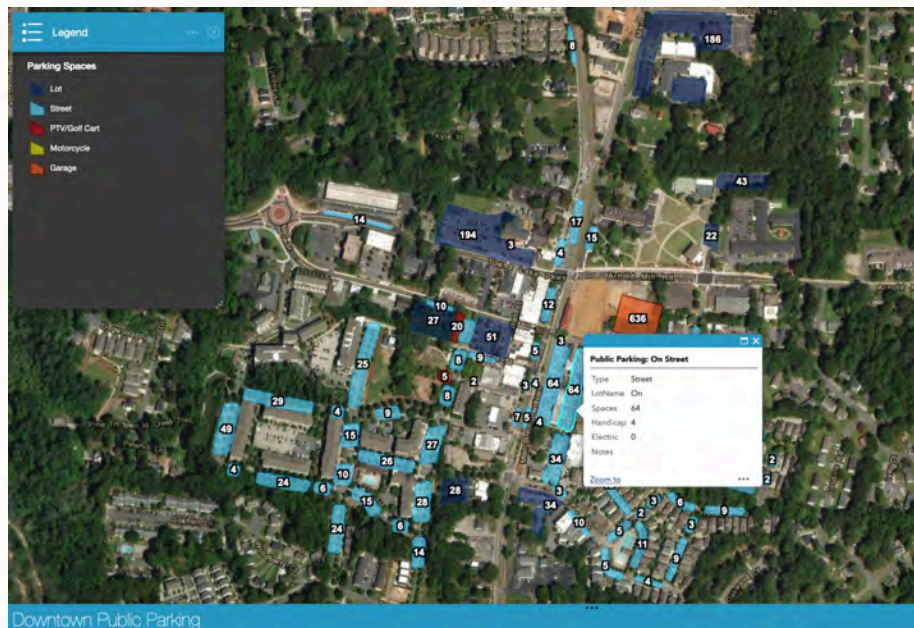
Roswell	Citywide Standard (10.1.3.B.)	Downtown Required (10.1.6)
All office, except as listed below:	1 per 300 SF	1 per 500 SF
All restaurants	1 per 150 SF & 1 space per 300 square of outdoor dining area.	1 per 300 SF & 1 space per 300 square of outdoor dining area.
All retail sales	1 per 300 SF + 1 per 1,000 SF of outdoor use area	1 per 500 SF
Woodstock	Citywide Standard (7.518)	Downtown District Required (7.727)
Professional office	3 spaces per 1,000 square feet gross floor area	Same
*Full service restaurant, bar, tavern, fast casual restaurant	7 spaces per 1,000 square feet gross floor area	Same
*Retail store	3.33 spaces per 1,000 square feet gross floor area	Same



Overall Website Comparison (Sister - Cities)

Woodstock

- Woodstock has some of the best components of a website that would be applicable to Roswell. (see below)
 - Within Woodstock's website, the City includes an interactive Downtown Parking map. However, Handicapped and EV parking is not included in the overall total of spaces in the specific lot. / garage. Those spaces are considered separate.
 - Woodstock separates Golf Cart and PTV spaces from car parking lots, as well.
 - Roswell should get rid of the polygon shapes on their parking map and provide specific lots that include the number of spots currently available broken down by type.



Alpharetta

Alpharetta's city website does not provide an interactive parking map or gives the user an idea of how much the parking prices are per lot in Downtown Alpharetta. If a visitor is unfamiliar with the area, they'd have to rely on a mobile app to assist in finding the majority of these parking spaces due to lack of visualization on the parking map.

Downtown Alpharetta has become one of our community's most popular destinations. With a growing collection of unique restaurants and shops, cool office spaces, and numerous special events, Downtown is truly the heart of Alpharetta that attracts residents and visitors alike.

In response to the increasing popularity of Downtown Alpharetta, the City is working to provide additional public parking to meet the needs of citizens, businesses, and visitors. As part of that effort we are adding temporary parking areas, constructing two new municipal parking decks, and entering into agreements with private property owners for public use of their parking areas during certain periods.



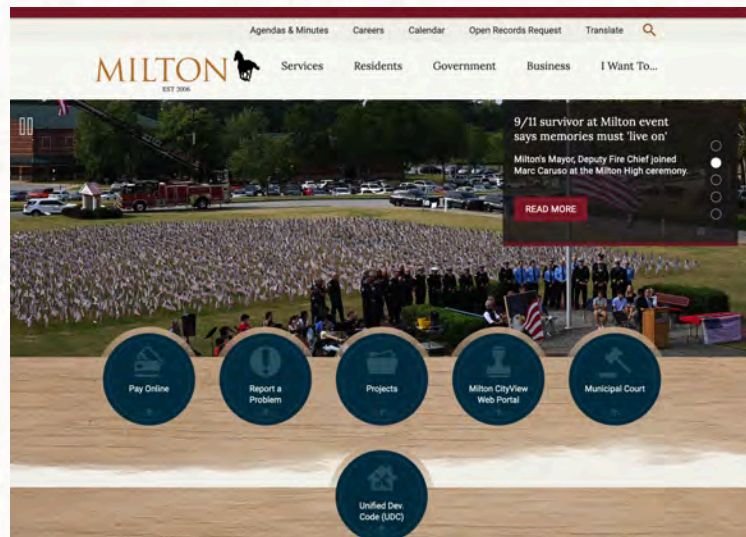


Sandy Springs

- Sandy Springs' official government website does not provide an interactive map or feature a direct link to the parking map on the official page, When googling Sandy Springs parking, the closest result link is to City Springs (City Hall) parking area / garages.



The Milton map doesn't showcase a parking map on their website and parking is vaguely mentioned in their code. There isn't a section that speaks directly to parking space size and the appropriate office, retail, or restaurant sq footage. However, the website DOES have an interactive code enforcement portal that would be great for Roswell to have. This portal allows you to choose various subcategories and put in the specific address where the code has been violated.

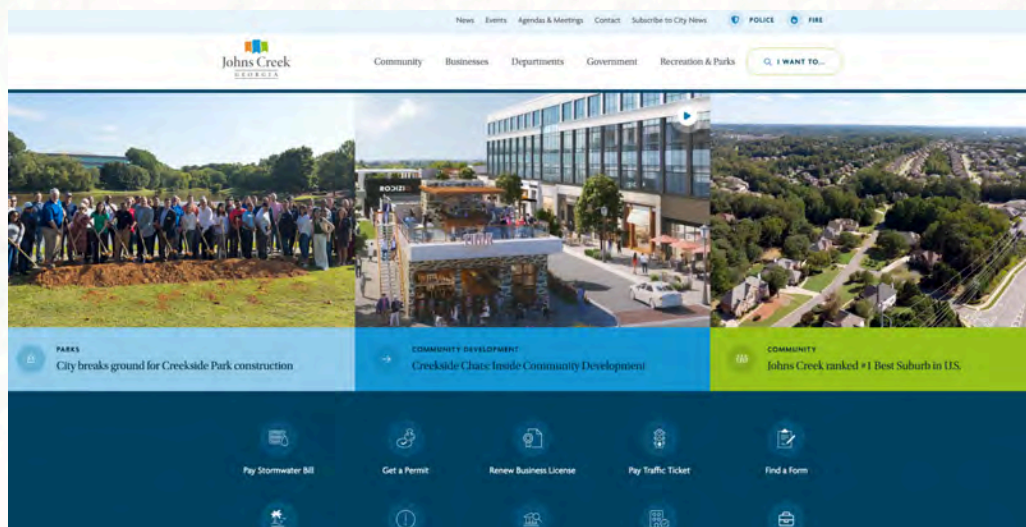




Johns Creek

Johns Creek has a well organized website, but does not feature parking or a parking map within its index.

1. **Strategic Priorities:** The site does list John Creek's strategic priorities at the bottom half of the site. This would be great for Roswell to implement so residents could learn more about the city's goals and initiatives.
2. **Elected Officials:** Headshots of the elected body are featured at the bottom of strategic priorities with various call the actions associated, i.e. 'Agendas & Meetings,' 'Watch Meetings Online,' and 'Request Open Records.' This would allow Roswell residents to match a name to the face of the individuals who represent their city.





Overall Recommendations for the City of Roswell

● Enhanced Parking Technology

- Roswell should expand its use of parking technology, adopting features like Woodstock's interactive parking map and smart parking meters, as well as mobile apps like ParkMobile.
- Adopting Woodstock's polygon-style design for a citywide interactive map could help drivers locate parking by availability and cost, with hover-over options displaying live occupancy, cost, and time restrictions.

● Website

- It is recommended that the City of Roswell update their official website to include an interactive parking map including, but not limited to, the following types of parking:
 - Parking Garages / Decks
 - Surface Parking / Parking Lots
 - Street Parking
 - Parking Developments (In Progress Decks / Surfaces, 'Coming Soon')
- We suggest that the hover - over option for each space includes parking technology available in that lot / garage, the number of spaces, the types of parking spaces with the associated number, and how much it costs per hour to park in that area.
- Increase ADA-compliant spaces and accessibility features in public parking areas, aligning with efforts seen in Woodstock and Sandy Springs.
- Update Roswell's website to include parking details like prices, time limits, and technology available in each lot. Following Johns Creek's example, include a strategic priorities section that informs residents of ongoing parking enhancements.



- **Code**

- Roswell should build upon its UDC flexibility for shared and mixed-use parking spaces, which encourages multi-purpose use. This will allow the city to manage the limited space more effectively in high-demand areas, similar to practices in Sandy Springs and Alpharetta.
- Increase guidelines on structured parking (multi-level decks) to reduce reliance on surface lots, particularly in the historic district. The goal would be to support long-term parking needs without consuming valuable land that could support businesses.

- **Inventory**

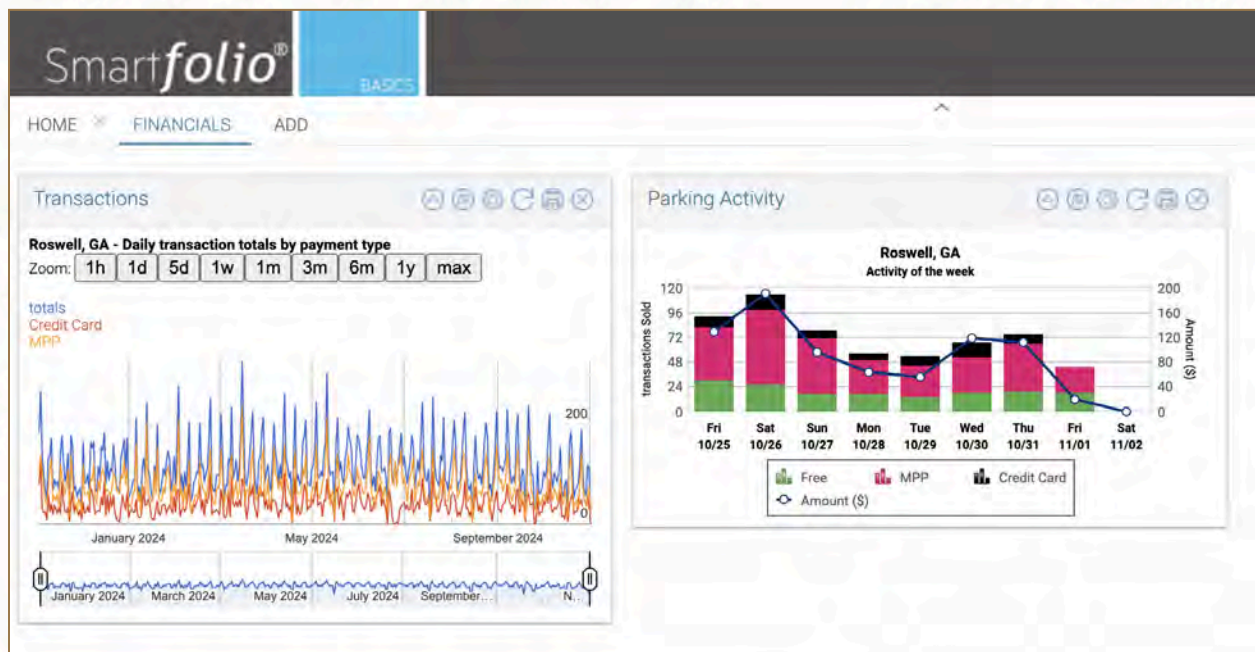
- Like Alpharetta and Sandy Springs, consider adding more multi-level garages to increase parking capacity, especially for the historic and commercial districts.
- Implement more paid options selectively during peak times in high-demand areas (historic district) to reduce congestion. Retain free parking in other districts to maintain accessibility.
- Improve signage, which is currently lacking, to guide users to public parking, making it comparable to Woodstock's clearly marked public lots.



Parking Dashboard

Based on the existing parking vendors in use, ParkMobile and Parkeon, there are several dashboards available with financial reporting, live lot capacity, and user information. Seer customized the Flowbird dashboard to best display the information most valuable for future parking management.

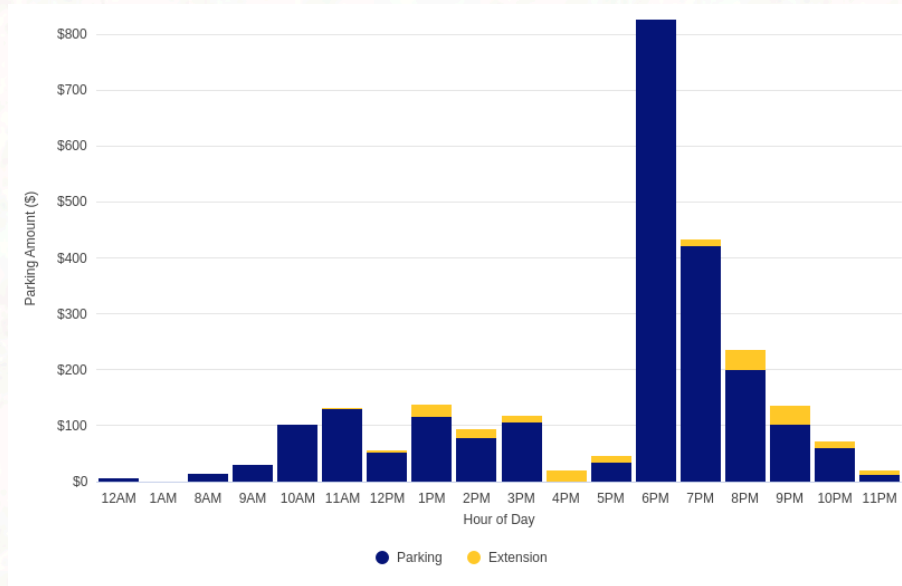
Flowbird: Seer created the following dashboard in the City's Parkeon account.



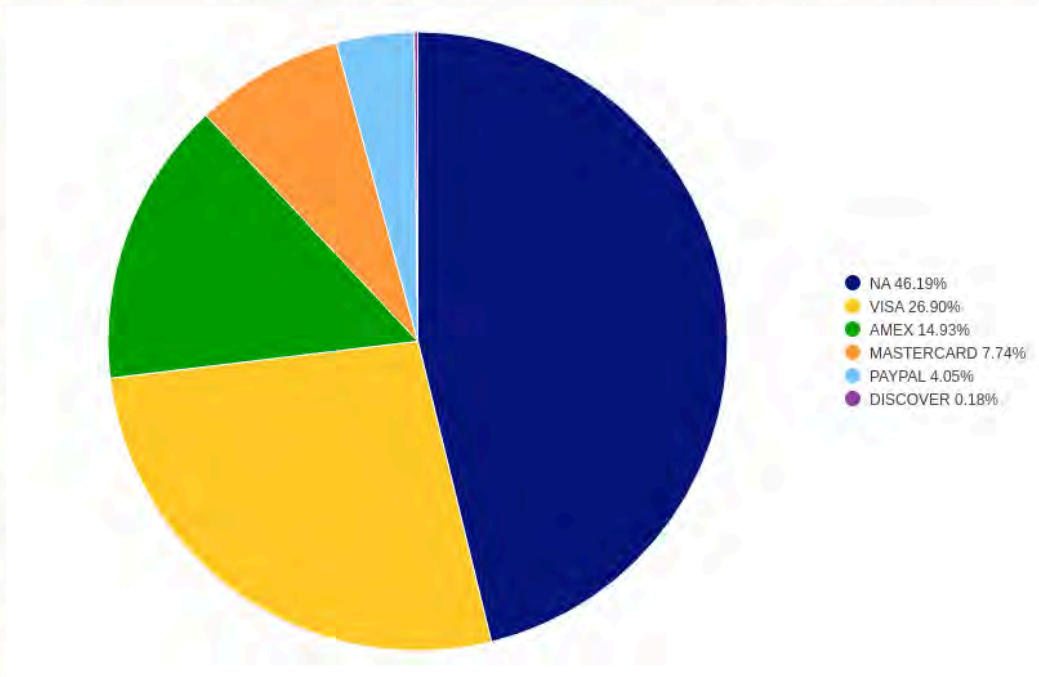
ParkMobile: Seer recommends using the following dashboards on the ParkMobile 360 platform in advance of the rollout of ParkMobile's Dashboard. Dashboard is currently under development, and should refine all capable reporting into one area. Based on conversations with Roswell's ParkMobile representatives, Dashboard is set to be off the shelf in late 2024.



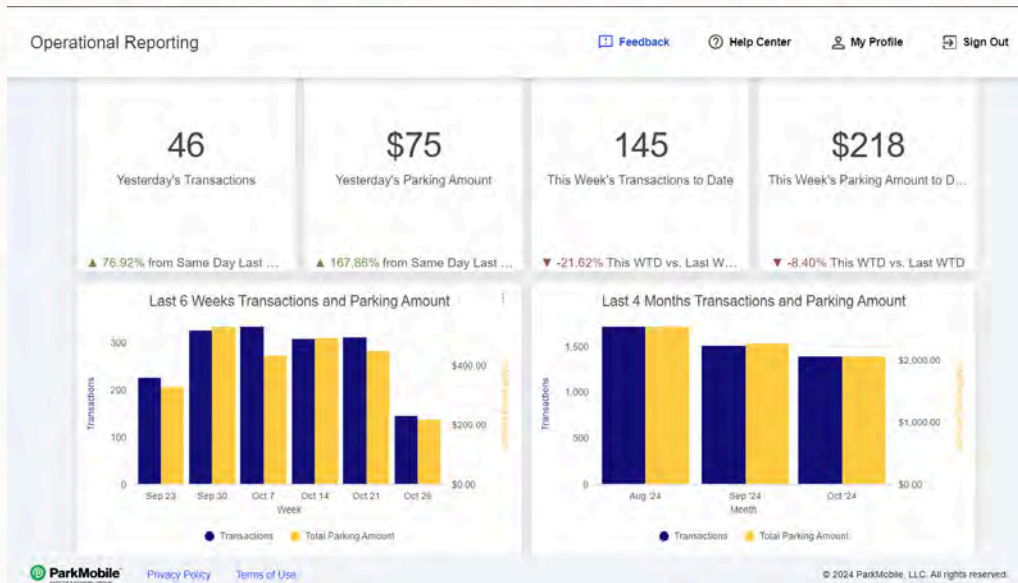
Examples of charts and tables available via ParkMobile 360:



Parking Amount by Hour



Payment Method Breakdown



Operational Reporting Dashboard

ParkMobile Capability Evaluation

Review ParkMobile mobile technology capabilities and evaluate the platform for future scaling and applicability to the future parking strategy.

Parkmobile is currently developing several new features which will be available to the City of Roswell to monitor reporting and data from transactions. This data and reporting will only be more robust with enforcement, updated signage, and possible inventory expansion.

ParkMobile Insights

Launching in late 2024, "ParkMobile Insights is redefining how cities manage and optimize their parking infrastructure and policies. By incorporating advanced technology, ParkMobile Insights offers cities a comprehensive view of parking inventory and occupancy. This innovative approach provides a data-driven foundation for making informed decisions, enhancing urban mobility, and fostering sustainable city growth" ([ParkMobile](#)).

