

# Parking Authority



## NEW HAVEN PARKING AUTHORITY/PARK NEW HAVEN

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**Acting Executive Director:**

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**NO CITY BUDGET**

**Additional Point Person:**

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### **Mission/Overview**

The Mission of the New Haven Parking Authority is to serve the well-being and economic development of the New Haven community by providing financially self-sustaining, safe, convenient and economical off-street parking and related services.

### **Legal Authority: Code of Ordinances**

The New Haven Parking Authority was established under state law, Special Laws 1951, Act No. 473 and a referendum of the electors of the City of New Haven, as amended by Special Act 1955, Act No.8, Special Laws 1955, Act No. 575, Special Laws 1967, Act No. 88, Special Laws 1980, Act No. 39and Special Laws 1981, Act No. 59, which is reprinted (in part) as Article V of Title II of Special Laws affecting the City of New Haven, and a vote of the electors of the City of New Haven.

### **ESTABLISHMENT AND BOARD OF COMMISSIONERS**

The State Enabling Acts provide: There shall be in the city of New Haven a parking authority, which shall consist of five members appointed by the mayor, not more than three of whom shall be members of the same political party, and the traffic engineer of the city of New Haven. ... [Any] vacancy shall be filled by the mayor for the unexpired term. Said authority shall select from among its members a chairman and may employ necessary personnel and shall have available as consultant the traffic engineer of the

city of New Haven to the end that he shall coordinate the development and operation of off-street parking operations with the activities of the traffic authority. The members of the authority shall serve without compensation as such members but may be reimbursed for necessary expenses. No action of said authority shall be valid unless authorized by a vote of the majority of its members taken at a meeting open to the public. Said authority shall maintain proper accounting and financial records and shall make an annual report to the mayor.

Under the statute, four members of the Authority must be present at a meeting to form a quorum and 4 affirmative votes are needed to act. An executive committee has limited ability to act in the absence of a quorum. Currently there are three vacancies for a commissioner. The current commissioners include the former head of the Chamber of Commerce (serving as Chairman), the traffic engineer of the City (ex officio), a former City controller and a former City economic development official.

Under Barnes v New Haven, the powers of the Authority were found to be constitutional. The Authority has bylaws and operates under the small committee rules of Robert's Rules of Order, which permits the chairman to vote. The Authority is subject to federal, state and local regulations affecting construction and operation of facilities under its supervision. The Authority is subject to Connecticut FIOA and files its meeting schedule with the New Haven Town Clerk.

## **POWERS**

The State Enabling Acts provide that said parking authority shall have the power in the name of the municipality to acquire, construct, reconstruct, improve, operate and maintain parking facilities in accordance with the provisions of this [special] act.

### **Acquisition of Property:**

Subject to the specific authorization and approval of the board of aldermen, after said board has received the report of the city planning commission on the suitability for parking use of any proposed real property or interest therein for use as a parking facility, said parking authority shall have the power, in the name of the municipality to acquire by purchase, gift, devise, lease, exchange or other contract or by the exercise of the power of eminent domain, real property or any interest therein necessary for or incidental to the acquisition, construction, reconstruction, improvement, operation or maintenance of said parking facilities, provided said authority shall not be empowered to take by eminent domain any property from a corporation which has the right of eminent domain, and this act shall not affect the powers of eminent domain of any such corporation. Upon the approval, as hereinafter provided, of the method or methods of financing, said parking authority shall prepare necessary plans and drawings; acquire,

construct, reconstruct or improve or contract for the construction, reconstruction or improvement of parking facilities; maintain and operate parking facilities; establish and collect reasonable off-street parking fees; lease parking facilities to any individual, firm or corporation, upon such terms and conditions as the public interest may warrant.

### **Financing of Parking Facilities:**

The State Enabling Act provides that said parking authority, subject to specific authorization and approval of the board of aldermen, is authorized to finance the acquisition, construction, reconstruction, improvement, operation and maintenance of parking facilities, including costs incidental thereto and further including in the case of revenue bonds, reserves required by the vote authorizing such revenue bonds, by any one or more of the following methods:

- (a) General obligation bonds to be issued as provided in the New Haven city charter;
- (b) Revenue bonds as provided in this act [article];
- (c) Parking fees and special charges derived from the use of parking facilities;
- (d) Appropriations duly authorized from the general fund of the city;
- (e) Assessment of benefits against the owners of real estate specifically benefited by any parking facility, whether or not such real estate abuts upon such parking facility. Such assessment shall be made by the bureau of compensation and approved by the board of aldermen in the same manner as is provided in the charter of the city of New Haven for the assessment of benefits and damages for public improvements;
- (f) Gifts, bequests, devises, grants in aid or otherwise;
- (g) On-street parking meter revenues.

The Authority has one loan with Wells Fargo Bank, approved by the Board of Aldermen last year, the proceeds of which were used for modernization and capital improvements in three facilities. Additional financing for needed upgrades is under consideration.

**Operations:** The Authority operates under the Special Laws and as an authority under Conn. Gen. Stat. Section 7-101.

**Employee Benefits/Pensions:** The Authority has its own unions and its own union contracts. Employee benefits and pension are part of the Authority's union contracts and are not an obligation of the City.

**Insurances:** The Authority purchases insurances for its facilities/lots and its operations. The City of New Haven is listed as an additional insured, The State of Connecticut and various other parties having an interest in a specific facility/lot are listed as additional insured for the particular facility/lot. Personal injury and property damage claims are handled by attorneys assigned by the insurance carrier at no cost to the City or the Authority.

## **Attention Required by March 31<sup>st</sup>**

### **Adopt FY 14-15 Budget**

The Park New Haven Operating Budget is prepared with detailing input from staff, this input relies heavily on detailed historical statistics and personal knowledge of the facilities. The Operating Budget is reviewed and recommended for approval in the same fashion as is the Capital Budget.

PNH prepares its Capital Budget based upon structural surveys, and recommendations, from engineers that specialize in parking structures. These structural surveys, along with direct input from PNH staff, are the basis of the recommendation of a Capital Plan by senior PNH staff. Both the Capital and Operating Budgets are approved in same process.

