



PARKING SOLUTION: THE NEXT STEP

APRIL 2014

**Submitted by:
Michael P. Crotty, Town Manager**



PARKING SOLUTION: THE NEXT STEP

Overview

The title of this report – “Parking Solution: The Next Step” is indicative of the effort over the past several months to move the parking solution from discussion/analysis to implementation.

This report attempts to provide the necessary information to the Town Commission, residents and business community regarding the process and issues to achieve a parking solution. This report is a product of the combined efforts of Town Staff who worked diligently in its preparation.

What is the Next Step in the Parking Solution? A dual track approach is recommended to be implemented to begin this Next Step. The report outlines the analysis and process utilized to recommend the following action steps regarding next steps to achieving the parking solution.

Recommendation

A. Abbott Lot (2 Story Level Parking Structure with possible option for rooftop level parking; 390 Spaces)

- 1. Authorize a survey of the Abbott Lot (including all utilities; alley setbacks and building heights of Harding Avenue buildings) and geotechnical/soil analysis (minimum 8 borings) \$30,000.**
- 2. Authorize the consulting engineering firm selected as a result of the current RFQ solicitation to develop/prepare a Request for Proposal for design/build services to include identification of milestones during the process for community and Commission input/review; design creativity/features; architectural standards; parking structure technical, and structure features and layout; landscaping; safety/security/traffic; and parking systems.**

~and~

B. Post Office Lot – Public-Private Partnership (P3)

Approve the March 21, 2014 Public-Private Partnership Advisory Services proposal submitted by Lambert Advisory in the amount of \$18,500 in order to begin the P3 process by conducting analysis and developing an outline of strategic opportunities for the Post Office Lot.

PARKING SOLUTION: THE NEXT STEP

I. Introduction

The Parking Structure Feasibility Study (Parking Study) authorized by the Town Commission in 2012 was completed in March 2013 by Rich & Associates, Inc. The report identifies three sites with a number of alternatives for a parking structure (Abbott Lot, Post Office and 94th Street Lot).

As part of the introduction to the report, it is useful to outline what is not the focus/purpose of the report and what the focus/purpose of the report is.

This report is **not** intended to reiterate the findings of the Parking Study or attempt to validate the Parking Study's findings. For those interested in obtaining specific details of the Parking Study, the Parking Study's Executive Summary is included in this report as **Attachment 1** and the table detailing the Parking Study's determination of parking space deficiency (303 parking space deficiency) is **Attachment 2**. Also, the full Parking Study is available on the Town's website: www.townofsouthsidefl.gov.

Therefore, the focus/purpose of this report is to determine how the Town can take the next step in arriving at a parking solution. More specifically, the report is intended to be responsive to the direction provided by the Commission at its October 2013 meeting as follows:

- Acknowledging the parking deficiencies in the business district; (shortage of parking spaces presents unacceptable conditions for businesses and customers and needs a comprehensive solution).
- Supporting the outreach effort to develop a final report to be prepared no later than April 1, 2014 containing: detailed recommendations on parking facility improvements to address deficiencies including location; financing options and construction timeframes.
- Recognition that the Commission retains the ultimate decision making authority in how the recommendations of the report are implemented, including method of approval.

[Attachment 3 Parking Outreach Report approved by the Town Commission action at its October 8, 2013 meeting]

In addition to meeting the above direction provided by the Commission at its October 2013 meeting, recommendations contained in this report will, at a minimum, provide recommendation(s) on a parking solution addressing 60% of the Parking Study's identified deficiency of parking spaces (60% x 303 = 182 spaces). This will provide a meaningful recommendation to substantially address the documented parking deficiency.

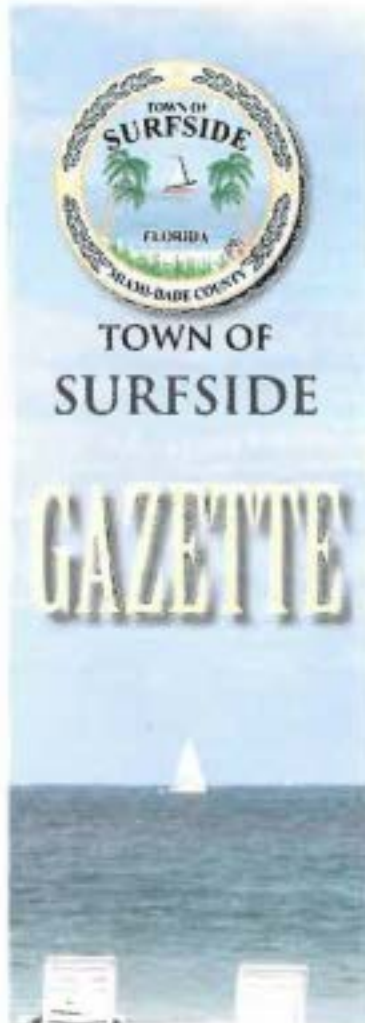
II. Approach/Methodology for Preparation of Report

I. Public Notification and Involvement

The public process utilized to address the decades old challenge of parking in Surfside is a key component in bringing about a successful outcome.

In order to provide transparency to the process and encourage public participation and input, the initial steps were devoted to public outreach and education including:

- November DVAC meeting being devoted to discussion with business owners on the Parking Study. Each business owner received an invitation to the meeting.
- A Community Dialogue was held on December 18, 2013 as an opportunity for residents to participate in the process. The front page of the December 2013 Gazette provides the invitation to residents:



Town Manager's Message

PARKING!

Community Dialogue on Parking
December 18, 2013 at 7 pm
Commission Chambers - Town Hall, 2nd Floor

Of the many things I have learned since becoming your Town Manager, a comprehensive Town-wide parking solution is a critical community need. We as a community need to stem the tide of falling further and further behind in solving this challenge and tackle it head on.

The Town Commission has demonstrated the leadership to reinvigorate the process by authorizing a Parking Feasibility Study. This comprehensive report (on the Town's website) details not only the parking deficiencies for both the downtown and multi-family district, it also provides a variety of viable solutions. This study, added to the number of committee and community discussions, has laid the ground work for a community awareness on a vision for addressing parking needs.

We are at the final stages of a process to garner understanding, consensus and support before a recommendation is presented to the Town Commission in April 2014. I recognize that there are those in our community who wish to maintain the status quo or are concerned with the consequences of change. I encourage you to be an active participant in this process. Your views are important and the process requires that all views of the community are included in this community dialogue.

What can be done to ultimately address this long standing community issue? Most importantly, attend the December 18 meeting. The presentations made to the DVAC and Town Commission regarding the Parking Feasibility Study are being rebroadcast on Channel 77 or can be viewed via the Town website: www.townofsurfsidefl.gov (see box below).

We must come together as a community to identify a clear path for the Town Commission's ultimate action on an approval, implementation and funding of a parking solution. It will enhance and support a downtown district that is reclaiming it's storied and successful past and has struggled for decades on this issue. Also, it will lay the groundwork for developing a town-wide parking strategy that will include the multi-family districts. How and what we do requires your input and validation. I need your help. See you on December 18!

Wishing you and your family a great holiday season.

Michael Crotty, Town Manager

Residents are encouraged to watch, or record for later viewing, the Parking Structure Feasibility Study Presentation to DVAC (March 20) and to the Town Commission (April 9) on Channel 77, or streaming on the Town's website, between 11 am and 2 pm daily. Both of these meetings are also available through the Commission & Miscellaneous Meeting Videos on the Public Records section of the Town's website.

- As noted in the above Gazette article, previous meetings at which the Parking Structure Feasibility Study was presented to DVAC and the Commission was rebroadcasted on Channel 77 at least 12 times leading up to the December 18 Community Dialogue. Also notification of the meeting was sent out as a website eblast.
- Approximately 40 residents attended the Community Dialogue. The Parking Study was discussed along with various proposals to address the parking shortage. The majority in attendance expressed their support of the Town to proceed in the most

expeditious manner to build a structure. One person in attendance advocated for a referendum on the issue. There was a favorable response to a possible solution at the Town Hall/Community Center Municipal complex and there was support for more than one structure. Support was voiced for a private, public partnership for the 94th Street Lot and for a parking structure at the Abbott Lot and/or Post Office Lot. There were a few residents who expressed their opinion that there is not a need to address the parking situation as they feel the need does not exist.

The Town Manager followed up and met with residents who expressed opinions that a structure wasn't warranted. Also, a resident prepared a self-prepared parking count report in support of his position that there is not a parking shortage. This report was submitted to DVAC and the Commission.

2. Process Leading to Report Preparation

In addition to the public outreach, the following activities/steps were initiated to assist in the preparation of this report:

A. Discussion with "Subject Matter Experts"

Five meetings were held with subject matter experts in both public and private sectors in order to assist Staff in its analysis of the options contained in the Parking Study including privatization of Town's parking facilities/programs (parking concession option); options available to implement parking structure (design/bid/build; design/build; Best Value; P3, etc.); and "piggy-backing" on a public entities approved list of design/build firms.

B. Public-Private Partnerships (P3)

Each of the locations for a possible parking structure contained in the Parking Study includes at least one option for a P3. The authority for a P3 is contained in Section 343.962 F.S. (**Attachment 4**). Considerable effort was invested in the preparation of this report relating to P3's including:

- Attendance by the Assistant Town Attorney at a 2 day educational session entitled "The Nuts and Bolts of P3 Projects in Florida – How to Get Started with PPP Opportunities Including Unsolicited Proposals". The session was sponsored by Florida Council for Public-Private Partnerships and the Greater Miami Chamber of Commerce.
- Held numerous meetings/discussions with individuals and/or development companies interested in possible P3 relationships on sites identified in the Parking Study. Reflective of the interest of the development community to invest in Surfside, each of the contacts were unsolicited by the Town.
- Discussion held with owner of the Post Office property and U.S. Postal representatives.
- Meetings/discussions with 3 firms who provide professional services relating to P3's.

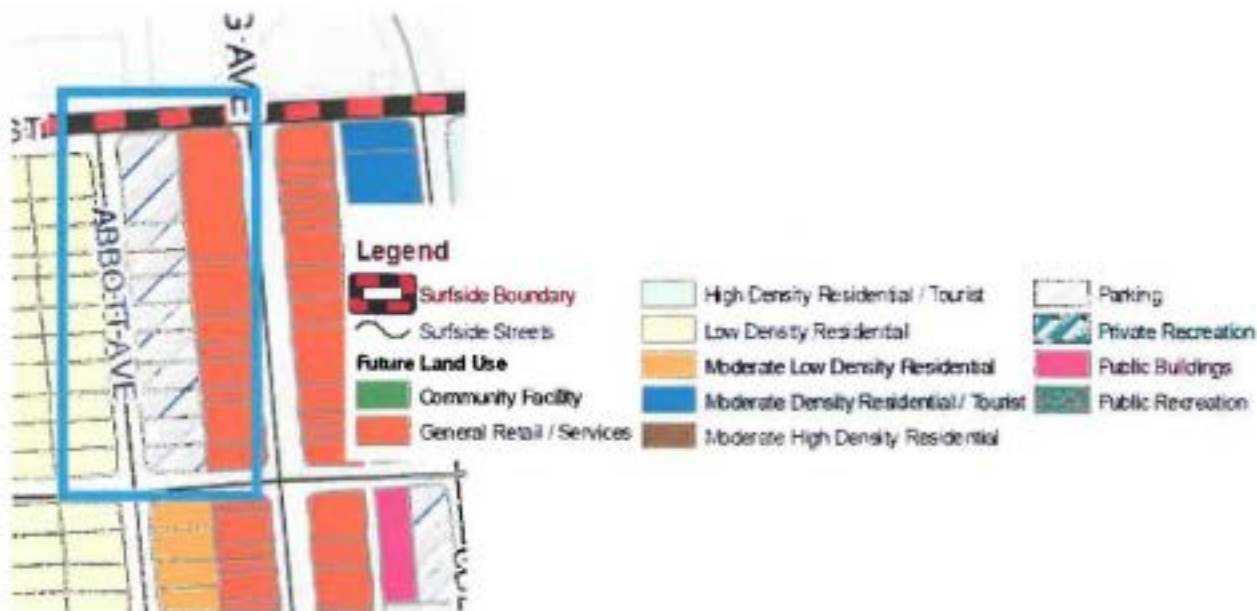
III. Analysis of Land Use and Zoning Issues for Each Site Identified in the Parking Study for Location of a Parking Structure

In order to make a valid legal decision regarding the next step in the parking solution, a full discussion and analysis of land use and zoning issues is necessary. In Surfside, certain land use and zoning changes are further regulated by Charter requirements. Though lengthy, the following discussion and analysis of each potential site is prudent.