ParkMobile Dashboard

Starting this year, you'll have access to the new ParkMobile Parking Dashboard, an interactive map that gives you a comprehensive overview of your parking environment. From here you'll have access to new and improved operational reporting, with the ability to compare and optimize zones, set custom reporting areas, and more.



Features:

- *"Parking occupancy monitoring with LiDAR"*
 - *Our proprietary LiDAR-based technology captures real-time parking occupancy data, offering a comprehensive view of parking dynamics across the city.*
 - *By mounting our scanners on existing city vehicles, such as delivery or enforcement fleets, we ensure continuous data collection across a wide area—not just in high-demand city centers.*
 - *This extensive coverage allows cities to map average parking occupancy by the hour, pinpoint specific problem areas, and take targeted action to improve parking conditions.*
 - *Ongoing data collection also enables cities to monitor the impact of policy changes and make adjustments as needed.*
- *Parking inventory collection with Scancar technology*
 - *Our scancars are equipped with high-resolution 4K cameras and precise GPS systems to meticulously document parking regulations on every street.*
 - *This data is processed to create a digital copy of the city's parking inventory, providing a clear and comprehensive view of curbside rules and restrictions, such as: paid parking, free parking, ADA parking, and loading zones.*
 - *Additionally, ParkMobile Insights delivers an accurate count of the total number of parking spaces available citywide.*
- *Parking Occupancy*
 - *Details most sought after streets, lots, and areas*
 - *Parking search and circling time*
 - *Space occupancy at any moment*
- *Advisory*
 - *Assisting in discerning parking data to make short and long-term decisions for optimizing the parking environment.*

Benefits:

- *Data-driven policy decisions*
 - *Policies backed by precise and accurate data lead to more effective urban planning*
 - *Clear objectives and plans guided by comprehensive data ensure targeted and impactful strategies*
 - *Continuous monitoring allows cities to measure, understand, and adjust parking strategies*
- *Balanced supply and demand*



- *Efficient use of space reduces parking search times and illegal parking.*
- *Drivers are more likely to comply with parking regulations, leading to fewer violations*
- *A balanced parking experience simplifies the process for drivers, leading to higher community satisfaction and repeat customers*
- *Sustainable urban environments*
 - *With more efficient parking management, traffic congestion is reduced and emissions are lowered*
 - *Better parking data leads to more efficient and equitable use of public spaces*
 - *Parking enforcement and citations are lowered, leading to reduced material waste and better resource allocation*

Other ParkMobile Technology Available

Virtual Access Codes - A virtual access code can help solve some of the challenges of traditional long-term permits by allowing residents access to specific zones and rates. The access code is automatically added to user accounts based on the access-list provided by the city. Similarly, if a user's email is removed from the access-list, access privileges will drop off the user's account. Detailed transaction reports in ParkMobile 360 provide all the necessary data required to track access code usage. These are primarily used by universities for permitting.

This presents one option for resident discounted rates, however, it would involve a tremendous lift on the City to provide and maintain an accurate database of resident email addresses. There are also many problems associated with this including barriers to participation, lack of interest in joining a database, accurate resident membership requirements, and constant updating.

While this could provide a potential solution to the residential benefit equation, it likely poses more time and energy on the City-side and the potential to be underutilized to warrant the heavy lift.

ParkMobile Contract Recommendations

Seer recommends the continued use of ParkMobile for implementation. The company's local and national recognition plays a large role in ease of customer recognition with parking management. Their signs and application offer ease of use for streamlined transactions.

- ParkMobile originally required a 3 year contract to partner with the city.
- There is no charge for using ParkMobile, but they make \$0.45 per transaction from the user



Other Potential Partners

While not recommended, other potential partners were evaluated for use. See summaries of each below:

REIMAGINED PARKING

Reimagined Parking

Family of nationally recognized brands – Impark, Lanier, Republic Parking, AmeriPark, and Park One

Background:

- Leading operator in the U.S. for municipal parking systems
- Offers comprehensive management, patrol, enforcement, and technology solutions
- Serve numerous cities across North America with focus on customer service and revenue optimization

Financials:

- Pricing – customized pricing is based on contract specifics, usually involving a percentage of parking revenues
- Revenue – increases in revenue depend on factors such as improved enforcement and technology upgrades, which have seen other cities increase revenues by up to 70%

Benefits:

- Extensive experience with municipal contracts
- Advanced enforcement and automation technologies
- Strong customer service and adaptable management models

Negatives:

- Potentially high upfront costs for system integration
- Requires significant municipal involvement for optimal results



Lanier Parking



Part of the Reimagined Parking family. With a workforce of 8,000 that manages 3,000 high-density parking facilities across 500 North American cities, generating 34 million digital transactions annually.

Background:

- A part of REEF Technology, offers extensive parking solutions including management, enforcement, and event services.
- Significant presence in urban areas across the Southeast
- Excels in enhancing user experiences

Financials:

- Price – Costs vary with service scope, with options for performance-based contracts
- Revenue – Revenue increases are driven by optimized space usage and advanced customer engagement

Frictionless Tech

- Free Flow Access
 - Simplify access to your parking facility, whether gated or gateless, with instantaneous license plate recognition (LPR) technology.

Pros:

- Well-established in the Southeastern U.S
- Offers flexible service models, including technology integration
- Strong event management capabilities

Cons:

- Performance can vary by location
- Requires ongoing municipal oversight for optimal service

Cleverciti

Cleverciti

Background:

- Utilizes advanced AI technology for real-time detection of available parking spaces
- Solutions help cities optimize parking by reducing congestion and emissions while enhancing user experience.
- Known for their ability to seamlessly integrate into urban environments and provide real-time data for city planners

Financials:

- Pricing – customized based on project scale and city requirements
- Revenue – focuses on efficiency improvements, which can generate significant additional revenue through better space utilization and reduced enforcement costs
 - Increased occupancy rates can lead to higher parking revenue without expanding parking facilities.

Pros:

- Real-time space availability detection
- Reduces congestion and emissions
- Comprehensive analytics for better management

Cons:

- Higher initial setup cost due to advanced technology
- Requires ongoing maintenance and updates

FlashParking



Background:

- Offers a cloud-based parking management system that integrates with various digital payment methods, license plate recognition, and real-time data analytics
- Provide flexible solutions for urban and commercial parking environments

Financials:

- Price – Typically involves a combination of initial setup fees and subscription costs for software services, which vary based on the number of managed spaces.



- Revenue – Improved space utilization and customer experience lead to higher occupancy and potential increases in revenue

Pros:

- Scalable cloud-based solutions
- Integrates multiple payment and access methods
- Real-time analytics improve decision-making

Cons:

- Requires consistent internet connectivity for optimal performance
- Software fees can add up over time

ParkSimple**Background:**

- Specializes in making parking simpler with modern kiosks, pay-by-phone solutions, and reservation systems
- Caters specifically to municipal needs, focusing on efficiency and ease of use

Financials:

- Price – Costs vary depending on the chosen technology and scale of the implementation
 - Typically involves hardware installation costs and ongoing software maintenance fees.
- Revenue – Better customer satisfaction often leads to increased repeat usage and revenue growth.

Pros:

- Local, Atlanta-based
- Focus on simplicity and user-friendly interfaces
- Broad range of options, from pay kiosks to mobile apps
- Reliable customer support tailored to municipal clients

Cons:

- Kiosk maintenance can be an added expense
- Software updates needed for optimal performance



UDC Review

Review of UDC parking related sections citywide and enforcement strategies.

Existing Language:

Section 22.3.7 - Authority of Mayor and Council to Establish and Regulate Designated Areas of the City for Paid On-Street Parking.

By resolution, mayor and council are hereby authorized to designate specific areas of the city for paid on-street parking. Also, by resolution, mayor and council may provide for implementation and enforcement of paid on-street parking by any means, public or private, deemed appropriate by mayor and council for the general welfare of the city and, further, to provide for parking enforcement in the designated areas through civil fines for violation of any parking times established.

(Ord. No. 2019-07-23, Added, 07/08/2019)

UDC Alteration Recommendations

Recommendations for alterations to UDC related parking requirements based on the implementation of a new parking model for the City of Roswell.

Recommendation 1:

In order to effectively operate and manage payment for off-street parking, the following ordinance change is recommended:

Section 22.3.7 - Authority of Mayor and Council to Establish and Regulate Designated Areas of the City for Paid ~~On-Street~~ Parking.

By resolution, mayor and council are hereby authorized to designate specific areas of the city for paid on-street parking. Also, by resolution, mayor and council may provide for implementation and enforcement of paid on-street parking by any means, public or private, deemed appropriate by mayor and council for the general welfare of the city and, further, to provide for parking enforcement in the designated areas through civil fines for violation of any parking times established.

Recommendation 2:

For incorporation of new parking areas under the payment and enforcement system, resolutions will need to be passed. See appendix for the resolution template for activating all other lots under the recommended patent structure.



Preliminary App Download & Adoption Campaign

Signage and Striping

All existing lot signage has been mapped and new or revised signage needs have been noted in the accompanying **Business Plan Model**. Based on conversations with ParkMobile and Roswell Department of Transportation, the lead time for signage is estimated to be 30 days, and the lead time for striping is estimated to be around 14 days.

ADA Requirements

Access Aisles

Accessible parking spots require access aisles, which offer a specific area for people using wheelchairs or other mobility aids to enter and exit their vehicles. These mobility devices, which enable independent movement for people with disabilities, include items like walkers, canes, crutches, braces, as well as manual and powered wheelchairs, Segways, and electric scooters.

Access aisles must be:

- *Marked to discourage other vehicles from parking in them*
- *The same length as the parking space*
- *Level with the parking space*
- *Two accessible parking spaces may share an access aisle, with the aisle positioned between the two spaces (except in angled parking arrangements).*
- *The access aisle may be located on either side of the parking space, though in angled parking it must be on the passenger side.*

Parking Spaces

Accessible parking spaces must be made available for both cars and vans.

Car accessible spaces must:

- *Be at least 96 inches wide*
- *Have an access aisle at least 60 inches wide*



- Have no more than a 1:48 (2.08%) slope in all directions
- Have a firm, stable, and slip-resistant surface
- Have a sign featuring the international symbol of accessibility, mounted at least 60 inches above ground (measured to the bottom of the sign)

Van accessible spaces must meet one of the following options:

Option #1

- Be at least 132 inches wide
- Have an access aisle at least 60 inches wide
- Have no more than a 1:48 (2.08%) slope in all directions
- Provide at least 98 inches of vertical clearance (van height) in the parking space, access aisle, and vehicle route
- Have a firm, stable, and slip-resistant surface
- Display two signs mounted at least 60 inches above ground (measured to the bottom of the sign)
- First sign: international symbol of accessibility
- Second sign: indicating that the space is van accessible

Option #2

- Be at least 96 inches wide
- Have an access aisle at least 96 inches wide
- Have no more than a 1:49 (2.08%) slope in all directions
- Provide at least 98 inches of vertical clearance in the parking space, access aisle, and vehicle route
- Have a firm, stable, and slip-resistant surface
- Display two signs mounted at least 60 inches above ground (measured to the bottom of the sign)
- First sign: international symbol of accessibility
- Second sign: indicating that the space is van accessible

Calculating Accessible Parking Spaces

The number of accessible spaces required must be calculated for each individual parking structure (lot or garage), rather than based on the overall number of parking spaces on the site.



Total Number of Parking Spaces Provided in a Parking Lot or Facility	Minimum Number of Accessible Parking Spaces Permitted
1 to 25	1
26 to 50	2
51 to 75	3
76 to 100	4
101 to 150	5
151 to 200	6
201 to 300	7
301 to 400	8
401 to 500	9
501 to 1000	2 percent of total
1001 and over	20, plus 1 for each 100, or fraction thereof, over 1000
At least one of every six spaces must be van accessible.	

ADA Requirement Calculation

02

Financial Analysis, Price, and Demand Models

City of Roswell Parking Analysis v1.1

SEER

October 25th 2024

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1 Document summary

Using variable pricing as a means to optimize revenue depends on forecasting unconstrained demand, understanding consumer behavior and downstream impacts, estimating willingness to pay, and understanding alternatives and competitive response. There are many ways to approach pricing to achieve a goal, and they vary in sophistication based on the ability to model outcomes. This document will cover:

- Our problem definition and assumptions
- An analysis and critique of our available data
- The recommended method for setting prices
- Other recommendations and go-forward

2 Problem definition and deliverables

At its simplest, our goal can be stated as:

Utilize paid parking as a revenue stream to invest in economic development for the City of Roswell.

Maximizing our revenue opportunity requires us to accurately predict unconstrained demand for parking. Given our limited data set, an orthodox, data-driven approach to variable pricing isn't yet possible. This lends us to an incremental and experimental approach that will allow us to evaluate our opportunity in stages. These stages will be outlined in our recommendations section.

2.1 Refining goals

Our initial approach will consist of four components:

- Increase the coverage of paid parking using Park Mobile
- Altering prices to gauge response
- Evaluate management structure for future enforcement
- Structured pricing and coverage for events

Future goals may include any combination of the following:

- Encouraging or discouraging longer-term parking in certain areas
- Encouraging monthly or yearly parking to *lock-in* revenue
- Encouraging utilization or turnover in specific locations
- Increasing visitor satisfaction (Park Mobile may not be the best choice here)
- Increasing app usage and mobile payment
- Aligning prices with demand to increase revenue

Additionally, we do not want to create barriers for visitors that patronize local businesses. Carefully scoping our goals is necessary due to our limited access to data. The remainder of this document is focused on methods to *align prices with demand to increase revenue and promote parking availability.*

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2.2 Evaluating deliverables

Our initial deliverable includes two components:

- Recommended variable parking rates
- Recommendations for evaluating future goals and management structure

Based on our findings (outlined in the *Analysis* section of this document) it is possible to align higher prices with exhibited seasonality and variable demand by the day of the week and time. However, it isn't possible to understand the magnitude of the impact without more complete data. Utilization rates are impossible to discretely determine due to the lack of enforcement. However, utilization is anecdotal high. While this gives us a method to estimate revenue outcomes of expanding paid parking under the current paradigm, it does not offer a way to estimate revenue potential given other system variables.

Any price that we set will be arbitrary and given the current state, we can not improve our ability to understand how to further refine pricing. Investments in technology or physical controls, signage, and enforcement will be required. A what-if document structured as a pro forma will be included as a component of this project.

2.3 Assumptions

Under the current paradigm, we will make two global assumptions.

1. Visitors make the choice to visit Roswell for business, food/entertainment, or shopping. **This choice is independent of parking availability or price.**
2. Parking is chosen based on availability (assuming high demand), location (better locations are closer to the destination), and then convenience (if paying or parking is difficult, it might discourage parking and return visits regardless of price). **Price is minor consideration for the majority of visitors.**

Other assumptions may be important in a future stage where yield management or other factors become a concern:

- Visitors do not know the price of individual parking lots *a priori*.
- The duration of stays will not be noticeably impacted by changing prices by hour in a systematic way.
- Visitors will disperse to other available lots if demand is exceeded in the most favorable lots.
- Some, but not all Visitors exhibit price sensitivity, and that sensitivity is independent of other features of the visit.
- Convenient parking is a commodity, and there is no distinction drawn between controlled lots and uncontrolled lots.

We'll use these assumptions as guardrails for our recommendations.

3 Evaluating the available data

We received one file containing demand data covering parking from late 2019 until August 5th of 2024. This data was enriched for classification and further analysis. The useful components of our main data set (provided by Park Mobile) includes:

- **zone:** The specific parking lot
- **start_date_time:** When the visitor parked
- **stop_date_time:** When the visitor stated they would leave
- **payment_amount:** Gives the amount paid for the visit

Since all of this data is self-reported, it will be unreliable. Additionally, since utilization rates appear low, we assume that a large number of visitors do not pay for parking. The following table describes our enhanced analysis data set.

Table 1: Enriched data structure

Column_Name	Data_Type
payment_id	numeric
zone	numeric
start_date_time	POSIXct
stop_date_time	POSIXct
start_park_time	hms
start_park_date	Date
stop_park_date	Date
stop_park_time	hms
duration_in_hh_mm_ss	character
calc_duration	numeric
calc_hours	numeric
calc_mins	numeric
paid_minutes	numeric
parking_amount	numeric
transaction_fee	numeric
payment_amount	numeric
start_park_dow	character
stop_park_dow	character
month	character
year	numeric
time_class	character
time_class_w	character
time_class_datepart	character
visitors	numeric

The data is well structured and provides the anticipated data points that would be useful for building a variable pricing scheme. However, there are several limitations with this data.

3.1 Data limitations

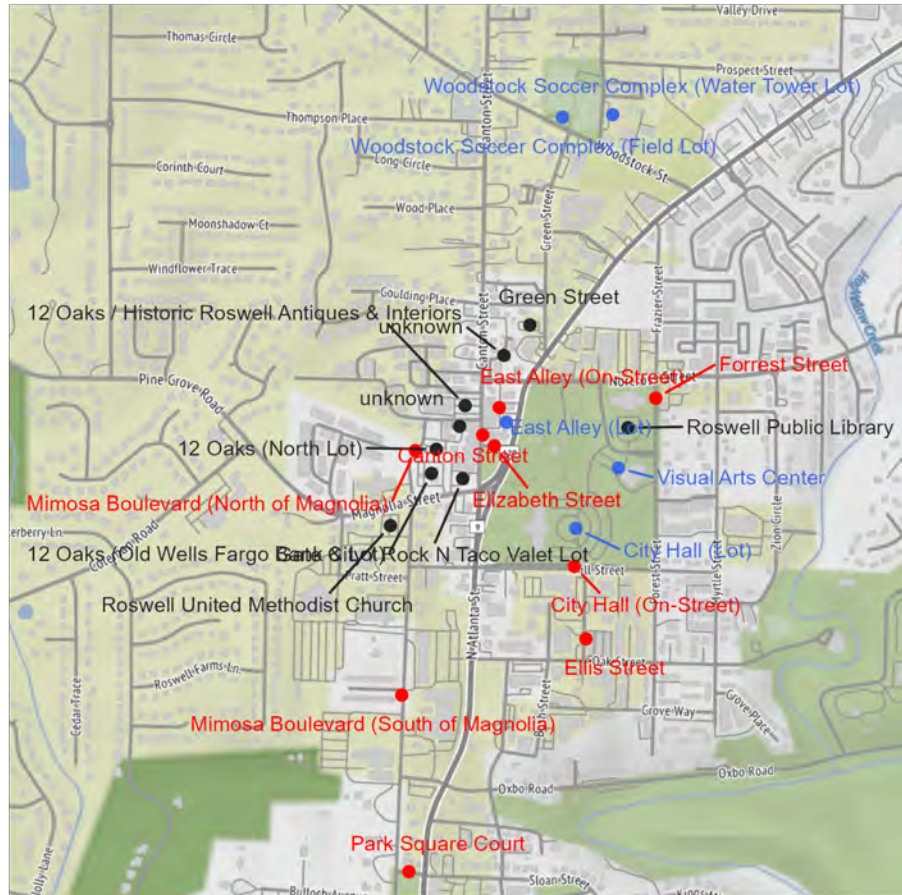
- 77% of our duration data is rounded to the nearest hour (1,2,3). We do not have the exact amount of time the lots were utilized. This is due to the visitor self-reporting their stay duration. Obfuscated data makes analysis more challenging.
- The data is limited. We do not have parking information for the majority of lots/spaces.
- Spaces are not delineated.
- Parking is not enforced, and the data does not represent the true demand.
- Parking rates appear to have been uniform since 2020. The lack of variability in pricing means that we can't estimate price sensitivity. Any deployed experiment should be designed to help us understand price sensitivity.

While adding paid capacity will likely increase revenue. However, the data captured will continue to be unreliable without enforcement, and building an algorithmic pricing scheme isn't initially possible.