Once the Capital and Operation Budgets are prepared they are presented for information and comment to the Joint Advisory Committee (Union Station) and the Management Advisory Committee (Air Rights Garage). The prepared, and recommended, Budgets are presented via motion to the PNH Board of Commissioners for approval via a motion expected at the March 2014 Board Meeting. Upon approval, and direction of the Board of Commissioners, the Budget is acted upon for the fiscal year by PNH staff.

### **Commence Search for Permanent Executive Director**

The Acting Executive Director's contract expires June 30, 2014. In order to fill the position on a permanent basis, a nationwide search will be conducted. The Board of Commissioners will conduct the interview process and select the new Executive Director.

### **Alchemy**

Ongoing litigation and eviction action with Long Wharf Realty Corporation (PNH Tenant) for default of rent due The Parking Authority for use/lease of under garage space at the Crown Street Garage.

### **Restaurant Program**

To foster and promote economic vitality in downtown New Haven, PNH has embarked on a restaurant program with the aim of attracting diners to enjoy the various eateries that the city has to offer and also to enhance evening business in our parking garages. Two of Park New Haven's downtown garages (Crown and Temple Street) will be made available **free** of charge to the diner/customer. The actual cost of parking will be shared between Park New Haven and the participating restaurants by way of validation. Park New Haven has engaged seamless validation procedures to make the process very convenient for diners and the restaurants. Multiple marketing avenues (radio, billboards, flyers etc.) have also been pursued to address public awareness of the program.

## **Bonding for Unrestricted Facilities**

In order to carry out the FY2014 Budget PNH will be required to obtain revenue bonds to fund capital improvements necessary to bring dated facilities and systems up to date. There are multiple projects that depend upon this bonding, such projects are required to bring PNH facilities to a level acceptable to visitors, and workers, in New Haven.

## **Capital Projects**

**Air Rights Garage Entrance Ramp** – This new inbound ramp into Air Rights Garage is a requirement of the 100 College Street agreement, this will provide service road access from I-95 and I-91 directly into the Garage. This ramp will keep many cars each day from using City streets to access parking in Air Rights Garage, based upon recent scheduling this will become available to Air Rights Garage users when the service road opens in 2015.

**Air Rights Garage Security System Improvements** – Work in this project includes replacement of and improvements to aging security cameras, callboxes, access control devices and equipment within the Security Control Room. With the installation of this new equipment the capability to share security information with remote Security offices is available. The existing system is approximately ten years old and is now in need of replacement.

**Parking Access Revenue Control System** - The new Parking Access Revenue Control System replaces an antiquated system that is over eleven years old and in urgent need of replacement. This new system will provide PNH with new, modern, capabilities such as patrons being able to pay in lane, detailed reporting by facility, detailed system billing for validations, faster access and system capability to add barcode and cell phone payment systems in the future. The garages included in this project are Air Rights Garage, Union Station Garage, Temple Street Garage, Temple Medical Garage and Crown Street Garage.

**General Repairs and Improvements, Union Station Transportation Center** – This project includes general repairs to the Garage such as replacement of expansion joints, concrete/masonry restorations, waterproofing, fire standpipe system, painting and curtain wall restorations. Repairs to the Building include waterproofing, façade repairs, window caulking and concrete/masonry restoration.

**Union Station Building Mechanical and Electrical Repairs and Improvements** - Work provided under the scope of this project includes updating HVAC Control Systems, replacing three rooftop climate control units, control valves for the heating system, vestibule heating unit repairs, main lobby air handling unit repairs and other miscellaneous mechanical and electrical repairs.

**Union Station Garage Electrical Repairs and improvements** – Project scope includes the replacement of lighting fixtures, lighting control system, replacement of branch circuit conductors and miscellaneous electrical repairs/improvements to Union

Station Garage. The existing light fixtures are original to the Garage which opened in 1987.

**Facility Repairs and improvements - Temple Street, Temple Medical and Crown Street Garages** – Complete renovation of the Crown Street Garage (except elevators, see Project #13-007 below) is included in this project. Various system, concrete/masonry and waterproofing repairs were included for the Temple Street and Temple Medical Garages.

**Elevator Modernization Project, Crown Street Garage** – Under this project two elevators will be completely modernized, one elevator removed and two new elevators installed. At completion of this project there will be four new/modernized elevators in the Garage versus the three operating today. Much of the equipment undergoing modernization, or removal and replacement, has been in place since the Crown Street Garage opened.

**Air Rights Garage Repairs** – These projects include concrete repairs, waterproofing, roofing repairs, drainage repairs, electrical repairs, painting, coating, painting and glass/storefront repairs. These projects are included in routine, but mandatory, capital program to maintain the Air Rights Garage in full functional condition and serve the heavy demands primarily of visitors to the Yale-New Haven Hospital.

**Mobility Study** - Funded by Park New Haven, this study overseen by community and business stakeholders, intends to build on work of the Hill to Downtown Study. Through the Study we will identify future growth, analyze current traffic demand management practices, recommend additional TDM actions with an aim towards reducing aggregate parking demand, analyze the remaining parking demand and provide recommendations for the residual parking demand regarding cost, size, location, means and methods for a potential parking garage. Selection of consultants is expected by Thanksgiving, with work commencing immediately thereafter for completion by early Spring, 2014.

**Sherman/Tyler Parking Lot** – This project yet to be undertaken would reclaim the surface parking lot, previously used as a gravel lot, during the construction of the Smilow Cancer Center. The new lot would accommodate approximately 475 cars, be paved and meet all lighting and drainage requirements stipulated for new construction in New Haven. This lot is necessary to partially replace anticipated loss of over 600 spaces at the Dwight/Orchard Lot due to development. This project will require funding through bond issuance or other means.

### **Completion of PARCS Implementation in Parking Facilities**

Park New Haven is in the process of installing a completely new Parking Access Revenue Control System (PARCS) in its five largest garages - this replaces an

antiquated system that is over twelve years old. The new system will provide PNH with new, modern capabilities such as patrons being able to pay in lane, detailed reporting by facility, detailed system billing for validations, faster access and system capability to add barcode and cell phone payment systems in the future.

### **Union Station Transit Oriented Development Plan (TOD)**

The purpose of the plan is to advance predevelopment planning for mixed use development in and around Union Station. Finalized in September of 2013, and ready to be implemented immediately, the transit oriented development plan is a product of intense collaboration between the City of New Haven and the CT department of Transportation's Bureau of Policy & Planning as well as the Office of Rails. The Plan consists of a remerchandising strategy for the Station and a TOD strategy for the Union Station Transportation Center area.