A. Abbott Lot

Land Use

The Abbott Lot's land use designation is "Parking." The Comprehensive Plan permits an FAR of 3.0 with a 40 foot height designation as designated on the below illustration:



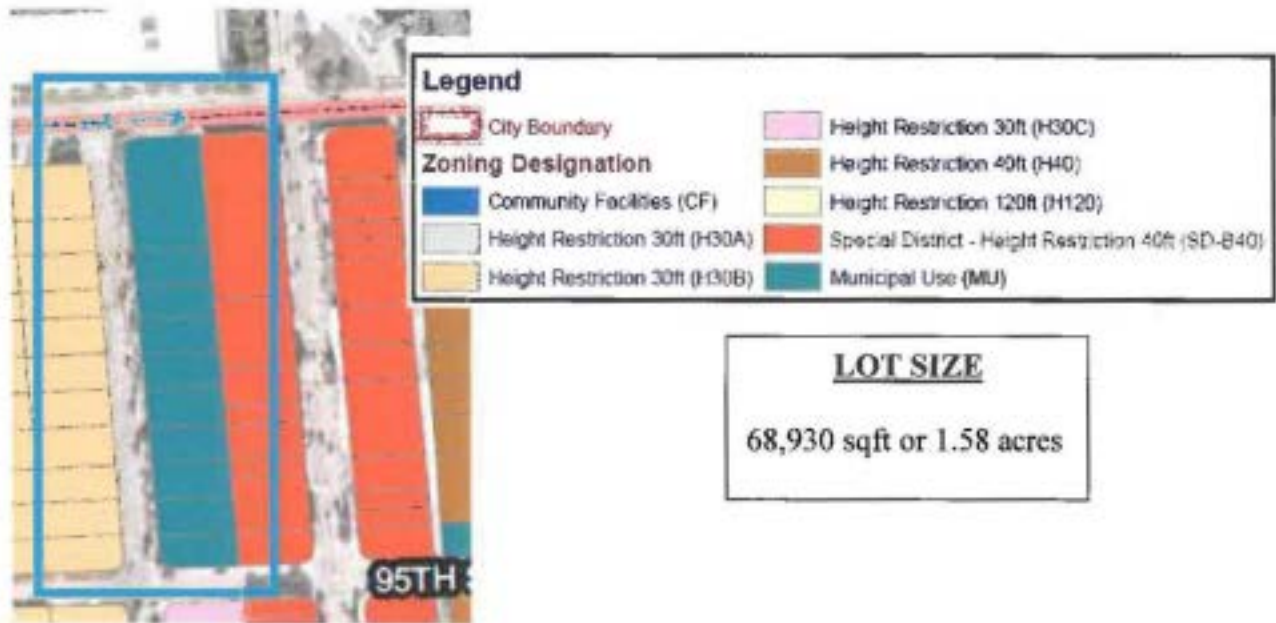
The only permitted use in this category is parking. If a residential use is added as suggested by the Parking Study, density will be added to a land use that currently has no density allocation provided. This "increase" in density will result in the need for a referendum. Also, a Land Use Text and Map amendment will be required to be reviewed by the Planning and Zoning Board sitting as the Local Planning Agency, two readings at the Town Commission and reviews by the State agencies.

If the Town proceeds with a parking structure only, no changes are required and the Town can proceed with preparing a site plan for a parking structure.

Zoning

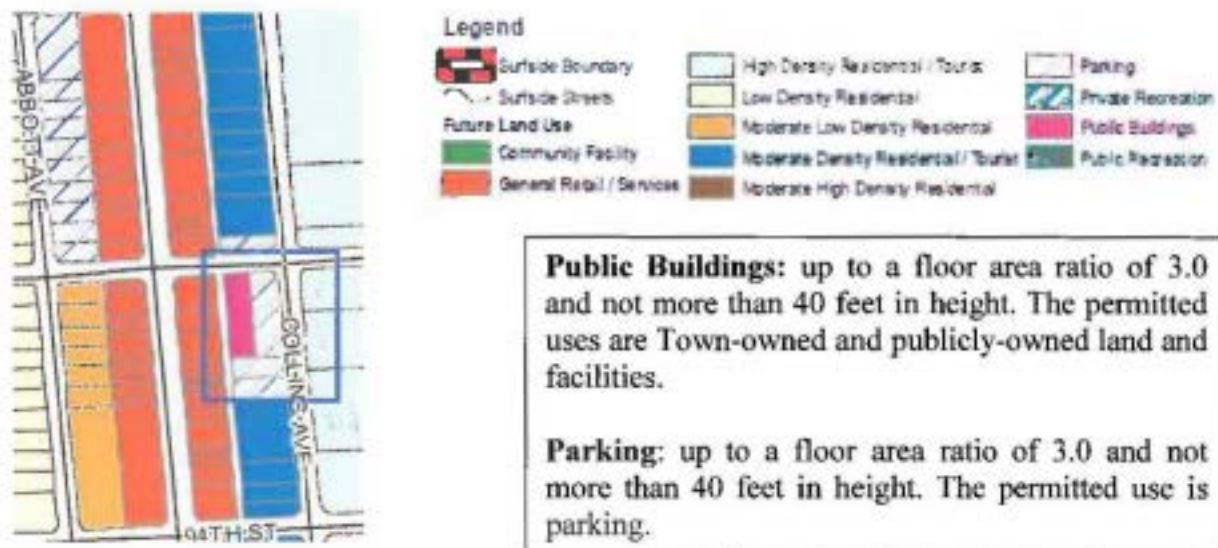
This site is zoned MU, which permits parking structures. The MU designation does not have a height numerical limitation and instead it follows the "surrounding designation."

The MU lot is immediately adjacent to the SD-B40 zoning district, which has a 40 foot height limitation. However, the single-family district is across Abbott Avenue and is limited to a 30 foot height maximum. Since the H30B single family zoning district is across Abbott Avenue from this site, it could be interpreted that the property's height is limited by this zoning category and therefore, a 30 foot high parking garage would be permitted. Although the Comprehensive Plan permits a 40 foot height maximum, the Zoning Code is more restrictive and will govern as outlined below:



B. Post Office Lot

The land use of the properties comprising the Post Office Lot and Town parking lot is split between “Public Buildings” and “Parking” as illustrated below:



Since the floor area ratio (FAR) for both land use categories (Public Buildings and Parking) is 3.0, no increase in intensity would result from relocating the Post Office anywhere throughout the property. However, a land use change would be required to permit the Post Office outside of the area designated “Public Buildings.” The land use change required is a Comprehensive Plan Map Amendment reviewed by the Planning and Zoning Board sitting as the Local Planning Agency, two readings at the Town Commission and reviews by the State agencies.

There is a 40 foot height limitation on this site, which will permit a four level garage with rooftop level parking.

The property is zoned Municipal (MU), except for the southernmost parcel, which is zoned H40. This site would require a rezoning to MU. This process requires review by the Planning and Zoning Board sitting as the Local Planning Agency and two readings at the Town Commission.

The site is divided into two zoning and land use designations. The following analysis describes the zoning and land use of the lot:

Zoning

The parking lot portion of the site is zoned MU and the existing Post Office portion of the site is zoned H40. The current zoning of MU permits a library, a park, a playground, a community center, a gymnasium, town offices, police facilities, parking and a pump station by a conditional use permit.

The portion of the lot that currently houses the Post Office is zoned H40. No commercial is permitted under this zoning category. The existing Post Office is considered a non-conforming use under the zoning designation. If the use were to be eliminated from this location, the existing zoning will permit residential or hotel units only.



Legend	
City Boundary	Height Restriction 30ft (H30C)
Zoning Designation	Height Restriction 40ft (H40)
Community Facilities (CF)	Height Restriction 120ft (H120)
Height Restriction 30ft (H30A)	Special District - Height Restriction 40ft (SD-B40)
Height Restriction 30ft (H30B)	Municipal Use (MU)

Land Use

The parking lot portion of the site has the land use designation of Parking and the Post Office portion of the site has the land use designation of Public Buildings. The only permitted use within the Parking designation is parking and the only permitted use under the Public Building designation is Town-owned and publicly-owned land and facilities. Therefore, the Post Office portion of the site does not have consistent land use and zoning and any use of the property other than the existing use will require a land use and/or zoning amendment.



<u>LOT SIZES</u>	
Post Office building property	12,460 sqft
Town owned parking lot*	28,260 sqft
TOTAL	40,720 sqft
	0.935 acres

**portion leased to Post Office for parking and Postal fleet operations*

Legend

Surfside Boundary	High Density Residential / Tourist	Parking
Surfside Streets	Low Density Residential	Private Recreation
Future Land Use	Moderate Low Density Residential	Public Buildings
Community Facility	Moderate Density Residential / Tourist	Public Recreation
General Retail / Services	Moderate High Density Residential	

If the Town wished to add commercial uses, such as retail, restaurant and offices to this site the following modifications will be needed:

1. Comprehensive Plan text amendment to modify the General Retail district's land use category to permit parking.
2. Comprehensive Plan map amendment to change the land use designations from Public Buildings and Parking to General Retail.
3. Modify the Zoning Code to permit structured parking in the SD-B40 zoning district.
4. Rezone the property to SD-B40.

The 40 foot height limitation is the same in the General Retail district as the existing districts and the FAR also remains the same at 3.0. Therefore, a referendum would not be required for this location as the intensity or height will not be increased from the proposed change.

C. 94th Street Lot

The third site identified for a parking structure in the Parking Study is the 94th Street Parking Lot. As detailed in Section IV (Analysis of Study’s Parking Structure Alternatives) this site is not included as an option for the purpose of this report as the “net gain” of parking spaces does not meet the goal of additional 182 public parking spaces. However, the location of this lot adjacent to properties potentially suited for redevelopment make the 94th Street Lot a prime candidate for a Public-Private Partnership (P3), possibly in the foreseeable future.

Therefore, the 94th Street site will be included for informational purposes. The following analysis was prepared by Staff as a result of an inquiry from a private development concern addressing specific lots adjacent to the 94th Street Parking Lot.

Based on this unsolicited inquiry, the P3 would include the following properties:

Folio number	Owner	Cross reference with map
14-2235-006-0310	Town of Surfside	A
14-2235-006-0330	Town of Surfside	B
14-2235-006-0340	Town of Surfside	C
14-2235-006-0350	Town of Surfside	D
14-2235-006-0360	Town of Surfside	E
14-2235-006-0300	Ninety Four W, LLC	F
14-2235-006-0290	Bratt Holdings, LLC	G
14-2235-006-0280	Bratt Holdings, LLC	H
14-2235-006-0270	Bratt Holdings, LLC	I
14-2235-006-0260	Gulfstream & Moises Inv Group, Corp.	J



Future Land Use Designation

The Future Land Use Designation for the parcels on the east side of Harding Avenue is “Parking” which has a Floor Area Ratio of 3.0 and a maximum height of 40 feet. The only permitted use is parking.

The Future Land Use Designation for the parcels on the west side of Collins Avenue is “Moderate Density Residential/Tourist” which allows up to 58 residential dwelling units per acre or up to 108 hotel units per acre and not more than 40 feet in height. The permitted uses are single family, duplex, and multi-family residential uses, hotels, public schools, and parks and open space.



Zoning District

The Zoning Districts for the parcels on the east side of Harding Avenue are Municipal and H40. The Zoning District for the parcel on the west side of Collins Avenue is H40 which allows a maximum building height of 40 feet. Permitted Uses are single family; duplex; multi-dwelling; townhouse; hotel; suite hotel; schools; parks and open space; and play grounds.



Charter Section 4

The density, intensity, and height of development and structures within the Town shall not exceed the maximum allowable units per acre, floor area ratios or the maximum allowable building heights in stories and feet that are set out in the Town of Surfside Comprehensive Plan or the Code of the Town of Surfside, whichever provisions are most restrictive, which were in effect in 2004. This amendment to the Town of Surfside Charter shall not be repealed, revised, amended, or superseded unless repeal, revision, amendment, or superseding provisions are placed on the ballot at a regularly scheduled election of the Town of Surfside and approved by a vote of the electors of the Town of Surfside.

The addition of any residential uses on the lots with the land use of parking will be considered an increase in density and therefore will require a referendum.

Parking Study

The Parking Structure Feasibility Study indicates there are two options for this property. The first alternative is a 370 space parking garage with a commercial component. This option includes the municipal parking lot and the privately owned lots. The second alternative is a 223 space stand-alone parking garage utilizing only the municipal parking lot. The first alternative takes into account the parking needed to support the proposed commercial. It also addresses the existing 99 parking spaces already available at the lot, resulting in a net increase of 88 parking spaces available to the public.

The Parking Study addresses the addition of commercial uses, but does not take into account any hotel or residential uses, which require a separate parking count from commercial. An analysis of number of units for either residential or hotel, along with any proposed commercial square footages would need to be analyzed to determine the net increase in parking. The net increase would not include the existing 99 parking or any of the parking necessary to support the new uses.

Summary – 94th Street Lot

This site and options do not met the goal of addressing 60% (182 spaces) of the identified deficiency in parking spaces.

The land use and zoning on the west side of Collins Avenue will permit residential and hotel. If retail is desired at this location, a land use and zoning change must be completed. This change will not affect intensity or density. The land use and zoning on the east side of Collins Avenue will only permit parking (except for parcel "J" which permit residential and hotel uses). If retail is requested for this parcel, a land use and zoning change will be required. There is a Floor Area Ratio maximum of 3.0 which cannot be exceeded. To add residential or hotel densities to these sites, a land use and zoning change will also need to be completed, along with a referendum that provides residential and/or hotel density.

[Note: If a parking structure is constructed at the Abbott Lot, Post Office Lot or the 94th Street Lot, the project would need to meet the requirements of Section 90-49.4 (Structural Parking Garages) and Section 90-91.2 (Required Buffer Landscaping Adjacent to Streets and Abutting Properties). Attachment 5 contains these sections of the Town Code.]

IV. Analysis of Study's Parking Structure Alternatives

To determine which alternatives are feasible to consider for implementation, a two pronged approach will be utilized – number of additional/new spaces to be created (minimum 182) and financial feasibility.

Space Test

The first test is straight forward. Which alternatives for the three sites creates, at a minimum, 182 additional parking spaces?

The following table from the Parking Study (Table 11) provides a detailed description of each site alternative. A final column has been added to indicate whether the specific alternates at each site meets the minimum criterion of a net gain of 182 parking spaces.

