6 | Operations and Management

The previous sections of this document have described the actual parking environment in the Downtown study area, including peak usage and estimated demands. This section analyzes the operations and management aspect of the parking system including on- and off-street parking rates, enforcement, and operations; a review of current access and revenue control equipment; an overview of facility security; a description of current means of facility wayfinding; an overview of the City's method of parking management; and a review of parking rates in cities similar to that of Durham.

Currently, parking in the City of Durham is operated, managed, and enforced by Lanier Parking Solutions within the framework of the City of Durham Municipal Code. In general, parking related ordinances can be found in Chapter 66, Articles IV and VI. Particular articles of interest, as documented on the City of Durham website, are included in Appendix A.

On-Street Parking

The on-street parking system has approximately 1,505 spaces within the downtown study area. These include non-metered spaces and handicap accessible spaces. The various types of on-street parking are described in the following sections. On-street parking locations and associated time restrictions are shown in Figure 6.1.

Non-metered Spaces

None of the on-street parking is metered; therefore, it is managed through signage and pavement markings. Time restrictions for on-street parking are communicated via pole mounted signage and vary throughout the study area from as little as 20 minutes near the DPAC and Diamond View III building currently under construction to as much as 2 hours in the majority of the study area and are typically in effect between the hours of 8:00 AM and 6:00 PM; however, variations in the hours of restriction do occur within the study area. During evenings and weekends, as well as all City holidays, the on-street time restrictions are lifted. A detailed review of on-street meter technology in the marketplace today is provided in a subsequent section of this document titled "On-Street Technology Overview".