## **Summary of Open Items**

### **Development Projects:**

#### **Mobility Study**

Funded by Park New Haven, this study overseen by community and business stakeholders, intends to build on work of the Hill to Downtown Study. Through the Study we will identify future growth, analyze current traffic demand management practices, recommend additional TDM actions with an aim towards reducing aggregate parking demand, analyze the remaining parking demand and provide recommendations for the residual parking demand regarding cost, size, location, means and methods for a potential parking garage. Selection of consultants is expected by Thanksgiving, with work commencing immediately thereafter for completion by early Spring, 2014.

#### **100 College Street**

In conjunction with the City's Downtown Crossing project and the 100 College Street development, a new Air Rights Parking Garage entrance ramp has been constructed by Park New Haven. This ramp will provide a direct connection from Route 34 connector and new tunnel service drive below 100 College Street to the 2400 space Air Rights Parking Garage. This will alleviate traffic congestion on the local streets by providing a direct connection from the highway. The new entrance ramp will be placed into service once 100 College Street is complete, circa spring 2015.

#### **Live, Work, Learn, Play**

Currently in discussion with the City chosen preferred development team, Live, Work, Learn, Play to partner with Park New Haven in the development and management of the parking garage component of the proposed mixed used development at the former coliseum site. PNH has submitted preliminary anticipated management cost estimates to the developing team.

## **Internal Operations:**

### **Restaurant Program**

To foster and promote economic vitality in downtown New Haven, PNH has embarked on a restaurant program with the aim of attracting diners to enjoy the various eateries that the city has to offer and also to enhance evening business in our parking garages. Two of Park New Haven's downtown garages (Crown and Temple Street) will be made available **free** of charge to the diner/customer. The cost of parking will be shared between Park New Haven and the participating restaurants by way of validation. Park New Haven has engaged seamless validation procedures to make the process very convenient for diners and the restaurants. Multiple marketing avenues (radio, billboards, flyers etc.) have also been pursued to address public awareness of the program.

### **Organizational Transformation**

#### **The 3-R Project - Renew, Rebrand, Reposition**

##### **Principles:**

1. Customer Experience
2. Consistent Quality Performance
3. Employee Engagement and Relations
4. Staff Empowerment and Organizational Accountability
5. Collaborating for a Vibrant New Haven

(Further outlined under Major Functions/Projects)

##### **Marketing**

Since the launch of the re-branded New Haven Parking Authority to Park New Haven in 2012, many changes in terms of how the brand is perceived and how the Authority interacts with its customers have taken place, and continue to evolve as we look ahead towards 2014. Below are marketing initiatives which are ongoing:

- **Downtown Restaurants Parking Partnership Program**
  - Launched October 1<sup>st</sup>, 2013.
  - Program will allow dining patrons to park for free, parking in Temple or Crown Street Garage after 4:00 p.m., and eating at one of the program partner restaurants.
  - Each restaurant will enjoy marketing efforts for the program that PNH and marketing partner, Mascola Group, will execute on their behalf.
  - Campaign for the pilot program will run October through December 31<sup>st</sup>, 2013 and will be evaluated before continuing.
  - Program also offers a robust media buy including digital billboards on I-95 and I-91 in New Haven, radio ads during the Traffic Reports on New Haven Area radio stations, and statewide during the program "Where We Live" on WNPR radio.

- Social media and website assets (ParkNewHaven.com) are also part of campaign.
- Media relations push on the launch of the program is also underway (as of 9/30/13).
- *Goal of the program:* 1. Urge those coming into downtown to park at a PNH facility and boost PNH's transient parking numbers; 2. Build stronger relationships with businesses downtown and engage potential customers (those coming into New Haven) with our brand to build brand awareness and recall.
- **Facility Signage Replacement Project (Ongoing)**
  - Union Station Garage Signage (Rates & Hours)
  - Air Rights Garage (Entrances & Backlit Rates & Hours)
- **Taxi Stand at Crown Street Garage**
  - PNH sponsored Taxi Stand for nightlife crowd downtown.
  - Signage and promotions throughout the downtown entertainment district.
  - Working together with Town Green and Market New Haven.
- **Valet Parking Option at Union Station**
  - Continued promotion of service.
- **Continued Marketing Efforts Together with Other Parking Operators**
  - Parking Incentives for Major Events – partnered with other parking operators to lower rates and provide an incentive for participation
  - Parking Signage for Major Events (Arts & Ideas, Tennis Tournament, etc.)
  - Further discussion on common platforms, apps, and potentially rates for special events.

## **Facilities:**

### **Union Station Lease – Expiration June 30, 2017**

Park New Haven leases the Union Station Transportation Center comprised of a large building, garage and attached surface parking lot. The operation of Union Station is governed by the following two documents, the Cooperative Agreement (between the Federal Railroad Administration, The City of New Haven and the State of Connecticut) and the Lease and Funding Agreement (parties are the State of Connecticut, The City of New Haven and the New Haven Parking Authority). The Lease and Funding Agreement granted the operation of Union Station to PNH, with a term running from July 1, 1982 through June 30, 2017. This lease may be renewed for up to three additional five year terms by mutual agreement of the State of Connecticut and the City of New Haven. Under the Lease and Funding Agreement all revenues, in excess of operating expenses, shall only be used for Capital Projects at Union Station or transferred to the State of Connecticut.

### **Union Station Transit Oriented Development Plan**

The purpose of the plan is to advance predevelopment planning for mixed use development in and around Union Station. Finalized in September of 2013, and ready to be implemented immediately, the transit oriented development plan (TOD) is a product of intense collaboration between the City of New Haven and the CT Department of Transportation's Bureau of Policy & Planning as well of the Office of Rails. The Plan consists of a remerchandising strategy for the Station and a TOD strategy for the Union Station Transportation Center area.

### **PARCS Implementation**

Park New Haven is in the process of installing a completely new Parking Access Revenue Control System (PARCS) in its five largest garages - this replaces an antiquated system that is over twelve years old. The new system will provide PNH with new, modern capabilities such as patrons being able to pay in lane, detailed reporting by facility, detailed system billing for validations, faster access and system capability to add barcode and cell phone payment systems in the future.