Table 11 – Summary of the Alternatives

Site	Description	Capacity	Net Added Spaces	Parking Structure Project Cost to be Financed	Added Features	Meets Standard for 182 Additional Spaces
Abbott Lot (1)	Two level underground with public park above	448	241	\$27,400,000 as shown in Table 12, line 10	Public park, replacing existing surface lot. Park to cost estimated \$2,240,000 in addition to parking structure	YES
Abbott Lot (2)	Parking structure stretching along approximately one-half length of existing Abbott Lot. Parking replaced with public park at south end + townhomes along western face	414	207	\$13,019,000 as shown in Table 13, line 10	Townhomes along western face of facility. Small public park at south end of site. Park to cost estimated \$1,120,000 in addition to parking structure	YES
Abbott Lot (3)	Above grade parking structure replacing existing surface parking lot. Townhomes along western face	514	307	\$7,198,000 as shown in Table 16, line 10	Townhomes along western face	YES
Post Office Site	Grade +3 supported level parking structure. Post Office replaced in new parking structure + added commercial space along Collins Avenue	280	219	\$5,301,000 as shown in Table 18, line 10	Post Office replaced in 1st floor of parking structure + potential to create added commercial along east face (Collins Avenue)	YES
94th Street Lot (1)	Parking structure constructed as part of mixed use development	370	88	\$9,160,000 as shown in Table 20, line 10	Developed in conjunction with mixed use opportunity with developer construction approximately 50,000 square feet of	NO

					commercial space could be opportunity for public/private partnership with parking developed at little to not costs to Town	
94th Street Lot (2)	Parking structure only on Town's existing surface lot	223	124	\$3,528,000 as shown in Table 22, line 10	Façade treatments could be added to disguise appearance of parking structure from Harding Avenue properties	NO

Therefore, for the purpose of this report, the 94th Street Lot will not be considered as a possible option. However, this location as outlined in the Land Use and Zoning Analysis Section (III-C) of this report could be a key location for a P3 project should there be a southerly expansion of the business district and/or redevelopment in the area between Harding and Collins and 93rd to 94th Street.

Also, the Parking Study rightly points out that although a parking structure at the 94th Street Lot “does not have the added public benefits and amenities of some of the other options, a consideration which would have to be weighed by the community, it does provide needed additional parking supply for the downtown. As a project financed by the Town from parking revenues, it may do so less expensively than other alternatives.”

Financial Test

Prior to considering the financial matrix, a discussion is necessary on the financial projections and assumptions contained in the Parking Study. Staff’s review of the Parking Study financials indicates certain projections need to be considered prior to a final financial decision being made. These include:

1. The Parking Study included the use of \$1.5M from the Parking Fund reserves in order to reduce the total cost of the project. The Parking Fund reserve balance at September 30, 2013 is projected to be \$1,205,000 and is not recommended to be drawn down to zero to reduce the parking garage cost. The Parking Fund reserves should be reserved for, at least in part, contingencies for parking improvements and costs unrelated to the new proposed garage.
2. The Parking Study used a fixed interest rate in March, 2013 of 4.5% to finance the cost of the Parking Garage over a 30 year term, whereas the current fixed interest rate is 6.79%. The interest rate increase results in a higher annual interest expense of \$117,000 on a \$7 million project.
3. The Parking Study includes revenue of \$198,462 (FY 14/15) from parking citation revenue as part of the total revenue to operate the parking fund and finance the cost (debt service) of the new parking structure. These revenues are currently General Fund revenues and part of the General Fund Budget. Going forward as the Town commits to a new parking structure and growth revenue from infill development is received, Staff supports this allocation of parking citation revenues to the Parking Fund support a parking solution. Ultimately, this will be a decision made by the Town Commission.

4. The Parking Study's financial projections include annual payments to the Parking Trust Fund totaling \$96,750 (\$78,750 for a project currently in the review process and \$18,000 from a condominium relating to a still unresolved issue on a number of parking spaces). These are not included in the current financial analysis for the Abbott Lot.
5. The Parking Study's projections for annual revenues from an above ground, 514 space parking structure are \$252,703 for the first year of operation. This projection appears to be conservative as the 2013 revenues from the current open space Abbott Lot with 207 spaces totaled \$425,836.85. Going forward, this increased revenue will be available to help offset the financial issues identified in items #1-4 above.

A financial matrix incorporating the financial data from the Parking Study identifies the alternatives that make financial sense.

Financial Test

Site	Description	Parking Study Project Cost to be Financed	Parking Study Net surplus/Deficit in Parking Fund if Implemented	Additional Costs	Financially Feasible
Abbott Lot (1)	Two level underground with public park above	\$27,400,000; annual debt service payment: \$1,930,000	Deficit FY 14/15: (\$1,535,462) Deficit FY 18/19: (\$1,247,596) Deficit FY 23/24: (\$889,901)	\$1.5M upfront payment; \$2.24M for park development; additional annual interest on \$27.4M -- \$456K	NO
Abbott Lot (2)	Parking structure stretching along approximately one-half length of existing Abbott Lot. Parking replaced with public park at south end + townhomes along western face	\$13,019,000; annual debt service payment: \$906,000	Deficit FY 14/15: (\$408,852) Deficit FY 18/19: (\$108,107) Surplus FY 23/24: \$267,983	\$1.5M upfront payment; \$1.12M for park development; additional annual interest on \$13.01M -- \$217K	NO
Abbott Lot (3)	Above grade parking structure replacing existing surface parking lot. Townhomes along western face	\$7,198,000; annual debt service payment: \$501,000	Surplus FY 14/15: \$108,198 Surplus FY 18/19: \$414,723 Surplus FY 23/24: \$799,068	\$1.5M upfront payment; additional annual interest \$120K	YES; subject to financial adjustments listed above and size of structure ultimately constructed
Post Office	Grade +3 supported level parking structure. Post Office replaced in new parking structure + added commercial space along Collins	\$5,301,000; annual debt service payment: \$435,000	Surplus FY 14/15: \$108,198 Surplus FY 18/19: \$414,723 Surplus FY 23/24: \$799,068	\$1.5M upfront payment; additional annual interest of \$89K. Does not include cost of Post office property or financial benefits derived by the P3	Possibly; depends on a number of factors would be determined during the P3 negotiations

Attachment 6: Parking Study's Financial Analysis of Revenue Bond Financing
(Provides full financial analysis of each alternative)

The remainder of this report will provide the basis for a recommendation on the next step in the parking solution based on the two site alternatives that meet the space and financial tests – Abbott Lot (alternate 3; above ground structure) and the Post Office (P3).

V. Parking Structure Option

A. Abbott Lot – Above Grade Parking Structure (Alternate 3)

Challenges

The above ground parking structure identified in the Parking Study is a four level parking structure designed to accommodate 514 vehicles. This alternate includes a residential liner (townhomes) on the west boundary (facing Abbott Avenue) of the parking structure. The intent of including townhomes is to provide a residential buffer between the parking structure and the single family residences on the west side of Abbott Avenue. Also, the townhomes provide a financial offset to the overall cost of the project.

Over the past 2 months, Staff has reviewed the Abbott Lot above ground structure with the intent of presenting a recommendation on the best “fit” for a parking structure at this location.

A major challenge to utilizing the Abbott Lot is twofold. First, land use and zoning practices encourage buffer zones which assist transitioning from commercial districts to single family residential districts. Typically, these buffer zones consist of multi-family housing units such as the townhomes as included in the Parking Study. If a parking structure is located at the Abbott Lot, residential units lining the structure should be included to act as a buffer to the single family homes. However, the underlying land use of this site is Parking, which does not have a density allocation and thereby is an increase in density. Any increase in density is prohibited by the Charter unless a referendum is held to approve the increase in density.

Second, the height of the proposed parking structure could be problematic on several fronts, as stated in Section III of this report, the zoning designation for the Abbott Lot is MU which does not have a height limitation and instead follows the “surrounding designation”.

The Abbott Lot is immediately adjacent to the SD-B40 zoning district, which has a 40 foot height limitation. However, the single family district is across Abbott Avenue and is limited to a 30 foot maximum. Since the H30B single family zoning district is across Abbott Avenue from this site, it could be interpreted that the property’s height is limited by this zoning category and therefore, a 30 foot high parking garage would be permitted. Although the Comprehensive Plan permits a 40 foot height maximum, the Zoning Code is more restrictive and will govern.

Rightsizing Abbott Lot Parking Structure

In order to address these two **major** concerns/issues, Staff has reworked this parking structure option by recommending:

1. Reducing the number of levels of the parking structure from 4 to 2 (with the possible option of roof top level parking) depending upon ultimate design features including layout; setbacks/buffering; and height.
2. Replace the townhome component with a landscaped linear park and consider designing the west wall to have an exterior residential appearance of townhomes.
3. Reduction in the number parking spaces from 514 to approximately 390 spaces.

Staff has attempted to identify the advantages and disadvantages of this site in order to assist the Commission in its review.

Advantages

- Size of the site provides flexibility of design and uses for space
- Size of site suited to phasing of construction
- Parking structure would allow for the elimination of metered parking spaces on Abbott Avenue, thus eliminating congestion, visibility issues, etc.
- Parking structure with a lush linear park along its west wall could improve neighborhood aesthetics by eliminating the view of dumpsters and traffic movements in the lot; improve evening conditions for the abutting residents by containing evening and late night activities within a closed structure (headlights, noise, traffic movement, etc.)
- Commercial loading zone for trucks is an option thus eliminating trucks blocking Abbott, Harding and 96th Street to unload. Also eliminates noise and pollution; and complaints from residents on Abbott Avenue
- Easiest and quickest to build
- Largest of lots
- Could handle business parking permits on top floor
- Storage of Town vehicles during storm
- Reduced size, height and buffering to provide better buffering
- Ideally located for access to Harding commerce by patrons and employees
- Greatly alleviates or potentially solves Town parking deficiency
- Busiest lot of all – more demand
- Could attract new or keep current businesses in place

Disadvantages

- Lack of alternate parking sites during construction
- Ingress/egress issues
- Proximity to residential area
- Building a stand-alone parking structure on the largest Town owned lot potentially eliminates future mixed use/commercial/P3 opportunities

Financial Considerations

The financial components of the Parking Study were used to prepare this financial analysis of a downsized parking structure to two levels (with possible rooftop level parking) from the proposed

four levels. The Abbott Avenue site would encompass an above grade parking structure (ground floor, second floor, and possible roof top level parking). The structure would provide approximately 390 parking spaces and would be a net increase of 183 parking spaces above the existing 207 parking spaces currently provided at the Abbott surface lot.

The parking structure would have an estimated construction cost of \$7,020,000, including professional fees for architectural, engineering, survey, insurance and contingency costs. The Parking Structure Feasibility Study included the use of \$1.5 million from the Parking Fund Reserve in order to reduce the total cost of the project. However, as stated previously it is not recommended to drain the reserves of the Parking Fund for this purpose.

The estimated cost for the downsized parking structure is \$7,020,000 and financed over a period of 30 years with an annual fixed interest rate of 6.79% would result in an annual principal and interest payment of \$614,000.

The Parking Fund total projected annual revenue from all sources including the new parking garage is \$1,141,000 and the total annual projected expenditures for all parking facilities is \$1,384,000 including operating expenses for the new parking garage of \$58,800 and annual debt service of \$614,000. This results in an additional \$243,000 that would need to be funded from the other available revenue sources listed under the Financial Test portion of Section IV Analysis of the Study's Parking Structure Alternatives (pages 12-13). The projected parking revenue also includes a change in the hourly parking rate from \$1.25 to \$1.50 per hour per the Parking Study.

Implementation

During our research and outreach to subject matter experts to assist with the preparation of this report, a design/build process was identified as an industry standard that would provide for construction of a parking structure to proceed in a timely and efficient manner.

Staff met with Arthur Noriega V, Chief Executive Officer of the Miami Parking Authority. Specific discussions were held on the Authority's design/build project for a 400-450 parking structure at Virginia Key. The Authority has a pre-qualified list of approved vendors – one for projects over \$2M and one for under \$2M. The Town could "piggy back" on the Authority's list of approved vendors for the Abbott Lot project.

Currently, the Town is out to bid for a Request for Qualifications (RFQ) for engineering services. As part of this solicitation, the successful proposer will provide the technical expertise to prepare specifications, coordinate and oversee design/build services.

Recommendation

- 1. Authorize a survey of the Abbott Lot (including all utilities; alley setbacks and building heights of Harding Avenue buildings) and geotechnical/soil analysis (minimum 8 borings) \$30,000 [Note: several subject matter experts confirmed this is the necessary first step]. Source of funds: Parking Fund**

2. **Authorize the consulting engineering firm selected as a result of the current RFQ solicitation to develop/prepare a Request for Proposal for design/build services to include identification of milestones during the process for community and Commission input/review; design creativity/features; architectural standards; parking structure technical, and structure features and layout; landscaping; safety/security/traffic; and parking systems.**

Timeframe

Once the RFP is finalized and available for bid, the timeframe for construction of a parking structure is approximately 18 months (6-7 months of bidding process, bid award, contract signing and issuance of notice to proceed; and 12 months for construction). The Abbott Lot parking structure potentially would have a phased construction schedule in order to provide parking during construction. The construction period could be an additional 3-4 months if this phasing occurs.

B. Post Office Lot (P3)

A possible Public-Private Partnership (P3) presents a unique and fascinating opportunity to the Town not only to address the parking deficiency but to enhance the Town's commercial district; provide an upgraded postal facility which will help secure the future of the Post Office in Surfside and to provide quality development to compliment the quality infill development currently authorized.

A P3 initiative at this site can be structured in a number of different approaches. Perhaps, the Parking Study narrative best captures the range of possibilities:

The Post Office site differs from the Abbott Avenue structures because of the possibility for a public-private partnership. This is due because the Town owns the parking lot while a private individual owns the building housing the Post Office. In order to develop the parking structure on this site would likely require cooperation between the Town and building owner because the building owner presently leases space to the U.S. Postal Service and it is assumed would like to continue to do so.

Therefore, this gives two options. Under the first option, the Town could develop the parking structure and Post Office space and adjoining commercial area fronting the up front development cost for this space. Depending on the value of this space as a proportion of the total project cost would determine whether the financing issue was tax exempt or would have to be taxable. Therefore, Rich and Associates are showing a worse case condition with the financing for this option calculated assuming the Town develops the structure using a taxable issue with a slightly higher interest rate. Depending on the negotiated terms between the Town and building owner, it may be possible to still develop the combined facility using tax exempt financing...