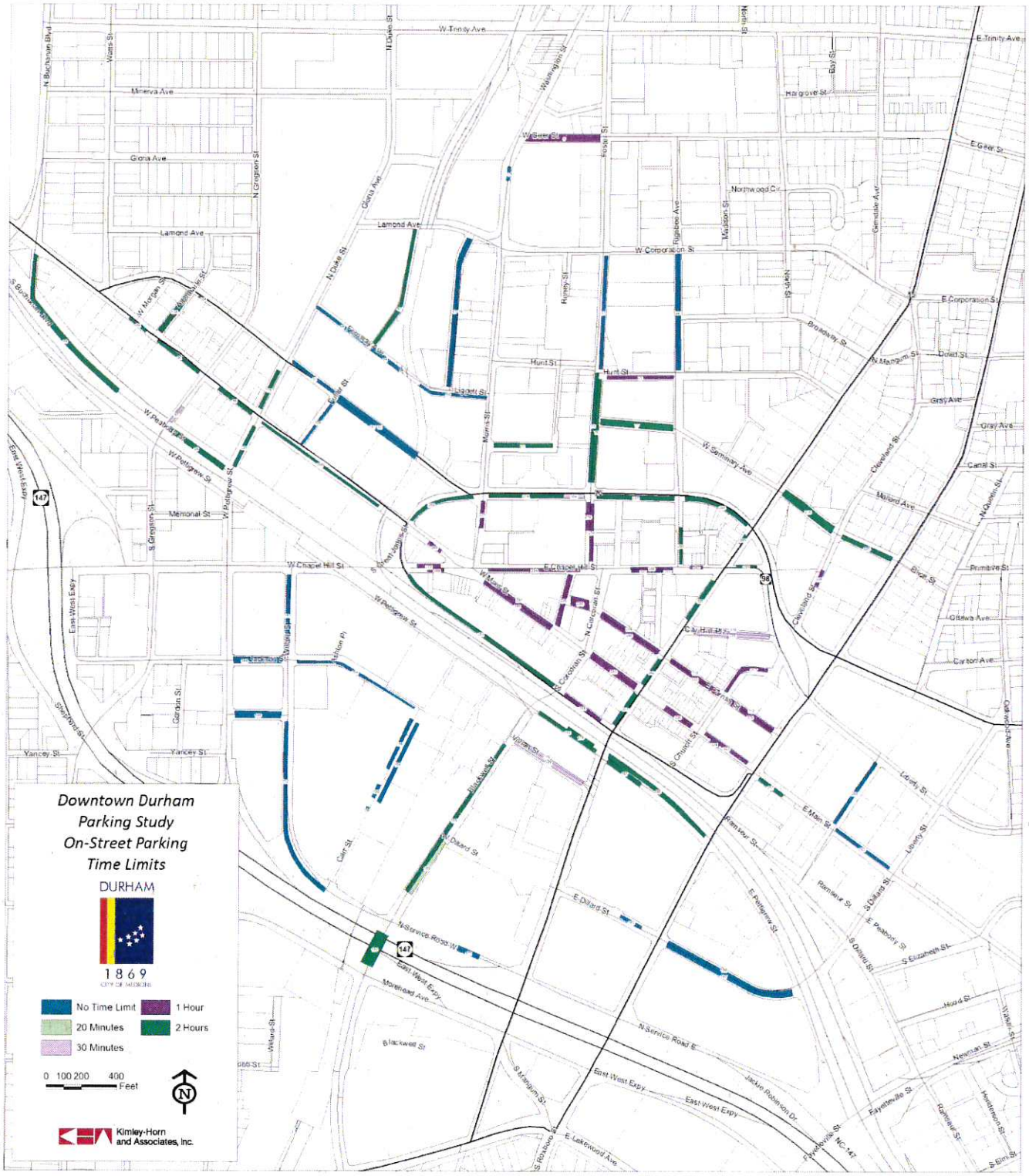

Figure 6.1 – Existing On-Street Parking Locations and Time Restrictions

Handicap Accessible Spaces

Handicap accessible parking consists of those spaces designated for vehicles displaying a handicap decal, license plate, or hanging tag and are delineated with pavement markings and identified with pole mounted signage. These spaces are spread throughout the study area such that convenient accessible parking is located as near destinations as practicable. Per North Carolina law, handicap accessible spaces may be charged an hourly fee for their use; however, these spaces cannot be time restricted. The City of Durham neither time restricts, nor charges a fee for, handicap accessible parking. Illegally parking within a handicap space is enforced through fines and towing.

Special Parking

Special parking, such as bus parking, consist of areas where parking is restricted to the general public and limited to short-term use only. These special types of on-street parking are typically delineated as a zone, rather than specific parking spaces. Bus parking areas represent a small amount of on-street parking space within the study area; however, where they are located, they are identified with pole mounted signage and are enforced accordingly.

Parking Violation
City of Durham, NC

Parking Violation Number
33504531

Date: 10/19/2012 Time: 08:40
Officer: C-80
Violation:
PARKING IN NO PARKING AREA
NO COMMENT

If paid within 30 days	Fine:	$ 10.00
If paid after 30 days but within 45 days	Fine:	$ 20.00
If paid after 45 days	Fine:	$ 45.00

License Number
NORTH CAROLINA/ 2012

Make SATURN4 DOOR RED

Location
200 SOUTH SEMINARY AVE.

PAY ONLINE AT:
may be immobilized.

Parking Violation

On-Street Enforcement / Fines

There are a number of posted time restrictions throughout the downtown study area. However, it was suggested through the public outreach efforts that on-street enforcement is typically limited to Main Street and Chapel Hill Street. Currently, the City contracts Lanier Parking Solutions to operate and enforce parking within the Downtown study area, as well as the residential areas around Duke University and North Carolina Central University. The residential areas mentioned fall outside of the downtown study area limits. Lanier enforcement staff are also trained and equipped with maps of Durham to offer assistance to the public.

Parking is enforced by Lanier Parking Solutions who dedicates three "ambassadors" to patrol Downtown and one to patrol the campuses in beats that are assigned to them daily and rotated on a daily basis. The current enforcement method allows an ambassador to assign an electronic "chalk time" associated with a vehicle license plate number and parking space. A vehicle parked in a space beyond the posted time limit, plus a 5 minutes grace period, is issued a citation. Vehicles illegally parked in a handicap accessible space, loading zone, or bus zone are issued citations as well. A typical parking citation is issued as a $10.00 fine, if paid within 30 days from issuance. If paid between 30 and 45 days from issuance, the fine increases to $20.00, and if paid after 45 days, the fine increases to $45.00.

Parking enforcement staff typically issues an average of between 75 and 100 citations per day, during months when North Carolina Central University and Duke University are in session. This number decreases slightly when school is not in session. The monthly average throughout a typical year is approximately 1,500 citations per month of which approximately 60% are issued in the Downtown

study area, 15% around North Carolina Central University, 3% around Duke University, and 22% written by City of Durham Police Department Officers.