3.2 Parking locations

There are 1,398 parking spaces of which 847 are *controlled*. 261 of these spaces are on streets, and another 403 are at City Hall. There are 561 parking spaces that are *not controlled*, and are in close proximity to the controlled lots. The following map delineates controlled, controlled (street), and uncontrolled parking lots.

Parking Lot Locations



Control: ● Controlled ● Controlled Street ● Not Controlled

Details from this map are in the following table:

Table 2: Lot Information

lot_name	address	spots	owned
City Hall (Lot)	38 Hill Street	403	Y
Mimosa Boulevard (South of Magnolia)	(On-Street)	123	Y
Visual Arts Center	950 Forrest Street	72	Y
Woodstock Soccer Complex (Water Tower Lot)	50 Woodstock Street	47	Y
Woodstock Soccer Complex (Field Lot)	40 Woodstock Street	39	Y
City Hall (On-Street)	(On-Street)	30	Y
Canton Street	(On-Street)	26	Y
Elizabeth Street	(On-Street)	23	Y
Mimosa Boulevard (North of Magnolia)	(On-Street)	17	Y
Park Square Court	(On-Street)	16	Y
East Alley (Lot)	949 Alpharetta Street	15	Y
Forrest Street	(On-Street)	10	Y
Ellis Street	(On-Street)	9	Y
East Alley (On-Street)	(On-Street)	7	Y

lot_name	address	spots	owned
12 Oaks (Old Wells Fargo Bank & Lot)	37 Magnolia Street	108	N
Roswell United Methodist Church	Mimosa Boulevard	92	N
Roswell Public Library	115 Norcross Street	89	N
12 Oaks / Historic Roswell Antiques & Interiors	970 Canton Street	73	N
Green Street	1022 Green Street	66	N
Gate City / Rock N Taco Valet Lot	43 Magnolia Street	50	N
unknown	981 Canton Street (et al)	49	N
12 Oaks (North Lot)	37 Magnolia Street	24	N
unknown	950 Canton Street	10	N

4 Analysis

Our analysis will help to answer fundamental questions associated with visitor interactions with parking. We will attempt to answer several questions.

- Is there seasonality (Is demand greater during certain times of year, months, days, times, etc.)
- Are there noticeable trends in the data. Is demand increasing year to year?
- What is unconstrained demand for parking?
- Can willingness-to-pay be estimated?
- How do lots cannibalize sales from other lots? How and when do lots tend to be utilized?
- What is the utilization rate by lot, by day, and time?
- How variable is demand within time slots? Are there exploitable patterns?

Other questions are more difficult to answer. They will require additional data gathering or experimentation:

- How sensitive are visitors to changes in price?
- Can visitors reserve spots early?
- How aware are visitors of alternatives?
- Which lots are the most preferred?
- What is the competitive set? What are visitor's options? How might competition change based on lot pricing?
- Are any spots held under long-term leases? Are they guaranteed?

The following sections explore demand patterns based on our Park Mobile data set.

4.1 Summary statistics

About 13% of visitors did not pay for parking despite leveraging Park Mobile. Additionally, the average stay is just under two hours and visitors tend to spend about \$2.00 per visit. Fees tend to average about 16% of parking revenue.

There doesn't appear to be any significant trend in the data. However, visitors have incrementally increased since 2020 (potentially an artifact from COVID). The following table outlines some basic summary statistics.

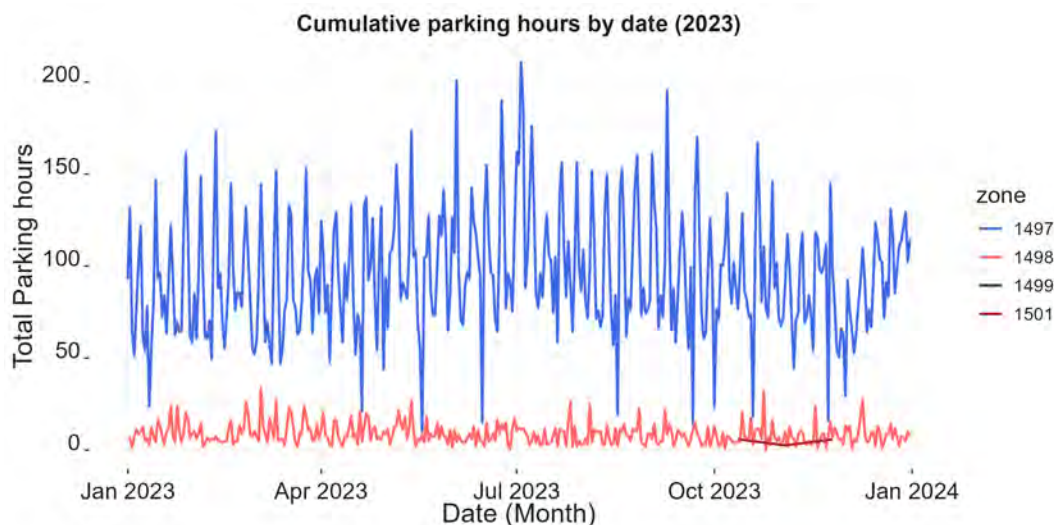
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Table 3: Payment amount quantiles

year	parking_paid	fees	total_visits	avg_mins	avg_pay	avg_cost_per_min
2020	\$22,271	\$4,677.75	13,365	106.6257	\$1.67	\$0.02
2021	\$33,839	\$6,532.05	18,663	111.4805	\$1.81	\$0.02
2022	\$35,224	\$7,397.20	18,918	114.0211	\$1.86	\$0.02
2023	\$34,596	\$6,556.50	19,878	113.8378	\$1.74	\$0.02
2024	\$17,161	\$2,776.05	11,689	114.5496	\$1.47	\$0.01

4.2 Understanding parking demand

Demand (number of visitors by day) between the lots (1497,1498) is weakly correlated (.16 correlation coefficient). The following graph illustrates the total demand for parking hours for each lot for which we have available data. The relative demand is not related between lots on specific days. This could be for several reasons. Without access to broader demand data, we can't presume why there is a lack of correlation in visitors between these two lots. However, signage appears lacking for 1498, and the parking itself looks as though it might belong to specific businesses. The following graph sums the number of hours spent parking in each lot for each day. It therefore represents the number of visitors and utilization for visitors that engaged with Park Mobile.

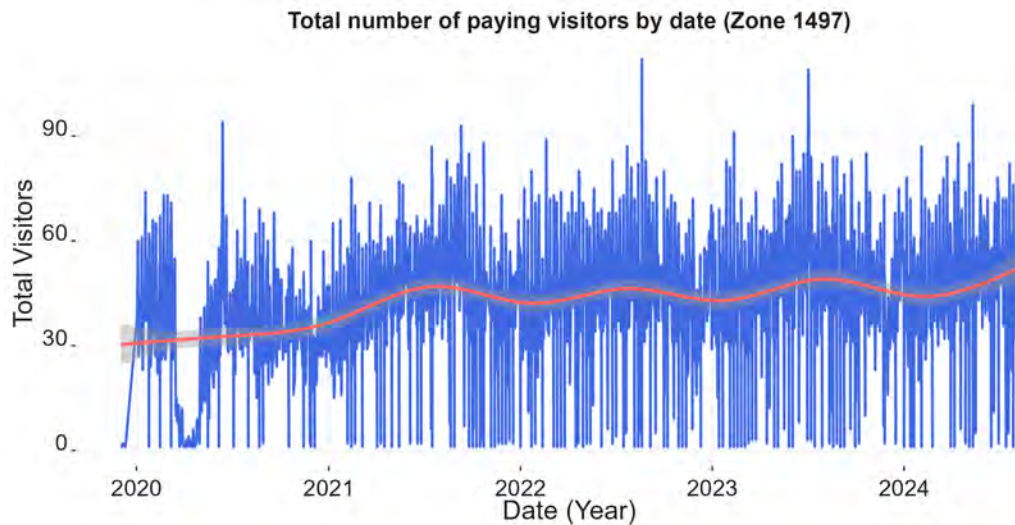


The following graphs will focus on zone 1497 to make the graphs easier to interpret. Zone 1497 is centrally located on surface streets and should give a fair representation of parking demand for convenient spaces. These graphics will sequentially examine the data from the yearly level to the hourly level.

4.3 Total visitors by year 2020-2024

There appears to be some seasonality with summer months exhibiting higher demand. There also appears to be some upward trend, with relative demand in 2024 appearing to be higher than 2021. The data in 2021 and 2020 is likely depressed due to COVID, so leveraging this data for macro-level trends may not be appropriate. Daily demand for this lot is highly variable.

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4.3.1 Descriptive statistics for number of visitors

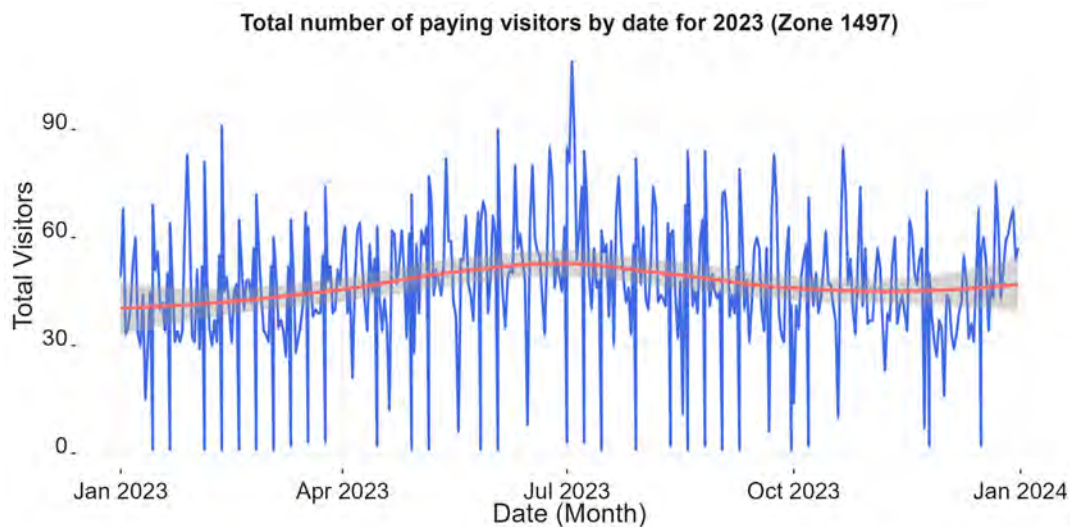
The following table examines the variance found in our data. We have a relatively high *standard deviation* relative to our *median* visitor level. This amount of variance will likely have an impact on modeling demand.

Table 4: Descriptive Statistics for Visitors

	n	mean	sd	median	min	max	range
X1	1663	45.42514	16.45313	44	1	113	112

4.4 Visitors by month

The seasonality during the summer is apparent in the following graph. However, this seasonality isn't particularly strong.



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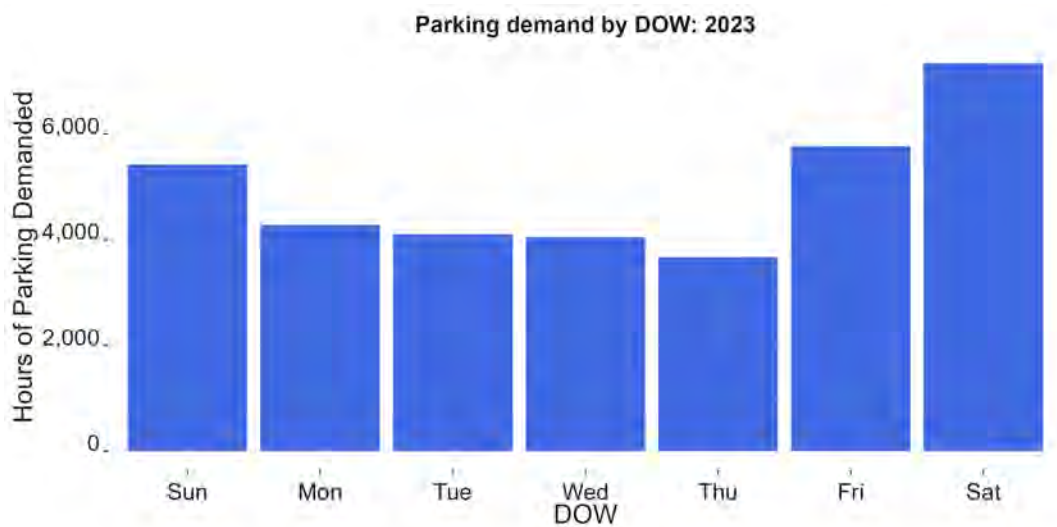
4.4.1 Average parking utilization by month

The following graph better illustrates the average utilization by month. The summer sees the most visitors and parking hours demanded, while the winter receives the fewest visitors. This graph includes 2023, and ignores 2020 and 2021 to reduce the impact COVID may have had on the data. July sees significantly more demand than other months.



4.5 Parking utilization by day of week

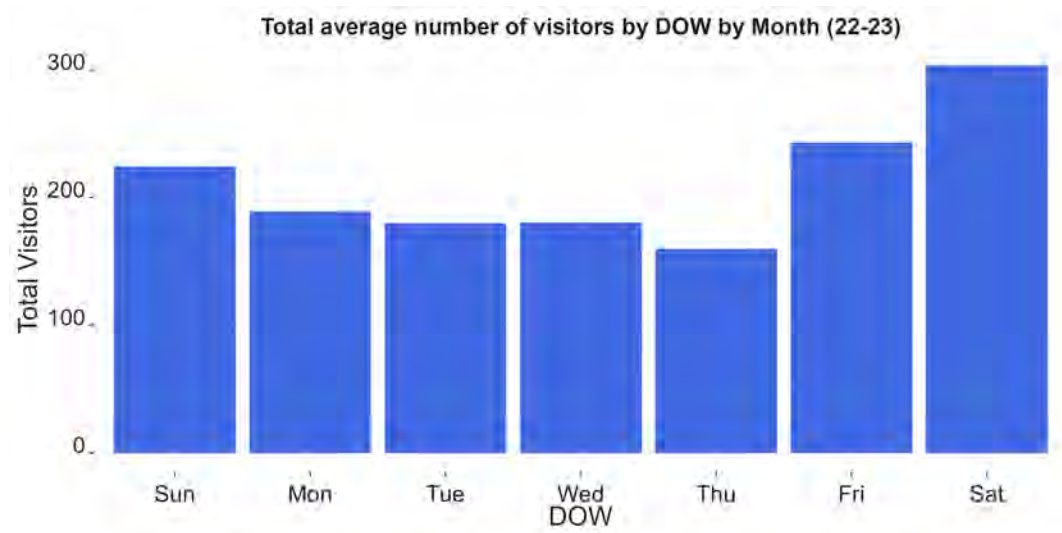
Weekends tend to see more aggregate visitors and demand than weekdays. The following graph examines August of 2023. The weekly cadence and variability is apparent and this pattern tends to be typically followed.



4.5.1 Average visitors by day of week

When we examine visitors by the DOW by month, the differential between the weekend and weekdays becomes more apparent. The pattern for visitors mirrors the pattern for hours demanded, implying dwell

times are consistent.



4.6 Visitors by hour

Weekends tend to have more visitors than weekdays. The main difference between weekend and weekday dates is that the weekends see far more visitors during business hours (9:00 am - 5:00 pm). The following sections examine two dates in August of 2023 selected at random to exhibit realistic patterns in the data. We also include aggregate data by hour to better illustrate trends.

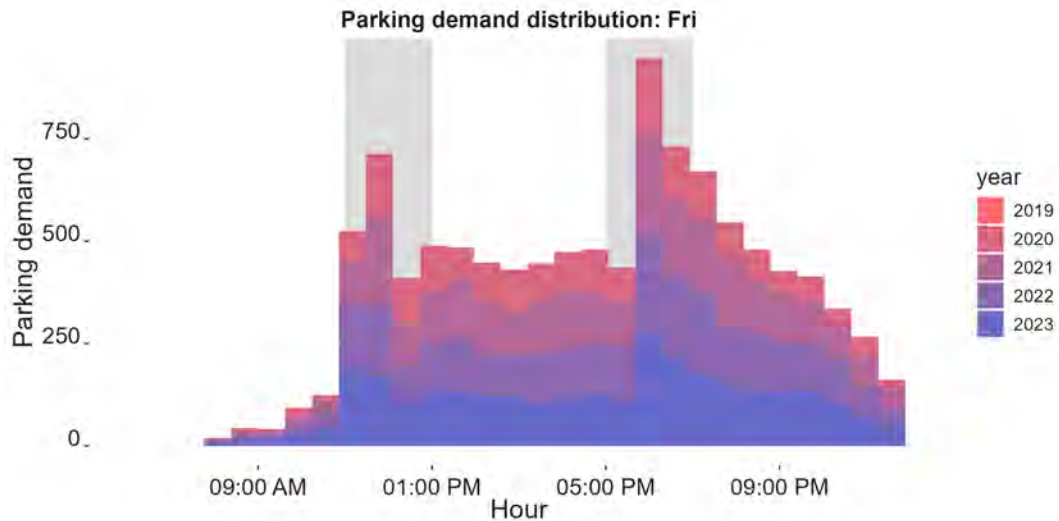
4.6.1 Visitors by hour (Weekdays)

Weekdays tend to have fewer visitors than weekends during the morning and early afternoon. The same patterns manifest year after year. The shaded areas on the graph represent lunch and dinner time.



4.6.2 Visitors by hour (Weekends)

The distribution of visitors on the weekend tends to be more uniform than during the week, with more visitors in the morning and early afternoon (compare the spaces between the shaded areas). There is also a longer tail after dinner time where visitors tend to linger. However, it tends to follow a very similar pattern to what we see on weekdays.



When summing all visitors on weekend days, we can see that the late morning tends to have more visitors relative to weekdays. Early evening also tends to have more relative visitors. We don't understand this demand relative to capacity for the area. This will be required and could dramatically improve our ability to model demand by time of day.

The following section will discuss modeling our demand for parking.

5 Modeling and estimating base demand

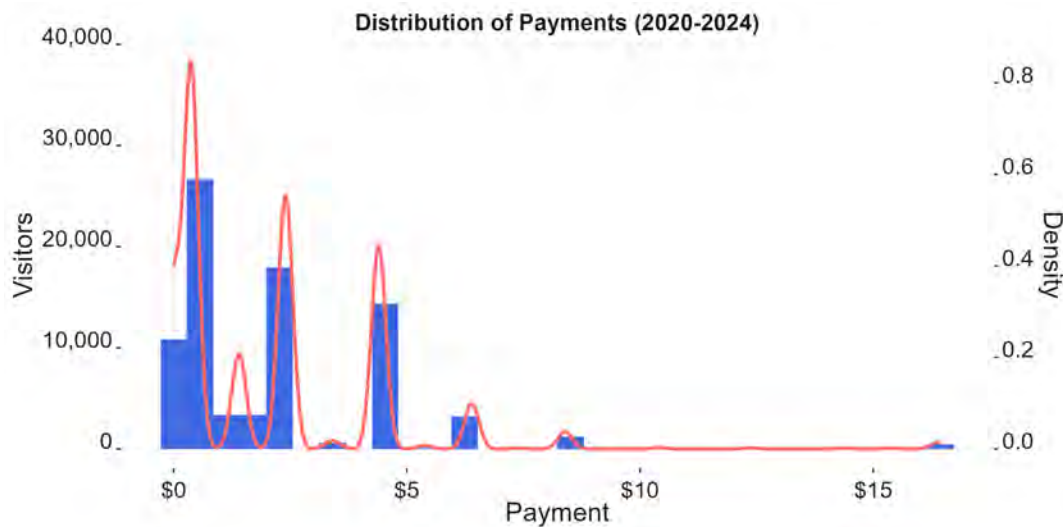
Modeling total base demand isn't possible with our current data set for reasons already outlined. Additionally, we can't accurately make the assumption that our available data is exemplary of a complete data set. The lack of correlation between our two available lots makes me concerned that this isn't true. However, the 1498 lot is somewhat hidden and likely doesn't represent expected demand patterns. Our concerns are further outlined here:

- The data is limited to two parking lots/streets and only covers a minority of available inventory
- There is a large amount of variance in the available data, and the two lots where data is available does not exhibit correlation.
- Much of the data appears to be rounded due to it being self-reported, giving us incorrect information of the duration of stays

However, at the macro-level we are able to estimate total-daily-visitors with enough accuracy to calculate relative utilization rates (if we assume they are representative). This model could be used as a basis to experiment with price sensitivity. This experiment could then be used to apply more sophisticated pricing algorithms to our data.

