August 20, 2020

(sent via Email: joshg@hiltonheadislandsc.gov)

Mr. Joshua A. Gruber
Assistant Town Manager
Town of Hilton Head Island
One Town Center Court
Town of Hilton Head Island, SC 29928

Re: *Coligny Area and Beach Access Parking Study*
        Task 2: Evaluation of Financial, Current Assets and Programs
        Walker Project No. 19-001205.00

Dear Josh:

The Town of Hilton Head Island has hired Walker Consultants to prepare the following summary that supports the Task 2 Scope of Services for the Coligny Area and Beach Access Parking Study. The information contained herein represents our evaluation of the current parking financial model, current enforcement approach and parking system responsibilities. Our evaluation highlights a list of recommendations for potential future parking revenues, security and wayfinding needs, proposed parking districts, and technology options for customer service enhancements.

We appreciate the opportunity to be of service to you on this project. If you have any questions or comments, please do not hesitate to call.

Sincerely,

WALKER CONSULTANTS

Jim Corbett, CAPP
Director of Planning Studies

Cc: Joey Rowland, P.E., Walker Consultants
        Geoff Posluszny, CPP, Walker Consultants
        Tom Szubka, CAPP, CPP, Walker Consultants

Coligny Area & Beach Access Parking Study

Task 2:
Evaluation of Financial, Current Assets and Programs

August 20, 2020

Prepared for:
Town of Hilton Head Island, SC

WALKER CONSULTANTS

Contents

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Executive Summary

The scope of services for the Coligny Area and Beach Access Parking Study requires the consultant to review the Town of Hilton Head Island's (Town's) current parking financial model, current parking enforcement approach, and parking responsibilities. Additional requirements include the review of current parking fees and potential future revenues.

In response to these scope of service requirements, Walker has prepared a summary and list of recommendations for these topics, as well as provided additional recommendations for customer service improvements related to technology options, security concerns, and wayfinding solutions. We address the evaluation of one or more geographic footprints for a proposed parking district through the need to establish a procedural process before recommending the development of these districts. The following is a list of our findings and recommendations for the Town's Task 2 deliverable requirements.

Overview of Findings and Recommendations

Based on past findings, current observations, and our experience with parking policies in barrier island communities, at this time we recommend the Town take the following policy measures to manage parking issues.

1. Charge an hourly fee to park at the Town's beach access parking facilities

With a goal toward developing a strategic action plan that will enable the Town to best meet the needs of the residents in the Coligny Beach Area as well as other public parking facilities, Walker recommends charging a fee to park at the Town's beach access parking facilities. Residents will be afforded the opportunity to purchase a biennial beach access parking pass and non-residents will be required to pay the prevailing hourly parking rates at these locations.

2. Maintain allowance for resident free parking with the purchase of a Resident Beach Parking Pass

Walker recommends removing the "reserved parking only" requirement associated with the Resident Beach Parking Pass. Purchase and use of a Resident Beach Parking Pass shall enable the pass holder to opportunity park free of additional parking fees at any Town-owned and operated public parking location, except when Town special event conditions are publicly advertised, and special event parking fees apply.

The peel-and-stick adhesive decal will be replaced with the use of the applicant's vehicle license plate as a virtual parking permit credential. Resident applicants will be afforded the option to purchase their permit online, using a document scan and upload feature to demonstrate proof of residency and registration. As golf carts are not required to display a license plate, the use of the SCDMV registration decal will be incorporated in the virtual permit solution.

3. Charge a fee for the Coligny Area on-street parking spaces

To assist with a best practice need for short-term parking turnover, we recommend the utilization of these neighborhood on-street spaces be limited to a duration of two hours using the same $4.00 per hour fee in the peak season and $2.00 per hour during the non-peak activity season. Residents with a valid beach access parking pass credential will be able to park free of charge up to the two-hour time limit. Non-residents may be permitted to extend their parking duration by one additional hour using the mobile payment application and paying the additional hourly fee increment, however time limits beyond this three-hour permission may not be extended. This practice will ensure short-term parking will be available during peak activity periods.

Preliminary Five-Year Financial Model

Charging a fee to park at the Town's beach access parking facilities will enable the Town to fund the operation and maintenance of its beach access parking facilities through the use of parking system user fees, replacing the sole reliance on the Town's general fund and hospitality tax resources. Use of a sustainable model approach will allow for the creation of a Parking and Mobility Enterprise Fund, which may provide an additional funding source for neighborhood and community enhancements. Walker's preliminary financial model (shown in greater detail in Section 7 of this report) reflects the following five-year net operating income.

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues					
Alder Lane Beach Access	$ 65,757	$ 67,730	$ 69,762	$ 71,854	$ 74,010
Burkes Beach	$ 27,875	$ 28,712	$ 29,573	$ 30,460	$ 31,374
Chaplin Community Park	$ 493,178	$ 507,973	$ 523,212	$ 538,908	$ 555,076
Coligny Beach Park	$ 37,167	$ 38,282	$ 39,430	$ 40,613	$ 41,832
Coligny Beach Park Access Lot	$ 1,143,600	$ 1,177,908	$ 1,213,245	$ 1,249,643	$ 1,287,132
Driessen Beach Park	$ 441,716	$ 454,967	$ 468,616	$ 482,674	$ 497,155
Fish Haul Beach/Barker Field Expansion	$ 241,586	$ 248,833	$ 256,298	$ 263,987	$ 271,907
Folly Field Beach Park	$ 115,790	$ 119,263	$ 122,841	$ 126,526	$ 130,322
Islanders Beach Park	$ 53,606	$ 55,214	$ 56,871	$ 58,577	$ 60,334
Lowcountry Celebration Park	$ 283,041	$ 291,532	$ 300,278	$ 309,287	$ 318,565
Coligny Area On-Street	$ 122,937	$ 126,625	$ 130,424	$ 134,337	$ 138,367
Non-Resident Hourly Parking Total	$ 3,026,252	$ 3,117,039	$ 3,210,550	$ 3,306,867	$ 3,406,073
Resident Beach Access Pass	$ 60,000	$ 61,800	$ 63,654	$ 65,564	$ 67,531
Civil Parking Citations	$ 856,382	$ 882,074	$ 908,536	$ 935,792	$ 963,866
Total Revenues	$ 3,942,634	$ 4,060,913	$ 4,182,740	$ 4,308,222	$ 4,437,469
Total Operating Expenses	$ 1,051,153	$ 1,081,607	$ 1,112,976	$ 1,145,285	$ 1,178,564
Net Operating Income	$ 2,891,481	$ 2,979,305	$ 3,069,764	$ 3,162,937	$ 3,258,905

Walker recommends the net operating income generated from the parking system be allocated to a combination of the system's capital improvement budget, future inventory expansion, neighborhood infrastructure to include pedestrian and micro-transit amenities, as well as a increases to the 3rd party parking management contract to provide for parking enforcement coverage within the Coligny Plaza and Circle Center shopping plazas.

4. Implement a pay-by-cell only paid parking program

This technology is highly encouraged for implementation by the Town as it is the most streamlined solution to utilize and manage the parking program revenues and provide convenience to customers. As the current use of parking meters is limited, it allows the Town to "skip ahead" to use this technology solution without inconveniencing too many patrons that have been accustomed to use of the meters. Further, many patrons that would utilize the meters as a payment method are from elsewhere, may already utilize these services, and will be more accepting of changes of payment options.

5. Residential Parking District Procedure

The decision to develop and establish a residential parking district program should not fall to the responsibility of the Town Manager or the municipality[1]. Instead, residents should choose to participate in a Residential Parking District Program (RPD) and request the restrictions that they feel will accommodate the parking needs of their respective neighborhoods. Using a best practice policy guideline, residents of an established Property Owners Association (POA) should be required to submit a notification to the Town requesting that the appropriate Town staff members participate in an informational community meeting consisting of residents of the surrounding POA streets and boundaries. In the absence of an established POA, Walker recommends allowing a provision for accepting a formal neighborhood petition from a minimum number of adjacent residential households.

After evaluating advantages and disadvantages of the RPD program that are explained in the meeting, residents are then asked to make an informed decision regarding the applicability of the RPD program to their needs. (Please refer to Section 6 of this report for further details)

6. Eliminate the peel-and-stick adhesive parking decals

Walker recommends a best practice initiative requiring the elimination of the adhesive bumper decals with the use of the vehicle license plate as the standardized parking credential. Eliminating the physical parking decal will reduce annual operating costs for permit purchase, inventory, and distribution efforts.

7. Develop a consistent and efficient parking enforcement program

Walker recommends a best practice initiative developing a consistent and efficient enforcement program. Implementing an ambassador-friendly approach with the practice of enforcement of parking permissions by license plate recognition will increase the effectiveness of the overall program as well as garner the respect of the residents and visitors.

8. Establish a municipal parking citation program

In addition to the Town's established towing ordinance, Walker recommends a best practice approach toward reimplementing a municipal parking citation program. Establishment of this program would require a change to the local Town ordinances that allow for the practice of issuing civil citations for

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[1] Title 12 – Motor Vehicles and Traffic Control; Chapter 3 – Parking; Sec. 12-3-311; Municipal Code of the Town of Hilton Head Island, South Carolina

parking infractions and appropriate adjudication measures for dispute resolution. Outsourcing the management of this program to a third-party parking management firm will provide a dedicated resource toward handling the day to day responsibilities.

9. Third-party professional parking management firm

Before working with individual POA organizations, Walker recommends the Town first proceed with the implementation of the paid parking program, using a third-party professional parking management firm to oversee the daily operations. Implementing a consistent parking management solution will enable the Town to observe the effects of the new program and work with any adversely affected POAs to understand any new challenges and opportunities.

10. Implement a dynamic wayfinding solution

A critical component to implementing an efficient paid parking program, Walker recommends a need for the Town to implement a dynamic wayfinding solution that is paired with real-time mobile payment transactions and camera-based activity. Use of camera-recorded vehicle counts at parking facility entrance and exit lanes will enable the Town to monitor the use of specific location inventory throughout the course of the day. Communicating this information to motorists in advance of their destination arrival will help inform off-island travel decisions and reduce on-island traffic congestion.