The City of Durham Municipal Code allows for the towing and/or application of wheel lock devices for vehicles that have three or more unpaid parking tickets, which are outstanding for a period of 90 days or more. All applicable fines, plus an additional immobilization fee are required to be paid prior to removal of a wheel lock. Should a vehicle with a wheel lock not pay the appropriate fees within a 24 hour time period, the vehicle will be towed. At this point, the owner of the vehicle would be required to pay all fines, immobilization fee, towing fee, and impound fees, prior to the vehicle being released. City of Durham Ordinances state that a vehicle cannot be immobilized with a wheel lock device on site, rather the vehicle owner must be notified and then found in violation thereafter. Currently, an average of two vehicles are immobilized with a wheel lock device per month.

Valet Operations

The City currently has only one valet operation within the Downtown study area. In this instance, Lanier Parking Solutions charges the restaurant establishment the cost of one monthly permit rate for access into and out of the nearest garage starting at 5:30 PM each day. In this instance the valet operation could have many vehicles parked in the City-owned garage at the rate of one monthly permit. This agreement between City and business owner should be renegotiated, as the value of this service to the business owner is likely more than the cost of the monthly permit, which could result in increased revenue for the City.

As Downtown continues to evolve and valet operations become more and more appealing for the City and its businesses, it is important that a consistent and manageable approach to valet operations be implemented. Specific attention should be given to location of valet stands and the fee that the City charges for valet operators. In general, valet stands should be located at or near the center of a block face, where vehicular queuing is less likely to impact traffic operations at nearby intersections. In addition, appropriate fees equivalent to the valuation of the revenue generation potential of the on-street parking spaces used plus administrative costs should be collected by the City from the valet operator.

An alternative approach to valet service would be to create a Centralized Valet Operation. In this approach, rather than review and approve valet stands by a series of single operators, the City could lease valet rights to a single operator or multiple operators that would work in unison. The Centralized Valet Operation would allow users a network of valet locations where their car could be picked up at the valet stand closest and most convenient to their final destination. This approach has been implemented in several communities, including Chapel Hill, N.C.

In general, curb lane policy and management, including valet operations, should be further studied by the City of Durham to ensure that each on-street use is working in concert with one another, providing the most efficient use of City resources.

Commercial Loading Zones

Currently, several on-street locations throughout the study area are used for commercial loading zones to support business deliveries and are enforced by Lanier Parking Solutions. The City of Durham Unified Development Ordinance states the following:

> *"No loading spaces shall be located within 30 feet of street intersections or in any required yard space, except in the CI District and Design Districts where the required distance shall be 20 feet. Street intersections shall be measured from the back of the predominant curbline or future curbline where no curb currently exists."*

No matter the requirements of loading zones, they should be placed in the community to increase the usage of curb space and support the pedestrian environment and vehicular flow. In addition, commercial loading zones should be placed at the end of a block face, closest to the intersection to provide a buffer for pedestrians using on-street parking.

As a means of curb face management, other cities have instituted commercial loading zone permits for businesses to purchase that would provide loading zone access based on their needs. For instance, a tiered rate structure for these permits could provide the business or vehicle operator access to a loading zone for as little as 30 minutes to as much as 2 hours at a time.

In general, curb lane policy and management, including loading zones, should be further studied by the City of Durham to ensure that each on-street use is working in concert with one another, providing the most efficient use of City resources.

Off-Street Parking

The City of Durham owns and operates five parking garages and several surface lots throughout the downtown study area. The City-owned parking garages (Corcoran Street, Church Street, Chapel Hill Street, Durham Centre, North Deck) are available for monthly, hourly, and special event parking, while the surface lots are predominantly available for monthly parking. There are a total of 4,221 spaces in the City-owned off-street facilities, with 859 in surface lots and 3,362 in parking garages. Table 6.1 and Table 6.2 list the number of spaces in each City-owned off-street parking facility. The following sections review the off-street parking supply operations.