5.1 Distribution of payments

Payments follow the duration of parking, so duration is omitted here. Our distribution is essentially tri-modal. This is an artifact of how visitors are charged and how duration of stay is captured. More accurately capturing how long visitors utilized the parking spot should be a goal as we refine our data structure and more parking comes online.



About 13% of visitors did not pay to park. The majority of those charged, paid about \$1.00.

5.2 Modeling technique

The wide variance in our data set lends itself to a specific algorithm for analysis. We leveraged a few techniques. After inspection, ensemble methods were not effective at improving our model. We utilized these methods:

- OLS linear model with transformations¹
- A random forest²
- Gradient boosting³

Gradient boosting produced the best outcomes, and was able to explain enough variance within the data to produce useful results. Our models could be further refined to examine specific months or days, which may marginally improve accuracy and precision.

This data structure does not lend itself to models leveraging Neural-Networks⁴. In general, methods utilizing artificial intelligence to estimate many data sets tend to over fit and produce unreliable results.

¹https://en.wikipedia.org/wiki/Ordinary_least_squares

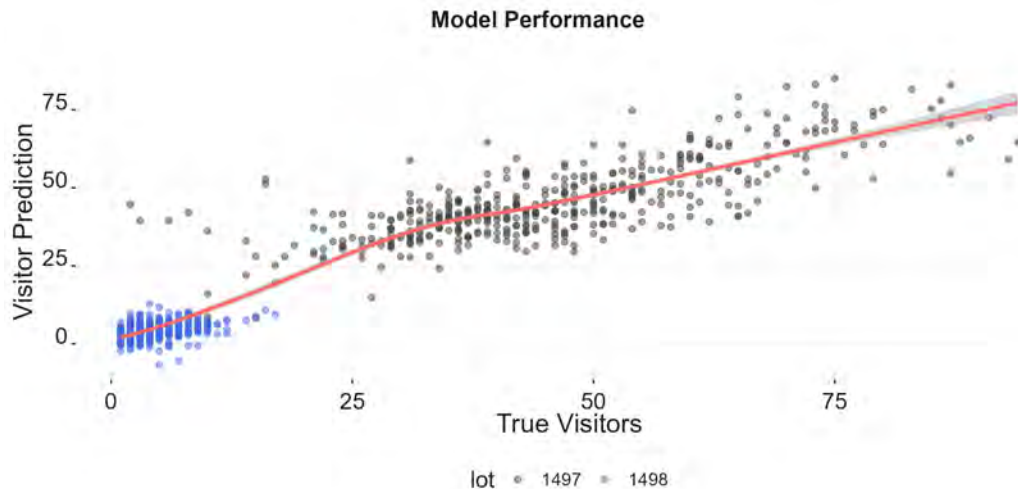
²https://en.wikipedia.org/wiki/Random_forest

³<https://en.wikipedia.org/wiki/XGBoost>

⁴<https://en.wikipedia.org/wiki/PyTorch>

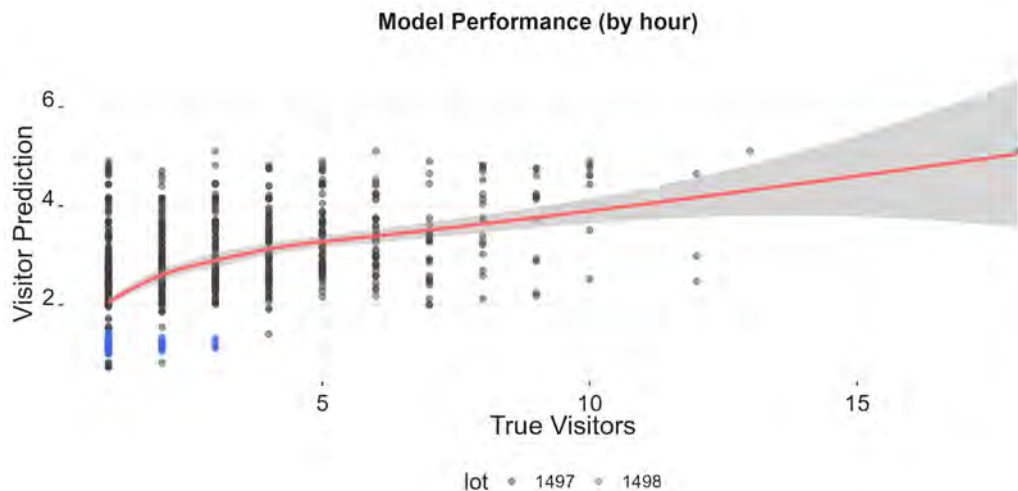
5.2.1 Estimating daily total constrained demand

Our XGB model considered both parking lots and predicts the total number of visitors expected on a specific day. It leveraged all available historical data, and produced useful results. More data enrichment (for instance, adding weather) may produce better results. However, those results may not be useful since weather can only be accurately estimated a few days in advance. Additionally, parking pricing likely isn't a lever that could be pulled to increase demand for visits.



5.2.2 Estimating visitors by hour per day

Estimating the number of visitors by hour produced much worse results. The variance is much more extreme when we look at parking by hour. More complete data from other lots may help us explain this concern. Luckily, we may not need to be accurate on a daily bases. More obtuse pricing methods may be more effective. This model should be refined once enforcement is introduced. The data should be more deterministic, which may allow for more granular hourly pricing recommendations.



6 Setting prices

Our data structure and its limitations lends itself to one of two pricing techniques. Building elasticity models for each parking lot or space is impractical. Obtusely setting prices based on the exhibited patterns will be recommended, and a path toward more sophisticated methods will be outlined. The following sections outline the recommended methods for variable pricing. However, they are not recommended for deployment until certain controls such as parking enforcement are instituted.

6.1 Estimating optimal uniform daily prices

This algorithm will estimate the optimal daily price if all lots were priced the same on specific days. This means that for Mondays, all lots are priced at the same hourly rate. On Friday, the price might be higher than on Monday, but each lot will still be priced at the same rate.

This method may be appropriate depending on how we want to communicate pricing and may be a stop-gap until our data permits more sophisticated methods. We have illustrated differences in demand by month and the day of the week.

Maximizing single price found by solving:

$$\max_{p,x} p \sum_{i=1}^l x_i \quad (1)$$

Subject to:

$$x_i \leq D_i + m_i p \text{ for } i = 1, 2, \dots, \text{number of parking lots} \quad (2)$$

$$x_i \leq C \text{ for } i = 1, 2, \dots, \text{number of parking lots} \quad (3)$$

$$p \geq 0 \quad (4)$$

Where:

$$D_i \text{ is the slope of the PRF for day } i \quad (5)$$

$$m_i \text{ is the intercept of the PRF for day } i \quad (6)$$

$$x_i \text{ is the demand each day} \quad (7)$$

$$p \text{ is the optimal price} \quad (8)$$

$$C \text{ is the total capacity} \quad (9)$$

6.2 Lot diversion due to variable pricing

The following model enables us to price lots with a diversion variable. This method forms a system of equations and doesn't depend on impractically estimating demand curves for each lot. However, we will need to estimate dispersion accurately, and this isn't possible without more complete data. We believe this is an ideal method for this situation if specific controls are put into place.

Maximizing single price found by solving:

$$d_i = D_i + m_i p_i + \sum_{i=1}^l k_i (p_j - p_i) \quad (10)$$

Subject to:

$$x_i \leq D_i + m_i p_i + \sum_{i=1}^l k_i (p_j - p_i) \quad (11)$$

$$x_i \leq C \quad (12)$$

$$p \geq 0 \text{ for } i = 1, 2, \dots, \text{each parking lot} \quad (13)$$

Where:

$$k = \text{the reduction in demand per dollar change in price per lot} \quad (14)$$

$$l = \text{the number of parking lots} \quad (15)$$

7 Recommendations and go-forward

The following sections illustrate potential tactics that may be deployed based on evolving goals.

7.1 Current recommendations

Given our current capabilities, we recommend increasing prices for all lots and further increasing prices on the weekends. Furthermore, lots/spaces should be stratified and branded with more convenient spaces charging a slightly higher rate. There is some risk in this approach since we don't have the ability to monitor enough lots to learn how our approach has impacted demand and revenue. We also can't monitor nearby competition. If we take this naive approach, we should consider three points:

1. Our data set must be more comprehensive to enable accurate variable pricing. If we assume that patterns in zone 1497 follow for every other lot (they were not correlated with 1498), we could alter prices based on month and the day of the week. This is the simplest method to increase revenue. However, we need a way to monitor the impacts of these prices for all controlled lots. This will enable us to refine our models. Without better data, new prices will have to be set arbitrarily.
2. Parking policy should be enforced. While we don't understand the marginal costs of enforcing parking compliance, we can estimate them in our pro forma. Areas with the most capacity are the biggest concern.

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3. Stratifying locations could have many salutary benefits. However, without demand data any stratification will have to be arbitrarily assigned.

Lubricating the payment process should also be a priority if more sophisticated pricing measures are implemented. Entering a license plate number is inconvenient, but helps with enforcement. The payment process should be considered in tandem with tactics. Confidently deploying other tactics will require more refined data. The following section outlines potential tactics that may depend on refining our goals.

7.2 Tactics for consideration

There are several tactics that can be deployed once our data set enables us to comprehensively understand demand. These tactics may require an investment in technology or physical controls. Some can be implemented immediately as a component of an experiment (stratified offerings). Pricing tactics must be considered on the basis of our strategic goals, which might include:

- Encouraging or discouraging longer-term parking in certain areas
- Encouraging monthly or yearly parking to *lock-in* revenue
- Encouraging utilization
- Increasing visitor satisfaction (Park Mobile may not be the best choice here)
- Increasing app usage and mobile payment

The following tactics may be deployed individually or in tandem. A hybrid approach will likely be recommended as our goals evolve.

1. **Stratify parking offerings:** This applies to hourly and seasonal rates. We will need parking data from each controlled lot/space in order to determine which lots/spaces are preferred. The close proximity of uncontrolled lots could present a challenge. Understanding utilization is critical. Classifying lots a *Premium +*, *Premium* and *Standard* makes it simple for visitors to understand, and creates an easy way for visitors to self-select. For example, the *Woodstock soccer complex* might be considered economy parking while *City Hall* is classified as premium. Premium lots are closer to the center of town, but might also include lighting, or other security measures. Proximity is likely more important during summer and winter.
2. **Pricing tactics:** Do we want to encourage or discourage turnover? Once again, we need a more complete picture of unconstrained demand.
 - **Hourly rates:** Charge by the hour or minute, with the option to have higher rates for the first few hours and lower rates for extended stays. Depending on our goals, certain street parking pricing may incrementally increase over time to encourage shorter stays and availability. Economy lots may lower rates for extended stays.
 - **Flat rate for certain periods:** Offer a flat rate for a specific time period (e.g., \$10 for 6 AM to 6 PM) to simplify pricing and attract long-term parkers. Incremental flat rates for seasonal parkers are easy to understand. Tiered options apply here. Flat rates for premium parking will be higher than economy flat rates. These rates may apply monthly or yearly.
 - **Seasonal pricing:** Adjust prices based on seasonal variations in demand (e.g., lower prices during winter if parking is less in demand, higher in summer or holiday season).
 - **Premium pricing during events:** Increase prices significantly during events (e.g., concerts, etc.) when demand is high.

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- **Pre-Paid event parking:** Allow customers to pre-pay for parking during events, potentially offering a slight discount for committing in advance. This requires an ability to manage this parking physically and to control the inventory through an application such as Park Mobile.
- **Weekday vs. weekend pricing:** Implement different pricing for weekdays versus weekends based on expected demand. Weekends do see higher demand than weekdays. We also see higher demand during the day for weekends.
- **Resident vs. visitor pricing:** Offer discounts to residents or regular users, while charging visitors a premium. Perhaps Roswell residents receive a discount on the increased parking prices if they commit to more usage. However, identification may be a challenge and be expensive. For instance, Roswell residents could apply for a sticker for their car.
- **Overstay penalties:** Charge higher rates or penalties for overstaying a booked period, encouraging turnover.
- **Prebooking discounts:** Provide a discount for those who park early in the day or book in advance, ensuring a baseline occupancy.
- **Technology-driven pricing:** This may include **mobile payment discounts:** Provide discounts for customers who use mobile apps to pay, encouraging adoption of digital platforms. Other technology such as **automated license plate recognition** to automatically adjust pricing based on entry and exit times also has many benefits including customer satisfaction. Partnerships with Peach pass may also be explored. To encourage use, we might offer a \$20 City of Roswell parking credit to everyone that downloads the application.

7.3 Long term parking:

Long-term pricing may include one of several elements. However, they should be derived from baseline pricing. Several tactics may be deployed here:

- Offering promotional prices to potential longer-term (business) The details on any limited-time promotions or discounts on yearly or monthly leases will be derived from our variable pricing model
- Resident discounts
- Variable flat rates
- Stratified rates based on location

Long-term rates should be defined once baseline rates and techniques are agreed upon. While it may be possible to *sell* leases to businesses, enforcement and compliance will be an issue. For instance, selling leases to street parking to specific business creates a confusing issues for visitors, and may have a deleterious longer-term impact.

7.4 Competitive intelligence

Given the proximity of uncontrolled lots, regularly compare pricing and adjusting prices accordingly to remain competitive may be important. An inventory of what nearby lots charge should be gathered. Pricing expectations should also be monitored. Taking an inventory in other areas such as the Avalon or Battery Atlanta will help us calibrate consumer expectations.

7.5 Longer term tactics

More sophisticated dynamic pricing schemes aren't possible to recommend at this time given our constraints. They may even be impractical and frustrating to visitors. They will also require more investment,

which may offset profit and have unfavorable payback periods given any incremental improvement in revenue capture.

- **Real-Time Adjustments and Dynamic Pricing:** Use technology to adjust prices in real-time based on occupancy rates. If a lot is near capacity, prices increase; if it's mostly empty, prices decrease. This technique will require a technology investment that allows rates to float based on occupancy rates.

More sophisticated tactics will require investment and are not initially recommended.

03

Comprehensive Business Plan



Part 3: Comprehensive Business Plan

Mission Statement:

To be a leader in municipal parking solutions that improve accessibility and enhance the City's economic vitality.

Vision:

To provide efficient, effective, and strategically located parking services that support local businesses, residents, and visitors while generating sustainable revenue for the City.

Roswell's Parking Business is recommended to be operated by a City department which utilizes the City's authorities on a project-need basis. See *Phase Two Part 5.1* for the organizational structure of the City department.

In specific projects where construction of parking facilities are contemplated, this department will engage the City's authorities to write revenue-backed bonds for funding. Anticipated revenues can be forecasted using the accompanying *Business Plan Model* for each project. As previously mentioned in this report, the PFA has several use-case restrictions, so the RDA and DDA will be utilized for when contemplating development-specific parking projects which require bonding.

Products and Services Offered

Intended parking types in Roswell's Parking Business' Inventory should be labeled as Premium and Value.

The Premium Parking Product will be Roswell's best and most utilized parking inventory determined based on inclusion of any of the following factors:

- Ideally located closest to the high-traffic destinations, offering maximum convenience.
- Positioned in paved lots with clearly marked spaces and smooth, level surfaces for an enhanced parking experience.



- Equipped with additional amenities such as lighting, security cameras, and possibly covered or shaded parking options.
- Typically features easier ingress and egress, minimizing delays when entering or exiting the lot.
- Designed to appeal to customers willing to pay for proximity and comfort, often reflecting a higher pricing tier.

Value Parking Product is the next tier of product offered and is defined by the following characteristics:

- Positioned farther from main destinations but still within reasonable walking distance.
- Can include both paved and unpaved surfaces, though paved lots may have fewer additional amenities.
- May offer basic safety features, such as lighting, but may lack premium elements like security cameras or covered parking.
- Ideal for cost-conscious customers who prioritize affordability over convenience.
- Generally provides more parking spaces per lot, catering to higher-capacity needs and longer-term stays.
- Pricing is set lower than premium parking to attract a broader range of users.

Premium and Value Parking are the initial two categories of product offering, but there is potential for further delineation to arrive at a Premium + option after evaluating utilization rates. These distinctions allow for flexibility in pricing differentiation, catering to users willing to pay higher prices to guarantee revenue while still providing options for more price-sensitive users.

For additional parking product considerations, see the recommendation in *Financing and Bond Strategy* for adjacent opportunities and evaluation of the potential to include retail or air-rights in parking deck projects to maximize the economic and aesthetic value of these projects.



Primary Customer Segments

Roswell's parking inventory in Downtown serves a diverse mix of customer segments, including short-term visitors such as shoppers, diners, and event attendees and longer-term visitors such as commuters working downtown and government employees. These segments can be grouped into residents and non-residents and serve to help highlight the parking needs to consider tailored preferences for each..

Shoppers, Diners, and other Visitors

- People visiting downtown for leisure, shopping, dining, or entertainment.
- Typically short-term users needing parking for a few hours.

Commuters (Employees of surrounding businesses)

- Individuals who work in the downtown area and need reliable daily parking during business hours.
- Often long-term users, requiring parking for 8+ hours on weekdays or during dining hours on weekends.
- Present demand for monthly or long-term passes with the possibility of ensuring consistent revenue.

Event Attendees

- Visitors attending events such as concerts, sports games, or festivals.
- Tend to park for specific time blocks, often in the evening or weekends.
- Prioritize proximity to event venues and are less price-sensitive due to the event's convenience factor.
- Present a possibility for event pricing and pre-booking options, in dedicated event parking zones.

Currently, the City has 34 events slated for 2025, of which ___ could offer event pricing.

Government and Public Service Workers

- Employees of City Hall and other public institutions in the Downtown area.
- City Hall's lot will need dedicated parking areas or government employee



permits.

Special Needs and Accessibility Users

- Individuals requiring accessible parking spaces for mobility or disability needs.
- Parking inventory must meet ADA requirements to ensure proximity to entrances, access aisles, and ADA-compliant facilities.
- See *ADA Requirements* in the *Research, Review, and Inventory* section.

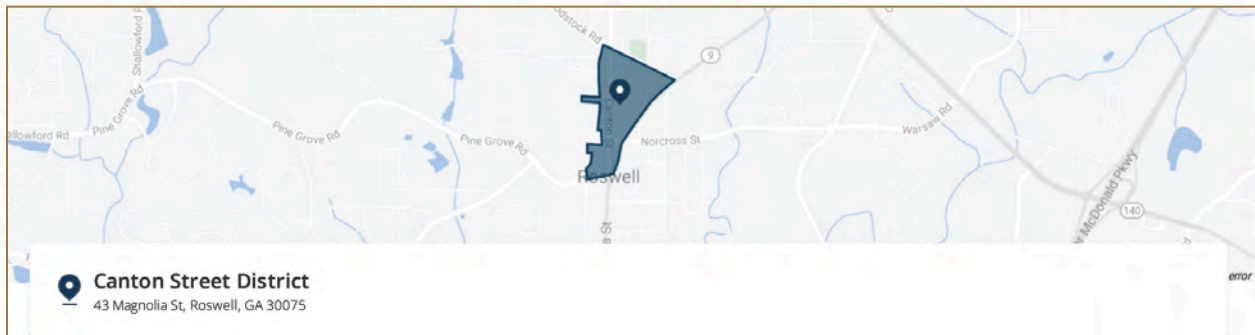
These types of customers can be grouped into Roswell residents and non-Roswell residents.