Open Town Hall Forum

Walker Consultants worked with the Town's website administrator to develop a 24-question survey for the public to provide their opinions and comments regarding the Coligny area and other beach access parking facilities. The survey was available on the Town's website from Monday, July 6, 2020 through Sunday, July 19, 2020. Over 1,000 attendees viewed the survey providing a record of 863 documented responses. A record of the survey is available for review with a request through the Town's website administer. Some of the notable responses include:

- 73.5% are permanent residents.
- 76.9% use their personal vehicle to drive to their beach access destination.
- Friday is the most popular day to visit the beach access areas.
- 67.5% say the addition of mobile food and refreshment options would not sway their decision on which beach to visit.
- 61.9% would not support the development of a parking structure on the island.

01 Parking System Responsibilities

Parking System Responsibilities

Inventory Obligation

In 1989, the Town of Hilton Head Island received a $6,200,000 grant from the State of South Carolina for a beach re-nourishment project. As part of this agreement, the Town committed to providing between 2,000-3,000 beach parking spaces on the Island, with all of the facilities being within 1,000 feet of public beach access points.

The Town's original 1991 Beach Management Plan detailed public access parks, undesignated private parking areas, privately-owned beach access points (hotels, condominiums and beach clubs), neighborhood access points, future public beach parks and facilities, and emergency vehicular access points. This was approved by the State and included a commitment of 2,000-2,500 parking spaces.

In 1998, the Beach Management Plan was amended by the Town and approved by South Carolina Department of Health and Environmental Control to include a Beach Access Plan, which outlined a plan to construct a total of 1,400 public parking spaces by December 2008, reducing the previous 2,000-2,500 parking spaces in the earlier plan. This plan included the construction of spaces that could be reserved for Island residents and property owners; however, such spaces are not counted when the State designates "full and complete public access" areas on the beach, which can impact grant eligibility. [2]

With the removal of Mitchelville Freedom Park from the beach access parking inventory, Walker identified 1,455± beach access parking spaces in the Task 1 deliverable, of which 1,285± were observed as open to the general public of the State. Restrictions for public parking access were only noted at Islanders Beach Park and Driessen Beach Park. In addition to these identified public parking spaces, Walker counted an additional 99± public parking spaces under construction at the new Low Country Celebration Park.

Beach Access Oversight

The Town contracts with a private company to provide lifeguard services during certain times of the year. The service also includes litter patrol, recycling, and beach rental items. Under the Town's Department of Public Projects and Facilities, the Facilities Management Division operates and maintains Town-owned beach parks, beach accesses, pathways, highway medians, transfer stations, buildings and grounds. Other services offered by the Division include management of beach parking passes and parking enforcement of Town-owned properties. [3]

Seasonal beach rules are currently in effect from April 1st through September 30th each year restricting fishing, surfboards, team sports and games with metal components in designated swimming areas between the hours of 10:00am and 6:00pm. These guidelines are in effect for the added protection of sunbathers and swimmers.

Hilton Head Island parking regulations are enforced by Facilities Management staff, Code Enforcement staff and the Beaufort County Sheriff. Beach access parking violations fall under criminal citation guidelines and must be

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[2] Town of Hilton Head Island Beach Management Plan; Inventory of Existing Conditions; August 2017
[3] Town of Hilton Head website; 2020

served to the vehicle operator in lieu of placing under the vehicle's windshield in an administrative or civil fashion. Citation appeals are required to go before the Beaufort County magistrate for hearing appeal as the Town recently disbanded its municipal court services in 2019. Due to this chain of events, the Town prefers the use of its Towing and Immobilization ordinance which states that any vehicle parked in violation of posted or marked restrictions of the Town's municipal code is declared to be a public nuisance. Any vehicle identified as a public nuisance under the municipal code may be impounded by the Town by giving authorization to a commercial towing or wrecker service to tow the vehicle away and store it in a safe place until claimed by the owner. Storage of any towed vehicle by a towing or wrecker company must be in a secure lot in or within twenty-five (25) miles of the municipal limits of the town.[4]

Responsibilities

In accordance with the 1988 South Carolina Beach Management Act, the Town of Hilton Head Island is required to prepare local comprehensive beach management plans in coordination with the South Carolina Department of Health and Environmental Control's Office of Ocean and Coastal Resource Management (DHEC OCRM). The local plans must be updated once every five years and should be adopted as part of the Town's Comprehensive Plan. The Town last updated its Beach Management Plan as of July 18, 2017, which was subsequently approved by the State on August 30, 2017. Amidst several other requirements, the plan requires the Town to identify inventory of public beach access and attendant parking along with a plan for enhancing public access and parking.

The following sections of this report have been created to assist the Town with the development of a strategic action plan that will enable the Town to best meet the needs of the residents in the Coligny Beach Area as well as other public parking facilities. In this report we will demonstrate the following key opportunities for improvement:

- Potential for future parking revenue opportunities designed to offset parking operating and capital costs;

- Technology options for customer service enhancement;

- An ambassadorial enforcement approach using civil penalties in lieu of criminal penalties;

- Recommendation of professional parking management firm;

- Active and passive security measures for parking access areas;

- Implementation of a native wayfinding solution to communicate parking availability;

- Policy and procedural recommendations for the development of Parking Districts; and

- Development of an Enterprise Fund financial model for a sustainable public parking future.

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[4] Title 12 – Motor Vehicles and Traffic Control; Chapter 3 – Parking; Sec. 12-3-412 and Sec. 12-3-413; Municipal Code of the Town of Hilton Head Island, South Carolina

02 Future Parking Revenues

Future Parking Revenues

Walker was asked to conduct a review of current parking fees and potential future revenues that could be generated from parking activities. Our review consists of an evaluation of the resident beach parking pass, the residential parking district pass and the public beach access parking areas where hourly metered fees are being charged to the public. The following summarizes our findings and recommendations.

Resident Beach Parking Pass

The current biennial Resident Beach Parking Pass application requires applicants to live or own property within the Town limits to qualify. The applicant must provide a valid driver's license and vehicle registration. The permit takes the form of a peel-and-stick adhesive decal which a resident must apply to the driver side rear bumper of the vehicle for which it is issued. Permits may not be taped to the window or bumper. A valid South Carolina Department of Motor Vehicle (SCDMV) golf cart registration may also be provided to obtain a beach parking pass for a resident golf cart.

To apply for the Resident Beach Parking Permit, the applicant must download the application from the Town's website, provide proof of residency or property ownership and fill out the required information, sign, and submit a $30 check to cover the biennial fee. Applications may be mailed, dropped off at Town Hall or the Facilities Management offices, or applied for in person during Town business hours of operation. Cash and credit cards are accepted when applying in person.

At current, Resident Beach Parking Passes are valid for parking at any public beach access parking location. However, it is understood vehicles displaying a Resident Beach Parking Pass are required to pay the prevailing rate when parking in the metered spaces at Folly Field, Burkes, and Alder Lane.

Walker Recommendation:

Walker recommends removing the "reserved parking only" requirement associated with the Resident Beach Parking Pass. Purchase and use of a Resident Beach Parking Pass shall enable the pass holder to opportunity park free of additional parking fees at any Town-owned and operated public parking location, except when Town special event conditions are publicly advertised, and special event parking fees apply.

The peel-and-stick adhesive decal will be replaced with the use of the applicant's vehicle license plate as a virtual parking permit credential. Resident applicants will be afforded the option to purchase their permit online, using a document scan and upload feature to demonstrate proof of residency and registration. As golf carts are not required to display a license plate, the use of the SCDMV registration decal will be incorporated in the virtual permit solution.

Open Town Hall Online Public Survey (July 6th through July 19th) - 80% of survey respondents agree the cost of the resident beach parking pass is reasonably priced at $30 every two years.

Resident

Must provide a valid driver's license, vehicle registration, and proof of residency (i.e. current utility bill, lease agreement, property tax receipt); unlimited number of vehicles

Non-Resident Property Owner

Must provide a valid driver's license, vehicle registration, and proof of property ownership (i.e. current utility bill, tax receipt, long-term lease, or property ownership card); limit 1 vehicle

Short-Term Resident (Interval Occupancy)

Resident Beach Parking Passes should be limited to the use of seasonal and full-time residents, as well as non-resident property owners. Allowing short-term, interval occupancy use of this resident amenity will most likely contribute toward beach access parking congestion during peak season and fall short of adequately addressing demand management concerns at beach access parking locations. Walker recommends the short-term, interval occupancy user be required to pay the prevailing hourly rate or elect to take advantage of the Island's bicycle and mobility program services when commuting to and from beach access areas.

Resident Beach Parking Pass records provided by the Town reflect the following historical counts and revenues. The substantial increase reflected in FY 2019-20 speaks to the COVID-19 pandemic impact and limited public beach access, limited by resident beach parking pass only.

	FY 2017-18	FY 2018-19	FY 2019-20
Resident Beach Parking Pass	$ 82,410	$ 90,225	$120,480
# of Resident Beach Parking Passes Issued	2,747	3.007.5	4,016

Source: Town of Hilton Head Island, Facilities Management Division; July 2020

Residential Parking District Pass

The current annual Residential Parking Pass application requires applicants to live or own property within an established residential permit parking district. The applicant must provide a valid driver's license and vehicle registration. Similar to the Resident Beach Parking Pass, a valid decal must be displayed when the registered vehicle is parked on-street within the district.

To apply for the Residential Parking District Pass, the applicant must download the application from the Town's website, provide proof of district residency or property ownership and fill out the required information, sign, and submit a $5 check to cover the annual fee for each vehicle. Applications may be mailed, dropped off at Town Hall or the Facilities Management offices, or applied for in person during Town business hours of operation. Cash and credit cards are accepted when applying in person.