Table 6.1 – City-Owned Surface Parking Inventory

Surface Lot	# of Spaces
Lot 4	24
Lot 5 – City Hall Annex	67
Lot 8	91
Marriott Lot	88
Lot 12 – Blackwell St/NC 147	62
Lot 14	102
Lot 20	76
Manning Place	21
Lot 29	48
Lot 32	10
Lot 37[1]	54
Lot 38[1]	164
Lot 40	52
Total	**859**

[1] *City employee parking*

Table 6.2 – City-Owned Structured Parking Inventory

Garage	# of Spaces
Corcoran Street	554
Church Street	409
Chapel Hill Street	360
Durham Centre	719
North	1,320
Total	**3,362**

Monthly Users

Monthly users provide the highest amount of revenue from the City's parking system. Many City-owned surface lots are assigned for monthly use. These include Lot 5, Lot 14, Lot 20, Lot 29, Lot 40, and the restricted hotel lot adjacent to Holland Mall. In total, all City-owned surface lots assigned for monthly use generated approximately $150,000 in annual revenue in 2011/2012. The monthly cost to lease a space within a City-owned surface lot is $45.00. Currently there is not a waiting list to lease monthly spaces within any City-owned surface lots.

City-owned parking garages currently have approximately 3,050 monthly permits issued. This number accounts for approximately 90% of the parking inventory in the garages in which those monthly users are assigned. Table 6.3 lists the number of spaces in each garage and number of issued monthly permits for each.

Table 6.3 – City-Owned Parking Garage Monthly Permits

Garage	Inventory	Monthly Permits Issued
Corcoran Street	554	685
Church Street	409	275
Chapel Hill Street	360	435
Durham Centre	719	403
North Deck	1,320	1,255
Total	**3,362**	**3,050**

Lanier Parking Solutions has a policy to oversell monthly spaces in a facility by 15%. This means that the number of permits issued to a facility can exceed the allotted number of monthly permit spaces by 15%. The reason for oversell is to account for the days/times in which monthly users do not need access to their parking space due to personal vacations, sick days, off-site meetings, etc. This practice maximizes the revenue potential for a specific facility; however, is not currently required as the monthly permit demand does not exceed the allotment of monthly spaces within City facilities.

Monthly parking rates within a City-owned garage are $55.00 for a typical spaces and $70.00 for a reserved space. In 2011/2012, the City-owned parking garages generated approximately $890,000 of revenue specific to monthly lease contracts. Currently there is not a waiting list to lease any monthly space within City-owned garages.

In 2011/2012, the City of Durham generated approximately $1,040,000 of revenue from monthly leases within off-street surface lots and garages.

Currently, the City engages in long term lease agreements with Capital Broadcasting to provide 1,015 spaces within the North Deck at a contracted rate and duration. In addition, the City has recently committed to long-term agreements with the hotel development occupying the Sun Trust building. The remaining monthly leases in off-street parking facilities are handled on a month-to-month basis. The benefit of a long-term lease agreement is a more consistent, predictable revenue flow over a period of time, likely making it easier to validate revenue generation when considering financing for new projects.

An example of alternative pricing for large monthly parking customers is evidenced in the City of Asheville, NC, where a reduced rate per space is offered to large customers purchasing several spaces on a monthly basis, rather than incentivizing long-term leases. In this specific case, if a business were to lease five to nine spaces on a monthly basis, they would receive a 10% discount off of the normal monthly rate. Further, if a business were to lease ten or more spaces, they would receive a 15% discount. While this strategy doesn't involve reducing the cost per space for a long-term lease, it does incentivize purchasing monthly parking in "bulk". This strategy provides benefit to local businesses with reduced parking rates for high volume customers, while allowing the City the flexibility to adjust monthly rates and parking operation strategies when the time is appropriate, rather than having to navigate long-term lease agreements. This type of alternative pricing is more financially beneficial to a City; however, still represents a reduction in revenue potential in a facility.

Hourly Users

Hourly users provide the second highest source of off-street parking revenue. All hourly parking occurs in four of the five City-owned garages (Church Street, Chapel Hill Street, Corcoran Street, Durham Centre), and one of the City-owned surface lots (Lot 8). In 2011/2012, hourly parking revenues in these facilities totaled approximately $622,000. Table 6.4 lists the 2011/2012 revenue from hourly users for each of these facilities.