Residents

- Residents who reside within Roswell city limits.
- Value affordability, security, and guaranteed availability.
- Ways of specifically serving this segment include dedicated residential parking passes, reduced-rate options, and payment credits.

Non-residents

- Out-of-town visitors not from Roswell exploring downtown landmarks and attractions.
- Can be unfamiliar with parking layouts, requiring clear signage, user-friendly payment options, and guidance.
- Their user experience can be enhanced through digital tools (apps, maps, online booking).



According to data collected by the Roswell CVB through Placer via the Retail Coach, visitors to the Canton Street District that lived in 30075 and 30076 zip codes (Roswell's predominant zip codes) made up 13% of total visitors. 87% of visitors to the Canton Street District lived outside zipcodes 30075 and 30076 and can generally be classified as non-residents. The other top three performing origin destinations include:

- Marietta - 14.5%
- Atlanta - 14.3%
- Alpharetta - 10%

The remaining difference, or 48.2%, would be a makeup from communities other than Roswell, Marietta, Atlanta or Alpharetta.

With the City's existing parking product focused in downtown Roswell, the initial Target Market contemplates immediate customer segments from Roswell and sister-cities of Sandy Springs, Alpharetta, Johns Creek, and Milton. The population from census records and ESRI estimates was used to identify the number of drivers who could be utilizing Roswell's parking inventory.



Target Market and TAM Initial Calculations						
City	Roswell	Sandy Springs	Alpharetta	Johns Creek	Milton	Totals
2020 Census Population	92,833	108,080	65,818	82,453	41,296	390,480
2023 Population	93,817	109,864	66,419	82,939	41,606	394,645
% of Population 18 to 64	61.6%	68.2%	64.9%	63.5%	65.2%	
Estimate Population 18 to 64	57,791	74,927	43,106	52,666	27,127	255,618
% of Population 65+	17.0%	14.9%	13.3%	13.9%	10.5%	
Estimate Population 65+	9,825	11,164	5,733	7,321	2,848	36,891
Estimated Population 18+	67,616	86,091	48,839	59,987	29,975	292,509
2024 Median Household Income	\$ 127,006	\$ 104,378	\$ 153,603	\$ 161,939	\$ 158,455	\$ 705,381

Data courtesy of ESRI

Using 2023 population estimates, the estimated population 18+ was calculated to estimate the driving age population for the initial identified Target Market. In Roswell, the estimated population 18+ is 67,616. The total estimated population 18+ for the initial Target Market is 292,509. These numbers provide a baseline primary customer segment to be expounded upon. Roswell's parking inventory has the potential to reach 292,509 users in this Target Market.

Extending the Target Market further could incorporate additional places like Woodstock and Northeast Cobb counties. Data for these census counties were added to the table below:

Target Market and TAM Initial Calculations								
City	Roswell	Sandy Springs	Alpharetta	Johns Creek	Milton	Woodstock CCD	Northeast Cobb CCD	Totals
2020 Census Population	92,833	108,080	65,818	82,453	41,296	113,010	168,249	671,739
2023 Population	93,817	109,864	66,419	82,939	41,606	122,516	170,256	687,417
% of Population 18 to 64	61.6%	68.2%	64.9%	63.5%	65.2%	62.2%	61.6%	
Estimate Population 18 to 64	57,791	74,927	43,106	52,666	27,127	76,205	104,878	436,700
% of Population 65+	17.0%	14.9%	13.3%	13.9%	10.5%	15.9%	16.9%	
Estimate Population 65+	9,825	11,164	5,733	7,321	2,848	12,117	17,724	66,732
Estimated Population 18+	67,616	86,091	48,839	59,987	29,975	88,322	122,602	503,432
2024 Median Household Income	\$ 127,006	\$ 104,378	\$ 153,603	\$ 161,939	\$ 158,455	\$ 102,193	\$ 129,914	\$ 937,488

Data courtesy of ESRI

The addition of Woodstock and Northeast Cobb CCDs takes the total estimated population 18+ from 292,509 to 503,432. In this Target Market, Roswell's parking inventory has the potential to reach 503,432 users.

Additional Target Markets can be identified and expanded upon following the creation of new parking inventory. For example, the anticipated USL stadium will



pull from a larger TAM than Downtown Roswell as the main users likely differ. The Parking Business should adjust TAM calculations based on inventory expansion such as ancillary parking to a sports and entertainment district.

Current Vendors

Vendor #1 – ParkMobile

Account Representative: Baylee Mauro

Roswell currently utilizes ParkMobile for mobile payment in its two operational locations. Details about Park Mobile are contained in the ParkMobile Capability Evaluation section. ParkMobile charges a \$0.45 fee per transaction per user and has shown interest in continued partnership with Roswell. They will assist with rollout of additional parking product in several ways including developing signage options like the one below and promoting market introduction and familiarization with systems.



Parkmobile signage examples specific for Roswell.



Vendor #2 – Flowbird

Account Representative: Natalie Snow

Roswell currently utilizes Flowbird for kiosk payment and payment lookup in its two operational locations.

Kiosks

Currently the City of Roswell has two Flowbird kiosks in their operational lots. These kiosks are Pay by License kiosks. In this specific case, these kiosks do not print out tickets which would subsequently be displayed on the dashboard. There are three types of parking kiosks:

1. Pay & Display

- In this system, drivers park, go to the parking kiosk, select their parking time, and make the payment. The kiosk then prints a ticket showing the time paid for.
- The driver places this ticket on their dashboard for verification. Enforcement officers check these tickets to issue citations for cars parked beyond their paid time.

2. Pay By Space

- Each parking spot has an assigned number. After parking, drivers go to the kiosk, select their parking time, and enter their space number.
- The ticket issued could be displayed on the dashboard, but enforcement officers can also monitor parking times through a management software like Parkeon to check whether each spot is active or expired.
- Tickets are optional in this situation.



3. Pay By License

- Drivers enter both their license plate number and desired parking time at the kiosk.
- The ticket printed shows both the allotted parking time and the license plate number, which is then displayed on the car's dashboard.
- Tickets are optional in this situation – enforcement can check tickets on cars or license plates in the system.
- This prevents time-sharing between vehicles, as tickets or registration are tied to a specific license plate.

The existing Flowbird kiosks are Strada TPAL models which cost \$6,396 each. A newer model, the Strada 5 Color Touch, is the most up to date and features a touchscreen for a cost of \$6,797 each. Both kiosks have an implementation cost of \$250 each and an annual software fee of \$744 each. Seer recommends new kiosks be the Strada 5 Color Touch. 12 new Strada 5's would cost \$84,564 for initial implementation and \$8,928 in annual operating costs. For a total kiosk cost of \$93,492 in year 1.

Currently, the two kiosks in operation serve 49 spots on Elizabeth Way/Canton Street and 22 spaces on East Alley Lot/On-street for a ratio of 49:1 and 22:1. Flowbird generally recommends a ratio of 1 per 12-17 spaces depending on several factors, but each case varies depending on the expected end-destination direction of the user.

Newly implemented off street lots should have at least 1 kiosk each for off-street parking which maintains cohesion in current operations. The need for additional kiosks should be evaluated by kiosk use and demand in each off-street lot. On-street parking kiosk needs should be evaluated on a case-by-case basis depending on an array of factors including predicted user destination and relation to other kiosks.



Flowbird suggests rather than adding a kiosk to serve less than 12 spots, directional signage from on-street lots can direct users that need a kiosk to the nearest one. For example, Mimosa Blvd (North of Magnolia) could be directed to a kiosk in the West Alley lot or even the existing one on Elizabeth Way and Canton Street.

While offering more convenience to users, the cost of kiosk installation requires weighing several factors associated with each lot.

On-Street Parking Kiosk Alternatives

For extended on-street lots such as Mimosa Blvd (South of Magnolia), Flowbird offers the Max Meter. These cost \$499 per unit for a single space meter and \$685 for a dual space meter with installation costs of \$70 each regardless of unit type. The dual meter could be an acceptable alternative to kiosks for Mimosa Blvd, but generally comes at a higher cost.



Flowbird directional signage option



Flowbird directional signage option



Initial Downtown Inventory Operations Summary

Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Canton Street	Premium	(On-Street)	26	Existing	N/A	10	Existing

Canton Street (On-Street) parking has 26 spaces and has been in the ParkMobile system since 2019. It has an existing kiosk and will not require new striping. It can be classified as Premium due to its proximity to user destinations and 10 new signs are recommended.

Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Elizabeth Street	Premium	(On-Street)	23	Existing		9	Existing

Elizabeth Street (On-Street) parking has 23 spaces and is in the ParkMobile system. It utilizes the same kiosk as Canton Street and will not require new striping. It can be classified as Premium due to its proximity to user destinations and 9 new signs are recommended.



Legend



Parking Kiosk



Canton Street (On-Street)

- Spaces: 26

Elizabeth Street (On-Street)

- Spaces: 23



1" = 63'

1:750

0 20 40 80 US Feet

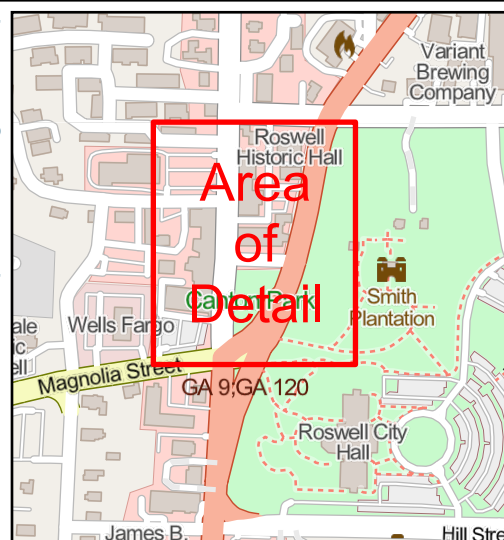
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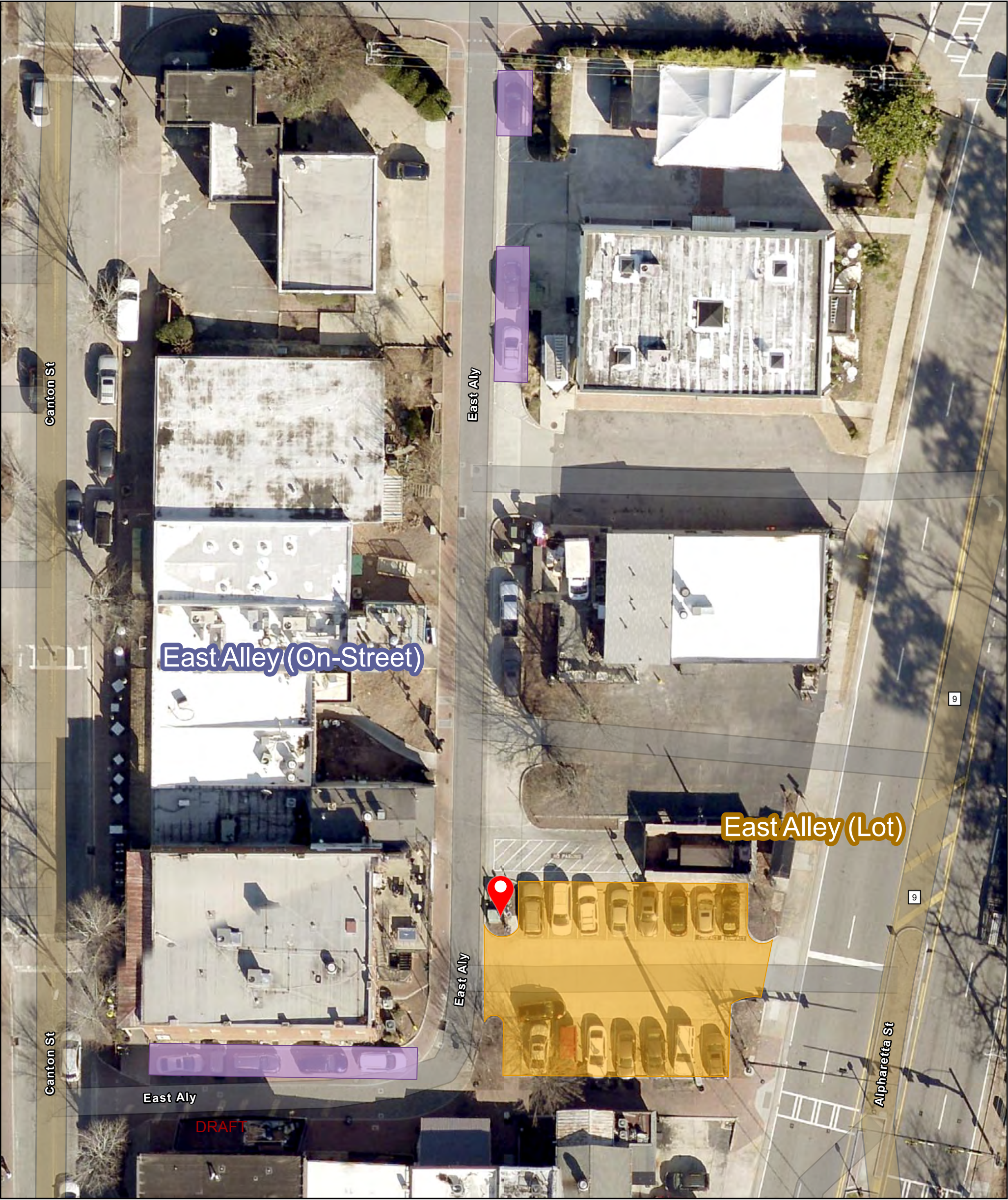


Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
East Alley (Lot)	Premium	949 Alpharetta Street	15	Existing		4	Existing




East Alley parking lot has 15 spaces and is in the ParkMobile system. It has an existing kiosk and will not require new striping. It can be classified as Premium due to its proximity to user destinations and 4 new signs are recommended.

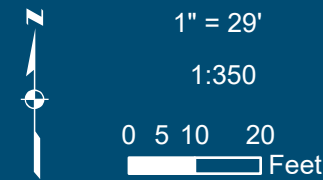
Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
East Alley (On-Street)	Premium	(On-Street)	7	Existing		7	Existing

East Alley (On-Street) parking has 7 spaces and is in the ParkMobile system. It utilizes the existing kiosk in the East Alley Lot and will not require new striping. It can be classified as Premium due to its proximity to user destinations and 7 new signs are recommended.



Legend

-  Parking Kiosk
-  East Alley Lot
 - Spaces: 15
-  East Alley Street Parking
 - Spaces: 7

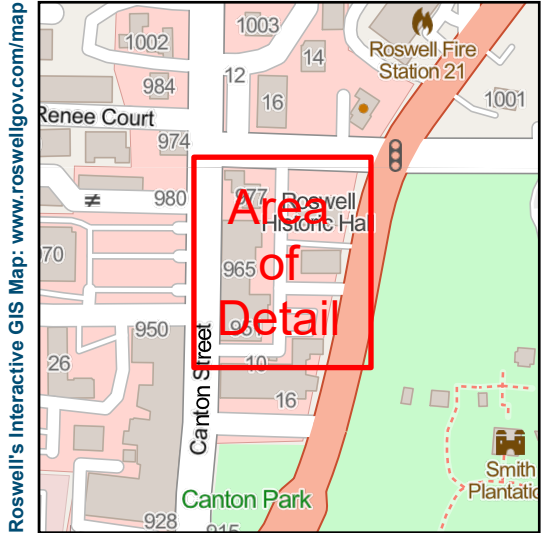


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Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Mimosa Boulevard (North of Magnolia)	Premium	(On-Street)	17	New		7	New

Mimosa Boulevard (North of Magnolia) on-Street parking has 17 spaces and is not in the ParkMobile system. A new kiosk and new striping are recommended. It can be classified as Premium due to its proximity to user destinations and 7 new signs are recommended.

Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
West Alley Lot	Premium	37 Magnolia Street	108	New		22	New

West Alley parking lot has 108 spaces and is not in the ParkMobile system. A new kiosk and new striping are recommended. It can be classified as Premium due to its proximity to user destinations and 22 new signs are recommended.

Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
West Alley North Lot*	Premium	37 Magnolia Street	24			NA	NA

*The West Alley North Lot is not controlled by the City.

The West Alley North parking lot's ownership was evaluated, and while it currently is not under City control, potential agreements could be reached to allow incorporation into the City's new system.

If inclusion were possible, it could utilize the West Alley lot's kiosk, with 5 new signs and new striping recommended. It could be classified as Premium due to its proximity to user destinations.



Legend



New Parking Kiosk

Mimosa Boulevard (On-Street)

- Spaces: 17

West Alley Lot

- Spaces: 108

West Alley North Lot

- Spaces: 24



1:715

1" = 60'

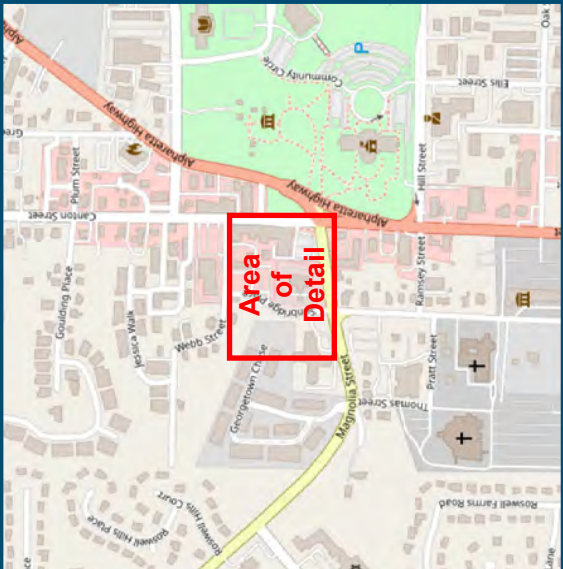


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Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Mimosa Boulevard (South of Magnolia)	Value	(On-Street)	123	3 New	New	49	New

Mimosa Boulevard (South of Magnolia) on-Street parking has 123 spaces and is not in the ParkMobile system. It can initially be classified as Value due to greater distance to user destinations and at least 49 new signs are recommended.

There are two options for implementation in this lot. Option 1 contemplates 3 kiosks located at the southern destination point, northern destination point, with the third kiosk located halfway in between. This kiosk option is estimated to cost \$21,141 to implement with \$2,232 per year in operating expenses. Option 2 places 62 Dual Space meters along the street and is estimated to cost \$46,810. At this time, Option 1 is recommended at this time, but further documentation of kiosk use and demand for this lot should influence specific future improvements.

Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Park Square Court	Value	(On-Street)	16			6	New

Park Square Court (On-Street) parking has 16 spaces and is not in the ParkMobile system. This on-street parking can utilize the southernmost kiosk of Mimosa Blvd (South), and new striping is recommended. It can be classified as Value due to greater distance to many user destinations and 6 new signs are recommended. Future classification can be re-evaluated after demand is captured.