Walker understands there are currently no active Residential Parking Districts on Hilton Head Island at this time and therefore no parking pass revenues are being collected and reported.

Walker Recommendation:

The decision to develop and establish a residential parking district program should not fall to the responsibility of the Town Manager or the municipality[5]. Instead, residents may choose to participate in a Residential Parking District Program (RPD) and request the restrictions that they feel will accommodate the parking needs of their respective neighborhoods. Using a best practice policy guideline, residents of an established Property Owners Association (POA) should be required to submit a notification to the Town requesting that the appropriate Town staff members participate in an informational community meeting consisting of residents of the surrounding POA streets and boundaries. In the absence of an established POA, Walker recommends allowing a provision for accepting a formal neighborhood petition from a minimum number of adjacent residential households.

After evaluating advantages and disadvantages of the RPD program that are explained in the meeting, residents are then asked to make an informed decision regarding the applicability of the RPD program to their needs. If the neighborhood decides to move forward with the action, a majority approval of the POA residents must be considered for the RPD program to be implemented. (Please refer to Section 6 of this report for further details)

Similar to the Resident Beach Access Pass, the Town should pursue the development of an online application program using the license plate credential in a virtual permit environment.

Resident
- Must provide a valid driver's license, vehicle registration, and proof of residency (i.e. current utility bill, lease agreement, tax receipt); unlimited number of vehicles
- Annual parking pass is valid from January 1 through December 31st of each calendar year
- Increase ordinance *Sec. 12-3-312 - Issuance of permits* to $10.00 per term per registered vehicle

Visitor

On the application of any resident of the restricted district:
- Resident must amend their online RPD account to add a visitor parking pass credential
- Visitor pass term limited to 2-weeks
- Increase ordinance *Sec. 12-3-313 - Visitor permits* to $5 per term per vehicle

Short-Term Rental (Interval Occupancy)

On the application of any resident of the restricted district:
- Resident must amend their online RPD account to add an interval occupancy parking pass credential for their short-term rental tenants
- Only one interval occupancy pass may be active for any two-week period
- Increase ordinance *Sec. 12-3-313 - Visitor permits* to $10 per annual visitor vehicle

Walker suggests a peak season program criteria. Other than typical "no parking" designations, the program may not be active during non-peak season (October through March)

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[5] Title 12 – Motor Vehicles and Traffic Control; Chapter 3 – Parking; Sec. 12-3-311; Municipal Code of the Town of Hilton Head Island, South Carolina

Public Beach Access Parking Areas

As a follow up to the information delivered in Walker's Task 1 Parking Inventory and Market Conditions Report, we have identified the following beach access and neighboring community park locations which are known to be impacted by future parking activity. Specific to Burkes Beach and Coligny Park access needs, we've included the potential impact of Chaplin Community Park and the new Lowcountry Celebration Park. Due to their adjacent public beach access proximity, we foresee future non-resident revenue opportunities for each of these locations. Electing to keep these community parks free of charge for non-residents may allow for an unwanted parking demand at peak activity periods.

Walker Recommendation:

With a goal toward developing a strategic action plan that will enable the Town to best meet the needs of the residents in the Coligny Beach Area as well as other public parking facilities, Walker recommends charging a fee to park at the Town's public parking facilities. Residents will be afforded the opportunity to purchase a biennial beach access parking pass and non-residents will be required to pay the prevailing hourly parking rates at these locations.

Open Town Hall Online Public Survey (July 6th through July 19th) - 85% of survey respondents agree that all public beach access parking locations should charge a fee to park for non-residents, while allowing island residents with a valid resident beach parking pass to park free of any additional hourly or daily parking fees.

Paid Parking Rate Comparison

A search of Walker's database for paid parking in South Carolina and nearby coastal communities reveals the following parking rates for similar coastal towns and cities.

Location		Hourly Rate	Daily Rate/Max	Weekend Rate	Notes
Folly Beach	South Carolina		$7.00		
Edisto Beach State Park	South Carolina		$5.00		Also considered an admission fee. Discounted rates for children an seniors
Isle of Palms	South Carolina		$10.00	$15.00	Rate of $2/hr after 4pm. Enforced March - October
Myrtle Beach	South Carolina	$1.50 - $2.00	$8.00 - $10.00		March - October
Surfside Beach	South Carolina	$1.75	$10.00		
Kiawah Island	South Carolina		$10.00	$15.00	May - September. $5 Nov-Feb. $5/$10 March & October.
Wrightsville Beach	North Carolina	$5.00	$25.00		March - October
Tybee Island	Georgia	$3.50			8am - 8pm
Jekyll Island	Georgia		$8.00		Access Fee to the island.
St. Augustine Beach	Florida		$10.00		Discounts for disabled and active military
Gulf Shores Beach	Alabama	$5.00	$10.00		March - November

Source: Walker Consultants; 2020

A summary of the rates shown above provide a range of $1.50 per hour to $5.00 per hour with daily maximum parking rates equivalent to a range of $5.00 to $25.00 per day. Walker notes the most recent edition of paid parking in South Carolina is the Town of Isle of Palms. Beginning next year, beachgoing visitors will be required to pay for the use of parking in the Town using a meter-less and paperless approach requiring the use of a smartphone app-based solution.

Coligny Beach Park/Alder Lane Beach Access

Supporting high-demand beach access parking needs in the Coligny area, these locations are considered primary parking destinations by non-residents during the peak activity season. To manage the parking demand during this period, Walker recommends implementing a paid parking rate for non-residents of $4.00 per hour during the months of June through September. With an average beach stay of 4 to 6 hours the projected parking revenue for a non-resident would be $16 to $24 to park. To maintain consistency throughout the non-peak activity months of October through May, we recommend relaxing the hourly rates at this location to $2 per hour.

Resident Rate:

- $0.00 with valid resident beach access parking pass credential

Non-Resident Hourly Rate:

- June through September $4.00 per hour or portion thereof;
- October through May $2.00 per hour or portion thereof;
- Hours of Operation - 9:00am to 6:00pm; Sunday through Saturday

Lowcountry Celebration Park

An adjacent extension of the Coligny Beach Access Parking Lot, the parking inventory surrounding the new Lowcountry Celebration Park should be required to support an hourly parking rate for non-residents. Electing to keep the parking inventory for this community park free for all users will allow first-come, first served users of this parking inventory to park without time-limited restrictions, affecting parking turnover and access levels throughout the day.

Walker recognizes the need to address parking privileges for patrons of the Sandbox Children's Museum, a planned tenant of the Lowcountry Celebration Park. During Walker's recent dialogue with the business owner, it was shared the organization has a membership base of 300± active members, some of which reside on-island and others within the off-island Beaufort County limits. During the peak season activity of June through September, it has been recognized that as many as 86% of the attendees are tourist visitors.

At present, the Museum uses a pre-booking ticketing reservation system which allows members and visitors to arrange their visits in advance of arrival. Walker has confirmed the ticketing reservation system could provide a parking validation solution to allow for patron parking privileges, which would coincide with the timed ticketing solution for patrons. Any scheduled evening activity would most likely fall outside of the paid parking hours.

Resident Rate:

- $0.00 with valid resident beach access parking pass credential

Non-Resident Hourly Rate:

- June through September $4.00 per hour or portion thereof;
- October through May $2.00 per hour or portion thereof;
- Hours of Operation - 9:00am to 6:00pm; Sunday through Saturday

Burkes Beach/Chaplin Community Park

Promoting the use of Burkes Beach access as a public beach access location almost certainly requires the need to utilize a portion of the Chaplin Community Park parking inventory. At present, only thirteen (13) public parking spaces are available at Burkes Beach, creating an immediate capacity challenge during beach activity periods. Without the use of a portion of the Chaplin Community Park parking inventory, this limited beach access location will not allow for an alternative solution to the Coligny Beach access area.

Shared use of Chaplin Community Park's surface parking inventory (located closest to the intersection of Burkes Beach Road and Castnet Drive) of up to 230± parking spaces will enable the Town to suggest this public beach access location as an alternative solution to the Coligny Beach area. So as not to conflict with scheduled community events at the park, we recommend implementing and coordinating the use of a wayfinding program that allows an opportunity to communicate beach parking availability through mobile parking application. When daytime events are scheduled for this park location, motorists would be directed to park elsewhere. More information on this technology recommendation may be found in the following sections of this report.

For neighborhood residents electing to use the Chaplin Community Park for daily activities, to include dog walking, tennis, and playground activity, Walker suggests the need for residents to purchase a biennial Resident Beach Access Parking Pass. Similar to the Coligny Beach Access Parking Lot and the Lowcountry Celebration Park, the Resident beach Access Parking Pass will ensure no additional beach access parking fees will be required of the resident when visiting this location.

Use of the additional 135± remote surface lot spaces serving Chaplin Community Park, will require a seasonal micro-transit solution. Walker understands pedestrian access to nearby Singleton Beach requires the need to negotiate Singleton Beach Road and proceed through the Singleton Beach private community to have access to the beach from the north end of Collier Beach Road. This option may not be generally supported by the private community residents, suggesting the use of the remote surface lot parking spaces be designed to support the Burkes Beach Access located at the north end of Chaplin Community Park.

Resident Rate:

- $0.00 with valid resident beach access parking pass credential

Non-Resident Hourly Rate:

- June through September $3.00 per hour or portion thereof;
- October through May $1.50 per hour or portion thereof;
- Hours of Operation - 9:00am to 6:00pm; Sunday through Saturday

Driessen Beach Park

Also located in the mid-island beach access area, Driessen Beach Park offers 200± surface parking spaces as another suitable alternative for the Coligny Beach area. Coordinating the use of these two public beach access areas with a proposed wayfinding program will enable motorists to have a choice of public beach access parking locations when planning their day trips to the island. To further support the use of Burkes Beach and Driessen Beach Park, Walker encourages the opportunity for mobile food and beverage vendors to provide food service amenities at these locations during peak season activity periods.