Alternatively, the Town could lease the existing parking lot to the adjoining property owner and permit them to develop the parking structure and adjoining building space. The Town could be paid a lease amount for the former parking lot property with a guarantee for a defined number of public use spaces within the newly developed parking structure. This is a possibility where the Town could

realize additional parking at little to no cost to the Town and have the parking lot parcel go back on the tax rolls. In this case the developer would be responsible for obtaining the necessary financing for the project and would receive the revenue from the parking structure spaces. The difficulty with this option is that the parking rates for the structure may have to be higher than the surrounding market because the higher costs of financing and the lack of guaranteed revenue from the rest of the parking system to help support the garage which can make the parking garage less attractive as a parking location. This potential would obviously require further review and discussion between the Town and the property owner, but is a viable option.

As indicated in the introduction, Staff devoted considerable effort dealing with the myriad of options and opportunities available through a P3 at this location. This included discussions with the current owner of the Post Office property; U.S. Postal Service leasing representatives; and two private developers (unsolicited discussions). All indicated an interest and willingness, to varying degrees, to further pursue a P3.

Recognizing the technical, legal and financial complexities of a P3 arrangement, discussions were held with three firms who could provide professional assistance to the Town should the Commission authorize moving forward with a possible P3. Two of the firms are located in South Florida and the other was an out of state firm recommended by Rich & Associates Inc., who prepared the Parking Study.

After conducting the discussions with the three firms, specific proposals from the two firms to provide the necessary planning, technical and professional services to evaluate the feasibility of P3 on the Post Office site and outline potential strategic options. These professional services will provide the information necessary to make an informed decision on the P3 option.

As a result of Staff discussion with the firms and review of the two proposals, Staff's opinion is that the proposal of Lambert Advisory is best suited to undertake the necessary market/economic analysis and has demonstrated a comprehensive approach to assist in a possible P3 project for the Post Office Lot.

Recommendation

Approve the March 21, 2014 Public-Private Partnership Advisory Services proposal (Attachment 7) submitted by Lambert Advisory in the amount of \$18,500 in order to begin the P3 process by conducting analysis and developing an outline of strategic opportunities for the Post Office Lot.

Cost: \$18,500. This is a necessary and cost effective expenditure in order for the Town to perform its due diligence in taking the next step to arrive at a parking solution.

Source of Funds: Parking Fund

Code Requirements: Section 3-13 (Exemptions from Competitive Bidding) exempts from bidding professional services except those governed by the Consultants Competitive Negotiations Act.

VI. Other Issues

1. Off-site Parking During Construction: Irrespective of option(s) ultimately selected, identification of temporary parking spaces/sites during construction to offset loss of parking spaces during construction needs to be part of the parking solution. Due to the current and known future demand for off-site parking for development projects, a resolution to this issue cannot logically be planned or finalized at this time due to the fluidity of development projects. For example, additional off-site spaces could usually have been leased in Bay Harbor Island's parking structure. During the preparation of this report, it was discovered that Bay Harbor Islands no longer has spaces available for lease in their structure. This is an issue that needs to be addressed concurrently when each project is in its actual planning stages.
2. Parking Trust Fund: The Town's Parking Trust is a mechanism that allows properties and uses located in the SD-B40 zoning district and for religious places of public assembly in Town, at their discretion, to satisfy their parking requirements by paying into a Parking Trust a fee (\$22,500) per space to meet up to 100% of their parking obligation (Section 90-77 Off-street parking requirements; **Attachment 8**). Until such time that the parking solution is implemented, it is recommended that this Code provision be revisited by the Commission to determine if it should be amended. Issues to be considered could include: a moratorium; revise Code to give the Commission the authority to authorize this procedure to satisfy parking requirements as opposed to the applicant being able to automatically select this option; limit the number of spaces available to be included in this option (i.e. 20% of required parking); establish a means test to determine available off-site parking; eliminate provision; etc.

VII. Conclusion

Over the past year, community discussion and news articles indicates that the Town has been waiting for a parking solution since at least 1986.

The efforts of the Commission, residents, businesses and Staff over the last 3 years have paved the way to provide the parking solution and end "kicking this can down the road"!

This report contains two specific recommendations to achieve the next step necessary for the parking solution. Staff recommends that the Town Commission approve both recommendations as a dual track. The two recommendations provide a clear and logical path to addressing the Town's parking needs and do so in a responsive and financially reasonable manner. These recommendations will provide an answer to the Town's long standing parking challenge.

Recommendation

A. Abbott Lot

1. Authorize a survey of the Abbott Lot (including all utilities; alley setbacks and building heights of Harding Avenue buildings) and geotechnical/soil analysis (minimum 8 borings) \$30,000.
2. Authorize the consulting engineering firm selected as a result of the current RFQ solicitation to develop/prepare a Request for Proposal for design/build services to include identification of milestones during the process for community and Commission input/review; design creativity/features; architectural standards; parking structure technical, and structure features and layout; landscaping; safety/security/traffic; and parking systems.

~and~

B. Post Office Lot (P3)

Approve the March 21, 2014 Public-Private Partnership Advisory Services proposal submitted by Lambert Advisory in the amount of \$18,500 in order to begin the P3 process by conducting analysis and developing an outline of strategic opportunities for the Post Office Lot.

ATTACHMENTS

- 1. Parking Structure Feasibility Executive Summary**
- 2. Parking Structure Feasibility Study Table 10 (Parking Space Deficit)**
- 3. Parking Outreach Report**
- 4. Public-Private Partnerships; 343.962 FS**
- 5. Section 90-49.4 (Structured parking garages) and 90-91.2 (Required buffer landscaping adjacent to streets and abutting properties) - Surfside Town Code**
- 6. Parking Structure Feasibility Study's Financial Analysis of Revenue Bond Financing**
- 7. Lambert Advisory Proposal**
- 8. Section 90-77 Off-street Parking Requirements – Surfside Town Code**



Section 1 – Executive Summary

Section 1 – Executive Summary

Introduction

Downtown Surfside was once a premier shopping area with national retailers. Situated between the City of Miami Beach and the Village of Bal Harbour, the commercial district over the last 50 years has experienced a slow and steady decline. In recent years however, there has been a new energy downtown due to new initiatives by the Town and its Downtown Vision Advisory Committee (DVAC) as new residential and hotel projects have been approved and started construction. The new development projects, coupled with reduced vacancies in existing commercial space and conversion of service type businesses to retail and restaurant establishments has created a parking deficiency in public parking particularly during the four month winter season and on summer weekends. Because not all residents are convinced that a parking shortage exists, the Town commissioned this study by Rich and Associates and C3TS/ Stantec to not only quantify and qualify the Town's parking needs but also to identify if a parking structure(s) is/are necessary or feasible for addressing the Town's parking requirements both now and in the future to ensure the long-term survival of downtown.

Results Summary

Study Area

The defined study area extends from 92nd Street to just north of 96th Street and from the Ocean to just west of Abbott Avenue. This area is primarily the commercial district of Surfside which encompasses four blocks centered on Harding Avenue and extending from 96th Street to 94th Street between Collins Avenue on the east to Abbott Avenue on the west. Slightly further south of the core commercial district is the Town's Community Center and Town Hall at 93rd Street at Collins Avenue.

Parking Supply

Within the downtown there are a few private parking areas intended for customer / visitor use which means that most customers or visitors to the downtown are relying upon the public parking provided by the Town in one of six public lots or use of on-street parking. The private areas that are provided for customer use such as the Publix Lot, Wells Fargo Bank Lot and Big Daddy's Lot are all generally intended for use only while visiting that business which would mean that if someone wished to make multiple stops they would have to physically move their vehicle or risk being towed. In order to facilitate a pedestrian friendly environment, Rich and Associates generally recommends that a community provide or control the parking such that at least 50 percent of the parking is publicly available. This means that someone can park once

and visit multiple destinations (shopping, dining, personal business etc) without having to move their vehicle. Excluding the parking intended for residential use, Surfside has 58 percent of its parking publicly available which after completion of the Grand Beach Hotel (opening late 2013) and 92nd Street Hotel projects in conjunction with development of some other residential privately developed and provided parking will reduce the proportion of publicly available supply to just 36 percent of the total non-residential affiliated parking spaces downtown. This means that public parking is not keeping up with private parking supply due to new developments.

Apart from the private parking lots associated with the businesses noted above, much of the other privately provided parking is in small groupings or along the Harding Avenue alleys which because of their location and condition are generally not intended for customer or visitor use. Even though a business may have some parking adjacent such as in the alleys or small parking areas, many may find that the amount of parking is insufficient to provide for all their needs and so must rely upon the public parking. As such, many of the downtown businesses, particularly the restaurants, are relying on the publicly provided parking to provide for their customer and staff needs.

The existing publicly provided parking totals 601± spaces with 461± off-street parking spaces and 140± on-street spaces. All publicly available spaces require payment. This is accomplished using either using a series of "Master Meters" which cover multiple parking spaces in the Town's parking lots and along certain on-street location or 51 single head meters at several locations. A trial whereby the old individual mechanical parking meter heads were replaced with 30 new meter heads that will now accept credit cards resulted in the revenue during the first two months of the experiment increasing by 184 percent.

Parking Demand

In order to assess the parking needs in downtown Surfside, Rich and Associates has relied upon a proven methodology of collecting information via surveys unique to the community which is then validated by on-site observations recording parking lot occupancies. As noted previously Surfside, like many South Florida communities, experiences increased pressure on its parking system particularly during the winter months. Recognizing this, the surveys distributed to business owners asked for levels of activity during both the out-of-season period as well as during the in-season months. This permitted the firm to conduct the occupancy counts during the out-of-season period and correlate the results to the level of reported activity based on the survey material. The accuracy of this information then allowed the application of the in-season results to the demand model and the extrapolation of the expected parking lot occupancies during the season. This confirmed anecdotal reports of high occupancy as the analysis showed that Surfside would experience full occupancy of its public parking lots on which so many businesses depend due to a lack of alternative private parking.

In addition to the defined parking demand from customer/visitors and staff to downtown Surfside destinations, there is additional pressure placed on the parking system from nearby workers. These include contractors finishing downtown condominium residences and during certain periods of the year employees of the Bal Harbour Shops in the Village of Bal Harbour across 96th Street from downtown making use of Surfside parking. While the added parking demand from contractors is not expected to continue indefinitely, it is expected to continue for the next three to perhaps four years.

Correlation of the results from the surveys to the occupancy of the existing parking supply has resulted in Rich and Associates concluding that the lack of parking is a constraint on existing and future businesses being able to reach their full potential. Lack of parking is likely to discourage some patrons to visit Surfside as the need to "hunt for parking" is just not worth the inconvenience.

This led to an analysis of the amount of parking being provided in downtown Surfside compared to the amount of parking required by application of the Town's zoning ordinance to the defined square footage by land use. This analysis shows a current deficiency of 276± spaces between the number of parking spaces required and the total number of public and private parking spaces provided. This deficiency accounts for agreed reductions in the requirements by certain religious organizations recognizing the needs of the Orthodox community. This deficiency may be due in part to accommodation made by the Town through its Offsite Parking Fund Ordinance which allows business which may be deficient in the amount of parking that they can provide to pay a set amount for each deficient space to the Town which the Town would then apply to development of additional public parking.

Projections of parking demand and supply to be created as part of several development projects either under construction, in-process or being reviewed by the Town show that additional parking demand will be created. While most of the anticipated developments will provide for their needs, at least two projects will likely require the use of publicly available parking to satisfy a portion of their needs. Assuming the occupancy of an additional 14,000 square feet of building space which is currently vacant plus the added demand from the development projects means that the downtown is projected to be short by a net 303± spaces within the next several years as these additional projects are completed. The potential to eliminate approximately 72 spaces along Harding Avenue as part of a streetscape project could increase the potential shortage to 375± spaces. Additional adjustments that deduct a total of 71± private spaces developed in excess of the zoning code requirement for The Chateau and two hotel projects that would not be available to the general public and artificially reduce the parking deficit would increase the calculated shortage to 446± spaces. This information is explained in Section 2.

Alternatives

Given the magnitude of existing and projected parking deficits Rich and Associates and C3TS/Stantec have investigated various parking structure alternatives to help address this parking shortfall. Three sites were identified by the Town as possible sites for the Town's first parking structure. Each of these is an existing surface parking lot and all three are on separate blocks downtown. The three sites identified are:

- a) Abbott Avenue Lot.
- b) Post Office Lot (plus the adjoining privately owned building housing the Surfside Post Office).
- c) 94th Street Lot (with possibility of partnering with owner of adjacent properties for combined development).

The Abbott Avenue Lot site and 94th Street Lot site are sufficient to accommodate a parking structure on just the Town owned property while the Post Office site would require the site of the adjacent building. These three sites are the only sites that would have sufficient dimension to accommodate the geometry of a parking structure.

Financing options and costs as discussed for each of the projects assume the Town finances the development of the parking structure through issuance of a tax-exempt Parking Revenue Bond which would be guaranteed by downtown parking revenues. With complementary uses associated with each of the sites, there are also possibilities for public / private partnership opportunities to have the Town and others jointly develop the projects or through other possible arrangements have the parking developed independent of Town financing.

It should be noted with each of the options discussed that the parking capacities noted are limited by the existing 40 foot height limit downtown. If additional spaces were needed, in many cases this could be accommodated by adding additional levels but obviously would require amending current codes. Therefore, the capacities have been limited to comply with existing height restrictions. It should also be noted that the cost discussed with each of the alternatives in the next few pages reflect the project cost to be financed which includes not only the cost of construction but also includes professional fees, insurance, contingencies and assumes that approximately \$1.5 million in equity from the Parking Trust Fund would be contributed to reduce the amount borrowed for each alternative.

Abbott Avenue Lot

Three alternatives have been developed using the Abbott Avenue site.