### **Granite Square Garage Lease**

Subject to a long term garage lease supporting the Granite Square Complex. The lease is tied to the financing costs to build the garage, which exceed the income derived from operations. The Lease ends March 31, 2015.

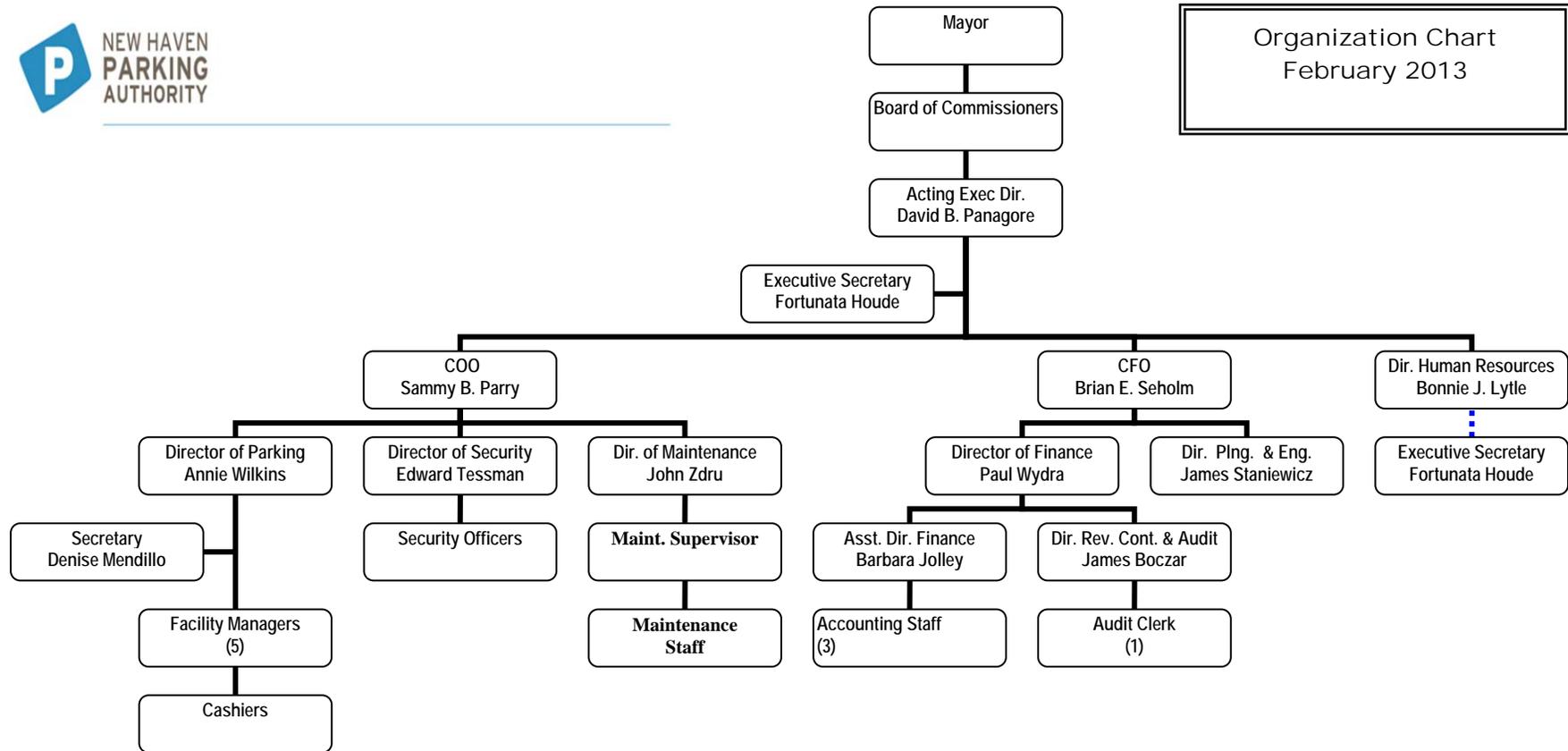
### **Security Improvements – Air Rights Garage**

The existing security system at Air Rights Garage was designed and engineered in 2002. At the time the security system was considered to be a state-of-the art system. Due to its age and condition, the individual systems and their components are being redesigned and reengineered in an effort to install a new, fully integrated security system that would support the needs of our patrons at Air Rights Garage.

# Organizational Chart



Organization Chart  
February 2013



**Budget Summaries for FY2014**

***New Haven Parking Authority, General Fund***

| Item  | Budget              | Uses   |
|---|---------------------|--|
| <b>TOTAL REVENUES</b>   | <b>\$10,140,571</b> | Monthly and transient revenues generated from operation of Parking Facilities  |
| <b>Expenses:</b>  |                     |  |
| Personnel – Wages   | \$2,673,429         | Wage costs for 58 employees  |
| Personnel – Benefits  | \$1,536,975         | Benefits costs for 58 employees  |
| Facilities Expenses   | \$2,257,258         | Utilities, Insurance, Service Agreements, Contracted Services, Supplies and Other Expenses incurred in operating Parking Facilities                          |
| Pilot to City of New Haven  | \$2,000,000         | Payment to City of New Haven *   |
| Rental – Lot  | \$1,078,224         | Lot rental paid to City of New Haven Economic Development  |
| Debt Service Costs  | \$793,753           | Interest and Principal on outstanding Debt   |
| <b>TOTAL EXPENSES</b>   | <b>\$10,339,639</b> |  |
| <b>Major Capital Expenditure Activities</b>   |                     |  |
| Facility Repairs & Improvements Project (08-017)  | \$5,993,133         | Repair, Improvement and Modernization of Crown Street, Temple Street and Temple Medical Garages  |
| Elevator Modernization Project - Crown Street Garage (13-007)   | \$1,598,313         | Modernization of two elevators, replace one completely and add an additional elevator. Elevator count will go from three to four in the Crown Street Garage. |
| Parking Access Revenue Control System, Complete Replacement (11-012)  | \$1,155,728         | The replacement, upgrade, of all parking access revenue control equipment in the Unrestricted Facilities. This is a system-wide project.                     |
| Plus 14 smaller projects.   |                     |  |
| * - New Haven Parking Authority provided this PILOT as a means for underwriting portions of the City Budget, but with new initiatives these funds may be required in part or in whole for the NHPA initiatives. |                     | <b>GENERAL FUND</b> CONSISTS OF ALL FACILITIES EXCEPT AIR RIGHTS GARAGE AND UNION STATION TRANSPORTATION CENTER (SPECIAL FUND FACILITIES LISTED SEPARATELY). |