Resident Rate:

- $0.00 with valid resident beach access parking pass credential

Non-Resident Hourly Rate:

- June through September $3.00 per hour or portion thereof;
- October through May $1.50 per hour or portion thereof;
- Hours of Operation - 9:00am to 6:00pm; Sunday through Saturday

Folly Field Beach Park

Walker recommends Folly Field Beach Park remain the northernmost public beach access option for non-residents in the mid-island area of Hilton Head Island. With only 54 spaces at this location, we would not recommend this public beach access for motorists traveling on and off the island each day. Similar to Burkes Beach, we believe this location would face immediate capacity challenges during peak activity periods. Due to the limited parking supply and availability for public beach access, we recommend keeping the parking rates similar to the other mid-island beach access parking locations.

Resident Rate:

- $0.00 with valid resident beach access parking pass credential

Non-Resident Hourly Rate:

- June through September $3.00 per hour or portion thereof;
- October through May $1.50 per hour or portion thereof;
- Hours of Operation - 9:00am to 6:00pm; Sunday through Saturday

Islanders Beach Park

Located in a remote mid-island location, Islanders Beach remains an ideal public beach access for residents only. We recommend keeping this location for the sole use of island residents who have purchased the biennial resident beach parking pass. Walker also understands the twenty-five (25) metered parking spaces at this location serve the Town's obligation a state-issued grant for providing public parking access to this location. For this reason, the public parking access will need to be maintained and limited to the public on a first-come, first served basis.

Resident Rate:

- $0.00 with valid resident beach access parking pass credential

Non-Resident Hourly Rate:

- June through September $3.00 per hour or portion thereof;
- October through May $1.50 per hour or portion thereof;
- Hours of Operation - 9:00am to 6:00pm; Sunday through Saturday

Fish Haul Beach Park/Barker Field Expansion

Representing the northernmost public beach access on Hilton Head Island, we recommend this location be designed for use by beachgoers seeking a remote location experience. Open to both island residents and non-residents, a reduced hourly rate has been suggested for this location to assist with non-resident demand disbursement.

Resident Rate:

- $0.00 with valid resident beach access parking pass credential

Non-Resident Hourly Rate:

- June through September $2.00 per hour or portion thereof;
- October through May $1.00 per hour or portion thereof;
- Hours of Operation - 9:00am to 6:00pm; Sunday through Saturday

Coligny Area On-Street Parking Areas

As previously identified in our Task 1 deliverable, the Coligny Area offers 43± delineated on-street parking spaces on Nassau Street, Lagoon Road and North Forest Beach Drive. At present, there are no parking regulations governing the use of these marked spaces. Similar to the initial design of the Lowcountry Celebration Park parking inventory, these spaces are available on a first-come, first served basis and may be occupied by a single user all day long.

Walker Recommendation:

To assist with a best practice need for short-term parking turnover, we recommend the utilization of these neighborhood on-street spaces be limited to a duration of two hours using the same $4.00 per hour fee in the peak season and $2.00 per hour during the non-peak activity season. Residents with a valid beach access parking pass credential will be able to park free of charge up to the two-hour time limit. Non-residents may be permitted to extend their parking duration by one additional hour using the mobile payment application and paying the additional hourly fee increment, however time limits beyond this three-hour permission may not be extended. This practice will ensure short-term parking will be available during peak activity periods.

Open Town Hall Online Public Survey (July 6th through July 19th) - 57% of survey respondents agree that all public beach access parking locations should charge the same hourly rate for non-residents to park.

03 Customer Service
Enhancement

Customer Service Enhancement

The proper use of technology for parking and mobility in the Town will help make it easier for people to reach their destination, improve asset management and supply/demand balancing, and optimize customer service and program revenues. To that end, it is important to identify and select technologies that integrate seamlessly so that the program will be easy to manage by Town staff and agents and create a unified customer experience. Solutions described in the following pages will identify technologies that will support the goals of the Town Parking and Mobility program.

No matter the technology or solutions employed, it is important to have a clear and effective communications plan. Focus should be on the benefits of the program and how it will ultimately serve the community. An effective and comprehensive public awareness approach about the program and how to use it will play a key role in successful implementation of these technologies.

License Plate as a Credential

Use of a vehicle license plate as a credential has many uses in parking, as every vehicle has a unique license plate for identification. These uses include virtual permits, revenue control and enforcement. In conjunction with License Plate Recognition (LPR) technology, this solution can help streamline the effectiveness of the parking program and facilitate the customer's ability to self-manage their parking account/credentials. Application of LPR can:

- ➢ Verify payment for parking
- ➢ Verify access to authorized parkers (permits)
- ➢ Expedite enforcement of parking program violations

All technology solutions described and recommended are based on this industry best practice of using the license plate as a credential in conjunction with LPR solutions.

Walker Recommendation:

Walker recommends a best practice initiative requiring the elimination of the adhesive bumper decals with the use of the vehicle license plate as the standardized parking credential. Eliminating the physical parking decal will reduce annual operating costs for permit purchase, inventory, and distribution efforts.

Revenue Collection

The most successful parking programs always ensure that they facilitate the payment process for its customers. Often, customers do not consider the fees involved, as it is part of the experience, if the process to pay is easy to understand, easy to use and is reliable.

While providing payment options to customers is important, it is not recommended to allow the use of cash as an option for payment. The cost to collect, process, and secure cash payments has increased over the years, and often affects the reliability and security of the collection devices. Most customers will have the ability to use a credit or debit card, and can set up a payment option in advance, thus eliminating the need for cash.

Meters

The Town is currently utilizing a combination of single space meters and multi-space meters.

Single Space Meters

The single space meters are past their useful life and create a challenge to maintain. These single space meters are unreliable and are limited to coin collection only. The Town parking program would not have a reasonable cause to continue to utilize the single space meter, even with upgraded technology, and movement towards industry best practices of multi-space meters and mobile payment methods will be encouraged.

Multi-Space Meters

The multi-space meters are in reasonable condition and appear to function as intended. While the user interface is not aligned with what is currently available in the market, it is simple and effective. Modern offerings have color displays, touch screens, and the ability to offer multiple rate choice, multiple product choices (parking pass, boat pass, chair rentals, etc.), and text receipt options. If the Town elects to continue to utilize multi-space meters, recommendations would include:

- ➢ Elimination of cash as a form of payment. Credit card payments only.
- ➢ Elimination of paper receipts. Text receipts only.
- ➢ Upgrade of current devices to more modern platform to improve customer interface and program management (daily rates, event rates, permit sales).
- ➢ Addition of devices to each parking area to create consistency in the parking program.

Walker's proposed payment solution does not include the continued support of single space and multi-space meter programs. The following sections of this report have been provided to detail our recommended payment, permit management and enforcement solutions.

Mobile Payments

Often referred to as Pay-by-Cell or Pay-by-App, mobile payments are becoming a best practice method of payment in the parking and mobility industry. By shifting the payment platform from the Town to the customer, the Town reduces the need to maintain revenue collection devices while providing an element of convenience to the customer. In addition, fees for this service are typically borne by the customer as a "convenience fee" currently at $0.15 - $0.35 per transaction for most simple paid parking transactions.

Customers would simply download the mobile payment app, create an account, and populate their account information that would include vehicle license plate(s) and payment method (credit/debit/payment service). When ready to pay for their parking session the customer will:

1) Open the app,
2) Confirm their vehicle license plate, or enter a new/additional license plate,
3) Choose their parking lot/zone,
4) Choose their duration,
5) Confirm payment.

As the parking program is based on the license plate as a credential, the vehicle will be identified as paid and the cloud-based system will communicate status to enforcement officers.

Walker Recommendation:

This technology is highly encouraged for implementation by the Town as it is the most streamlined solution to utilize and manage the parking program revenues and provide convenience to customers. As the current use of parking meters is limited, it allows the Town to "skip ahead" to use this technology solution without inconveniencing too many patrons that have been accustomed to use of the meters. Further, many patrons that would utilize the meters as a payment method are from elsewhere, may already utilize these services, and will be more accepting of changes of payment options.

Mobile apps can be authorized for use in markets through the traditional procurement process, and until recently have been limited to one solution provider per market. Current trends and best practices are beginning to encourage environments in which multiple solutions co-exist, where customers can continue to use their favorite mobile app from prior experience. Technology is now developed that will allow municipalities to manage multiple vendor solutions through one aggregator-type solution that will aid in rate manipulation and reporting tools.

Permit Management and Enforcement

In the parking and mobility industry, it is typical that permit management and enforcement solutions reside under a single platform.

Permit Management

Permit management software solutions operate with the same function regardless of the permit type, the only difference are the operating parameter/rules of the permits. Permit considerations for the Town program will include resident permits and beach access parking passes.

The permit management solution will operate under an account-based system. This means that every address/resident will have an account. With this account established, the Town can validate residency (tax records, utility bills, etc.) at periodic intervals, send electronic invoices and/or renewal notices for permits, and allow residents to purchase additional temporary passes if desired. Vehicle information and permit status is managed in a cloud-based software solution that is accessed by enforcement solutions.

Residents can self-manage their account, adding and removing vehicle license plate information, updating payment card information, and updating contact information (email, cell, etc.). The system will allow operational business rules to be set to limit the number of permits sold in any given category or location, and create a self-managed, online system that will improve the current manual permit issuing process.

In the event residents do not have a means toward self-managing their account through an online software solution, the Town will need to offer a customer service solution whereby a resident may visit Town Hall during business hours to obtain their parking credential permissions. Similar to the current application process, staff will need to manually manage the process for this exception.

Resident Parking District Permits

The resident parking district permit is intended to allow and control on-street parking in residential areas, primarily where parking inventory is limited. When the system is implemented, the business rules will be established to define number of permits issued per account, cost of permits issued, and duration of permit. If permitted, the resident can self-manage vehicle and license plate information, make payments, and submit items for account verification.