Mimosa Boulevard Parking

Legend

- ## Legend



N

0 430 860 Feet

1" = 492'

1:5,900

N

0 430 860 Feet

1" = 492'

1:5,900

N

0 430 860 Feet

1" = 492'

1:5,900

N

0 430 860 Feet

1" = 492'

1:5,900

N

0 430 860 Feet

1" = 492'

1:5,900

N

0 430 860 Feet

1" = 492'

1:5,900

N

0 430 860 Feet

1" = 492'

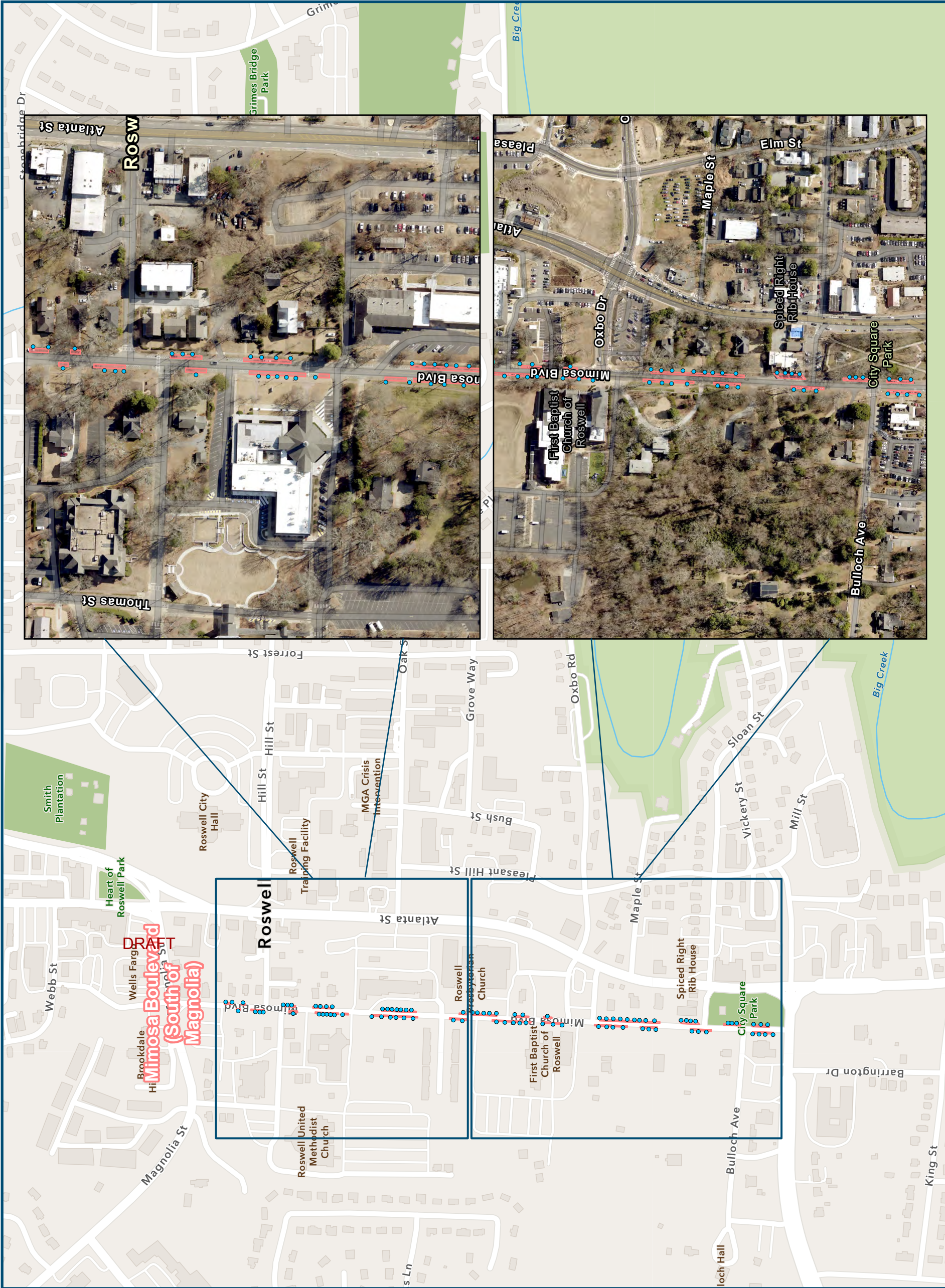
1:5,900

N

0 430 860 Feet

1" = 492'

1:5,900





Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
City Hall (On-Street)	Value	(On-Street)	30	New	New	12	New

City Hall (On-Street) parking has 30 spaces and is not in the ParkMobile system. A new kiosk and new striping are recommended. It can be classified as Value due to greater distance to many user destinations and 12 new signs are recommended.

Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
City Hall (Lot)	Value	38 Hill Street	403	2 New		81	New

The City Hall parking lot has 403 spaces and is not in the ParkMobile system. 2 new kiosks and new striping are recommended. There is potential for City Hall parking users to also utilize the kiosk for City Hall on-street parking. It can be classified as Value due to greater distance to many user destinations and 81 new signs are recommended.

Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Cultural Arts Center	Value	950 Forrest Street	72	New		14	New

The Cultural Arts Center parking lot has 72 spaces and is not in the ParkMobile system. A new kiosk and new striping are recommended. It can be classified as Value due to greater distance to many user destinations and 14 new signs are recommended.

City Hall and Visual Arts Center Parking



Legend



New Parking Kiosk



City Hall (Lot)

- Spaces: 403

City Hall (On-Street)

- Spaces: 30



Visual Arts Center

- Spaces: 72

$$1'' = 98'$$

1:1,178

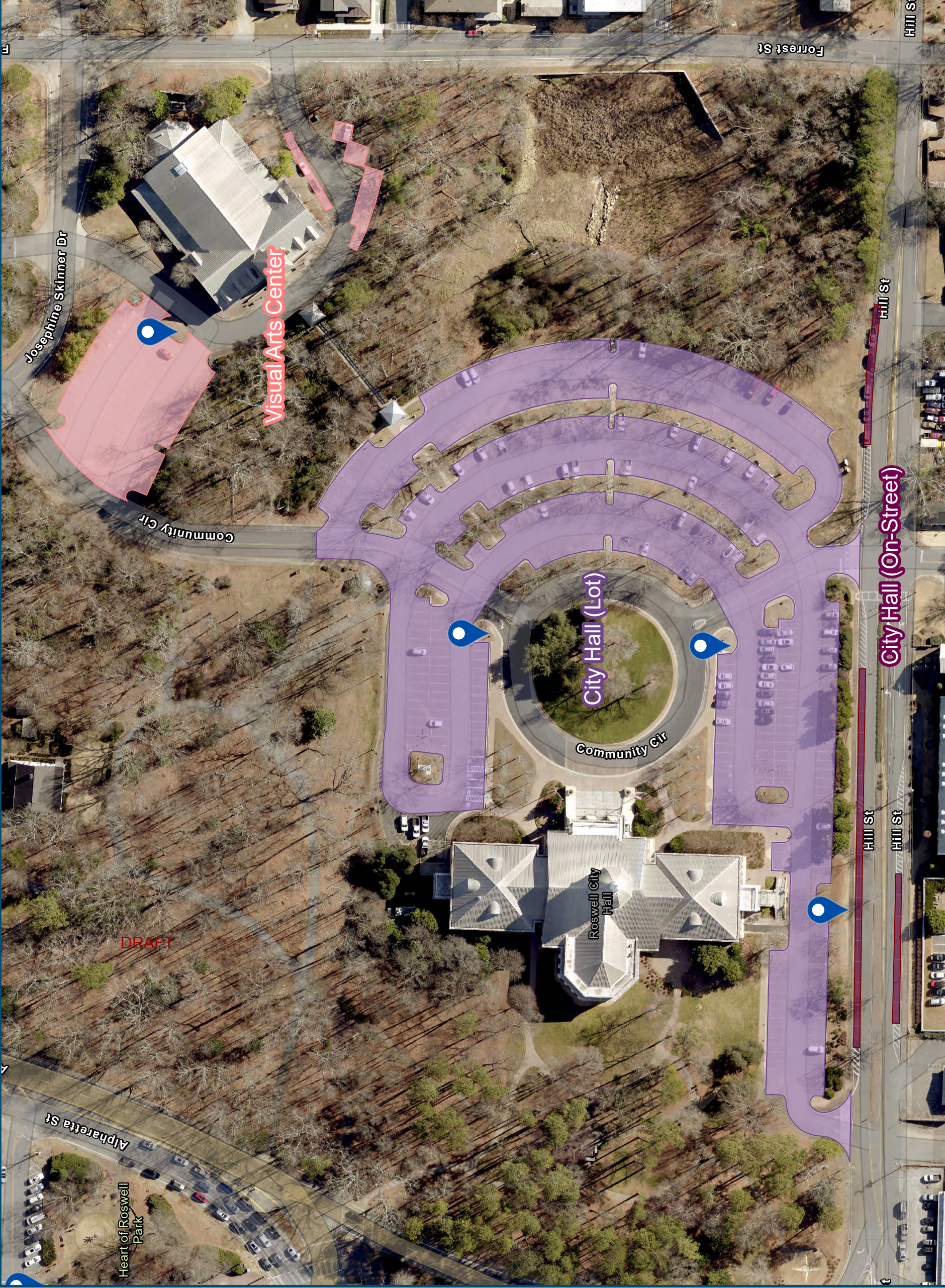
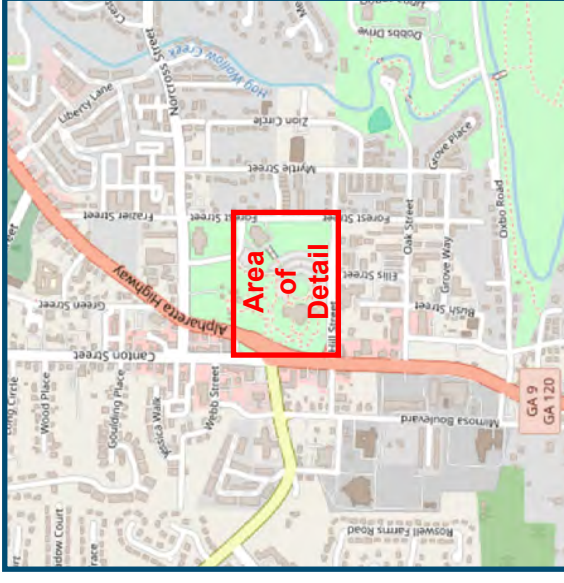
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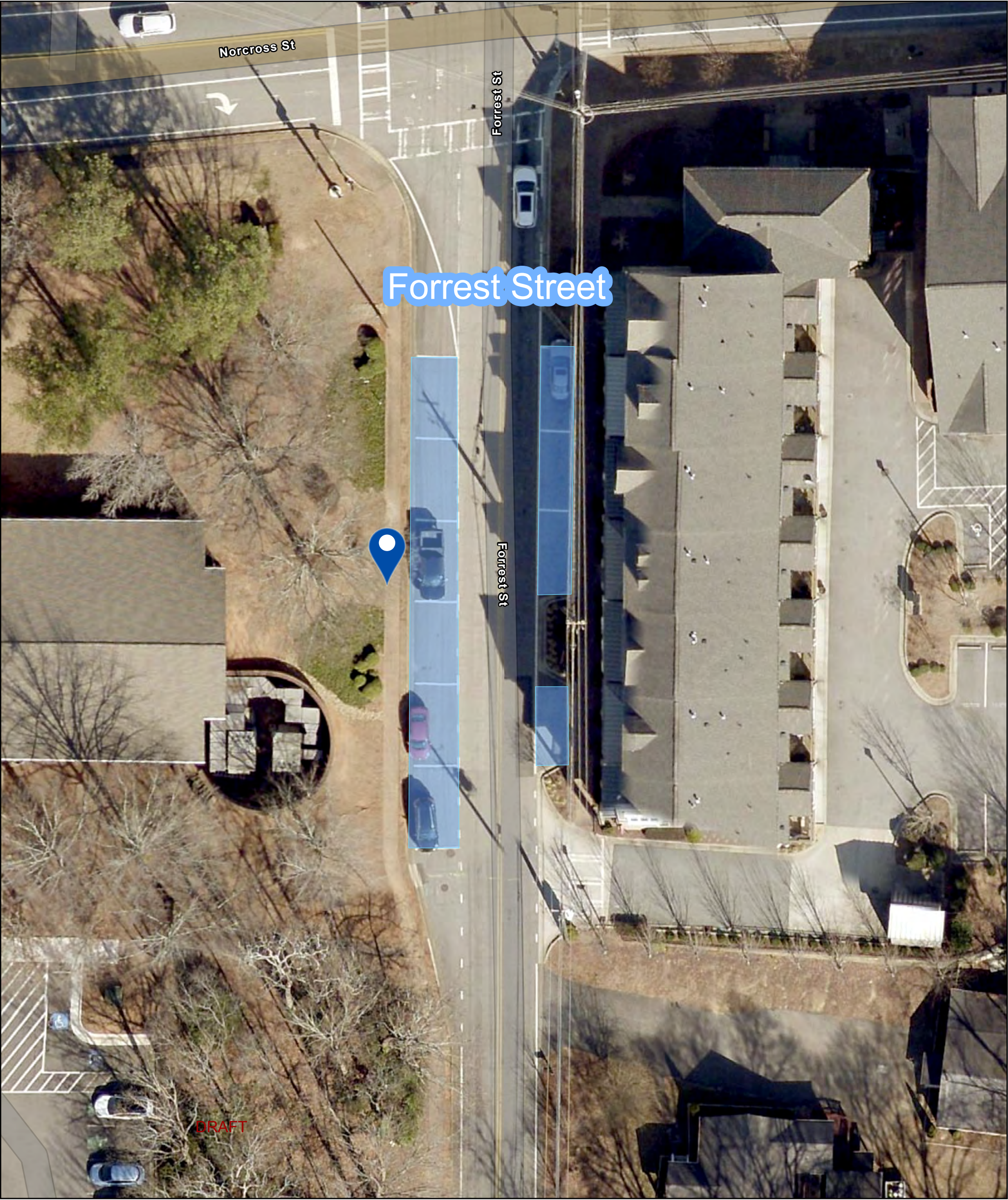


Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Forrest Street	Value	(On-Street)	10	New	New	4	New

Forrest Street (on-Street) parking has 10 spaces and is not in the ParkMobile system. A new kiosk and new striping are recommended. It can be classified as Value due to greater distance to user destinations and 4 new signs are recommended.

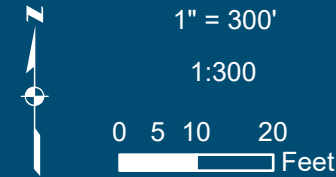
Forrest Street Parking

- DRAFT -



Legend

- New Parking Kiosk
- Forrest Street (On-Street)
 - Spaces: 10

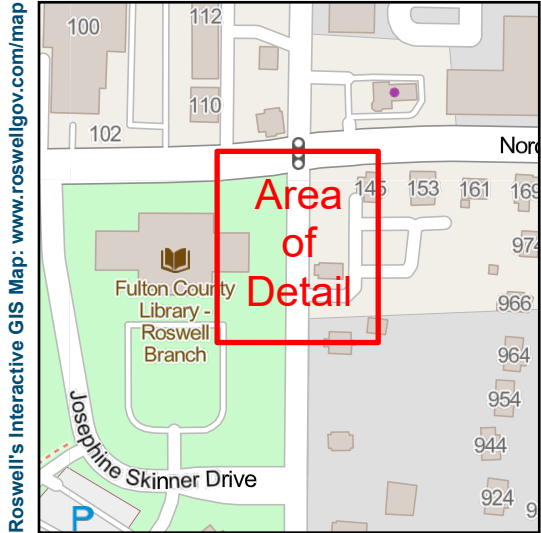


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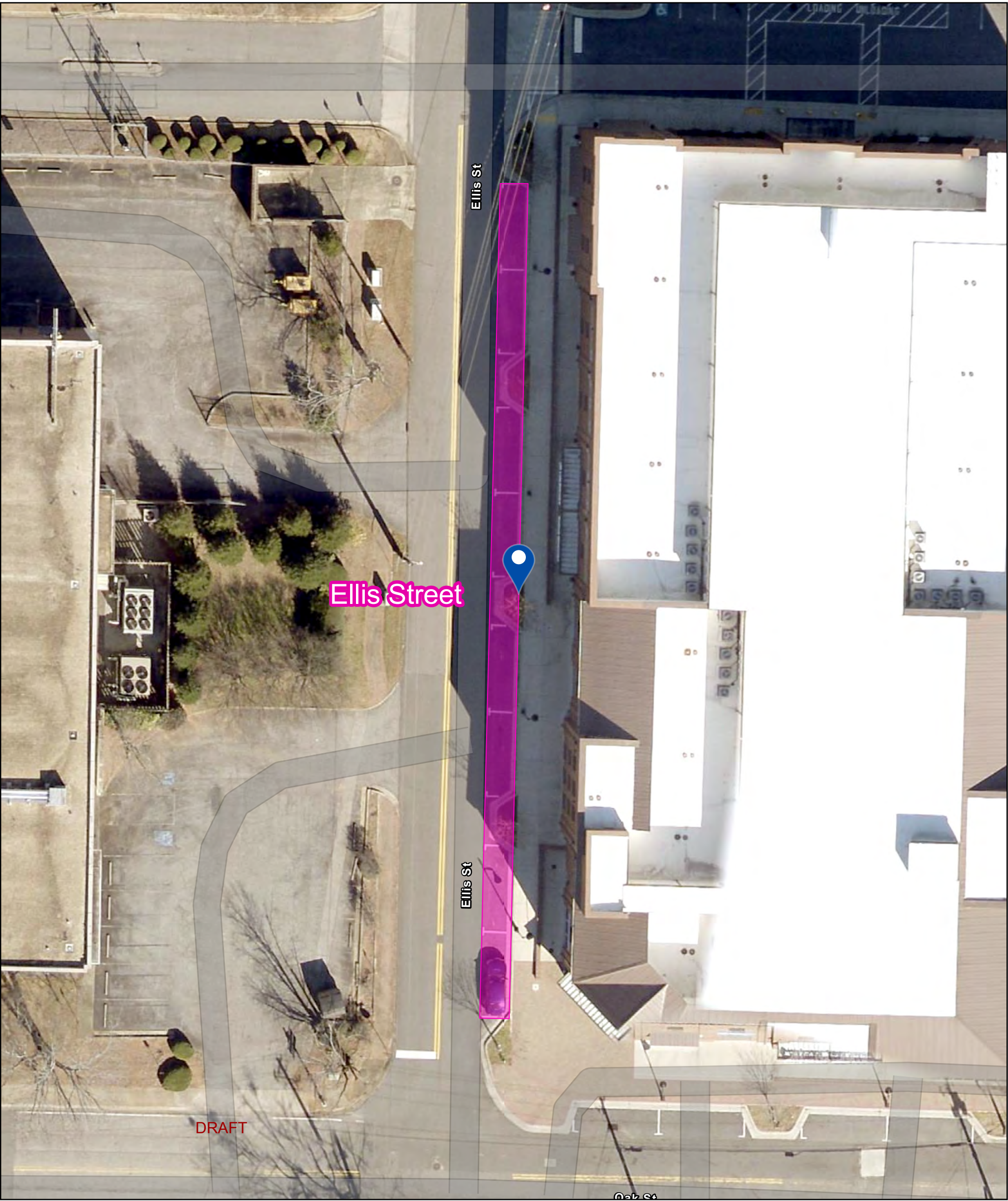


Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Ellis Street	Value	(On-Street)	9	New	New	4	New

Ellis Street (on-Street) parking has 9 spaces and is not in the ParkMobile system. A new kiosk and new striping are recommended. It can be classified as value due to greater distance to user destinations and 4 new signs are recommended.

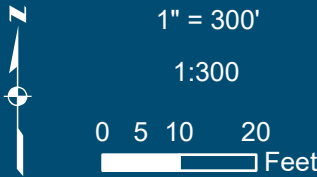
Ellis Street Parking

- DRAFT -



Legend

- New Parking Kiosk
- Ellis Street (On-Street)
 - Spaces: 9



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Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Green Street Lot	Premium	1022 Green Street	66	New		13	Bumpers

The Green Street parking lot has 66 spaces and is not in the ParkMobile system. A new kiosk is recommended with the continued use of existing bumpers. It can be classified as Premium due to its location and proximity to user destinations as well as space delineation.

13 new signs are recommended, but future potential for signage also functioning as space delineation should be considered. This would require 66 signs but would allow for space numbering and clearer parking practice by users with the potential to improve user experience and demand data.