| <b>Budget Summaries for FY2014</b>                                   |                     |   |
|--|---------------------|---|
| <b><i>New Haven Parking Authority, Special Fund</i></b>              |                     |   |
| Item   | Budget              | Uses  |
| <b>TOTAL REVENUES</b>  | <b>\$14,161,162</b> | Monthly and transient revenues generated from operation of Parking Facilities   |
|  |                     |   |
| <b>Expenses:</b>   |                     |   |
| Personnel - Wages  | \$1,533,004         | Wage costs for 66 employees   |
| Personnel - Benefits   | \$1,195,208         | Benefits costs for 66 employees   |
| Facilities Expenses  | \$4,464,484         | Utilities, Insurance, Service Agreements, Contracted Services, Supplies and Other Expenses incurred in operating Parking Facilities                   |
| Debt Service Costs   | \$2,949,553         | Interest and Principal on outstanding Debt  |
| Capital Reserve  | \$1,517,220         | Reserves for Renewal & Replacement of Capital Assets  |
| <b>TOTAL EXPENSES</b>  | <b>\$11,659,469</b> |   |
|  |                     |   |
|  |                     |   |
| <b>Major Capital Expenditure Activities</b>                          |                     |   |
|  |                     |   |
| Air Rights Garage New Entrance Ramp (11-009)                         | \$1,861,500         | Construct new entrance ramp in Air Rights Garage from basement level, project is related to Downtown Crossing and 100 College Street Projects.        |
| ARG- Security System Improvements (13-013)                           | \$1,802,500         | Repair, replace and upgrade the security surveillance equipment at Air Rights Garage.   |
| Parking Access Revenue Control System, Complete Replacement (11-012) | \$1,237,188         | The replacement, upgrade, of all parking access revenue control equipment in the Air Rights and Union Station Garages. This is a system-wide project. |
| General Repairs & Improvements Union Station Building (08-016B)      | \$2,434,400         | Building roof, exterior, façade, waterproofing, concrete and masonry repairs. New fire standpipe system.  |
| Plus 29 smaller Special Fund projects.                               |                     |   |
|  |                     |   |
|  |                     |   |
|  |                     |   |
|  |                     | <b>SPECIAL FUND FACILITIES ARE AIR RIGHTS GARAGE AND UNION STATION TRANSPORTATION CENTER.</b>   |
|  |                     |   |

| <b>Budget Summaries for FY2014</b>  |                     |  |
|---|---------------------|--|
| <b><i>New Haven Parking Authority - CONSOLIDATED</i></b>  |                     |  |
| Item  | Budget              | Uses   |
| <b>TOTAL REVENUES</b>   | <b>\$25,388,623</b> |  |
|   |                     |  |
| <b>Expenses:</b>  |                     |  |
| Personnel - Wages   | \$4,206,433         | Wage Costs for all 124 employees.  |
| Personnel - Benefits  | \$2,732,183         | Benefits costs for 124 employees   |
| Facilities Expenses   | \$6,721,742         | Utilities, Insurance, Service Agreements, Contracted Services, Supplies and Other Expenses incurred in operating Parking Facilities                          |
| Debt Service Costs  | \$3,743,306         | Interest and Principal on outstanding Debt   |
| Capital Reserve   | \$1,517,220         | Reserves for Renewal & Replacement of Capital Assets   |
| Pilot to City of New Haven  | \$2,000,000         | Payment to City of New Haven *   |
| Rental - Lot  | \$1,078,224         | Lot rental paid to City of New Haven Economic Development  |
| <b>TOTAL EXPENSES</b>   | <b>\$21,999,108</b> |  |
|   |                     |  |
| <b>Major Capital Expenditure Activities</b>   |                     |  |
|   |                     |  |
| Air Rights Garage New Entrance Ramp (11-009)  | \$1,861,500         | Construct new entrance ramp in Air Rights Garage from basement level, project is related to Downtown Crossing and 100 College Street Projects.               |
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| Plus 43 smaller projects.   |                     |  |
| * - New Haven Parking Authority provided this PILOT as a means for underwriting portions of the City Budget, but with new initiatives these funds may be required in part or in whole for the NHPA initiatives. |                     |  |

## **Major Functions/Projects**

Organizational Transformation

The 3-R Project – Renew, Rebrand, Reposition

### **Principles:**

1. Customer Experience
2. Consistent Quality Performance
3. Employee Engagement and Relations
4. Staff Empowerment and Organizational Accountability
5. Collaborating for a Vibrant New Haven

## **Changes/Improvements Made in Past Six Months**

### **Personnel/Administration**

Finalized and Adopted Employee Handbook

Partnered with New Haven Works for Job Openings

Reduction in Sick Leave Accrual and Payout for All Employees

Instituting a Maintenance Employee Training Program

Replaced all Defunct Employee Chairs

Mystery Shopper Program

Employee Discipline Program

Computerized Procurement

Improved Director Authority and Control over Dept. Budgets

Revised Procurement Policies

New server, personal computers, printers, and other peripherals for improved performance

New management P&L's to support decision-making

Check scan deposits being made instead of over-the-counter deposits of office receipts for improved efficiency

### **Facilities**

PARCS – new revenue control system installation for all facilities

Instituted Cashier Identification System (Name Plates on Booths)

Instituted Work Order Tracking System

Installed Lock Boxes in Each Facility – improved efficiency

RFP for guard tour system for Security employees

Air Rights Garage Emergency Communication and Action Plan

Air Rights Garage Security System Improvements

Air Rights Garage New Entrance Ramp

Crown Street Garage Taxi Stand

Crown Street Garage Elevator Improvements

Union Station Charging Stations  
Union Station Shoe Shine Stand  
Union Station Exterior Entry/Exit Doors Replacement  
Union Station Motorcycle Parking Area  
Union Station Elevator Improvements  
Union Station Taxi Regulations and improved quality of taxi operation  
Union Station Instituted Valet Parking Program Improvement

### **Community Relations**

Valet Parking Advertising  
Social Media Advertising  
Market New Haven Partnership  
Arts and Ideas Partnership  
Downtown Parking Partnership  
Discount Coupons for Special Events  
Restaurant Parking Discount Program  
Marketing of “Park New Haven” brand  
Improved PNH website  
Residential Parking Program  
Zip Car and Charging Stations

## **STRUCTURED FACILITIES**

**Air Rights Garage** – Subject to a rate, revenue and repair covenants set forth in a Parking Agreement with YNHH and Yale University. YNHH and Yale University support the facility through the purchase of parking permits. Operations and rates are subject to the Management Advisory Committee consisting of representatives of the City, NHPA and YNHH.