Resident Beach Access Parking Pass

The resident beach access parking pass is intended to allow and control the residents' ability to park in the Town beach lots. Similar to the resident permit, business rules will be established during solution implementation and can be used to define the number of permits issued per account, cost (if any) of passes issued, and duration of parking pass. The resident can self-manage vehicle and license plate information, make payments (if any) and submit items for account verification.
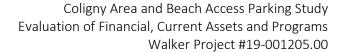
Short-Term Permits (Interval Occupancy)

Within established Resident Parking Districts, Short-Term Permits should be offered to rental companies and rental property owners for their renters' convenience, but also compliance with parking ordinances. A property located within a Parking District; whether a rental unit or owner occupied, should be able to purchase temporary passes for their renters or family/guests in the case of owner-occupied units for the duration of their stay. This would allow compliance in the Parking District and allow visitors to have the convenience of parking where they belong; however, there should be an additional fee for these permits.

Enforcement

Enforcement of parking regulations is required to ensure the success of any parking management plan. The goal is not to write citations; but rather, to ensure users follow the established polices so the system is fair to all users. Enforcement can be viewed as only punitive, but it can also be used as a tool to educate and provide service to patrons of the area. To accomplish this, the Town can adopt an "Ambassador Approach" model for the enforcement of the parking regulations. This approach is considered a best practice in the industry and many of its principles have been adopted by large and small municipalities successfully. Ambassadors will first seek to educate, allowing patrons who may not be familiar with program rules to comply before citations are issued. Typically, an ambassador will be trained in customer service techniques to complement their enforcement certification and have a more welcoming uniform design (i.e. Polo shirt and shorts).

Enforcement technology will primarily use license plate recognition (LPR) to validate the status of a vehicle. The officer/ambassador will be issued a handheld device in which the vehicle license plate can be scanned or manually entered. The device will have cellular data connectivity which will allow the license plate to be compared to the permit system database as well as the payment platform database (meters and/or mobile payment) to validate status within seconds.   If the vehicle is valid, the officer/ambassador will move on to the next vehicle, if not valid, the device will allow the officer to populate the citation information, take photos, and print the citation with a portable, Bluetooth enabled printer. The officer will place the citation on the vehicle windshield and move to the next vehicle.

In addition to a handheld device, a mobile LPR vehicle should be considered. This type of vehicle (typically a small pick-up truck, small sedan, or electric golf cart is used) will be equipped with LPR cameras and lighting which will allow the officer/ambassador to more efficiently patrol the parking areas. As the vehicle drives through the area, the LPR cameras capture the images of the vehicle license plates, translates the image to text files, and compares that data to the permit system database as well as the payment platform database within seconds. If the vehicle is valid, the officer/ambassador will move on to the next vehicle. If not valid, the system will allow the officer to populate the citation information, take photos, and print the citation with a portable, Bluetooth enabled printer. The officer will place the citation on the vehicle windshield and move the next vehicle.

The permit and enforcement software solution will also allow the violator to pay online or submit an adjudication application request. With direction to a system website, through a link from the Town website or direct access, the violator will be able to look up the citation record, pay via credit card or payment service, or dispute through allowed program methods.

Walker Recommendation:

Walker recommends a best practice initiative developing a consistent and efficient enforcement program. Implementing an ambassador-friendly approach with the practice of enforcement of parking permissions by license plate recognition will increase the effectiveness of the overall program as well as garner the respect of the residents and visitors.

Wayfinding and Inventory Data

Traditional, static wayfinding is simply a way to communicate the location of an intended destination. This is currently being practiced in the Town in a limited fashion. However, with the advent of parking and mobility technology, the ability to communicate the supply of parking inventory is possible. Communicating the availability of parking inventory can be as simple as adding a digital OPEN / FULL or a digital numerical sign to current wayfinding signs.

Wayfinding can also be communicated through mobile wayfinding and parking apps. When the patron activates their app, they are provided the information that needs to be considered when deciding to proceed to their destination.

The data that feeds digital signs and mobile apps is obtained by vehicle counting systems either native to mobile payment and meter payment platforms or independent systems that integrate with these apps.

Counting solutions native to revenue collection platforms are convenient in that they are providing the service ancillary to the primary features of revenue collection. However, there are limitations to the accuracy of the data in that the vehicle counts are dependent on active interaction with those platforms and are transaction based. This means that vehicles that do not interact with the system by choosing not to pay or those that may have a pre-authorized permit, will not appear in the count data. Solutions providers may attempt to improve accuracy by developing algorithms to their software that will help forecast actual counts, however there will always be an element of inaccuracy in the data.

Independent solutions can be more accurate in that they are dedicated to counting vehicles as they physically enter a location and are not dependent on transactions or algorithms. Camera-based systems have been quickly improving in the marketplace and can provide the most reasonable level of accuracy as long as the cameras have the proper sightlines to capture images.

Walker Recommendation:

A critical component to implementing an efficient paid parking program, Walker recommends a need for the Town to implement a dynamic wayfinding solution that is paired with real-time mobile payment transactions and camera-based activity. Use of camera-recorded vehicle counts at parking facility entrance and exit lanes will enable the Town to monitor the use of specific location inventory throughout the course of the day. Communicating this information to motorists in advance of their destination arrival will help inform off-island travel decisions and reduce on-island traffic congestion.

Open Town Hall Online Public Survey (July 6th through July 19th) - 81% of survey respondents find real-time parking space availability information helpful in their travel decision process.

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04 Enforcement
Approach

Enforcement Approach

Enforcement of parking regulations is required to ensure the success of any parking management plan. The goal is not to write citations; but rather, to ensure users follow the established polices so the system is fair to all users. Enforcement can be viewed as only punitive, but it can also be used as a tool to educate and provide service to patrons of the area.

Ambassador Approach

To provide the friendliest approach to compliance, the Town can adopt an "Ambassador Approach" model for the enforcement of the parking regulations. This approach is considered a best practice in the industry and many of its principles have been adopted by large and small cities successfully.

Ambassadors will first seek to educate, allowing patrons who may not be familiar with program rules to comply before citations are issued. Typically, an ambassador will be trained in customer service techniques to complement their enforcement certification and have a more welcoming uniform design (i.e. Polo shirt and shorts). The ambassador will show customers how to use the solutions intended for program compliance with both face-to-face interaction and educational collateral that can be provided to customers for future reference.

Current enforcement methods are limited the towing ordinance (Article 4. Towing and Immobilization) that provides for violators to be towed and impounded by an authorized towing company for any vehicle that is considered a public nuisance that is primarily identified as a violator of the parking restrictions identified in Article 2 (Sec. 12-3-211. Parking in violation of posted or marked restrictions declared unlawful.) This level of enforcement is difficult to employ in that it takes a significant amount of time for a Town staff member to identify and remain with the vehicle in violation until the towing agent arrives and is practically reserved for violations that may affect life and safety of the public. Further, this type of penalty is largely inconvenient for the violator as they will need to identify what has occurred, identify where their vehicle has been impounded, and find a way to get to the impound lot to retrieve their vehicle. This is a very unfriendly method of enforcement for typical parking program infractions and should not be employed in a robust parking program as it will negatively impact the ambassadorial approach that the Town should consider.

Municipal Citation Program

The South Carolina State Code (Section 56-7-80. County or Municipal Uniform Ordinance Summons.) has provisions that will allow the Town to create and manage a municipal citation program, similar to other South Carolina municipalities such as Greenville, Beaufort, Folly Beach and Charleston.

A municipal citation program is useful to enhancing a parking and mobility program as it will allow the Town the ability to encourage compliance, without being too 'heavy-handed' for violations, thus promoting an ambassadorial approach. A municipal citation program will also allow for fines to be paid conveniently while promoting and controlling an adjudication process that is more efficient than moving through the county court system.

Walker Recommendation:

In addition to the Town's established towing ordinance, Walker recommends a best practice approach toward reimplementing a municipal parking citation program. Establishment of this program would require a change to the local Town ordinances that allow for the practice of issuing civil citations for parking infractions and appropriate adjudication measures for dispute resolution. Outsourcing the management of this program to a third-party parking management firm will provide a dedicated resource toward handling the day to day responsibilities.

Third Party Management

Without a robust parking program, a municipal citation program is difficult maintain, as is evident by the recent disbanding of the municipal citation program by the Town. As the creation of a parking program is recommended, re-evaluation of a municipal citation program should be considered. Knowing that Town staff and resources are limited, it is encouraged that the third party used to manage the parking program also manage the municipal citation program with the same oversight by a parking committee. Professional parking operator firms are familiar with the management of municipal citation programs and are adept with the technology solutions that should be employed. The parking operator will hire and manage enforcement staff, administrative staff, and management staff as well as contract with a special magistrate to hear disputes through the adjudication process. Additionally, the operator will contract with a collection agency to facilitate payment of outstanding violations.
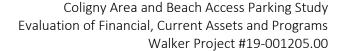
Town staff should periodically review and audit the third-party operator for both process and financial activities. If staff resources are limited, contracts with outside audit or consultant firms can be obtained to assist with this important function.

Citation Issuance and Fines

As part of the overall parking program and in addition to parking revenues collected, citation fines would fund the parking program. While not to be considered a primary revenue stream, over time, a significant portion of parking funds will be attributed to parking citations.

Citation fines should be set at a level that will encourage the compliance of parking program rules and payment of set parking rates. For example if a parking rate is set at $5 dollars a day, a citation fine of $6 is not sufficient to encourage payment of the parking rate as the patron who chooses not to comply may see value in "taking a chance" of not receiving a citation for a difference of only $1. If the citation is set at $10, then the patron may re-think the position towards voluntary compliance. In general, most patrons will pay if payment methods are well advertised, easy to understand, and easy to use. The citation fine is set to encourage the ambivalent patron to reconsider compliance.

As citation fines will be a significant source of funding, proper management tools and software should be procured. Permit and Citation technology solutions are now web-based, database management systems that will track citations, from issuance to payment, provide auditable records, and integrate with the Department of Motor Vehicles (DMV) and/or license plate look-up services. The solutions providers in this space are trending towards significant reductions in the cost of the software as a solution (SaaS) permit and citation services if they can bundle the cost of collection services for outstanding citation payments. Permit and enforcement software solutions can also manage and track the adjudication process.