Alternative 1 would be a two-level underground parking structure beneath the entire length and width of the Abbott Avenue parking lot and actually extending to the west beneath Abbott

Avenue for a more efficient parking structure. This option also proposes replacing the existing surface parking lot with a public park. The underground parking structure would provide 448± spaces replacing the existing 207± space surface lot resulting in a net addition of 241± spaces for the downtown. However, as an underground parking facility this structure would have a total project cost to be financed (excluding the cost of the above ground Public Park) of \$27.4 million. This figure includes the cost of building the underground parking structure and the slab which forms the roof of the building and supports the park as well as professional fees, contingencies, insurance and the equity contribution from the Parking Trust Fund of \$1.5 million. It is possible to reduce this cost with alternative methods of financing the park.

The second alternative proposed for the Abbott Avenue lot would be an above grade facility, encompassing approximately one-half of the existing parking lot. The parking structure would be situated at the north end of the property while the southern half nearest 95th Street would be developed as a smaller version of the public park associated with Alternative 1. This parking structure would have a capacity of 414± spaces producing 207± net additional parking spaces for the downtown. Another amenity possible with this project would be townhomes constructed along the west face of the structure facing Abbott and therefore providing a buffer between the parking and the residential properties (and Young Israel project) to the west. It is expected that this would be built by a private developer selected by the Town independent of the parking structure construction. This parking structure (excluding the Public Park and townhomes) would have project cost to be financed of approximately \$13 million.

The final alternative investigated for the Abbott Avenue Lot would be a derivative of Alternative 2 in which instead of only using one-half of the parking lot, the parking structure would extend the full length of the site. This would eliminate the possibility of the public park but would still allow for the possibility of the townhomes along the western face. This structure would have a project cost to be financed of just over \$7.2 million after accounting for the equity contribution from the Parking Trust Fund of \$1.5 million. This parking structure would provide 514± spaces or 307± net additional spaces for the downtown.

Post Office Lot

Due to the size of the parcel associated with the Post Office site, only one option is possible to meet the design geometry of the parking structure. This however would require the adjoining building presently housing the Surfside Post Office. This building is not owned by the Postal Service but by a private individual who leases the space to the Postal Service. This may also afford a public / private partnership opportunity to develop the parking structure and replace the post office within the newly constructed building.

A parking structure if developed on this site would have a capacity of 280± spaces which produces 219± new spaces for the downtown. Not including the cost of the existing building or property, this alternative would have a project cost to be financed of \$5.3 million.

94th Street Lot Site

Two alternatives were investigated for the 94th Street Lot site. One alternative sought to take advantage of a possible opportunity to cooperate with an adjoining property owner(s) to develop parking and associated commercial space on combined parcels. This alternative has the benefit of extending the downtown commercial district and at the same time expanding the downtown parking supply in a public / private partnership opportunity. This could mean that the Town develops the parking on the combined parcel while the private developer constructs the commercial space and relies on the public parking structure for its needs. An alternative could have the developer lease the Town's parking lot parcel and develop the entire project independently with the Town guaranteed that a certain number of parking spaces would be publicly available.

Assuming the condition whereby the Town built the parking, this project is anticipated to provide 370± spaces. After deducting the spaces in the existing surface lot and the spaces likely needed by the commercial space (assuming 50,000 gsf), this project would provide 88± net additional spaces for the downtown. This facility is projected to have a \$9.2 million project costs to be financed. This analysis does not include the additional property taxes and potential food and beverage (2%) taxes that would be created by the project.

The final alternative considered on the 94th Street lot site limited the parking structure to just the existing parking lot parcel. As such, this would only allow the development of a parking structure without the associated benefits (such as added commercial or public benefit space) but would meet the goal of adding to the parking supply downtown. This structure would provide 223± total parking space or 124± additional parking spaces for the downtown. With a project cost to be financed at just over \$3.5 million it is the least expensive of the alternatives investigated.

While the economic analysis associated with each of the options has shown that several projects could require significant parking rate increases, these must also be weighed in the context of additional public benefits that could be created in conjunction with the parking structure development (e.g., a new downtown park). The determination of whether the Town could construct a parking structure or structures could also have an impact on the proposed streetscape project that could eliminate on-street parking along Harding and provide wider sidewalks. Not only are the wider sidewalks more pedestrian friendly, they may also allow more restaurants to have outdoor dining. Obviously, such a project could not proceed without replacement parking created such as in a parking structure. Added opportunities to partner with the private sector may also allow the Town to realize the mutual benefit of added parking and additional community development at lesser costs and rates.



**PARKING STUDY
FOR
TOWN OF SURFSIDE**

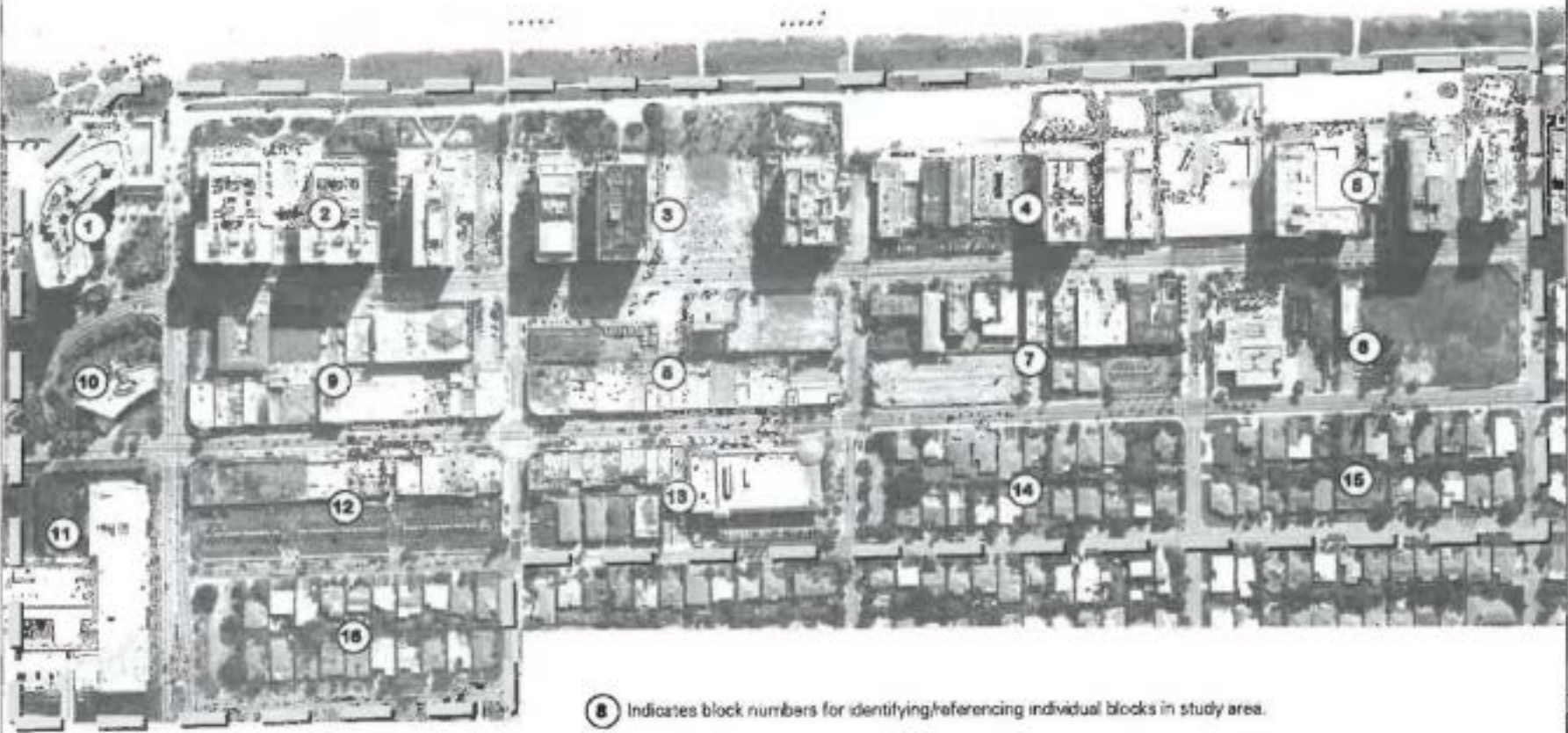
SURFSIDE, FLORIDA




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LEGEND:

-  BLOCK NUMBER
-  STUDY AREA



 Indicates block numbers for identifying/referencing individual blocks in study area.

Sheet Title

STUDY AREA

File No.	1234
Scale	NTS
Date	1-26-13
Checked by	dwb

MAP Number:

MAP 1

1-7




Table 10 - Summary Parking Demand vs. Supply per Zoning Code (Full Occupancy + Development Options)

Block	Non-Residential Properties			Apartments / Condominiums			Combined Surplus / (Deficit)
	Total Parking Demand	Total Supply	Surplus /Deficit	Total Residential Unit Demand	Residential Property Parking Supply	Surplus /Deficit	
2	0	0	0	435	435	0	0
3	341	368	27	524	525	1	28
4	0	0	0	416	417	2	2
5	0	0	0	605	599	(6)	(6)
6	183	256	73	22	18	(6)	67
7	0	144	144	157	118	(39)	105
8	231	153	(78)	0	0	0	(78)
9	427	216	(211)	0	0	0	(211)
10	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0
12	233	246	13	0	0	0	13
13	350	144	(206)	41	19	(22)	(228)
14	0	26	26	0	0	0	26
16	53	32	(21)	0	0	0	(21)
Total	1,818	1,686	(233)	2,199	2,129	(70)	(303)



TOWN OF SURFSIDE

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Parking Outreach – Approved at the October 8, 2013 Town Commission Meeting

Background: The Parking Structure Feasibility Study was presented to the DVAC Parking Subcommittee (which includes members appointed by the Town Commission and the Town Manager) at their March 20, 2013 meeting. Rich and Associates and C3TS/Stantec presented to the committee and public in attendance and the meeting was broadcast over Channel 77. The committee unanimously voted in favor of moving the study on to the Planning and Zoning Board (April 3, 2013) and Town Commission (April 9, 2013).

At the April 9, 2013 meeting, the Commission acknowledged receipt of the March, 2013 Parking Structure Feasibility Study. The Commission tasked Staff to develop a public outreach and educational process to move the Study forward in order to ensure all stakeholders have been informed and involved prior to the Commission proceeding with its action on the Study.

Staff began the outreach/education process on the Parking Structure Feasibility Study. At the May, 2013 DVAC meeting, the committee members were asked to be prepared to share their ideas/suggestions on the community outreach/vision process. At the June 24, 2013 DVAC meeting, the committee members provided ideas/suggestions on the community outreach/vision process. The item was also discussed at the two BID Property Owners/Business Operators meetings held on June 26, 2013. The Town Manager submitted a report on September 17 to the Town Commission addressing the first 120 days of employment. This report included strategic objectives going forward and included the following strategic objective:

Submit to the Town Commission, a report by October 8, 2013 on the outreach strategy regarding the Parking Structure Feasibility Study and the critical deficiency in parking in the Business District. Report will contain recommendations to the Commission including formally accepting the Parking Structure Feasibility Study; acknowledging the parking deficiencies identified in the study; directing Staff to initiate actions necessary to complete outreach and authorize Staff to prepare a report no later than April 1, 2014, containing detailed recommendations on parking facility improvements to address deficiencies including location; financing options and construction timeframes.

Analysis: Over my 35+ year career in public management, public outreach efforts (whether they be special, single top ad hoc committees; community partnerships or similar type initiatives) have been a key component of achieving successful outcomes on important community projects, particularly when the projects are resisted by or are concern to some in the community.

Lessons learned from these outreach efforts have led me to the understanding that these types of community based outreach efforts will only succeed if clearly defined vision and values are established and articulated. Of the two, vision is the easier of the two to achieve. Regarding parking in the business district and multi-family areas, we all can envision some type of parking strategy where adequate parking is available to meet the needs of the business district (business/property owners; customers and employees). Many studies, committees, community discussions, etc. have laid the ground work for community awareness for having a vision for addressing parking needs.

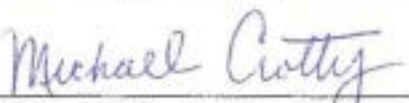
However, vision alone will likely not lead to a successful outcome. Value will get you across the finish line. What do I mean by value? Value is the articulation of what we care about and why. If value is not part of the process it is unlikely that the effort will be successful as there is reluctance (people like status quo) or a fear (unknown consequences) to change.

The Town Commission needs to continue to be an integral part of the defining "value" of this community initiative. Extraordinary time, effort and financial commitments have been made by the Commission in the business district over the past several years resulting in great value for the entire Surfside community.

Requested Action: What is needed from the Commission at this point? To move forward with the outreach, it is essential that the Commission empower the Staff by adding "value" to the outreach effort by:

1. Specifically acknowledging/validating the parking deficiencies in the business district; (shortage of parking spaces presents unacceptable conditions for business and customers and needs a comprehensive solution).
2. Supporting the outreach effort to develop a final report to be prepared no later than April 1, 2014 containing: detailed recommendations on parking facility improvements to address deficiencies including location; financing options and construction timeframes.
3. Recognition that the Commission retains the ultimate decision making authority in how the recommendations of the report are implemented, including method of approval.

Without the Commission's support of Items #1 and #2 above, Staff's outreach efforts will be significantly less persuasive and a successful outcome challenging. Item #3 was added to address concerns previously expressed regarding how to ultimately address this long standing community issue. A successful outreach effort will provide a clearer path for the Town Commission's ultimate action on approval, implementation and funding.