- DRAFT -



Green Street Lot

- Spaces: 66



1:450

Age Group	Percentage
18-29	60
30-49	30
50-69	0

Sources: City of Roswell GIS (2024); Esri (2024);

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Title	Product	Address/ Type	Spaces	Kiosk	Meters	# of New Signs	Striping
Woodstock Soccer Complex (Water Tower Lot)	Free	50 Woodstock Street	47	New		9	New
Woodstock Soccer Complex (Field Lot)	Free	40 Woodstock Street	39	New		8	New

The Woodstock Soccer Complex parking has a combined 86 spaces and is not in the ParkMobile system. At this time, further consideration for implementing paid parking in this lot will be up to City officials. Its future classification could be Value due to greater distance to user destinations. Evaluations for signage, kiosks, and striping were made should the City wish to incorporate this lot. It would require 3 kiosks, 17 new signs and new striping.

This lot has potential for event use-only, functioning as a hybrid lot that could be turned on and off to only require payment during planned events. However, this would require additional signage for clear communication to users and greater oversight from future parking management.

Private Lot Comparables

A table with adjacent private lot comparable parking rates is included in the COR_Parking_Plan_Additional_Material.xlsx file.

Generally, these lots are operated by 12 Oaks Parking and charge a weekday daily rate of \$5.45 or an hourly variation of that price. There were 5 observed lots in the Downtown area operated in this manner.

Southern Post has 3 hourly rates starting at \$2.45 and increasing by \$2/hour and also offers daily rate of \$10 and overnight rate of \$12.

A private lot located at 34 Webb Street currently charges a weekday rate of \$3.55 for 1st hour and additional \$3 for every additional hour after.

Woodstock Soccer Complex Parking



Legend



- Spaces: 39

- Spaces: 61

- Spaces: 47



1:650

Response	Number of People (F)
Oui	40
Non	40

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Outsourced Management Possibility

Outsourced management was contemplated, but is not recommended to accomplish the City's goals for this project. Local management companies include 12 Oaks Parking and LAZ parking. The benefit from outsourced management would be immediate activation and enforcement capabilities, but the City would need to issue an RFP to select their management company, drastically reducing this time-benefit. The City would also forego a substantial portion of revenue to a 3rd party management company.

Business Plan Model

The accompanying *Business Plan Model* includes a deep dive into costs per lot, including anticipated signage, kiosks, striping, and other implementation as well as operating expenses. It provides a sustainable management model for the City to use to project revenue and costs for the parking business. As the *City of Roswell Parking Analysis* outlines, estimated utilization rates can be updated with further observations to continue to arrive closer to true demand.

Built as two potential phases reflective of the *Initial Downtown Parking Management Plan*, it is recommended to implement the full project, encompassed by Phase 2 projections.

This model allows for continuous updates based on observed utilization rate improving the accuracy of revenue projection. Additionally, this provides the City with the ability to project bond repayments for future contemplated parking projects. Along with the built out ParkMobile and Flowbird dashboards, the model should serve as the guide map for initial and future inventory management and reporting.



ParkMobile Marketing and Sales Strategy

The City of Roswell is continuing the development of the parking business plan, which aims to create a self-sustaining parking business for the municipality.

The goal of this marketing and sales strategy is to outline strategies to promote ParkMobile expansion throughout the city, enhance user experience, and generate awareness of the app's benefits.

Benefits of Effective Marketing

- **Drive app utilization**
 - The more people that know that the City offers the app, the more people will use it.
- **Improve compliance**
 - Give people an easier way to extend their time, and they'll take advantage of it.
- **Increase revenue**
 - Higher adoption translates into more revenue for the City's parking business.
- **Create a better parking experience**
 - Make parking convenient for the Roswell community with signage, instructions, and a convenient mobile app.
- **Reduce hardware capital expenses**
 - Eliminating traditional coin meters and limiting smart kiosk purchases reduces the amount of wear-and-tear on City-owned property which helps the City save on expensive hardware.



Benefits of Effective Marketing

7 Tips for Effective Marketing

1. **Aluminum Signage**
2. **Local Media** (Roswell Connections, Press Release)
3. **Advertising & Promotions** (Roswell Inc., CVB)
4. **Digital Presence** (Website, Video Tutorials)
5. **Connect Face – to – Face** (Customer Activations / Events)
6. **User Engagement** (In-App Messaging, Email Blasts)
7. **Social Media** (Posting / Paid Promotion)

Marketing & Engagement Plan

Step 1: Market Analysis

Target Audience

- **Residents:** Frequent users of public parking spaces for day-to-day activities.
- **Visitors:** Tourists and visitors to Roswell's shopping, dining, and recreational areas.
- **Commuters:** Individuals who work or utilize transit from surrounding areas into Roswell.
- **Event Attendees:** Those attending festivals and events in Roswell.

Competitive Landscape

- Other mobile parking solutions like Passport Parking and PayByPhone may be present in other parts of Roswell and neighboring cities.
- Traditional parking meters are still in use but are becoming outdated as mobile payment options grow.

Customer Pain Points

- Inconvenience of finding parking spots.
- Frustration with expired meters and traditional payment methods (coins, cards).
- Lack of awareness of available parking options.



Marketing & Engagement Plan

Step 2: Marketing Goals

- **Increase Awareness:** Educate Roswell residents and visitors about the availability and benefits of ParkMobile.
- **Drive App Downloads:** Target a % adoption rate in the first # months.
- **Improve Parking Experience:** Reduce parking violations and improve user satisfaction by promoting ParkMobile's ease of use.
- **Increase Revenue:** Maximize parking revenue by improving compliance and minimizing expired parking violations.

Marketing & Engagement Plan

Step 3: Marketing Strategy

Digital Campaigns

- **Social Media Advertising**

- **Platforms:** Facebook, Instagram, Reddit, and Nextdoor
- **Target:** Roswell residents, frequent downtown visitors, and commuters
- **Content:** Ads highlighting the ease of paying for parking, avoiding tickets, and finding available parking spots
- **KPI:** Increase in app downloads by 7% each month.

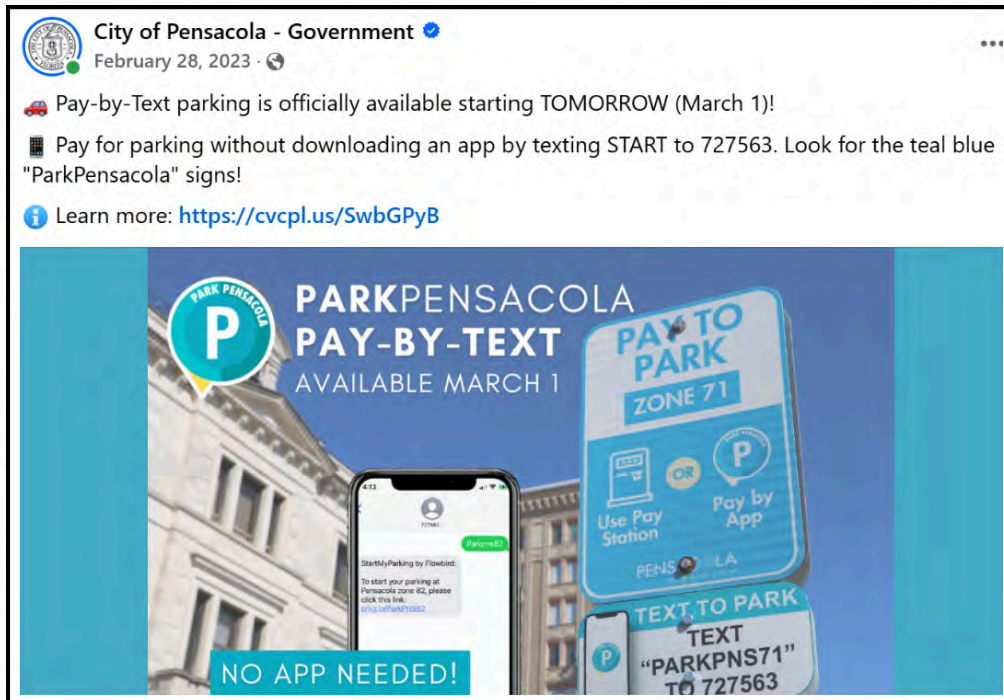
- **Google Search Ads (SEO)**

- Focus on keywords like 'Roswell parking,' 'ParkMobile Roswell,' and 'pay for parking Roswell.'
- **KPI:** Achieve a CTR of 7% or higher.

- **Email Marketing**

- Partner with local businesses and Roswell's city email newsletter to send promotional content to residents and workers.
- **Content:** Exclusive offers, tutorials on how to use ParkMobile, and reminders of its benefits.
- **KPI:** Open rate of 7% and app downloads from 7% of the email

DRAFT recipients.



Example: Digital Campaigning

DRAFT

Marketing & Engagement Plan

Step 3: Marketing Strategy

Traditional Media

- **Flyers and Brochures**

- Distribute in downtown businesses, restaurants, and key parking areas.
- **Design:** Simple, highlighting app benefits.
- **Budget:** Will include costs associated with printing and distribution.
- **KPI:** Increase walk-in inquiries and app download rates by XX% over 6 months.

- **Press Releases & Local Media**

- Announce the launch of ParkMobile in local newspapers, online news outlets, and community blogs.
- **KPI:** Generate a specific **number** of media mentions within the first month of launch.

Customer Activations & Events

- **Local Event Sponsorship**

- Sponsor community events, festivals, and concerts to promote ParkMobile.
- Host booths to help attendees download the app on-site.
- **Example:** Free parking voucher giveaway

flowbird.

mobile parking

**PAY FOR PARKING ANYWHERE, ANYTIME
WITH FLOWBIRD MOBILE PAYMENT APP**



Running late?
Pay as You Go



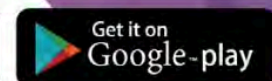
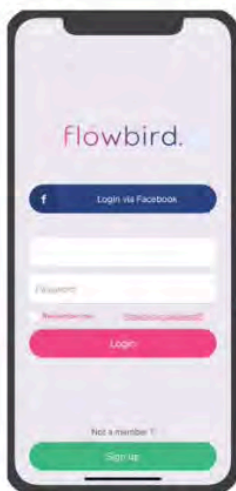
Receive Parking
Notifications before
your time expires!



Extend the parking
time to avoid parking
tickets



History of parking
transactions stored
for future use!



Example: Flyer

DRAFT



Marketing & Engagement Plan

Step 3: Marketing Strategy

User Engagement

- **Educational Content**

- Create a step-by-step video tutorial or host a pre-made ParkMobile tutorial on City of Roswell social media and digital platforms. This assists new users with onboarding. FAQs should be available, as well.

- **Push Notifications**

- Use ParkMobile's push notifications to remind users to extend their parking or notify them of promotions
- **Example:** "Save 10% on parking this weekend during the Summer Festival at Roswell City Park."



Marketing & Engagement Plan

Step 4: Partnerships & Promotions

Partnerships with Local Businesses

- Collaborate with restaurants, coffee shops, and retail stores to offer discounts or free parking for ParkMobile users.
- **Example:** “Spend \$20 at Linen & Flax and get \$2 off parking when using ParkMobile.”

City of Roswell Promotion

- Feature ParkMobile app download on the City of Roswell’s website, social media pages, and in city announcements.
- Incorporate ParkMobile signage and QR codes in all parking areas.

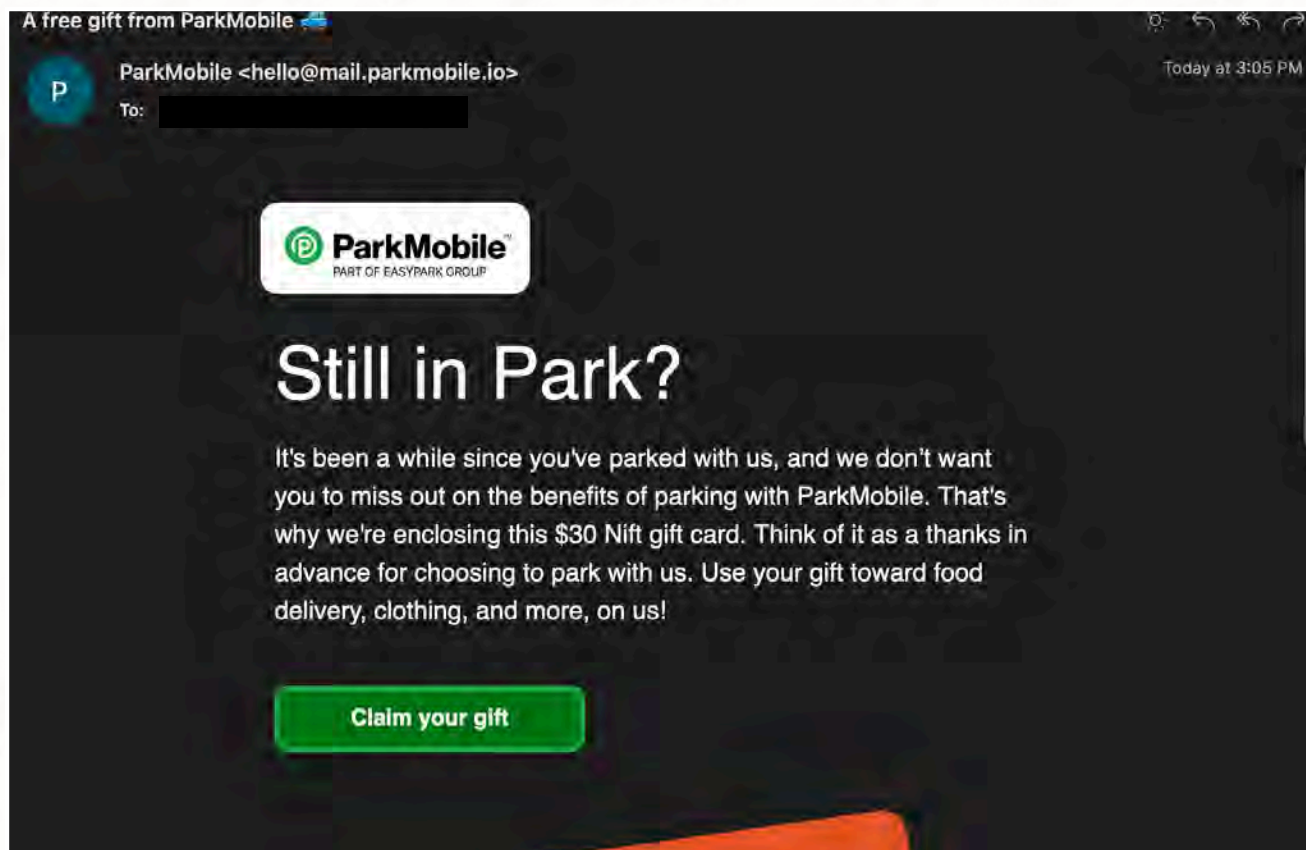


Marketing & Engagement Plan

Step 5: User Experience & Retention

Loyalty Program in Partnership with ParkMobile

- This initiative could offer users points or small discounts for frequent app usage, such as using ParkMobile consistently over a certain period or parking in specific areas of the city. Points could be redeemable for perks like discounts on parking fees, free parking hours, or even discounts at local Roswell businesses.
- This program would incentivize repeat usage, support local businesses, and create a more engaged community of ParkMobile users. The City could promote the rewards program through targeted email campaigns, app notifications, and partnerships with local merchants to maximize visibility and appeal.



Example: User Retention / Loyalty Program

DRAFT

Measuring Progress

Key Indicator	Activity / Project	Possible Data / Outcome
ParkMobile Transaction Volume	Digital Campaigning Social Media Advertising, Google Search Ads (SEO), Email Marketing	<ul style="list-style-type: none"> You'll be adding spaces, but also enforcing compliance. So this will be a key number to watch and see those correlate to the transaction trends. Aim for a set # of transactions in the first few months.
User Retention	Loyalty Rewards Program The initiative could reward frequent ParkMobile users with points redeemable for discounts on parking fees, free hours, or local Roswell business perks.	<ul style="list-style-type: none"> Return Users: How often are people returning to park? The goal is to achieve a % retention rate after a specific # of months of use.
Parking Revenue Increase	Display clear ParkMobile signage to encourage customers to use the app instead of kiosks for added convenience.	<ul style="list-style-type: none"> How many net new people and how many users are being retained to increase revenue? Increase parking revenue by a certain percentage (%) in the first year.
Customer Satisfaction	Collect analytics from ParkMobile to evaluate customer satisfaction and track repeat visits to specific lots or areas.	<ul style="list-style-type: none"> Gather data by conducting surveys to measure the customer satisfaction rate (%) with the ParkMobile app.



Marketing & Engagement Plan

Step 6: Marketing Budget Overview

Marketing Type	Projected Budget (First Year)
Digital Campaigning (Social Media, Google Ads)	\$10,000
Traditional Media (Flyers, Press Release, Newspaper Ads)	\$5,000
Partnerships & Events	VARIES
User Experience & Retention Initiatives	\$0

Total City Marketing Budget: \$25,000

Traditional Marketing Expenses (Est): \$15,000

Remaining Balance: \$10,000

ParkMobile is offering complimentary support for marketing and sales efforts to boost customer activation and engagement. The proposed budget allocations represent our recommendations for the most effective use of funds in a standard marketing scenario.

Marketing & Engagement Plan

General Recommendations

- It is recommended that the City of Roswell proceed with an **incremental rollout**. The general rule is = small rollout, test, then expand. This also eases the transition by exposing people to new payment options gradually, smoothing the overall process.
- We do not recommend utilizing 'App Downloads' as a measure for user retention or recruitment. Due to ParkMobile offering several options to pay, app downloads is only one, including QR codes, IVR, and texting.
- ParkMobile suggests the following in reference to their signage:
 - **On – Street:** We recommend one sign for every 2–3 paid spaces (12x18 aluminum signs).
 - **Off – Street:** We recommend one sign per 5 spaces (we could do larger signs like 18x24 or 24x36 for better visibility).



Marketing & Engagement Plan

City of Roswell Website Recommendations

For the City of Roswell's website, we recommend organizing the ParkMobile section to enhance user accessibility and clarity. Drawing from successful layouts in La Crosse, WI; New Bern, NC; and Hendersonville, NC, we suggest a design that is clean, intuitive, and visually engaging. Each city's ParkMobile page features essential details about the app's functionality, clear instructions on how to use it, and a user-friendly map or list of available parking zones.

We recommend that Roswell include a quick-start guide, a "How to Use ParkMobile" video, FAQs, and a real-time parking availability map. By adopting this streamlined, informative approach, Roswell can improve the user experience and boost the adoption of ParkMobile among residents and visitors.

Marketing & Engagement Plan

Website Frequently Asked Questions

General Parkmobile FAQs

- What is ParkMobile?
- How do I download and set up ParkMobile?
- How do I use ParkMobile to pay for parking?
- Can I extend my parking session through the app?
- Is there a fee for using ParkMobile?
- What if I don't have a smartphone?

Parking Information FAQs

- Where can I find parking in Roswell?
- What are the hours of operation for public parking?
- Are there free parking options in Roswell?
- What are the rates for parking in Roswell?
- Do parking lots and garages have time limits?
- Is overnight parking allowed?

Enforcement and Citation FAQs

- What should I do if I receive a parking ticket?
- How do you enforce parking regulations?
- Can I park in a handicap space with a disability permit?



Marketing & Engagement Plan

Website Frequently Asked Questions

Technical and Support FAQs

- What if I have technical issues with the ParkMobile app?
- Can I receive parking reminders or notifications?
- What if I accidentally enter the wrong zone number?

Special Programs and Permits FAQs

- Are there parking permits available for residents or businesses?
- Does Roswell offer special event parking?

Construction Parking Permits


[Click here](#), to apply for a *Construction Parking Permit* for vehicles that need to be utilized at an active construction site. Construction personnel can apply for a 1-day, 7-day, 15-day, or 30-day permit depending on the amount of time repairs are estimated to take. If additional time is needed, a permit renewal option is available.

These parking permits must be displayed at all times with orange cones placed at the front and rear of the vehicle. This temporary permit **ONLY** allows for the exception of the 2-hour parking restriction. All trailers must remain attached to a vehicle at all times. A trailer unattached from a vehicle constitutes an ordinance violation and could result in a parking ticket.