Adjudication Process

Proper management of a municipal citation program should provide the opportunity for a patron to dispute a violation. With modern permit and enforcement SaaS solutions, this can be accomplished virtually online.

When a patron goes online to review their citation record, they will have the opportunity to select a dispute button. They would then provide relevant information as well as their explanation for their dispute. Under a first-level dispute resolution policy, a designated staff member of the third-party operator (typically a supervisor or manager) will review the dispute and overturn the citation, reduce the fine, or uphold the citation and provide the patron a reason for the action via email.

The process can end here, or further opportunity for dispute can be provided with the aid of an independent magistrate to review and rule on the status of the citation. This process can also be conducted online via written correspondence or through virtual video conferencing. The magistrate can work directly with the software solution to input their decision, which will directly be applied to the citation record and provide a seamless update of the process.

The third-party parking operator would be responsible for interviewing and contracting with the special magistrate, typically a local judge or attorney with experience in municipal claims adjudication. The operator will provide the magistrate with information on code, citation records and software system operating procedure. Setting regularly scheduled times for hearings is typically best for all parties involved (i.e. first Tuesday of each month).

As this would be a newly created municipal citation program, and that it is reasonable to expect that the majority of violators will be non-island residents, it is suggested that an on-line, virtual adjudication process be implemented, enhancing the customer service level as patrons can dispute from anywhere virtually.

Outstanding or uncollected citations should be processed through the citation management system and a third-party collection agency. Many of the permit and citation solutions providers have collection solution offerings for which use can offset the cost for the management software. These third party collection agencies maximize the ability to collect in-state and out-of-state delinquencies through established relationships with U.S. DMV agencies and skip tracing waterfall procedures that streamline the use of electronic information, automated lists, and networks of vendors to obtain the appropriate contact information and begin the collections process for each delinquent citation.

Open Town Hall Online Public Survey (July 6th through July 19th) - 71% of survey respondents support the implementation of a civil citation program, whereby parking compliance is encouraged through the use of issuing a civil parking citation to the owner of the registered vehicle license plate.

05 Security and
    Wayfinding

Security

Parking Ambassador and LPR Rounds Presence

As discussed earlier in Section 4 of this report, an effective parking program will rely on Enforcement, which is described and recommended in the form of an Ambassador program rather than a punitive approach. This approach indicates the presence of a parking ambassador during normal business hours to assist patrons with the payment process, directional assistance, and even friendly recommendations for appropriate behavior.

Should the Town also implement mobile license plate recognition (LPR) technology for added enforcement of parking requirements, these vehicles will add to the onsite presence of parking ambassadors. The LPR enabled vehicles should primarily be assigned to any unattended parking location known to require more enforcement rounds in those locations than the attended locations. This will add a tremendous sense of security and wellbeing to the more remote or less frequented parking areas.

As these ambassadors and LPR rounds are present in the parking area this will increase the level of security tremendously, both in reality and perceptual aspects. The public generally feel they are in a safer environment when others are present, even if the others are not security personnel. This general sense of security and an inviting parking facility will offset any negative appeal to the requirement of payment to park.

Cash Handling / Alternate Payments

Also discussed earlier in this report were alternate payment methods to reduce or eliminate the use of cash. The elimination of cash will increase the security of the parking facilities, not only for the parking patron, but the Town's cash collection personnel. With the use of payment by mobile phone, there will be no concern for the parking patron as they will not be fumbling with cash and subject to risk. This holds true for staff, as they will no longer be removing and transporting cash throughout the parking facilities and back to a secure money counting facility.

Wayfinding (Parking Availability)

Native Payment Solution

Counting solutions native to revenue collections platforms (multi-space maters or mobile payment apps) are convenient in that they are providing the service ancillary to the primary features of revenue collections. However, there are limitations as the data only applies to payment locations and does not account for pre-registered motorists like beach pass holders that do not inform the parking system of their presence in the parking facility. This method would be adequate if the parking spaces are all dedicated as payment spaces but would not account for non-paid parking violators. Walker does not recommend separating paid parking vs. beach pass parking as these parking assets should be shared and therefore allow a greater utilization and efficiency.

Alternative Solutions

Alternative solutions to parking availability will provide more accurate data as these methods pertain to all vehicles parking in a facility; paid, non-paid violators, and beach pass holders. Two methods will be discussed below:

Facility Counts

Facility counts pertain to the whole parking facility and provide one (1) overall space availability count. As we know, Coligny Beach Parking Lot provides an inventory of 400 parking spaces. Sensors placed at the entry and exit points to the parking lot will track vehicles as they enter and exit. These sensors can be in the form of in-ground vehicle detection loops, magnetic sensors, LIDAR (Light Detection and Ranging), or stationary cameras.

As a vehicle enters the parking area the counts will be reduced by one (1) from 400 to 399. As this count changes, the wayfinding software can communicate this information to electronic signage at the entry, but also to websites or mobile parking applications on patrons' smart phones. As the counts lower to a pre-determined threshold, the software will update the parking facility to "Full" or "Closed". This count system does not differentiate reserved or dedicated parking spaces as it does not know "where" the vehicle parked, so therefore, spaces like Americans with Disability Ace (ADA) or Electric Vehicle (EV) only spaces can't be properly monitored.

Single-Space Counts

Single-space count solutions can monitor each space in the parking facility. This is by far the most accurate solution as it does differentiate from "regular" spaces and reserved or dedicated (ADA or EV) spaces. If the parking facility is further defined with paid and beach pass spaces, these two user groups can also be defined. With these spaces being monitored individually the associated information can be provided to the signage, website, and mobile applications: "Beach Pass", "Public", "Disabled", and/or "EV" Spaces.

This technology comes in three forms, magnetic, ultrasonic, or camera-based sensors. The magnetic and ultrasonic sensors are small "pucks" that are embedded in the asphalt in each parking space. When a vehicle parks in the space, the sensor detects its presence and communicates wirelessly to a controller box. The camera-based sensors are mounted atop poles in the parking area and monitor multiple spaces individually at the same time. Depending on the mounting height of the pole and the vision available (no tree canopy or other obstructions) these cameras can monitor up to 30-80 spaces each.

Utilization

The above wayfinding and parking availability data can be used to direct parking patrons to the available parking locations. This information can be disseminated on the Town's website (or others) and through a mobile parking application. This technology is useful in many ways, but perhaps the most valuable is the impact this can have on the environment.

As an example, let's say a hotel guest staying on the north side of the island wishes to patronize the beach. They can review the parking availability before leaving. If the Coligny parking area is full, they could choose an alternate location to access the beach. This reduces emissions from this beach goer by not having them drive all the way to the Coligny area, drive around looking for a parking space, and then abandoning their search to head

elsewhere.   This decision can be made in the beginning, with no excess emissions and time wasted. This would prove beneficial to both the parking patron and the Town residents as it would reduce emissions and excess traffic. Hotels and resorts in the area could have this data displayed live on a video monitor in their lobby as an added convenience to their patrons.

This parking availability information can also be transmitted wirelessly though cellular services to electronic messaging signage to display "Open" or "Full" messages at key decision points along the roadways on Hilton Head Island. These signs could be tastefully adorned with the Town's seal or logo. The technology exists to have these be light sensitive as well and turn off at night when demand is low, and most locations would be available. They can also be programmed to turn off unless a specific location is full, allowing a message to be displayed.

Open Town Hall Online Public Survey (July 6th through July 19th) - 40% of survey respondents rate the current public beach access parking areas with a "Good" quality rating. Roughly 12.5% of the survey respondents rate the current public beach access parking areas with an "Excellent, no significant issues" quality rating.

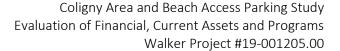*This space intentionally left blank.*

06 Proposed Parking District

WALKER CONSULTANTS

Proposed Parking District

The intent of a Residential Parking District (RPD) review is to promote the balance of limited neighborhood parking availability with the development impact created by adjacent commercial activity. The Town and its neighborhood residents recognize the economic value created through the use of effective and planned commercial activity. The following steps describe a recommend procedure for establishing a RPD within the Town of Hilton Head Island:

1. The Property Owners Association (POA), or group of neighborhood residents (Neighborhood), submits a formal request to the Assistant Town Manager indicating interest and requesting a RPD review meeting.

2. Under the direction of the Assistant Town Manager, leadership staff members representing the Public Projects and Facilities Department, to include the Facilities Management Division and the Engineering Division, will host a publicly-advertised meeting with the POA/Neighborhood to learn of the specific concerns and identify the proposed RPD boundaries (by streets) within the larger neighborhood street boundaries. Public concerns and boundary requests will be shared through the use of an organized POA/Neighborhood leadership presentation to Town staff and the collective POA/Neighborhood membership.

3. As a follow up to the POA/Neighborhood request, on-street parking occupancy surveys will be performed by the Engineering Division to determine the appropriate parking regulations for the proposed RPD street boundaries. If the occupancy study results support the need for further RPD evaluation, then the Public Project and Facilities Department shall provide a concept design of the RPD plan. The concept design will formalize the on-street parking inventory using the Town's established code or ordinances and identify implementation costs associated with regulatory signs and pavement markings, if necessary.

4. The Public Project and Facilities Department will host a follow up meeting with the POA/Neighborhood to present the findings associated with the proposed RPD plan. During this publicly-advertised meeting, the Town will seek approval for the final concept design from a majority vote of the POA/Neighborhood. An authorized voting ballot will accompany the public meeting notice mailed to each registered address on file with the Town's property tax database.

5. Meeting minutes from the publicly-advertised meeting will be mailed to the POA/Neighborhood residents and business owners with the use of the registered address on file with the Town's property tax database.