Table 6.4 – 2011/2012 Hourly Revenue

Facility	2011/2012 Hourly Revenue
Church Street	$ 181,366
Chapel Hill Street	$ 73,860
Corcoran Street	$ 53,567
Durham Centre	$ 76,599
Lot 8	$ 237,076
Total	**$ 622,468**

The Durham Centre garage, Chapel Hill Street garage, Church Street garage, and Corcoran Street garage, provide hourly parking at a rate of $1.00/hour, up to a daily maximum of $8.00. Hourly parking in Lot 8 is provided at a rate of $2.00/hour with a daily maximum of $10.00.

Hourly users are charged the described rates between the hours of 8:00 AM and 7:00 PM, Monday – Friday. Visitors to Downtown Durham are free to use these facilities outside of these hours, and holidays, at no charge, with the exception of special events.

Special Event Parking

Special event parking is the third component to off-street parking revenue. All special event revenues in 2011/2012 were collected in four of the five City-owned garages (North, Durham Centre, Corcoran Street, and Church Street). Special event parking is advertised on the City of Durham website at the fifth City-owned garage (Chapel Hill Street); however, no revenue was collected from this facility in 2011/2012 for special events. As part of the lease agreement the City has in place with the Blackwell Street Management Company, the City receives 35% of the gross special event revenue generated from the North Deck. Special event parking totaled approximately $204,000 in revenue in 2011/2012. Table 6.5 lists the 2011/2012 revenue from special events for each of these facilities.

Table 6.5 – 2011/2012 Special Event Revenue

Facility	2011/2012 Special Event Revenue
Church Street	$ 8,494
North Deck	$ 123,736
Corcoran Street	$ 20,729
Durham Centre	$ 50,739
Total	**$ 203,698**

All City-owned garages provide special event parking at a rate of $2.00/vehicle, with the exception of the North garage where the rate is $4.00/vehicle.

Special events are dictated by the schedules of the surrounding event venues, including the Durham Performing Arts Center, Durham Bulls Athletic Park, and Carolina Theater, just to name a few. Attendants are staffed based on anticipated attendance, which is communicated by each venue, but an overwhelming majority of events are staffed with one attendant per facility. Each attendant is issued a predetermined number of sequenced two-part tickets that are sold as vehicles enter the garage. One part of the ticket is intended for display on the vehicle's dashboard, while the other remains with the attendant. Following the event, the number of tickets sold is reconciled with the revenue collected at the end of the event. Typically, events are staffed for three total hours (two hours before the event start time and one hour after the event begins); however, modifications to this schedule are occasionally required.

Off-Street Enforcement / Fines

Off-street garages and surface lots are enforced by Lanier Parking Solutions, who contracts with the City of Durham to provide operations and enforcement of all parking within the Downtown study area. Surface lots are enforced in a similar manner to that as described in the on-street enforcement / fines section. The parking garages are typically enforced less, as offenses are primarily limited to misparked vehicles. Site security or maintenance personnel are typically relied upon to enforce these types of violations. Should a citation be issued, the fine and process of payment is as described in the on-street enforcement / fines section.

Residential Parking

The City of Durham offers a program for residents of Downtown Durham that allows them to park in their assigned garage for a monthly fee of $10. This is not a reserved space, but allows them access to the facility to find a parking space. This program, which was established in May 1999, allows holders of a residential pass access to the garage between the hours of 6:00 PM – 8:00 AM, Monday through Friday, and 6:00 PM Friday through 8:00 AM Monday. The original intent of this program was to incentivize residents to live downtown by providing them a location to park their vehicle during overnight hours. Holders of these residential permits are required to pay current hourly rates if they enter the garage before 6:00 PM, or exit after 8:00 AM

In 2004 it was discovered that some of the holders of these permits had been allowed to park without paying the monthly fee. At this time, the City decided to waive this fee for all residential permit holders until such time a parking study was completed.

The City has issued 121 residential parking permits. Due to limitations of the parking revenue control equipment, it was impossible to track the usage of these permits prior to March 31, 2013. For the 45 day period from March 31, 2013 to May 15, 2013, residential permits were read 7,256 times.