**Under Air Rights Garage (UARG)** – The parking area underneath the Air Rights Garage. The UARG was and after construction of the 100 College Street Project will be accessed from the former Route 34 off the I-95 and I-91 highways. During the construction of the 100 College Street Project access is through the Air Rights Garage. The City has signed a multi-year license with the Authority to provide the UARG to Connecticut Mental Health and NHPA has signed a contemporaneous license with Connecticut Mental Health. The travel lanes of the UARG are shared with Yale New Haven Hospital and 55 Park Street, LLC that have a loading dock at Park Street.

**Union Station Transportation Center and Garage** – State Lease which terminations in July 2017. All aspects of management of the Station and Garage are controlled by NHPA with advice from and review by the Joint Advisory Committee consisting of

representatives of the City, NHPA and ConnDOT. See report and Kelly Murphy Memo Sept 2013.

The rail operations in the Station are controlled by agreements with the State, Metro North, Amtrak and the Federal Railway Administration. The commercial space leasing is handled by the Authority. Vending machines are controlled by the Connecticut Board of Education for the Services for the Blind and Disabled.

The Garage was financed with State funds which are repaid from the operations. Net income from the Garage is used for capital improvements to the Station and the Garage and the excess is returned to the State.

**Chapel Square Underground Garage (under Omni Hotel)** – leased for 99 years. No control in NHPA.

**Crown Street Garage** – Subject to written overnight parking arrangements with the Taft Apartments and other downtown residential landlords under provisions of the New Haven Zoning ordinance and subject to validation agreements with local businesses.

**Granite Square Garage** – Subject to a long term garage lease supporting the Granite Square Complex. The lease is tied to the financing costs to build the garage, which exceed the income derived from operations. The Lease ends March 31, 2015.

**Temple Street Garage** – Subject to long term lease of 700 spaces to Gateway Community College at preferential rates. Subject to long term parking agreement with TSA II Limited Partnership (owner of Temple Medical Complex), including construction and maintenance of pedestrian bridge over Temple Street. Subject to long term ground lease covering street level retail area of primarily restaurants.

**Temple George aka Temple Medical Garage** – Subject to Right of First Refusal in favor of TSA II Limited Partnership if sold. Subject to agreement for construction and maintenance of a pedestrian bridge across George Street to New Haven Hotel.

## **SURFACE LOTS**

1. The lot at Orange Trumbull Bradley (adjacent to the I-91 Trumbull Street exit ramp) is a combination of land acquired by NHPA under its eminent domain powers and a lease of highway Right of Way from the State of Connecticut. The lot supports businesses and residents in the Orange Trumbull Bradley area.

2. Several surface lots in jurisdiction of NHPA (from acquisitions by NHRA or City acquiring authorities) until sold for development. Examples are: State Audubon, Dwight Orchard, Orchard Sherman, 432 State Street, State Pulaski and George Street. These lots are subject to annual licenses from the City which are terminable upon notice.
3. Several surface lots acquired at neighborhood requests to prevent blight and to provide neighborhood parking under special authority given by the Board of Aldermen. Some are subject to neighborhood parking agreements. Examples are Olive Chapel, Franklin Chapel and State Mechanic. These lots tend to be small and are leased to neighborhood businesses and residents for the costs of maintenance.
4. Portions of lots secured from the State of Connecticut in unused highway rights of way, terminable by the State at any time, such as the portion of State Pulaski adjacent to I-91.
5. State Wall lot acquired as a site for a garage under State grants. Currently undergoing environmental remediation.
6. The lots at Congress Ave., Washington Ave. and Lafayette St. are maintained and leased until the successor to Schnip Development Corp. serves notice under the master City - Schnip Development Corp. Agreement for the Hill that the successor is taking the lots for future development. The lots support YNHH and the Yale School of Nursing.

## **LEASES**

### **Parking Leases**

The Special Laws permit the leasing of parking spaces. In general the Authority does not enter into leases of parking spaces as to do so can prevent the use of tax exempt funding to construction or maintain the parking structure. The sole current lease is a lease of the Temple Street Garage with the State of Connecticut to provide parking for the students at Gateway Community College.

### **Non-Parking Leases**

The Special Laws permit the leasing of commercial space in a facility by bid or with the approval of the Authority and the City Board of Aldermen. The Special Act requires that the tenant pay a payment in lieu of taxes ("PILOT") in an amount equivalent to the real estate taxes that would have been payable if the leased space were not owned by the City. The City Assessor and the City Tax Collector set the amount of and bill the PILOT to the tenant. Examples of non-parking leases are the commercial spaces in the Crown Street, Temple Street and Temple George Garages.

New Haven Parking Authority maintains leases with the following tenants at the locations listed below:

**Air Rights Garage**

Medical Center Realty

**Crown Street Garage**

Long Wharf Realty Corporation  
Olympia Building

**Temple Medical Common Elements**

FUSCO Management  
New Haven Parking Authority

**Temple Medical Garage**

Temple Physical Therapy

**Temple Street Garage**

Temple Street Arcade

**Union Station**

Amtrak

Avis

Connecticut Board of Education & Services for the Blind

Connecticut Department of Transportation

Greater New Haven Convention & Visitor's Bureau

Greyhound Lines

Metro North

New Haven Parking Authority

New Haven Union News

Seema Donuts

Union Pizza

Webster Bank

**MAJOR PROJECTS**

**PARCS Implementation**

Park New Haven is in the process of installing a completely new Parking Access Revenue Control System (PARCS) in its five largest garages - this replaces an antiquated system that is over twelve years old. The new system will provide PNH with new, modern capabilities such as patrons being able to pay in lane, detailed reporting by facility, detailed system billing for validations, faster access and system capability to add barcode and cell phone payment systems in the future.