6. The Director of Public Project and Facilities Department submits a written recommendation to the Town's Executive Department requesting agenda approval by Town Council to add the RPD boundaries to the code of ordinances for the Town of Hilton head Island.

7. Once approved by Town Council, the RPD boundaries are added to the established schedule of fees for parking rated activities under Title 12 – Motor Vehicles and Traffic Control; Article 3 – Parking Districts. within the Town of Hilton Head Island code of ordinances. A detailed sign package design, including the preparation of individual work order requests, will be conducted by the Public Project and Facilities Department.

8. Within 60-days of Town Council approval, the Public Project and Facilities Department will complete the required work order requests and oversee the installation of the signs and any necessary pavement markings.

9. The parking management team will begin the process of administering RPD permits with the intent to begin enforcement of the program once the signs and markings have been installed.

Walker Recommendation:

Before working with individual POA/Neighborhood organizations, Walker recommends the Town first proceed with the implementation of the paid parking program, using a third-party professional parking management firm to oversee the daily operations. Implementing a consistent parking management solution will enable the Town to observe the effects of the new program and work with any adversely affected POA/Neighborhoods to understand any new challenges and opportunities. Areas which may be affected by the impacts of the new paid parking solution may include the following:

- North Forest Beach Drive Neighborhood
- Folly Field Road Neighborhood
- Bradley Beach Road Neighborhood
- Fish Haul and Mitchellville Road Neighborhood

We suggest adopting and promoting the recommended procedure for establishing a RPD within the Town of Hilton Head Island.

Open Town Hall Online Public Survey (July 6th through July 19th) - 62% of survey respondents would not support the development and construction of a parking structure on an existing parking lot to provide additional public parking inventory in areas where peak season capacity demands.

07 Financial Model

Financial Model

The following provides a categorization of our proforma assumptions for the development of an Enterprise Fund designed to sustain public parking operations on Hilton Head Island. Parking revenues have been forecasted to include varying utilization of the public parking spaces based on seasonality.

Revenue Projections

Utilization Factors

For this model we assumed the availability of the public parking spaces for use by residents, vacationers, and non-resident beach visitors. All spaces and permits are assumed to be unreserved. Revenue is assumed to be generated from the following space allocations and categories:

Parking Inventory

Parking Facility	Parking Inventory
Alder Lane Beach Access	23
Burkes Beach	13
Chaplin Community Park[6]	230
Coligny Beach Park	13
Coligny Beach Park Access Lot	400
Driessen Beach Park	206
Fish Haul beach Park/Barker Field Expansion	169
Folly Field Beach Park	54
Islanders Beach Park (includes 25 public parking spaces per state grant)	160
Lowcountry Celebration Park	99
Coligny Area On-Street parking	43

Source: Walker Consultants 2020

Occupancy

Occupancy is the estimation of the use of the space during operating hours and averages the total use including days of the week and time of year. The following represents the projected paid parking occupancy percentages we applied to the model for each month of the year.

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Occupancy	10%	20%	30%	50%	60%	90%	90%	90%	60%	30%	20%	10%

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[6] Chaplin Community Park and its overflow parking lot offers a total of 417± public parking spaces. Walker suggests the use of 230± parking spaces to supplement Burkes Beach parking access needs when planned park events are not scheduled.

Parking Space Turnover Rate

To project parking space turnover per operating day, Walker used a multiplier of 1.5. When this multiplier is paired with the individual parking facility inventory and occupancy percentages, we may begin to interpret typical daily utilization levels. For example, the Coligny Beach Park Access Lot provides 400± public parking spaces. When paired with the June paid parking occupancy percentage of 90%, we project a typical daily utilization of 540± paid parking vehicles. (400± spaces x 90% average occupancy x 1.5 turnover rate = an average of 546± paid parking vehicles per day in the month of June)

Revenue Factors

For this model, the following rates are assumed:

Resident Beach Access Permits – valid for all public parking	$30 per 2 years
Off-Season Hourly Visitor Rate – pay per use	$1 to $2/ hour
In-Season Hourly Visitor Rate – pay per use	$3 to $4 / hour
Fish Haul Visitor Hourly Rate (Off-Season / In-Season) – pay per use	$1 / $2 per hour
Off-Season Average Visitor Duration of Stay	2 hours
In-Season Average Visitor Duration of Stay	4 hours
Civil Parking Citation Volume	5% of possible transactions
Civil Parking Citation Fee	$50
Civil Parking Citation collection rate	60%

3% annual growth

Resident Beach Access Permits Issued 4,000 per month based on issued permits as of July 2020.

Understanding that the permits issued is inflated due to COVID-19 effects, it is anticipated that the volume will remain at this level given the additional benefits that are suggested as well as the predictable intent that once a resident has obtained the permit initially, they will be more likely to renew.

Projected Annual Hourly Visitor Parking Revenues by Location and Month

Location	January	February	March	April	May	June	July	August	September	October	November	December
Alder Lane Beach Access	$ 214	$ 580	$ 1,283	$ 2,070	$ 3,850	$ 14,904	$ 15,401	$ 15,401	$ 9,936	$ 1,283	$ 621	$ 214
Burkes Beach	$ 91	$ 246	$ 544	$ 878	$ 1,632	$ 6,318	$ 6,529	$ 6,529	$ 4,212	$ 544	$ 263	$ 91
Chaplin Community Park	$ 1,604	$ 4,347	$ 9,626	$ 15,525	$ 28,877	$ 111,780	$ 115,506	$ 115,506	$ 74,520	$ 9,626	$ 4,658	$ 1,604
Coligny Beach Park	$ 121	$ 328	$ 725	$ 1,170	$ 2,176	$ 8,424	$ 8,705	$ 8,705	$ 5,616	$ 725	$ 351	$ 121
Coligny Beach Park Access Lot	$ 3,720	$ 10,080	$ 22,320	$ 36,000	$ 66,960	$ 259,200	$ 267,840	$ 267,840	$ 172,800	$ 22,320	$ 10,800	$ 3,720
Driessen Beach Park	$ 1,437	$ 3,893	$ 8,621	$ 13,905	$ 25,863	$ 100,116	$ 103,453	$ 103,453	$ 66,744	$ 8,621	$ 4,172	$ 1,437
Fish Haul Beach/Barker Field Expansion	$ 786	$ 2,129	$ 4,715	$ 7,605	$ 14,145	$ 54,756	$ 56,581	$ 56,581	$ 36,504	$ 4,715	$ 2,282	$ 786
Folly Field Beach Park	$ 377	$ 1,021	$ 2,260	$ 3,645	$ 6,780	$ 26,244	$ 27,119	$ 27,119	$ 17,496	$ 2,260	$ 1,094	$ 377
Islanders Beach Park	$ 174	$ 473	$ 1,046	$ 1,688	$ 3,139	$ 12,150	$ 12,555	$ 12,555	$ 8,100	$ 1,046	$ 506	$ 174
Lowcountry Celebration Park	$ 921	$ 2,495	$ 5,524	$ 8,910	$ 16,573	$ 64,152	$ 66,290	$ 66,290	$ 42,768	$ 5,524	$ 2,673	$ 921
Coligny Area On-Street	$ 400	$ 1,084	$ 2,399	$ 3,870	$ 7,198	$ 27,864	$ 28,793	$ 28,793	$ 18,576	$ 2,399	$ 1,161	$ 400
Total	$ 9,844	$ 26,674	$ 59,064	$ 95,265	$ 177,193	$ 685,908	$ 708,772	$ 708,772	$ 457,272	$ 59,064	$ 28,580	$ 9,844

Source: Walker Consultants; 2020

Projected Annual Permit Revenues by Permit Type and Month

Permit Type	January	February	March	April	May	June	July	August	September	October	November	December
Short-Term Rental Permit	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Resident Beach Access Permit	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Total	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000

Source: Walker Consultants; 2020

Projected Annual Civil Parking Citation Revenue by Month

Citation	January	February	March	April	May	June	July	August	September	October	November	December
	9,844	17,783	29,532	47,633	59,064	85,739	88,596	88,596	57,159	29,532	19,053	9,844
Estimated # of citaitons issued	518	936	1,554	2,507	3,109	4,513	4,663	4,663	3,008	1,554	1,003	518
Estimated citation collection rate	311	562	933	1,504	1,865	2,708	2,798	2,798	1,805	933	602	311
Total	$ 15,543	$ 28,078	$ 46,630	$ 75,209	$ 93,259	$ 135,377	$ 139,889	$ 139,889	$ 90,251	$ 46,630	$ 30,084	$ 15,543

Source: Walker Consultants; 2020

Expense Projections

Expense Factors

In collaboration with Client, Walker provides the following expense assumptions:

Expense Assumptions:

Credit card Processing Fees – Estimated at 2.5% of revenues.

Utilities @ $12 per space per year (includes electricity and water) – assumption provided by the Town of Hilton Head Island Facilities Management to assume sharing resource with building operations.

Insurance @ $18 per space per year (includes Garage Keeper Legal Liability (GKLL) for protection during storage and General Liability insurance for premise liability, products and advertising liability and completed operations for services rendered).

Repairs and Maintenance @ $24 per space per year - Small repairs, trash removal, cleaning, painting and sweeping).

Management Fee @ $24,000 per year - Professional parking operator base fee for service.

Management Incentive Fee @ $12,000 per year – Professional parking operator service incentive fee, paid upon contract compliance with established annual goals and key performance indicators.

Supplies @ $6 per space per year - Simple sign repairs, lamp replacement, pavement and marking supplies, enforcement ticket paper supply.

Uniforms @ $300 per year – Each field manager, ambassador, and maintenance tech position to account for 12 annual field employees. Office personnel will dress according to professional office dress code.

Enforcement Equipment –

    Immobilization Device / Barnacle@ 250 per device per month – Subscription/Lease program for 6 devices to provide immobilization equipment and violator release services.

    Enforcement Handhelds/kits @ $2,000 per kit – Initial purchase of six enforcement kits to include handheld device, mobile printer, and protective case

    Enforcement Data @ $180 per month – Mobile data subscription at $30 per device per month.