Michael P. Crotty, Town Manager

MPC/drh

Select Year:

The 2013 Florida Statutes

[Title XXVI](#)[Chapter 343](#)[View Entire Chapter](#)

PUBLIC TRANSPORTATION REGIONAL TRANSPORTATION AUTHORITIES

343.962 Public-private partnerships.—

- (1) The authority may receive or solicit proposals and enter into agreements with private entities or consortia thereof for the building, operation, ownership, or financing of multimodal transportation systems, transit-oriented development nodes, transit stations, or related facilities within the jurisdiction of the authority. Before approval, the authority must determine that a proposed project:
- Is in the public's best interest.
 - Would not require state funds to be used unless the project is on or provides increased mobility on the State Highway System.
 - Would have adequate safeguards to ensure that additional costs or unreasonable service disruptions would not be realized by the traveling public and citizens of the state in the event of default or the cancellation of the agreement by the authority.
- (2) The authority shall ensure that all reasonable costs to the state related to transportation facilities that are not part of the State Highway System are borne by the private entity or any partnership created to develop the facilities. The authority shall also ensure that all reasonable costs to the state and substantially affected local governments and utilities related to the private transportation facility are borne by the private entity for transportation facilities that are owned by private entities. For projects on the State Highway System or that provide increased mobility on the State Highway System, the department may use state resources to participate in funding and financing the project as provided for under the department's enabling legislation.
- (3) The authority may request proposals and receive unsolicited proposals for public-private multimodal transportation projects, and, upon receipt of any unsolicited proposal or determination to issue a request for proposals, the authority must publish a notice in the Florida Administrative Register and a newspaper of general circulation in the county in which the proposed project is located at least once a week for 2 weeks requesting proposals or, if an unsolicited proposal was received, stating that it has received the proposal and will accept, for 60 days after the initial date of publication, other proposals for the same project purpose. A copy of the notice must be mailed to each local government in the affected areas. After the public notification period has expired, the authority shall rank the proposals in order of preference. In ranking the proposals, the authority shall consider professional qualifications, general business terms, innovative engineering or cost-reduction terms, finance plans, and the need for state funds to deliver the proposal. If the authority is not satisfied with the results of the negotiations, it may, at its sole discretion, terminate negotiations with the proposer. If these negotiations are unsuccessful, the authority may go to the second and lower-ranked firms, in order, using the same procedure. If only one proposal is received, the authority may negotiate in good faith and, if it is not satisfied with the results, it may, at its sole discretion, terminate negotiations with the proposer. Notwithstanding this subsection, the authority may, at its discretion, reject all proposals at any point in the process up to completion of a contract with the proposer.
- (4) Agreements entered into pursuant to this section may authorize the public-private entity to impose tolls or fares for the use of the facility. However, the amount and use of toll or fare revenues shall be regulated by the authority to avoid unreasonable costs to users of the facility.

(5) Each public-private transportation facility constructed pursuant to this section shall comply with all requirements of federal, state, and local laws; state, regional, and local comprehensive plans; the authority's rules, policies, procedures, and standards for transportation facilities; and any other conditions that the authority determines to be in the public's best interest.

(6) The authority may exercise any of its powers, including eminent domain, to facilitate the development and construction of multimodal transportation projects pursuant to this section. The authority may pay all or part of the cost of operating and maintaining the facility or may provide services to the private entity, for which services it shall receive full or partial reimbursement.

(7) Except as provided in this section, this section is not intended to amend existing law by granting additional powers to or imposing further restrictions on the governmental entities with regard to regulating and entering into cooperative arrangements with the private sector for the planning, construction, and operation of transportation facilities.

(8) The authority may adopt rules pursuant to ss. [120.536\(1\)](#) and [120.54](#) to implement this section and shall, by rule, establish an application fee for the submission of unsolicited proposals under this section. The fee must be sufficient to pay the costs of evaluating the proposals.

History.—s. 1, ch. 2007-254; s. 29, ch. 2013-14.

Sec. 90-49.4. Structured parking garages.

The following requirements apply to all structured parking garages.

- a. Overall form.
 - (1) For every 50 feet of a building wall in any direction, there shall be a three-foot minimum change in wall plane; and
 - (2) For every 100 feet of a building wall parallel to the public right of way, there shall be a minimum ten-foot wide and minimum three-foot deep separation of wall plane; and
 - (3) Façade treatments fronting a public right-of-way shall provide architectural treatments consistent with and compatible to those across the public right-of-way or abutting properties and consistent with immediate buildings.
 - (4) For the first ten feet of height along all blank walls, a minimum of 80 percent landscape coverage, such as a vine or hedges, shall be installed and maintained.
 - (5) For façades above the first ten feet, a minimum of 50 percent landscape coverage, such as vines or planters, shall be installed and maintained.
 - (6) All vegetative coverage shall be maintained and watered appropriately to sustain health and coverage indefinitely without adverse impact to the structure.
 - (7) Service areas and mechanical equipment associated with a primary use are permitted.
- b. Ground floor level façade.
 - (1) Façades shall not provide wall openings greater than eight feet in any direction, except for ingress and egress purposes. All wall openings, except for ingress and egress purposes, shall be separated by a minimum five-foot wide wall.

(Ord. No. 1572, § 2, 4-12-11)

Sec. 90-91. Landscape buffer areas between residential and non-residential properties and vehicular use areas.

90-91.1 Applicability: All proposed development or redevelopment sites and vehicular use areas serving H30C, H40, H120, or municipal uses shall conform to the minimum landscaping requirements hereinafter provided. Interior parking landscape requirements under or within buildings and parking areas serving H30A and H30B districts are exempt. Additionally, SD-B40 shall be exempt. Expansive concrete or paver areas shall require landscaping to soften and scale the buildings.

90-91.2 Required buffer landscaping adjacent to streets and abutting properties: On any proposed, redeveloped site, or open lot providing a vehicular use area for H30C, H40, H120, adjacent or contiguous to H40, or municipal plots where such area is abutting street(s) and/or property lines, including dedicated alleys, landscaping shall be provided between such area and such perimeters as follows:

- (1) A flat ground level or bermed strip of land at least ten feet in depth, located along all the property lines of abutting street(s) and abutting property line(s) shall be landscaped. Such landscaping shall include three trees for each 50 linear feet or fraction thereof. The first tree shall be set back from the intersection of the ingress/egress and the street. The setback area shall be limited to groundcover only. In addition, a hedge, berm, wall or other durable landscape barrier shall not create a sight hazard by being placed along the inside perimeter of such landscape strip and shall be maintained at a maximum height of three feet, if contiguous to a pedestrian walkway, to meet crime prevention through environmental design (CPTED) principles. If such durable barriers including walls or fences are of nonliving material, it shall be screened to the height of the durable barrier with a hedge along the street side of such barrier. If a fence or wall is utilized along an abutting property line it must be installed at the property line and screened to the height of the durable barrier with a hedge from the inside. The remainder of the required landscape area shall be landscaped with turf grass, groundcover or other landscape treatment, excluding paving, turf grass not to exceed the maximum amount allowable in the xeriscape requirements. This buffer may not be counted toward meeting the interior landscape requirements.
- (2) All property other than the required landscaped strip lying between the streets and abutting property lines shall be landscaped with turf grass or other groundcover; if turf grass is used, it shall not exceed the xeriscape requirements.
- (3) All town approved necessary accessways from the public street through all such landscaping shall be permitted to service the site.
- (4) Parking area interior landscaping. An area, or a combination of areas, equal to 20 percent of the total vehicular use area exclusive of perimeter landscape buffers required under this subsection shall be devoted to interior landscaping. Any perimeter landscaping provided in excess of that required by this section shall be counted as part of the interior landscaping requirements, as long as such landscaping is contiguous to the vehicular use area and fulfills the objective of this subsection.
- (5) All parking areas shall be so arranged so that if there are ten or less contiguous parking stalls along the same parking aisle, the eleventh space shall be a landscaped

peninsula a minimum of 11 feet in width with a minimum of ten feet wide landscape area. Also, all rows of parking shall be terminated with 11 feet in width landscape islands with ten feet wide landscape area. In addition, there shall be a minimum requirement of one shade tree and 25 shrubs planted for every landscaped island. If landscaped divider medians are utilized, they must be a minimum of six feet wide. The minimum dimensions of all proposed landscaped areas not mentioned in this chapter shall be six feet wide. In addition, any town approved grass parking areas will meet the same requirements as paved parking, and will not be calculated in the pervious space requirements.

- (6) Landscaped areas, walls, structures and walks shall require protection from vehicular encroachment through appropriate wheel stops or curbs located a minimum of 2½ feet from any landscaped area

NOTE: The town encourages the use of Type "D" curbing in parking area that abut landscape areas to provide more green area and lessen the chance of tripping hazards. This can not be utilized to count for buffer or divider median requirements, but can be utilized for pervious and landscaping in the VUA percentages.

- (7) Where any plot zoned or used for H120 is contiguous to the bulkhead line, a landscape area consisting of the bulkhead line, the erosion control line, and the property lines shall be provided or restored. The proposed landscape material for the required landscape area shall be 100 percent landscape material used on the barrier island dune system and shall be composed of native plants adapted to the soil and climatic conditions occurring on-site. Additionally, all plant species, amount of plant material, plant spacing and design shall be approved by the town.

(Ord. No. 1554, § 2, 6-8-10; Ord. No. 1558, § 2(Exh. A), 8-10-10)

Table 13
2 Levels Below Grade Parking Structure, Public Park at Grade
Abbott Avenue Lot, 448 Total Cars, 241 Net Added Cars
Project Pro forma - Revenue Bond Financing

Alternate	Description	Cars	Construction Year (FY)	Operational Year (FY)	Construction Year Loss	Operating Expense Increase / Year	Transaction Increase Per Year 1 yr past operational year	Last Year (FY)														
									Abbot Lot Site Alternative 1	2 Levels below grade, Green Park above	448	FY13-14	FY14-15	25%	3%	2.0%	FY20-21					
		Historical					Projected															
Line #	Fiscal Year	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY24-26	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	FY31-32
1	Lot Transactions	420,000	420,000	315,000	181,467	185,096	188,798	192,574	196,426	200,354	204,361	204,361	204,361	204,361	204,361	204,361	204,361	204,361	204,361	204,361	204,361	204,361
2	Parking Structure Transactions	0	0	0	238,533	243,304	248,170	253,133	258,198	263,360	268,627	268,627	268,627	268,627	268,627	268,627	268,627	268,627	268,627	268,627	268,627	268,627
3	Average Monthly Transactions	35,000	35,000	26,250	35,000	35,700	36,414	37,142	37,885	38,643	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416
4	Avg Stay (Hours:Minutes)	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31
5	Ticket Average	\$1.90	\$1.90	\$2.28	\$2.28	\$2.66	\$2.66	\$2.66	\$2.66	\$3.04	\$3.04	\$3.04	\$3.04	\$3.42	\$3.42	\$3.42	\$3.42	\$3.80	\$3.80	\$3.80	\$3.80	\$4.18
6	Downtown Parking Rate / Hr (All Rates in 2013 Dollars)	\$1.25	\$1.25	\$1.50	\$1.50	\$1.75	\$1.75	\$1.75	\$1.75	\$2.00	\$2.00	\$2.00	\$2.00	\$2.25	\$2.25	\$2.25	\$2.25	\$2.50	\$2.50	\$2.50	\$2.50	\$2.75
Off-Site Parking Fund Annual Payment																						
7	Starbucks (2 Spaces) ⁽¹⁾	\$4,500		\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Young Israel (21 Spaces) ⁽²⁾	\$15,750		\$0	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750
9	The Shul (70 Spaces) ⁽³⁾	\$78,750		\$0	\$0	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750
10	Spialgia (16 Spaces) ⁽⁴⁾	\$18,000		\$0	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
11	Off-Site Parking Fund Revenue			\$4,500	\$38,250	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500
12	Meter Parking (Lots/Streets/Parking Structure)	\$807,750	\$798,000	\$888,500	\$967,600	\$1,139,544	\$1,162,335	\$1,185,582	\$1,208,293	\$1,408,890	\$1,437,884	\$1,437,884	\$1,437,884	\$1,617,620	\$1,617,620	\$1,617,620	\$1,617,620	\$1,797,355	\$1,797,355	\$1,797,355	\$1,797,355	\$1,977,091
13	Resident Permit Parking ⁽⁵⁾	\$17,095	\$17,095	\$17,095	\$17,181	\$17,267	\$17,353	\$17,440	\$17,527	\$17,615	\$17,703	\$17,792	\$17,881	\$17,970	\$18,060	\$18,150	\$18,241	\$18,332	\$18,424	\$18,516	\$18,609	\$18,702
14	Business Parking Permits ⁽⁶⁾	\$82,373	\$82,373	\$82,373	\$85,329	\$88,380	\$91,528	\$94,777	\$98,130	\$101,580	\$105,131	\$108,784	\$112,540	\$120,624	\$134,804	\$159,118	\$183,570	\$208,161	\$232,892	\$257,664	\$282,478	\$307,334
15	Parking Citation Revenue ⁽⁷⁾		\$188,000	\$188,000	\$188,462	\$211,759	\$225,947	\$241,085	\$257,238	\$274,473	\$292,803	\$312,485	\$333,421	\$355,760	\$379,598	\$405,029	\$432,165	\$461,121	\$492,016	\$524,861	\$560,155	\$597,685
16	Total Parking Revenue (Sum lines 11 through 15)	\$917,219	\$1,093,469	\$898,469	\$1,306,822	\$1,583,959	\$1,624,163	\$1,665,884	\$1,708,188	\$1,930,368	\$1,980,611	\$2,004,007	\$2,028,835	\$2,230,424	\$2,258,400	\$2,288,163	\$2,318,645	\$2,532,878	\$2,568,459	\$2,606,257	\$2,646,417	\$2,868,826
17	Total Parking Expenses (Existing Lots & Street Spaces)	\$842,102	\$881,366	\$881,206	\$701,642	\$722,691	\$744,372	\$766,703	\$789,704	\$813,396	\$837,797	\$862,931	\$889,819	\$915,494	\$942,948	\$971,237	\$1,000,374	\$1,030,385	\$1,061,297	\$1,093,136	\$1,125,930	\$1,158,708
18	Available for New Parking Structure (Line 16 minus Line 17)	\$275,117	\$432,104	\$217,263	\$605,180	\$861,259	\$879,791	\$899,180	\$918,484	\$1,116,973	\$1,142,814	\$1,141,076	\$1,140,016	\$1,314,940	\$1,315,451	\$1,316,986	\$1,318,271	\$1,502,493	\$1,507,162	\$1,513,122	\$1,520,487	\$1,709,118
19	Debt Service	NA	NA	\$0	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000	\$1,930,000
20	Operating Expenses (New Parking Structure)	NA	NA	\$0	\$210,642	\$216,961	\$223,470	\$230,174	\$237,080	\$244,192	\$251,518	\$259,063	\$266,835	\$274,840	\$283,086	\$291,578	\$300,325	\$309,335	\$318,615	\$328,174	\$338,019	\$348,160
21	Total New Parking Structure	\$0	\$0	\$0	\$2,140,642	\$2,146,961	\$2,153,470	\$2,160,174	\$2,167,080	\$2,174,192	\$2,181,518	\$2,189,063	\$2,196,835	\$2,204,840	\$2,213,086	\$2,221,578	\$2,230,325	\$2,239,335	\$2,248,615	\$2,258,174	\$2,268,019	\$2,278,160
22	Net Surplus / (Deficit) - (Line 18 minus Line 21)	\$275,117	\$432,104	\$217,263	(\$1,535,462)	(\$1,285,703)	(\$1,273,689)	(\$1,269,694)	(\$1,247,596)	(\$1,057,219)	(\$1,038,704)	(\$1,047,988)	(\$1,056,816)	(\$889,901)	(\$897,634)	(\$904,712)	(\$911,055)	(\$736,642)	(\$741,453)	(\$745,652)	(\$747,531)	(\$589,041)