While waiving the fee was appropriate for reasons of equity, it is recommended the City reinstitute a monthly charge for residential parking permits. Due to increases in operating costs since the original rate was established 14 years ago, it is recommended the fee for a residential parking pass be set at $20 per month. This rate will allow permit holders to enter the garage after 6:00 PM and exit prior to 8:00 AM Monday through Friday and 6:00 PM Friday through 8:00 PM Monday. Users attempting to ingress or egress the garage at times other than those hours will be charged the standard hourly rates. The City should consider phasing out this permit at this cost and phasing in residential permit rates across the board that more closely align with current market rates.

During the stakeholder outreach, some expressed the desire to have a residential parking permit that provides 24/7 access to a reserved parking space within the garage. The existing rate for a reserved space, 8:00 AM – 7:00 PM, Monday through Friday, is $70 per month. It is recommended that the City offer a 24/7 reserved space permit at a monthly rate of $90. Two options are available to provide reserved parking with the garage. One approach is to identify a specific area within the garage and have the parking stalls striped in a different color from the visitor parking stalls and sign these spaces as reserved for specific permit holders. This approach would require concentrated enforcement to ensure the residential parking spaces were not being parked in illegally by others. An alternative approach would require a gated, or nested, area of parking within the garage that is accessed with the residential permit. This is an expensive option to incorporate into existing garages as each would require retrofit to install card readers, access gates, loop detectors, and appropriate power and communication infrastructure.

For residents that desire to have parking access during the day, as well as nights and weekends, but do not require a reserved space, they have the option to purchase a typical off-street permit at a current rate of $45 per month for surface lots and $55 per month for garages, which allows access during normal operating hours. There is currently no charge for parking in City-owned facilities during nights and weekends, thereby resulting in

24/7 access, albeit not reserved parking, for the cost of a typical monthly permit. Note that this study recommends the monthly rates for typical permits to be increased by $10 per month to $55 per month for surface lots and $65 per month for garages.

Long-Term Lease

Long-term leases have become of interest to several stakeholders within Downtown Durham. A long-term lease in this case is defined as the lease of a parking space for a long term period (6-, 9-, 12-months or longer), thus securing a parking space for an extended period of time.

Administering long-term leases could also prove to be challenging and costly for a City. For instance, should the City decide to implement a rate change to all of their monthly permit holders, there would likely need to be a phased approach, as long-term lease holders may have an agreement that does not align with other long-term lease holders. This could result in two permit holders in the same facility being charged for their space at two different rate structures.

There is a benefit for long-term leases that should be understood. As the City continues to grow and the demand for parking continues to increase, the need for additional parking inventory is likely required. A long-term monthly lease program could provide consistent and predictable parking revenues.

Currently, the City has an agreement with the hotel that will occupy the Sun Trust building to provide long term monthly leases. The Sun Trust development commitment is 50 permits and those users are assigned to the Corcoran Street garage at the going rate.

Long-term lease agreements are common with hotels. As development continues in Downtown Durham, so does the need for hotels. Currently, there is a hotel project underway within the Downtown Loop in which the developer for the project has had conversations with the City regarding leased parking spaces dedicated for hotel use. Typically, the way this situation is handled in other municipalities is that under a multi-year agreement parking spaces are committed within a specific parking facility up to a maximum amount per day. For instance, the City of Asheville, North Carolina commits up to 115 parking spaces per day in one of their facilities to an adjacent hotel at a specified rate. This agreement is in place for a total of 25 years, however, is structured such that the City can adjust the rate once annually, limited to a percentage as defined in the agreement between City and hotel ownership.

If the excess parking supply in a facility is available and dedicated spaces can be isolated, hotel leases can prove to be beneficial for a municipality. The long-term agreement communicates to hotel ownership that the City is dedicated to their presence in Downtown.

It is recommended that the City continue their willingness to negotiate with potential hotel developments regarding leasing of parking spaces.

Bulk Lease

Bulk leasing refers to a person or business desiring to lease many spaces under one agreement for a reduced rate per permit. For instance, a business leasing 10 spaces for their employees at a rate that is some percentage less than the typical month-to-month permit rate. Similar to the long-term lease scenario, this could represent a large loss in potential revenues for the City.

The City of Asheville, North Carolina does have a bulk lease program in which businesses that lease 5 – 9 monthly spaces receive a 10% discount on the normal monthly permit rate. Similarly, businesses that lease 10 or more monthly spaces receive a 15% discount. The typical normal monthly permit rate for these spaces is

$80.00 per month, which equates to a potential loss of revenue of approximately $1,000 per year per 10 parking spaces leased in bulk.