**Union Station Lease – Expiration June 30, 2017**

Park New Haven leases the Union Station Transportation Center comprised of a large building, garage and attached surface parking lot. The operation of Union Station is

governed by the following two documents, the Cooperative Agreement (between the Federal Railroad Administration, The City of New Haven and the State of Connecticut) and the Lease and Funding Agreement (parties are the State of Connecticut, The City of New Haven and the New Haven Parking Authority). The Lease and Funding Agreement granted the operation of Union Station to PNH, with a term running from July 1, 1982 through June 30, 2017. This lease may be renewed for up to three additional five year terms by mutual agreement of the State of Connecticut and the City of New Haven. Under the Lease and Funding Agreement all revenues, in excess of operating expenses, shall only be used for Capital Projects at Union Station or transferred to the State of Connecticut.

### **Mobility Study**

Funded by Park New Haven, this study overseen by community and business stakeholders, intends to build on work of the Hill to Downtown Study. Through the Study we will identify future growth, analyze current traffic demand management practices, recommend additional TDM actions with an aim towards reducing aggregate parking demand, analyze the remaining parking demand and provide recommendations for the residual parking demand regarding cost, size, location, means and methods for a potential parking garage. Selection of consultants is expected by Thanksgiving, with work commencing immediately thereafter for completion by early Spring, 2014.

### **Union Station Transit Oriented Development Plan**

Finalized in September of 2013, and ready for immediate implementation, the transit oriented development plan (TOD) is a product of intense collaboration between the City of New Haven and the CT Department of Transportation's Bureau of Policy & Planning as well of the Office of Rails. The Plan consists of a remerchandising strategy for the Station and a TOD strategy for the Union Station Transportation Center area.

### **Organizational Transformation**

#### **The 3-R Project – Renew, Rebrand, Reposition**

##### **Principles:**

1. Customer Experience
2. Consistent Quality Performance
3. Employee Engagement and Relations
4. Staff Empowerment and Organizational Accountability
5. Collaborating for a Vibrant New Haven

### **100 College Street**

In conjunction with the City's Downtown Crossing project and the 100 College Street development, a new Air Rights Parking Garage entrance ramp has been constructed by Park New Haven. This ramp will provide a direct connection from Route 34 connector and new tunnel service drive below 100 College Street to the 2400 space Air Rights Parking Garage. This will alleviate traffic congestion on the local streets by providing a

direct connection from the highway. The new entrance ramp will be placed into service once 100 College Street is complete, circa spring 2015.

### **Live, Work, Learn, Play**

Currently in discussion with the City chosen preferred development team, Live, Work, Learn, Play to partner with Park New Haven in the development and management of the parking garage component of the proposed mixed used development at the former coliseum site. PNH has submitted preliminary anticipated management cost estimates to the developing team.

### **Granite Square Garage Lease**

Subject to a long term garage lease supporting the Granite Square Complex. The lease is tied to the financing costs to build the garage, which exceed the income derived from operations. The Lease ends March 31, 2015.

### **Security Improvements – Air Rights Garage**

The existing security system at Air Rights Garage was designed and engineered in 2002. At the time the security system was considered to be a state-of-the art system. Due to its age and condition, the individual systems and their components are being redesigned and reengineered in an effort to install a new, fully integrated security system that would support the needs of our patrons at Air Rights Garage.

### **Crown Street Garage Elevator Repairs**

Under this project two elevators will be completely modernized, one elevator removed and two new elevators installed. At completion of this project there will be four new/modernized elevators in the Garage versus the three operating today. Much of the equipment undergoing modernization, or removal and replacement, has been in place since the Crown Street Garage opened.

### **Capital Projects/Repairs Union Station Transportation Center**

**General Repairs and Improvements:** This project includes general repairs to the Garage such as replacement of expansion joints, concrete/masonry restorations, waterproofing, fire standpipe system, painting and curtain wall restorations. Repairs to the Building include waterproofing, façade repairs, window caulking and concrete/masonry restoration.

**Mechanical and Electrical Repairs and Improvements:** Work provided under the scope of this project includes updating HVAC Control Systems, replacing three rooftop climate control units, control valves for the heating system, vestibule heating unit repairs, main lobby air handling unit repairs and other miscellaneous mechanical and electrical repairs.

**Union Station Garage Electrical Repairs and improvements:** Project scope includes the replacement of lighting fixtures, lighting control system, replacement of branch circuit conductors and miscellaneous electrical repairs/improvements to Union Station Garage. The existing light fixtures are original to the Garage which opened in 1987.

## **Key Systems/Processes**

### **Managing/Enrolling Monthly Parkers**

When prospective customers contact us and there is no space available, they are placed on a waiting list with their contact info. When space becomes available the staff attempts to contact that person. If we are unable to speak with them we will leave a message. Generally we give two weeks for a positive reply, then move on to the next name on the list. When customer accepts they complete an application and pay for at least the first month of parking, along with a keycard deposit. They may elect to have their credit card charged automatically on a monthly basis to pay their parking charges.

### **Hiring Process**

All Union positions are posted to the appropriate bargaining unit for three days in compliance with the current collective bargaining agreements. The most senior employee who bids on and is qualified for the position is awarded the bid. If no Union employees bid on the position, the position is then advertised to the public. In accordance with our partnership with New Haven Works, they are also notified of open positions.

### **Procurement Policy**

The New Haven Parking Authority follows a written policy, as adopted by the Board of Commissioners, when procuring services of materials in the course of operations. The policy sets for specific terms of reference for both methodology and approval limits for materials and services procured. The full policy is available in the administrative office.

### **Parking Rates**

The staff of the New Haven Parking Authority evaluates market conditions, surveying downtown New Haven facilities at least annually, to set monthly and transient parking rates for facilities operated in our system. Rates are prepared to maximize the facility utilization while supporting the growth and development of the City of New Haven. Rate structures are then recommended by staff for approval by the Board of Commissioners of the New Haven Parking Authority each year. Board of Commissioner approval is required prior to implementation of parking rates in all facilities operated by the Authority.