Notes

- (1) Starbucks paying for 2 spaces short per zoning ordinance x \$22,500 / space (payable over 10 years)
- (2) Young Israel paying for 21 spaces short per zoning ordinance x \$22,500 / space (payable over 30 years starting in FY14-15)
- (3) The Shul paying for 70 spaces short per zoning ordinance x \$22,500 / space (payable over time period to be determined but estimated at 20 years starting in FY15-16)
- (4) Spialgia paying for 16 spaces short per zoning ordinance x \$22,500 / space (payable over 20 years starting in FY14-15)
- (5) Assumed 1/2 of one percent increase per year in resident permit parking revenue
- (6) Business Parking Permit Revenue has increased average of 6.4% / year last four years. Assumed 1/2 this rate (3.2% / year increase going forward)
- (7) Parking Citation Revenue has increased average of 13.3% / year last four years. Assumed 1/2 this rate (6.7% / year increase going forward)

Table 15
Parking Structure 1/2 length of Lot + Townhomes + Public Park at South End
Abbott Avenue Lot, 414 Total Cars, 207 Net Added Cars
Project Pro Forma - Revenue Bond Financing

Alternate	Description	Cars	Construction Year (FY)	Operational Year (FY)	Construction Year Less	Operating Expense Increase / Year	Transaction Increase Per Year 1 yr past operational year	
							Last Year (FY)	
Alternate	Abbot Lot Site Alternative 2	414	FY13-14	FY14-15	25%	3%	2.0%	FY28-21

Line #	Fiscal Year	Historical						Projected														
		FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY24-26	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	FY31-32
1	Lot Transactions	420,000	420,000	315,000	199,857	193,855	197,528	201,478	205,508	209,618	213,810	213,810	213,810	213,810	213,810	213,810	213,810	213,810	213,810	213,810	213,810	213,810
2	Parking Structure Transactions	0	0	0	230,143	234,745	239,440	244,229	249,114	254,098	259,178	259,178	259,178	259,178	259,178	259,178	259,178	259,178	259,178	259,178	259,178	259,178
3	Average Monthly Transactions	35,000	35,000	26,250	35,000	35,700	36,414	37,142	37,885	38,643	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416
4	Avg Stay (Hours:Minutes)	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31
5	Ticket Average	\$1.90	\$1.90	\$2.28	\$2.28	\$2.66	\$2.66	\$2.66	\$2.66	\$3.04	\$3.04	\$3.04	\$3.04	\$3.42	\$3.42	\$3.42	\$3.42	\$3.80	\$3.80	\$3.80	\$3.80	\$4.18
6	Downtown Parking Rate / Hr (All Rates in 2013 Dollars)	\$1.25	\$1.25	\$1.50	\$1.50	\$1.75	\$1.75	\$1.75	\$1.75	\$2.00	\$2.00	\$2.00	\$2.00	\$2.25	\$2.25	\$2.25	\$2.25	\$2.50	\$2.50	\$2.50	\$2.50	\$2.75
Off-Site Parking Fund Annual Payment																						
7	Starbucks (2 Spaces) ⁽¹⁾	\$4,500		\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Young Israel (21 Spaces) ⁽²⁾	\$15,750		\$0	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750
9	The Shul (70 Spaces) ⁽³⁾	\$78,750		\$0	\$0	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750
10	Spiaggia (16 Spaces) ⁽⁴⁾	\$18,000		\$0	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
11	Off-Site Parking Fund Revenue			\$4,500	\$38,250	\$117,800	\$117,800	\$117,800	\$117,800	\$117,800	\$117,800	\$117,800	\$117,800	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500
12	Meter Parking (Lots/Streets/Parking Structure)	\$807,750	\$798,000	\$598,500	\$857,800	\$1,138,544	\$1,182,335	\$1,185,582	\$1,209,293	\$1,409,890	\$1,437,884	\$1,437,884	\$1,437,884	\$1,817,620	\$1,817,620	\$1,817,620	\$1,817,620	\$1,797,355	\$1,797,355	\$1,797,355	\$1,797,355	\$1,977,091
13	Resident Permit Parking ⁽⁵⁾	\$17,098	\$17,098	\$17,098	\$17,181	\$17,267	\$17,353	\$17,440	\$17,527	\$17,615	\$17,703	\$17,792	\$17,881	\$17,970	\$18,060	\$18,150	\$18,241	\$18,332	\$18,424	\$18,516	\$18,609	\$18,702
14	Business Parking Permits ⁽⁶⁾	\$92,373	\$92,373	\$92,373	\$95,329	\$98,380	\$101,528	\$104,777	\$108,130	\$111,590	\$115,161	\$118,848	\$122,649	\$126,574	\$130,624	\$134,804	\$139,118	\$143,570	\$148,164	\$152,905	\$157,798	\$162,848
15	Parking Citation Revenue ⁽⁷⁾		\$188,000	\$188,000	\$198,462	\$211,759	\$225,947	\$241,085	\$257,238	\$274,473	\$292,883	\$312,485	\$333,421	\$355,780	\$379,598	\$405,028	\$432,168	\$461,121	\$482,018	\$504,881	\$530,155	\$557,886
16	Total Parking Revenue (Sum lines 11 through 15)	\$917,219	\$1,693,469	\$898,469	\$1,306,822	\$1,583,950	\$1,624,183	\$1,665,884	\$1,709,188	\$1,930,368	\$1,980,811	\$2,004,907	\$2,028,835	\$2,230,424	\$2,258,400	\$2,288,103	\$2,319,645	\$2,332,878	\$2,568,458	\$2,608,257	\$2,648,417	\$2,868,826
17	Total Parking Expenses (Existing Lots & Street Spaces)	\$642,182	\$661,385	\$681,208	\$701,642	\$722,691	\$744,372	\$766,703	\$789,704	\$813,396	\$837,797	\$862,931	\$888,819	\$915,484	\$942,948	\$971,237	\$1,000,374	\$1,030,385	\$1,061,297	\$1,093,136	\$1,125,900	\$1,159,708
18	Available for New Parking Structure (Line 16 minus Line 17)	\$275,117	\$432,104	\$217,263	\$605,180	\$861,259	\$879,791	\$889,180	\$919,484	\$1,116,973	\$1,142,814	\$1,141,076	\$1,140,016	\$1,314,940	\$1,315,451	\$1,316,866	\$1,319,271	\$1,502,493	\$1,507,162	\$1,513,122	\$1,520,487	\$1,709,118
19	Debt Service	NA	NA	\$0	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000	\$906,000
20	Operating Expenses (New Parking Structure)	NA	NA	\$0	\$108,031	\$111,272	\$114,611	\$118,049	\$121,580	\$125,238	\$128,955	\$132,855	\$136,851	\$140,956	\$145,185	\$149,541	\$154,027	\$158,648	\$163,407	\$168,309	\$173,359	\$178,559
21	Total New Parking Structure	\$0	\$0	\$0	\$1,014,031	\$1,017,272	\$1,020,611	\$1,024,049	\$1,027,580	\$1,031,238	\$1,034,955	\$1,038,855	\$1,042,851	\$1,046,956	\$1,051,185	\$1,055,541	\$1,060,027	\$1,064,648	\$1,069,407	\$1,074,309	\$1,079,359	\$1,084,559
22	Net Surplus / (Deficit) - (Line 18 minus Line 21)	\$275,117	\$432,104	\$217,263	(\$408,852)	(\$156,014)	(\$146,820)	(\$124,869)	(\$108,107)	\$85,735	\$107,819	\$102,211	\$97,165	\$287,983	\$264,266	\$261,325	\$259,244	\$437,845	\$437,755	\$438,812	\$441,129	\$624,559

Notes

- (1) Starbucks paying for 2 spaces short per zoning ordinance x \$22,500 / space (payable over 10 years)
- (2) Young Israel paying for 21 spaces short per zoning ordinance x \$22,500 / space (payable over 30 years starting in FY14-15)
- (3) The Shul paying for 70 spaces short per zoning ordinance x \$22,500 / space (payable over time period to be determined but estimated at 20 years starting in FY15-16)
- (4) Spiaggia paying for 16 spaces short per zoning ordinance x \$22,500 / space (payable over 20 years starting in FY14-15)
- (5) Assumed 1/2 of one percent increase per year in resident permit parking revenue
- (6) Business Parking Permit Revenue has increased average of 6.4% / year last four years. Assumed 1/2 this rate (3.2% / year increase going forward)
- (7) Parking Citation Revenue has increased average of 13.3% / year last four years. Assumed 1/2 this rate (6.7% / year increase going forward)

Table 17
Parking Structure Full length of Lot - Townhomes Liner Bldg
Abbott Avenue Lot, 514 Total Cars, 387 Net Added Cars
Project Pro Forma - Revenue Bond Financing

Alternate	Description	Cars	Construction Year (FY)	Operational Year (FY)	Construction Year Loss	Operating Expense Increase / Year	Transaction Increase Per Year 1 yr post operational year	
							Last Year (FY)	
Alternate	Abbot Lot Site Alternative 3	514	FY13-14	FY14-15	25%	3%	2.8%	FY20-21

Line #	Fiscal Year	Historical					Projected															
		FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY24-26	FY26-27	FY27-28	FY28-29	FY29-30	FY30-31	FY31-32
1	Lot Transactions	420,000	420,000	315,000	167,297	170,643	174,056	177,537	181,088	184,709	188,404	188,404	188,404	188,404	188,404	188,404	188,404	188,404	188,404	188,404	188,404	188,404
2	Parking Structure Transactions	0	0	0	252,703	257,757	262,812	268,170	273,534	279,004	284,585	284,585	284,585	284,585	284,585	284,585	284,585	284,585	284,585	284,585	284,585	284,585
3	Average Monthly Transactions	35,000	35,000	26,250	35,000	35,700	36,414	37,142	37,885	38,643	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416
4	Avg Stay (Hours:Minutes)	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31
5	Ticket Average	\$1.90	\$1.90	\$2.28	\$2.28	\$2.66	\$2.66	\$2.66	\$2.66	\$3.04	\$3.04	\$3.04	\$3.04	\$3.42	\$3.42	\$3.42	\$3.42	\$3.80	\$3.80	\$3.80	\$3.80	\$4.18
6	Downtown Parking Rate / Hr (All Rates in 2013 Dollars)	\$1.25	\$1.25	\$1.50	\$1.50	\$1.75	\$1.75	\$1.75	\$1.75	\$2.00	\$2.00	\$2.00	\$2.00	\$2.25	\$2.25	\$2.25	\$2.25	\$2.50	\$2.50	\$2.50	\$2.50	\$2.75
Off-Site Parking Fund Annual Payment																						
7	Starbucks (2 Spaces) ⁽¹⁾			\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Young Israel (21 Spaces) ⁽²⁾			\$0	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750
9	The Shul (70 Spaces) ⁽³⁾			\$0	\$0	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750
10	Spiaggia (16 Spaces) ⁽⁴⁾			\$0	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
11	Off-Site Parking Fund Revenue			\$4,500	\$38,250	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500
12	Meter Parking (Lots/Streets/Parking Structure)	\$807,750	\$798,000	\$598,500	\$957,600	\$1,138,544	\$1,162,335	\$1,185,582	\$1,209,293	\$1,409,680	\$1,437,884	\$1,437,884	\$1,437,884	\$1,617,820	\$1,617,820	\$1,617,820	\$1,617,820	\$1,797,355	\$1,797,355	\$1,797,355	\$1,797,355	\$1,977,091
13	Resident Permit Parking ⁽⁵⁾	\$17,085	\$17,086	\$17,086	\$17,181	\$17,267	\$17,353	\$17,440	\$17,527	\$17,615	\$17,703	\$17,792	\$17,881	\$17,970	\$18,060	\$18,150	\$18,241	\$18,332	\$18,424	\$18,516	\$18,609	\$18,702
14	Business Parking Permits ⁽⁶⁾	\$92,373	\$92,373	\$92,373	\$95,329	\$98,380	\$101,528	\$104,777	\$108,130	\$111,590	\$115,161	\$118,846	\$122,648	\$126,574	\$130,624	\$134,804	\$139,118	\$143,570	\$148,164	\$152,905	\$157,798	\$162,848
15	Parking Citation Revenue ⁽⁷⁾		\$186,000	\$186,000	\$188,482	\$211,759	\$225,947	\$241,085	\$257,238	\$274,473	\$292,863	\$312,485	\$333,421	\$355,780	\$379,598	\$405,026	\$432,186	\$461,121	\$492,016	\$524,981	\$560,155	\$597,685
16	Total Parking Revenue (Sum lines 11 through 15)	\$817,219	\$1,083,489	\$888,469	\$1,386,822	\$1,583,950	\$1,624,163	\$1,665,884	\$1,709,188	\$1,930,368	\$1,980,611	\$2,004,907	\$2,028,835	\$2,230,424	\$2,258,400	\$2,288,103	\$2,319,645	\$2,532,878	\$2,568,459	\$2,606,257	\$2,646,417	\$2,868,826
17	Total Parking Expenses (Existing Lots & Street Spaces)	\$842,102	\$661,365	\$681,206	\$701,642	\$722,691	\$744,372	\$766,703	\$789,704	\$813,396	\$837,797	\$862,931	\$888,819	\$915,484	\$942,948	\$971,237	\$1,000,374	\$1,030,385	\$1,061,297	\$1,093,136	\$1,125,930	\$1,159,708
18	Available for New Parking Structure (Line 16 minus Line 17)	\$275,117	\$432,104	\$217,263	\$685,180	\$861,259	\$879,791	\$898,180	\$919,484	\$1,116,973	\$1,142,814	\$1,141,076	\$1,140,016	\$1,314,940	\$1,315,451	\$1,318,805	\$1,319,271	\$1,502,493	\$1,507,162	\$1,513,122	\$1,520,487	\$1,709,118
19	Debt Service	NA	NA	\$0	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000	\$501,000
20	Operating Expenses (New Parking Structure)	NA	NA	\$0	\$77,504	\$79,829	\$82,224	\$84,691	\$87,232	\$89,849	\$92,544	\$95,321	\$98,180	\$101,128	\$104,159	\$107,264	\$110,503	\$113,818	\$117,232	\$120,749	\$124,372	\$128,103
21	Total New Parking Structure	\$0	\$0	\$0	\$578,504	\$580,829	\$583,224	\$585,691	\$588,232	\$590,849	\$593,544	\$596,321	\$599,180	\$602,128	\$605,159	\$608,264	\$611,503	\$614,818	\$618,232	\$621,749	\$625,372	\$629,103
22	Net Surplus / (Deficit) - (Line 18 minus Line 21)	\$275,117	\$432,104	\$217,263	\$26,676	\$280,429	\$296,566	\$313,489	\$331,252	\$526,124	\$549,270	\$544,755	\$548,836	\$712,814	\$710,292	\$708,582	\$707,768	\$887,675	\$888,938	\$891,372	\$895,116	\$1,080,015