The benefit associated with securing funds for Capital Improvement Projects, as described in the long-term leases section, does not translate to bulk leases, as long-term leases contractually commit monthly permit revenues to the City by the user over a period of time, whereas bulk leases remain a month-to-month commitment similar to typical monthly leases.

Considering the current financial deficit at which the Parking Fund operates, it is not recommended that a bulk lease program be implemented, as the loss in potential revenue is too great.

City and State Owned Vehicles

The locations in which City and State vehicles are parked and stored was an area of concern that surfaced during the public and stakeholder outreach efforts. Currently, the top level of the Chapel Hill Street parking garage is isolated and reserved for the storage of City owned vehicles during evenings. During the day, the space is open to the public for parking, though the gates and fences provide the appearance that parking is reserved for City vehicles only. There is a policy that requires City vehicles to park in the upper levels of the garage, leaving the lower levels and adjacent surface lot for public hourly users, making it more convenient for those that park for shorter periods of time.

It is apparent that this policy is not always abided. Combining this with the loss of inventory dedicated to City owned vehicles on the upper level, the Chapel Hill Parking garage is a frustrating facility for the public to use and as a result could be missing out on potential revenue.

It is recommended that City and State owned vehicles be relocated from the Chapel Hill Street garage to make more revenue generating spaces available for public use, as this facility is at a prime location within the Downtown Loop. The Durham Centre garage is not utilized as heavily as the Chapel Hill Street garage, therefore, could be a more ideal location for storage of City owned vehicles; however, other surface lots on the east end of the Downtown Loop could be considered. The disadvantage associated with such relocation of City owned vehicles is the reduced productivity of City staff that would then be required to walk further to get to City Hall, when compared to the current walk from the Chapel Hill Street garage.

Access and Revenue Control Equipment

The entry / exit points for hourly users are operated by parking attendants during normal operating hours (8:00 AM – 7:00 PM, Monday – Friday). According to the City of Durham website, the current method of payment accepted at these locations is cash, check, or pre-paid validation. After normal operating hours, the parking access control gates are raised and vehicles are able to enter and exit freely without the need to pull a ticket or pay for the duration of their stay. This method of operation results in the loss of revenue for those that pull a ticket prior to 7:00 PM, but exit, without paying, after 7:00 PM when the gates are up. To capture this loss of revenue, the City plans to operate facilities such that access gates are down 24 hours per day requiring users to pull a ticket no matter the time of day or day of week they enter. However, upon exit, users will only be required to pay for the portion of time they used the facility during normal operating hours (8:00 AM – 7:00 PM, Monday – Friday).

Some facility monthly entry / exit points are operated by access control equipment. These are typically located in the City-owned garages. Some monthly parkers use surface lots; however, some of these lots do not have

equipment and manage access through the use of issued permit stickers or hangtags. Where access control is in place for monthly entry / exit points, digital card reading machines are in place to allow the user to enter the facility without the need to take a ticket.

As of a couple years ago, the overwhelming majority of access and revenue control equipment used by the City of Durham was severely outdated. Over the past couple years the City has replaced the parking access and revenue control equipment in the Durham Centre, Corcoran Street, and Chapel Hill Street garages and are currently in the process of equipment upgrades at all other facilities. This new equipment generally consists of new ticket spitters, pay stations, access control gates, parking control booths, fee machines, and processing/management software. Typically, parking equipment has a reasonable service life of approximately 7-10 years. Equipment aged beyond this timeframe becomes costly to properly maintain, and is typically surpassed by technology advancements resulting in a parking system that is not as efficient to operate and manage as it could be. Newer technology typically allows an owner to better manage the facility and parking system through improved data collection and reporting capabilities, including occupancy and length of stay, auditing capabilities, as well as the potential to decrease personnel costs.

The City has several surface lots where access and revenue control equipment is not used to manage the use of the facility. Rather, hangtags are utilized to identify a vehicle as being permitted to be in the specific lot. In these cases the City should continue this management strategy and enforce the lot appropriately to protect the facility for those that purchased a permit.