    Mobile LPR @ $70,000 per unit – Hardware and installation of LPR vehicle, not including the cost of the vehicle.

Software@ $per year –

    $100,000 per year for permit and enforcement software management system.

    $12,000 per year for mobile LPR software management system.

Vehicle Fleet @ $1,200 per month – Leases for three vehicles including: one LPR enforcement vehicle, one staff vehicle, one maintenance vehicle

Office Rent @ 1,500 per month – Parking operation office

3% annual increase

Labor Assumptions

The following graphic provides a summary detail of the proposed labor requirement Walker estimates will be required to effectively manage the Town of Hilton Head Island public parking program.

Labor Cost Assumptions

Position	#	Type	Rate/Hour	Hours/week	Annual Wages
Project Manager	1	Full-time	$30	40	62,571
Assistant Manager	1	Full-time	$22	40	45,886
Ambassador	4	Full-time	$15	40	125,143
Ambassador	2	Part-time	$15	20	31,286
Seasonal Ambassador	2	Part-time	$13	40	18,274
Maintenance Tech	2	Full-time	$14	40	58,400
Bookkeeper/Auditor	1	Full-time	$20	40	41,714
Receptionist / Adjudication	1	Full-time	$16	40	33,371
Total FTE's	**14**				**$416,646**

Source: Walker Consultants

Project management coverage will be provided with salaried employees allocated to the parking system. The pay rate for the full-time Project Manager will be $30 per hour plus benefits for 1 employee. The pay rate for the full-time Assistant Project Manager will be $22 per hour plus benefits for 1 employee.

Ambassador coverage will be provided with hourly employees allocated to the parking system. The pay rate for full-time Ambassador will be $15 per hour plus benefits for 4 employees. The pay rate for part-time Ambassador will be $15 per hour plus benefits for 2 employees. The pay rate for seasonal Ambassadors will be $13 per hour plus benefits for 2 employees.

Maintenance coverage will be provided with hourly employees allocated to the parking system. The rate of pay for the maintenance technician classification will be $14 per hour plus benefits for 1 employee.

Bookkeeper / Auditor coverage will be provided with an hourly employee allocated to the parking system. The rate of pay for the bookkeeper classification will be $20 per hour plus benefits for 1 employee.

Receptionist / Adjudication coverage will be provided with an hourly employee allocated to the parking system. The rate of pay for the Receptionist classification will be $16 per hour plus benefits for 1 employee

Taxes and Benefits are assumed to be 40% of associated payroll and will account for health insurance, paid time off, holidays, and all associated payroll taxes.

Proposed Paid Parking Program – Annual Revenue Projections by Month

	January	February	March	April	May	June	July	August	September	October	November	December
Revenues												
Alder Lane Beach Access	214	580	1,283	2,070	3,850	14,904	15,401	15,401	9,936	1,283	621	214
Burkes Beach	91	246	544	878	1,632	6,318	6,529	6,529	4,212	544	263	91
Chaplin Community Park	1,604	4,347	9,626	15,525	28,877	111,780	115,506	115,506	74,520	9,626	4,658	1,604
Coligny Beach Park	121	328	725	1,170	2,176	8,424	8,705	8,705	5,616	725	351	121
Coligny Beach Park Access Lot	3,720	10,080	22,320	36,000	66,960	259,200	267,840	267,840	172,800	22,320	10,800	3,720
Driessen Beach Park	1,437	3,893	8,621	13,905	25,863	100,116	103,453	103,453	66,744	8,621	4,172	1,437
Fish Haul Beach/Barker Field Expansion	786	2,129	4,715	7,605	14,145	54,756	56,581	56,581	36,504	4,715	2,282	786
Folly Field Beach Park	377	1,021	2,260	3,645	6,780	26,244	27,119	27,119	17,496	2,260	1,094	377
Islanders Beach Park	174	473	1,046	1,688	3,139	12,150	12,555	12,555	8,100	1,046	506	174
Lowcountry Celebration Park	921	2,495	5,524	8,910	16,573	64,152	66,290	66,290	42,768	5,524	2,673	921
Coligny Area On-Street	400	1,084	2,399	3,870	7,198	27,864	28,793	28,793	18,576	2,399	1,161	400
Daily Parking Total	9,844	26,674	59,064	95,265	177,193	685,908	708,772	708,772	457,272	59,064	28,580	9,844
Permit & Beach Pass	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Civil Parking Citations	15,543	28,078	46,630	75,209	93,259	135,377	139,889	139,889	90,251	46,630	30,084	15,543
Total Revenues	30,387	59,752	110,694	175,474	275,452	826,285	853,661	853,661	552,523	110,694	63,663	30,387

Source: Walker Consultants; 2020

Proposed Paid Parking Program – Annual Expense Projections by Month

	January	February	March	April	May	June	July	August	September	October	November	December
Expenses												
Salaries & Wages	33,834	30,560	33,834	32,743	38,440	37,200	38,440	38,440	32,743	33,834	32,743	33,834
Taxes & Benefits	13,534	12,224	13,534	13,097	15,376	14,880	15,376	15,376	13,097	13,534	13,097	13,534
Credit Card / Meter Processing Fees	760	1,494	2,767	4,387	6,886	20,657	21,342	21,342	13,813	2,767	1,592	760
Uniform Expense	-	-	-	-	3,600	-	-	-	-	-	-	-
Repairs & Maintenance	2,550	2,550	2,550	2,550	2,550	2,550	2,550	2,550	2,550	2,550	2,550	2,550
Utilities	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275	1,275
Supplies & Tickets	259	468	777	1,253	1,554	2,256	2,331	2,331	1,504	777	501	259
Liability Insurance	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913
Equipment	1,680	1,680	1,680	1,680	1,680	1,680	83,680	1,680	1,680	1,680	1,680	1,680
Fleet	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Software	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333	9,333
Miscellaneous	-	-	-	-	-	-	-	-	-	-	-	-
Office Rent	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Management Fee	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Management Incentive Fee	-	-	-	-	-	12,000	-	-	-	-	-	-
Total Expenses	69,838	66,197	72,363	72,931	87,307	108,444	180,940	98,940	82,608	72,363	69,384	69,838
Net Operating Income	(39,450)	(6,444)	38,331	102,543	188,145	717,840	672,721	754,721	469,915	38,331	(5,721)	(39,450)

Source: Walker Consultants; 2020

Preliminary Five-Year Model

Proposed Paid Parking Program – Preliminary Five Year Model

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues					
Alder Lane Beach Access	$ 65,757	$ 67,730	$ 69,762	$ 71,854	$ 74,010
Burkes Beach	$ 27,875	$ 28,712	$ 29,573	$ 30,460	$ 31,374
Chaplin Community Park	$ 493,178	$ 507,973	$ 523,212	$ 538,908	$ 555,076
Coligny Beach Park	$ 37,167	$ 38,282	$ 39,430	$ 40,613	$ 41,832
Coligny Beach Park Access Lot	$ 1,143,600	$ 1,177,908	$ 1,213,245	$ 1,249,643	$ 1,287,132
Driessen Beach Park	$ 441,716	$ 454,967	$ 468,616	$ 482,674	$ 497,155
Fish Haul Beach/Barker Field Expansion	$ 241,586	$ 248,833	$ 256,298	$ 263,987	$ 271,907
Folly Field Beach Park	$ 115,790	$ 119,263	$ 122,841	$ 126,526	$ 130,322
Islanders Beach Park	$ 53,606	$ 55,214	$ 56,871	$ 58,577	$ 60,334
Lowcountry Celebration Park	$ 283,041	$ 291,532	$ 300,278	$ 309,287	$ 318,565
Coligny Area On-Street	$ 122,937	$ 126,625	$ 130,424	$ 134,337	$ 138,367
Daily Parking Total	$ 3,026,252	$ 3,117,039	$ 3,210,550	$ 3,306,867	$ 3,406,073
Permit & Beach Pass	$ 60,000	$ 61,800	$ 63,654	$ 65,564	$ 67,531
Civil Parking Citations	$ 856,382	$ 882,074	$ 908,536	$ 935,792	$ 963,866
Total Revenues	$ 3,942,634	$ 4,060,913	$ 4,182,740	$ 4,308,222	$ 4,437,469
Expenses					
Salaries & Wages	$ 416,646	$ 429,145	$ 442,019	$ 455,280	$ 468,938
Taxes & Benefits	$ 166,658	$ 171,658	$ 176,808	$ 182,112	$ 187,575
Credit Card / Meter Processing Fees	$ 98,566	$ 101,523	$ 104,569	$ 107,706	$ 110,937
Uniform Expense	$ 3,600	$ 3,708	$ 3,819	$ 3,934	$ 4,052
Repairs & Maintenance	$ 30,600	$ 31,518	$ 32,464	$ 33,437	$ 34,441
Utilities	$ 15,300	$ 15,759	$ 16,232	$ 16,719	$ 17,220
Supplies & Tickets	$ 14,273	$ 14,701	$ 15,142	$ 15,597	$ 16,064
Liability Insurance	$ 22,950	$ 23,639	$ 24,348	$ 25,078	$ 25,830
Equipment	$ 102,160	$ 105,225	$ 108,382	$ 111,633	$ 114,982
Fleet	$ 14,400	$ 14,832	$ 15,277	$ 15,735	$ 16,207
Software	$ 112,000	$ 115,360	$ 118,821	$ 122,385	$ 126,057
Miscellaneous	$ -	$ -	$ -	$ -	$ -
Office Rent	$ 18,000	$ 18,540	$ 19,096	$ 19,669	$ 20,259
Management Fee	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000
Management Incentive Fee	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Total Expenses	$ 1,051,153	$ 1,081,607	$ 1,112,976	$ 1,145,285	$ 1,178,564
Net Operating Income	$ 2,891,481	$ 2,979,305	$ 3,069,764	$ 3,162,937	$ 3,258,905

Source: Walker Consultants; 2020