### **Insurance Claims**

NHPA carries comprehensive property, liability and Workers' Compensation insurance. The policies include the City as additional insured for all locations. Where third parties such as the State, YNHH or developers as involved at a specific location, the entity is also named as an addition insured.

All insurance claims and lawsuits, including general liability and workers' compensation, are submitted to the Director of Human Resources, who then directs the claims to the appropriate insurance carrier for processing.

### **Monthly Board Meetings**

The Board of Commissioners meets once a month, usually on the third Monday of each month at 5:30 p.m. Minutes are available in the administrative office

### **Security of Cash and Cash Handling**

Cash and checks collected by the cashiers are deposited nightly at Wells Fargo. Credit card transactions are also processed at the booths, and that cash is generally deposited into Wells Fargo by the credit card processor within two business days. Cash received in the offices is deposited into the Finance department safe, for later deposit or use as petty cash. Checks received in the offices are deposited into Wells Fargo by way of Desktop Deposit (check scanning). Credit cards are also processed in the offices. Checks are also received processed by Citizens Bank and deposited in accounts there. Various internal transfers are made by the Director of Finance on a regular basis to place cash in the proper accounts. Critical cash balances are monitored at least weekly.

### **Interrelationship with Economic Development**

PNH works closely with the City's Office of Economic & Business Development to coordinate our actions, both relative to parking in conjunction with the Transportation, Traffic & Parking Department and development itself through City Plan and Economic Development Commission.

## **System Deficiencies/Attention Required**

### **Condition Surveys**

These surveys are completed annually by a contracted engineering firm and specify the current condition of the facilities along with what repairs need to be made and the recommended timeframe. The surveys are available in the administrative office.

### **Infrastructure Modernization and Upgrades Needed**

Park New Haven has been deficient in upgrading and modernizing its facilities. Major improvements will be made through the new Parking Access Revenue Control System and the new Parking Guidance System as described below.

### **Implementing Technology of the 21<sup>st</sup> Century**

Park New Haven is in the process of installing a completely new Parking Access Revenue Control System (PARCS) in its five largest garages - this replaces an antiquated system that is over twelve years old. The new system will provide PNH with new, modern capabilities such as patrons being able to pay in lane, detailed reporting by facility, detailed system billing for validations, faster access and system capability to add barcode and cell phone payment systems in the future.

Park New Haven is in the process of installing a Parking Guidance System in the Air Rights Garage. This guidance system will provide patrons of the Air Rights Garage with information on parking space availability by floor. The new system's information will make it easier for the Air Rights Garage patron to find available parking faster and make their overall parking experience better.

### **Security Systems**

There is no consistent or cohesive application of security systems through the portfolio to include access control, closed circuit television systems (CCTV), burglar alarm, and panic / duress alarm.

### **Delegation of Authority**

Employees have never been empowered to make decisions to address the needs of the business. Decisions were at the discretion of the Executive Director. Department Heads and staff are now being held accountable for their respective departments, staff and budget and are being empowered to make sound business decisions based on the needs of the business.

### **Parking Violation Tickets**

There needs to be better exchange of data between the City of New Haven Department of Transportation, Traffic & Parking and the New Haven Parking Authority regarding the off-street tickets that are issued by New Haven Parking Authority Security Officers and the fees generated for the City of New Haven.

### **Filling All Board Vacancies**

The Board of Commissioners consists of six members appointed by the Mayor. There have been two vacant positions on the Board for the past several years. In order to maintain quorums for the monthly meetings, it is important that all of the positions are filled.

### **Filling Executive Director Position After June 30, 2014**

The Acting Executive Director's contract expires June 30, 2014. In order to fill the position on a permanent basis, a nationwide search will be conducted. The Board of Commissioners will conduct the interview process and select the new Executive Director.

### **Granite Square Garage**

Subject to a long term garage lease supporting the Granite Square Complex. The lease is tied to the financing costs to build the garage, which exceed the income derived from operations. The Lease ends March 31, 2015.

### **Retail Leasing**

#### **Temple Street Garage Commercial Space**

The street level commercial space, approximately 16,000 SF, is leased to Temple Street Arcade LLC (Nicotra). It is a ground lease. Temple Street Arcade is responsible for all aspects of managing this property. They sublease to the commercial tenants occupying the space. Presently two restaurants and a construction field office are in business. There is one vacant space. The rental is a fixed fee independent of tenant occupancy, plus an additional rental fee based on gross rentals. While the rent income to NHPA is typical for similar rental arrangements at Crown Street Garage and Air Rights Garage, the principal drawbacks are a relatively long term at Developer's option - up to forty years renewal, and the lack of control PNH is able to exert.

#### **Air Rights Garage Commercial Space**

The street level commercial space, approximately 20,000 SF, is leased to Medical Center Realty, affiliated with Yale New Haven Hospital. It is a ground lease. Medical Center Realty is responsible for all aspects of managing this property. They sublease to the commercial tenants occupying the space. There are several food services, a fitness center, a convenience store and some medical offices. The rental is tied into gross income. The lease expires in 2023 but there are renewal options at Developer's option. The principal drawbacks are a relatively long term at Developer's renewal options, and the control of the rental is the Developer's.

### **Crown Street Garage Commercial Space**

The street level commercial space is leased to Long Wharf Realty Corporation. It is a ground lease. Long Wharf Realty is responsible for all aspects of managing this property. They sublease to the commercial tenants occupying the space, which is presently a nightclub affiliated with the principles of Long Wharf Realty Corporation. The rental is a fixed fee; however, it has not been paid in years and there is a history of complaints. While it maintains a revenue stream, its principle drawback is relative to the degree of control PNH is able to exert.

### **Temple Medical Garage Commercial Space**

This is a vacant shell under no lease.

### **Union Station Building**

The State leases Union Station to the City, which assigned the lease to the New Haven Parking Authority. The Authority directly subleases to the commercial space tenants. Leases are generally for five- year terms with renewal options at NHPA's consent. Rents are market or above. Occupancy is essentially full.

**Supporting Documents** (on file in administrative office)

**Bibliography**

Monthly Reports  
Board Meeting Minutes  
Procurement Policy  
Conditions Survey