Facility Security

An item of interest during the public involvement process, as well as discussions with the Parking Study Team, was security in and around downtown parking facilities. There is the perception of a lack of security, especially in the parking garages, primarily attributed to the lack of lighting, level of security presence, and vehicle break-in incidents within the facilities.

Currently, security guards patrol the City-owned parking garages from 5:00 PM – 12:00 PM, seven days per week. The Durham Centre and Chapel Hill Street garages each have a dedicated security guard during this time and the Corcoran Street and Church Street garages share one security guard that patrols both facilities. Between the hours of 12:00 PM and 8:00 AM there are no security guards on duty; however, the police department patrols all garages periodically.

Inadequate lighting within parking facilities, including alleys and other public-ways adjacent to facilities, were of concern to many surveyed in the public involvement process. Lighting within City-owned facilities was aged and has recently been improved in the Durham Centre, Church Street, and Corcoran Street garages. Lighting in the Chapel Hill Street garage is aged and should be considered for replacement in the near future. Replacing the existing fixtures in the Chapel Hill Street garage with new energy efficient fixture will allow improved lighting levels and reduced energy costs concurrently.

A feature in many garages related to security of the facility is the presence of security cameras. When cameras are located in a facility they are either monitored 24 hours per day by someone, whether it be in-house staff or a contracted third party, or they are set up to record to a DVR, allowing the ability to go back and review recorded video should an incident occur. The potential risk of having cameras without 24 hour monitoring is that cameras

in a facility give the perception of complete safety, when in reality, that is impossible to provide. This situation could pose a liability risk to owners of a facility. Currently, the City has security cameras installed in the Corcoran Street garage and the North Deck. Should the City consider installation of cameras in other facilities to help improve the perceived security in their garages, it is highly recommended that the City Attorney and City Manager be heavily involved in the process to minimize unwanted liability. In addition, further study, specifically focused on the security and use of cameras at garages should be considered.

Wayfinding

The City of Durham currently uses a pedestrian level wayfinding system that uses color coding and district naming to help pedestrians navigate the City. A similar concept for parking signage is not currently in place within the Downtown study area. There is signage located throughout the City that directs patrons to parking facilities; however, the signage is aged, inconsistent in design and continuity, and sparse in several locations. Exterior signage is located on each City-owned parking garage, but again, this signage is aged and inconsistent between facilities. Better delineation of City-owned parking facilities, through the use of City-wide branding, wayfinding signage, and exterior signage would make the facilities more visible and attractive to downtown visitors. A more complete review of existing wayfinding and recommended improvements is provided in a subsequent section of this document titled "Wayfinding and Parking Guidance."

Parking Management

The City of Durham does not have a dedicated department internally that manages every aspect of the parking system, including operations, maintenance, and facility improvements. Rather, City-owned parking facilities are the responsibility of several City departments. The City of Durham Department of Transportation holds the primary responsibility for the parking system by managing operations of the facilities, including providing access to monthly, hourly, and special event users. In addition, the Department of Transportation oversees a contract between the City and Lanier Parking Solutions, who is the contracted entity responsible for the day-to-day operations and general housekeeping maintenance, as well as on- and off-street enforcement of parking regulations. Finally, the Department of Transportation is responsible for auditing and reporting parking facility specific revenues and expenses. One staff member within the Department of Transportation is dedicated to parking specific tasks, including administering the Lanier Parking Solutions contract and auditing revenues and expenses.

The City of Durham General Services Department is responsible for the physical condition of the facilities, including structural and other infrastructure maintenance and repair. These responsibilities include facility assessments and construction of repairs and upgrades, including, but not limited to, structural systems, architectural features, mechanical, electrical, and plumbing systems.

Considering that parking in City-owned facilities is a multi-million dollar revenue generator, it is recommended that the City consider increasing the number of staff that is actively involved in the management of parking, including overseeing the Lanier Parking Solutions contract, disbursement of monthly parking permits, revenues, and expenses, management of strategic planning initiatives such as updating parking studies, new development parking needs, on-street curb management, facility improvements, wayfinding and signage, and overall parking system perception. A more detailed description of examples of parking management organizational structures that could be considered for implementation in the City of Durham is provided in a subsequent section of this document titled "Parking Management Organizational Options."