If you are unable to complete the process online, visit or call the New Bern Police Department, [601 George Street \(Google map\)](#), at (252)672-4100, Monday-Friday 8am-5pm, for assistance.

Transportation

New Bern's *Coastal Carolina Regional Airport* is just two miles from downtown and offers connecting and destination flights through American Airlines. Car rental is available at the airport or through local providers and several hotels offer shuttle service. Private transportation is also available through ride share and local cab companies and through [CARTS](#).



Cub House Rest Area & Restrooms

223 Pollock Street
[\(click here for Google map\)](#)

Hours of Operation:

Memorial Day through Labor Day
8am-7:30pm daily

Labor Day through Memorial Day
8am-5:30pm daily



ParkMobile Lifetime Data

The City of Roswell's ParkMobile lifetime data indicates fluctuating performance over the past year, with notable variations in both transaction volumes and parking revenue compared to the same months in the previous year. Some months experienced significant declines of up to 15% in transactions, while others saw modest increases. Similarly, parking revenue demonstrated a similar pattern, with changes ranging from a 20% decrease to slight gains in certain months. These trends highlight the dynamic nature of parking demand and suggest opportunities to analyze factors influencing these shifts, such as seasonal variations, local events, or economic conditions.

See next page...

ParkMobile Lifetime Data





Concluding Statement

By leveraging a mix of digital marketing, local partnerships, and community engagement, this plan aims to drive awareness and expansion of the parking business plan in the City of Roswell.

The marketing efforts will enhance the parking experience for users, increase revenue for the city, and promote long-term use of mobile parking solutions.

04

Parking Design, Brand Integration, and Technology

Technology & Adoption Strategy

What is ParkMobile?

ParkMobile is a mobile app that helps users find, reserve, and pay for parking in cities and on certain campuses across the U.S. It allows users to locate available parking spots in real time, whether on the street or in parking garages, and pay for them through their phones instead of using meters or kiosks.

The app also offers features like reminders when a parking session is about to expire and the option to extend parking time remotely. Many municipalities and private parking operators partner with ParkMobile to streamline parking management and payment.



Technology & Adoption Strategy

Why ParkMobile in Roswell?

ParkMobile's implementation could help the City of Roswell meet the growing demands of a tech-savvy population, create a more efficient parking system, and contribute to sustainability goals.

The goal of the following pros and cons list is for the City of Roswell to carefully weigh these cons against the benefits; and consider providing alternatives for those who may not want to or cannot use ParkMobile, ensuring that the parking system remains inclusive and functional for all residents and visitors.



Technology & Adoption Strategy

Pros of Parking Apps

- Improved User Convenience
- Increased Revenue Generation
- Reduced Traffic Congestion and Emissions
- Enhanced City Data & Parking Management
- Integration with Other City Initiatives
- Positive Public Perception

Technology & Adoption Strategy

Cons of Parking Apps

- **More complexity.** It's worth weighing the potential benefits of multiple vendors against the complexity they add to your backend processes. As new vendors are onboarded, you'll be working with different systems that don't communicate with each other, so errors can arise if changes in one app aren't replicated correctly in another. Also, lacking a holistic view of parking operations can lead to issues with enforcing parking rates and financial reconciliation. In some cases, a multi-vendor approach increases operating costs and complexity overall.
- **Doesn't solve core adoption challenges.** The multi-app mindset also limits the ability to reach people who aren't interested in or can't use the full mobile app experience.

Technology & Adoption Strategy

Cons of Parking Apps

Consider just a few common scenarios where a mobile app may not be ideal:

- A tourist or short-term visitor who doesn't want to install a full-featured app only to use it once.
- People who don't have or prefer not to use smartphones.
- People without credit cards.
- **Expensive.** Based on the suggestion that the development of parking structures would require management through the City, not only should salaries be accounted for, but technology advancements and maintenance could potentially increase costs for Roswell.

Not to mention people who simply don't want to create a new account or download an app just to park.

Technology & Adoption Strategy

Parking Technology Recommendations

Through the correct use of signage, kiosks may not be needed in Roswell parking decks.

According to the ParkMobile site, the newest ways that the organization has decided to widen its reach is through the following:

- Many mobile parking apps now offer additional choices like contactless payments via **signage QR codes or through text messages**. Google Pay recently announced partnership with ParkMobile and Passport to allow payment through the Google Pay app.
- “Most mobile parking apps also provide interactive voice response (IVR) systems (automated), so people without smartphones can pay through phone call.”

Technology & Adoption Strategy

Parking Technology Recommendations

The **risk of not using kiosks** (or at least having 1 for each surface level lot / deck) is lack of adaptability with older consumers.

- Despite the popularity and benefits of contactless payments, conventional wisdom suggests physical parking equipment is still necessary to ensure everyone has a way to pay.
- **Incremental Rollouts** are suggested.
 - A phased or incremental rollout was overwhelmingly the most effective path to long-term change. Instead of making unilateral decisions to remove old hardware across a city or campus, it's best to start in one or two areas.
 - Ideally, these are in places where demand for contactless is already high, i.e. Canton Street, Green Street.
 - Not only is this easier logistically, but it offers a chance to identify and fix any unexpected problems on a smaller scale.

Technology & Adoption Strategy

Parking Technology Expense Breakdown

Parking Mobile Apps (i.e. ParkMobile)

- **Initial Investment / Partnership:** \$0 to \$25,000 (dependent on provider and negotiation). ParkMobile, in particular, does not charge cities to integrate their system.
- **App Integration (Platform Fees):** Free to \$25,000 for the city, depending on the provider and negotiation. Many companies offer the app at no upfront cost and make money from transaction fees.
- **Transaction Fees:** \$0.25 to \$0.50 per transaction or a small percentage of the total parking fee (typically passed on to the user).
- **Marketing and User Education:** \$0 to \$25,000 for promotion and training to encourage user adoption.
- **App Customization:** If the city wants custom features, it could cost an additional \$10,000 to \$50,000. (optional).
- **Ongoing Software Maintenance:** \$0 per year for app updates, security patches, and customer support services. (exclusive to ParkMobile)

Technology & Adoption Strategy

Parking Technology Expense Breakdown

License plate readers (LPR)

- **Initial cost per LPR:** \$5,000 to \$10,000 each
- **Installation Costs:** \$1,500 to \$3,000 per camera, depending on complexity
- **Software Integration:** \$5,000 to \$15,000 for initial integration, depending on scope
- **Ongoing Maintenance:** \$500 to \$2,000 per year, per camera, for updates, repairs, and support

Parking Arms & Gated Systems

- **Initial Cost per Parking Arm / Gated System:** \$3,000 to \$10,000 per arm
- **Installation Costs:** \$2,000 to \$5,000 per arm, including electrical and system setup
- **Software and Control Systems:** \$10,000 to \$30,000 for central management software, depending on scale
- **Ongoing Maintenance:** \$1,000 to \$3,000 annually per gate arm (repairs, recalibration, and updates)

Technology & Adoption Strategy

Parking Technology Expense Breakdown

Technology Infrastructure

- **Wi-Fi and Connectivity:** If the parking facilities or areas require network upgrades for connectivity (Wi-Fi, cellular, or fiber optics), the costs can range from \$6,000 to \$15,000 depending on the scale and coverage needed. This is based off a medium – sized parking deck.
- **Electricity Upgrades:** Parking areas may require enhanced power supplies for LPR systems, cameras, and gates. The cost for electrical upgrades can range from \$5,000 to \$25,000 per location, depending on the complexity.

Ongoing Software and System Maintenance

- **Annual Software Licenses:** \$5,000 to \$20,000 per year for the software required to manage the system, including parking management, ticketing, and enforcement solutions.
- **Technical Support & Monitoring:** \$20,000 to \$75,000 per year for technical support services and monitoring of the system, which ensures uptime and resolves issues quickly.

Technology & Adoption Strategy

Parking Technology Expense Breakdown

Ongoing Software and System Maintenance

- **Upgrades & Future Proofing:** Expect around \$10,000 to \$50,000 annually for keeping software systems and hardware (like LPRs and gate systems) updated with the latest technology and features.

Miscellaneous Costs

- **Parking Kiosks:** \$8,000 per meter, plus \$200 to \$400 per meter for installation. Ongoing costs include maintenance and data service fees.
- **Enforcement and Monitoring:** If the system requires new staff for monitoring or enforcement, this adds to operating expenses. Salaries for parking enforcement personnel can range from \$12,000 to \$88,000 annually, depending on the specific role, # of hours worked, and job responsibilities.

Technology & Adoption Strategy

Total Estimated Technology Cost(s)

For a city like Roswell, GA (mid – sized lot of 200 – 500 spaces), implementing a comprehensive parking technology solution with license plate readers, parking arms, and a mobile app would likely cost:

- **Initial Capital Investment:** \$150,000 to \$300,000+, depending on the number of LPRs, gates, and system complexity. This is \$300 to \$600 per space just for basic infrastructure.
- **Annual Operating Costs (Maintenance, Licenses, and Support):** \$20,000 to \$75,000.

These costs can fluctuate based on specific vendor agreements, scale, and whether the city decides to implement the system all at once or phase it in over time. The city can potentially offset some of the costs through increased parking revenues and operational efficiencies.

Parking Aesthetics

Aluminum Signage

- **Directional Signs** – clear directions to next level, entrances, exists, and other locations
- **Informational Signs** – payment instructions & hours of operation
- **Handicap Signs** – for people with disabilities and provide clear instructions
- **Reserved Signs** – reserved for ‘special people’ – city staff, business owners, employees, VIP guests, etc.
- **No Parking Signs** – areas where parking is not allowed
- **Fire Lane Signs** – required by law
- **Instruction Signs** – rules, regulations, and parking rates

Other types of signs that may be useful: Pedestrian Crossing, Enter / Exit,
Tow – Away, ‘Do not block,’ and Visitor Parking

Parking Aesthetics

Aluminum Signage

The process can take a few days to a few months.

Some steps involved in the process include:

- **Meeting with the customer** – determining the customer’s needs, wants, and budget
- **Professional survey** – getting the correct measurements for the signage
- **Design approval** – getting customer approval for the design
- **Manufacturing** – starting the manufacturing process after the customer approves the design
- **Permitting** – if a permit is required, the permit coordinator will begin the process with the planning and zoning board

In urban areas, the signs should be at least seven feet high. In rural areas, the bottom of the sign should be at least five feet from the pavement

Parking Aesthetics

Aluminum Signage

- **Parking spaces:** Signs for accessible parking spaces must include the International Symbol of Accessibility, which is a wheelchair user on a blue background. The sign must be mounted at least 60 inches above the ground, and be visible from the driver's side of the vehicle. Van-accessible spaces must also include the words "van-accessible" below the symbol.
- **Raised characters:** Raised characters on signs must be at least 1/2 inch tall, but no more than 2 inches. The stroke thickness of the uppercase letter "I" should be no more than 15% of the character's height.
- **Contrast:** Characters on signs should contrast with their background, either light-on-dark or dark-on-light. The higher the contrast, the better, especially for people with low vision.
- **Digital signage:** Digital signage enclosures should be 27–80 inches from the floor, measured from the highest point of the flooring material. The ground space around the screen should be at least 30 by 48 inches.

Parking Aesthetics

Painting

- **Parking Lot Striping** – to create separation between vehicles
- **Parking Spot Numbers** – to assist parking technology and the consumer on where the vehicle is located
- **Traffic Lanes** – helps traffic flow smoothly
- **Directional Arrows** – helps guide people to their destination
- **Handicap Stalls** – stenciled onto parking lot (supporting its aluminum signage)
- **No Parking Zones** – stenciled onto parking lot (supporting its aluminum signage)
- **Pedestrian Walkways** – clearly marked walkways help people navigate the parking lot / deck safely
- **Fire Lanes** – stencils onto the parking lot (support its aluminum signage)

Parking Aesthetics

Aesthetic Cost Breakdown

- **Parking Lot Striping** – costs \$1 per linear foot, depending on the width of the line.
 - **Average Cost** – \$45 per space
- **Directional Painting** – \$1,500 (arrows, lane markings, etc)
- **Aluminum Signage** – cost varies based on thickness, reflectivity, customization, and quantity.
 - Directional – \$12 – \$150 per sign (12" x 18")
 - Informational – \$50 – \$100 per sign (18" x 24")
 - Handicap – \$30 – \$90 per sign (12" x 18"), must meet ADA requirements
 - Reserved – \$25 – \$100 per sign (12" x 18")
 - No Parking – \$20 – \$42 per sign (12" x 18")

Parking Aesthetics

Aesthetic Cost Breakdown

- **Aluminum Signage** – cost varies based on thickness, reflectivity, customization, and quantity.
 - **Fire Lane** – \$20 – \$41 (required by law)
 - **Instruction** – avg. \$0 to \$100 (includes ParkMobile signage)
 - **Miscellaneous Signs:**
 - **Pedestrian Crossing** – avg. \$50 to \$100
 - **Enter / Exit** – avg. \$25 to \$70
 - **Tow – Away Zone** – avg. \$30 to \$80
 - **‘Do Not Block’** – avg. \$25 to \$60
 - **Visitor** – avg. \$25 to \$75
- **Aluminum Signage Cost Considerations:**
 - **Material** – aluminum is lightweight, durable and resistant to rust making it preferred. Reflective coatings (engineer- grade or high – intensity) add around 10% – 20% to the base price.
 - **Installation** – Cost for sign installation can range from \$30 to \$150 per sign, depending on labor rates and complexity (e.g. mounting, posts, inside structure).



Parking Aesthetics

Aesthetic Cost Breakdown

To estimate the total cost of aluminum signage for the City of Roswell, GA, let's assume an average number of signs required for a mid-size parking deck or garage (200–500 spaces):

Directional Signs: 12 signs × \$81 = \$972
Informational Signs: 8 signs × \$75 = \$600
Handicap Signs: 10 signs × \$60 = \$600
Reserved Signs: 8 signs × \$62.50 = \$500
No Parking Signs: 6 signs × \$31 = \$186
Fire Lane Signs: 4 signs × \$30.50 = \$122
Instruction Signs: 6 signs × \$0 = \$0
Other Signs: 10 signs × \$55 = \$550

Estimated Total Cost (for signage only):

\$3,530

Installation Costs:

58 signs × \$30 (per sign) = \$1,740

Grand Total: \$5,270

(Instruction Signs not included in total)

05

Future Management and Operations



Part 5: Future Management and Operations

Evaluation of Organizational Structure

Staffing, Organizational, Reporting Structure Plans

This structure would exist within the broader framework of the city government and would report up to the transportation and administrative leadership.

Proposed Hierarchy and Roles:

- Deputy City Administrator: Oversees multiple city departments, including the Department of Transportation.
- Director of Transportation: Supervises the Parking Manager and ensures that parking policies align with the city's broader transportation goals.
- Parking Manager (Director of Parking): Manages day-to-day operations of the Parking Department, including parking enforcement, facility management, and financial oversight.
- Parking Enforcement Supervisor(s): Reports directly to the Parking Manager and manages the parking enforcement team.
- Parking Enforcement Officers: Report to the Parking Enforcement Supervisor; responsible for patrolling, issuing citations, and enforcing parking regulations.
- Operations Manager: Reports to the Parking Manager and oversees the maintenance of parking facilities, equipment, and technology (e.g., meters, payment systems).
- Customer Service Representatives: Reports to the Parking Manager and handles public inquiries, parking permits, and citation disputes.
- Finance and Accounting Team: Reports to the Parking Manager; handles parking revenue, budgeting, and financial reporting.

5.2 Recruitment

Job Title: Parking Director

JOB SUMMARY:

The Parking Director is responsible for overseeing and managing all aspects of parking services within the city. This role encompasses strategic planning, policy development, operational management, and ensuring compliance with local, state, and federal regulations.

As part of your responsibilities, you will engage with city officials, collaborate with community stakeholders, and interact with the public to elevate the quality of parking facilities and services. Your efforts will be crucial in enhancing mobility



Solutions and advancing sustainable transportation initiatives that align with the city's goals.

KEY RESPONSIBILITIES

- Responsible for overseeing daily parking operations, maintenance, and improvement of parking infrastructure to ensure the smooth and efficient functionality of parking facilities.
- Lead and supervise the parking services team, including parking enforcement officers, administrative staff, and maintenance personnel.
- Develop and implement policies, regulations, and procedures for parking operations to improve efficiency and service quality.
- Assess current parking infrastructure and develop long-term parking plans for future parking needs based on economic development projections and goals.
- Prepare and manage the parking budget, monitor expenses, and identify areas for cost savings
- Conduct public outreach and education initiatives to inform residents and visitors about parking policies and services.
- Address customer inquiries and complaints, ensuring high levels of satisfaction and timely resolutions.
- Collaborate with local businesses, property owners, government agencies, and community groups to understand parking needs, address concerns, and garner support for parking initiatives.
- Analyze parking revenue data to assess performance and recommend adjustments to pricing structures while also collecting and analyzing data to monitor parking utilization, identify trends, and make informed decisions about parking management strategies and investments
- Implement parking management technologies, such as payment systems, sensors, and data analytics tools, to improve parking efficiency and enhance user experience.



EDUCATION AND EXPERIENCE

- Bachelor's degree in Urban Planning, Transportation Engineering, Business Administration, or related field
- Experience in parking management, urban planning, economic development, or a related field.

Or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.

QUALIFICATIONS AND SKILLS

- Knowledgeable in parking industry trends, best practices, and regulatory requirements.
- Familiarity with urban economics, land use planning principles, sustainability principles, and emerging trends in transportation technology.
- Strategic thinking, problem-solving ability, and attention to detail in developing and implementing parking solutions.
- Excellent customer service skills with the ability to resolve issues effectively.
- Strong leadership, communication, and interpersonal skills to manage staff, promote teamwork, and drive performance
- Excellent analytical, communication, and interpersonal skills, with the ability to collaborate effectively with diverse stakeholders.
- Proficient in data analysis and financial management.
- Flexibility to adapt to changing environments, regulations, and technologies.
- Experience in data analysis tools, GIS software, and parking management technologies.

This job description serves as a framework to outline the main areas of responsibility. It is not an exhaustive list of all duties, tasks, and responsibilities. You may be required to undertake other activities of a similar nature that fall within the scope of your work.



Job Title: Parking Enforcement or Parking Enforcement Officer

Job Summary:

As a Parking Enforcement Officer, you are responsible for ensuring compliance with local parking regulations to promote safe and orderly use of parking facilities. In this position, you will be instrumental in promoting public safety, optimizing traffic flow, and fostering positive interactions within the community. Success in this position requires strong communication skills, customer service orientation, and the ability to make objective and accurate decisions.

Key Responsibilities

- Regularly patrol designated parking areas to ensure compliance with parking regulations.
- Identify vehicles parked in violation of local ordinances and issue citations or warnings. Monitor parking meters and other restricted areas to ensure compliance.
- Provide information to the public regarding parking regulations, payment options, and the appeal process for citations.
- Work with law enforcement and city officials to address parking-related concerns and enhance community relations.
- Arrange for the towing of vehicles that pose safety hazards or are in violation or regulations.
- Document incidents, complete reports, and, if necessary, represent cases in court.
- Provide support during special events by managing temporary parking arrangements and ensuring compliance.
- Ensure that parking enforcement equipment is functioning properly.

Qualifications and Skills

- High School diploma or equivalent; additional education or training in law enforcement or public safety is a plus.
- Valid driver's license with a satisfactory driving record
- Strong verbal and written communication skills for interacting with the public and preparing reports
- Excellent customer service skills
- Ability to interpret policies and procedures
- Capable of assessing situations and determining appropriate actions
- Ability to work and make decisions independently
- Willingness to work in varying weather conditions



This job description serves as a framework to outline the main areas of responsibility. It is not an exhaustive list of all duties, tasks, and responsibilities. You may be required to undertake other activities of a similar nature that fall within the scope of your work.

Appendix