Notes

- (1) Starbucks paying for 2 spaces short per zoning ordinance x \$22,500 / space (payable over 10 years)
- (2) Young Israel paying for 21 spaces short per zoning ordinance x \$22,500 / space (payable over 30 years starting in FY14-15)
- (3) The Shul paying for 70 spaces short per zoning ordinance x \$22,500 / space (payable over time period to be determined but estimated at 20 years starting in FY15-16)
- (4) Spiaggia paying for 16 spaces short per zoning ordinance x \$22,500 / space (payable over 20 years starting in FY14-15)
- (5) Assumed 1/2 of one percent increase per year in resident permit parking revenue
- (6) Business Parking Permit Revenue has increased average of 6.4% / year last four years. Assumed 1/2 this rate (3.2% / year increase going forward)
- (7) Parking Citation Revenue has increased average of 13.3% / year last four years. Assumed 1/2 this rate (6.7% / year increase going forward)

Table 19

Town of Surfside, Florida
Full Site Grade + 3 Supported floors
Post Office Lot - 280 Cars, 219 Net Added Cars
Revenue Bond Financing

Alternate	Description	Cars	Construction Year (FY)	Operational Year (FY)	Construction Year Loss	Operating Expense Increase / Year	Transaction Increase Per Year 1 yr past operational year	Last Year (FY)
Post Office Site Alternative 1	Parking Structure + Post Office & Commercial Space	295	FY 13-14	FY 14-15	25%	3%	2.0%	FY 20-21

Line #	Fiscal Year	Historical					Projected											
		FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23	FY23-24	FY24-25	FY24-26	FY26-27	FY27-28
1	Lot Transactions	420,000	420,000	315,000	266,918	272,257	277,702	283,258	288,921	294,889	300,593	300,593	300,593	300,593	300,593	300,593	300,593	300,593
2	Parking Structure Transactions	0	0	0	153,082	156,143	159,268	162,451	165,700	169,014	172,395	172,395	172,395	172,395	172,395	172,395	172,395	172,395
3	Average Monthly Transactions	35,000	35,000	26,250	35,000	35,700	36,414	37,142	37,885	38,643	39,416	39,416	39,416	39,416	39,416	39,416	39,416	39,416
4	Avg Stay (Hours:Minutes)	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31	1:31
5	Ticket Average	\$1.90	\$1.90	\$2.28	\$2.28	\$2.66	\$2.66	\$2.66	\$2.66	\$3.04	\$3.04	\$3.04	\$3.04	\$3.42	\$3.42	\$3.42	\$3.42	\$3.80
6	Downtown Parking Rate / Hr (All Rates in 2013 Dollars)	\$1.25	\$1.25	\$1.50	\$1.50	\$1.75	\$1.75	\$1.75	\$1.75	\$2.00	\$2.00	\$2.00	\$2.00	\$2.25	\$2.25	\$2.25	\$2.25	\$2.50
Off-Site Parking Fund Annual Payment																		
7	Starbucks (2 Spaces) ⁽¹⁾	\$4,500		\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$0	\$0	\$0	\$0	\$0
8	Young Israel (21 Spaces) ⁽²⁾	\$15,750		\$0	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750	\$15,750
9	The Shul (70 Spaces) ⁽³⁾	\$78,750		\$0	\$0	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750	\$78,750
10	Spaggia (16 Spaces) ⁽⁴⁾	\$18,000		\$0	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
11	Off-Site Parking Fund Revenue			\$4,500	\$38,250	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$117,000	\$112,500	\$112,500	\$112,500	\$112,500	\$112,500
12	Meter Parking (Lots/Streets/Parking Structure)	\$807,750	\$798,000	\$598,500	\$957,900	\$1,139,544	\$1,162,335	\$1,185,582	\$1,208,293	\$1,408,690	\$1,437,884	\$1,437,884	\$1,437,884	\$1,617,620	\$1,617,620	\$1,617,620	\$1,617,620	\$1,797,395
13	Resident Permit Parking ⁽⁵⁾	\$17,098	\$17,098	\$17,098	\$17,161	\$17,267	\$17,353	\$17,440	\$17,527	\$17,615	\$17,703	\$17,792	\$17,881	\$17,970	\$18,060	\$18,150	\$18,241	\$18,332
14	Business Parking Permits ⁽⁵⁾	\$92,373	\$92,373	\$92,373	\$95,329	\$96,360	\$101,528	\$104,777	\$108,130	\$111,580	\$115,161	\$118,846	\$122,649	\$126,574	\$130,624	\$134,804	\$139,118	\$143,570
15	Parking Citation Revenue ⁽⁵⁾		\$186,000	\$186,000	\$198,462	\$211,759	\$225,947	\$241,085	\$257,238	\$274,473	\$292,863	\$312,485	\$333,421	\$355,760	\$379,596	\$405,029	\$432,166	\$461,121
16	Total Parking Revenue (Sum lines 11 through 15)	\$917,219	\$1,093,469	\$898,489	\$1,306,822	\$1,583,950	\$1,624,163	\$1,665,884	\$1,709,188	\$1,930,368	\$1,980,611	\$2,004,007	\$2,028,835	\$2,230,424	\$2,258,400	\$2,288,103	\$2,319,645	\$2,532,878
17	Total Parking Expenses (Existing Lots & Street Spaces)	\$642,102	\$661,365	\$661,206	\$701,642	\$722,691	\$744,372	\$766,703	\$789,704	\$813,368	\$837,797	\$862,931	\$888,619	\$915,484	\$942,946	\$971,237	\$1,000,374	\$1,030,365
18	Available for New Parking Structure (Line 16 minus Line 17)	\$275,117	\$432,104	\$237,283	\$605,180	\$861,259	\$879,791	\$899,180	\$919,484	\$1,116,973	\$1,142,814	\$1,141,076	\$1,140,016	\$1,314,940	\$1,315,451	\$1,316,866	\$1,319,271	\$1,502,493
19	Debt Service	NA	NA	\$0	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000	\$435,000
20	Operating Expenses (New Parking Structure)	NA	NA	\$0	\$61,981	\$63,841	\$65,756	\$67,729	\$69,761	\$71,853	\$74,009	\$76,229	\$78,516	\$80,872	\$83,298	\$85,797	\$88,371	\$91,022
21	Total New Parking Structure	\$0	\$0	\$0	\$496,981	\$498,841	\$500,756	\$502,729	\$504,761	\$506,853	\$508,009	\$511,229	\$513,516	\$515,872	\$518,298	\$520,797	\$523,371	\$525,022
22	Net Surplus / (Deficit) - (Line 18 minus Line 21)	\$275,117	\$432,104	\$237,283	\$108,198	\$362,418	\$379,035	\$396,452	\$414,723	\$610,119	\$633,805	\$629,847	\$626,500	\$799,068	\$797,154	\$796,069	\$795,900	\$976,471

Notes

- (1) Starbucks paying for 2 spaces short per zoning ordinance x \$22,500 / space (payable over 10 years)
- (2) Young Israel paying for 21 spaces short per zoning ordinance x \$22,500 / space (payable over 30 years starting in FY14-15)
- (3) The Shul paying for 70 spaces short per zoning ordinance x \$22,500 / space (payable over time period to be determined but estimated at 20 years starting in FY15-16)
- (4) Spaggia paying for 16 spaces short per zoning ordinance x \$22,500 / space (payable over 20 years starting in FY14-15)
- (5) Assumed 1/2 of one percent increase per year in resident permit parking revenue



Mr. Michael Crotty
Town Manager
Town of Surfside
9293 Harding Avenue
Surfside, FL 33154

March 21, 2014

Subject: Public/Private Partnership Advisory Services

Dear Mr. Crotty:

Lambert Advisory (Lambert) is pleased to provide Public/Private Partnership (P3) Advisory Services related to the potential acquisition and development of a parking garage in Surfside, Florida.

This letter outlines our proposed scope of services, fees, timing and the conditions that will govern this engagement. Lambert Advisory has broad experience assisting municipalities with development solicitation, evaluation of responses, assessment of proposed structuring and negotiating final agreements for public/private ventures. We likewise work with private responders and, as a result, have a thorough understanding of the challenges and opportunities which surround the public/private partnership process.

As we understand it, the Town of Surfside (Town) completed a Parking Study in late 2012 and as a result of the findings is contemplating the development of a parking structure located on the west side of Collins Avenue south of 95th Street (hereto referred to as the Post Office site). Based upon the garage development site as proposed in the Parking Study, the property comprises four individual parcels, including: three contiguous parcels that are owned by the Town with a total 28,260 square feet (0.65 acres); and, a fourth parcel that is privately owned, comprises a total 12,460 square feet (0.29 acres), and currently includes the Post Office building. As a result, the Town is evaluating the opportunity to build a parking garage and ancillary retail on all four parcels which would require a public/private partnership should the one property remain as privately owned. To assist with this evaluation, the Town is looking for guidance in evaluating public/private partnership strategies and opportunities with a developer to build the parking garage and potential on-site retail.

Based upon the Town's objectives outlined above, we propose the scope of services within two distinct tasks:

Task 1: Evaluation of the Proposed Parking Garage and Strategic Options

The first task associated with the public/private partnership process is to evaluate the proposed parking garage development to provide the Town with the base of information and

analysis necessary to identify alternative development options for the parking garage. There are three primary steps to this process, summarized as follows:

- 1.) *Updated Parking Garage Demand and Program:* Based upon our discussions, the parking demand analysis for the Post Office site will need to be updated. Lambert will work with the Town's parking consultant to define the parking demand based upon demand from two primary sources: 1) demand from public use; and, 2.) demand from on-site retail (which may also include a new Post Office). In this effort, Lambert's primary role will be to prepare a market assessment to estimate the demand and performance parameters for retail use as part of the proposed parking garage development based upon:
 - a.) Economic/Demographic Overview – This analysis will analyze economic/market trends locally considered pertinent to the proposed development, including but not limited to: population and population characteristic trends and projections; beach utilization, hotel occupancies (including assessment of new hotel development), employment trends and labor force characteristics; household trends and projections; and, traffic patterns and trends primarily along Harding Avenue and Collins Avenue.
 - b.) Comparable/Competitive Supply Profile – The supply effort will profile any competitive/comparable retail development projects located in the market area. The type of data that Lambert will seek to obtain includes: size of retail center; merchandise/tenant mix; rental rates and lease terms; market orientation (i.e. resident, worker); and, identification and summary profile of notable retail development under construction or in the planning stages.
 - c.) Estimates of Retail Market Demand and Performance - Based upon our analysis of market supply and demand conditions outlined above, Lambert will identify market demand for the proposed retail development with specific aspects including:
 - Potential uses and most synergistic tenant/business mix for the site;
 - Achievable "net" rental rates;
 - Estimate of timing and absorption for development; and,
 - Planning and design guidelines which can be utilized to set the parameters for partnership solicitation.
- 2.) *Parking Garage - Net Operating Income Projections:* Based upon the estimate of parking demand from potential public and retail utilization, we will work with the Town's parking consultant to forecast revenue, expenses and net operating income from the parking garage. Lambert's main focus will be on the net operating income generated from the retail component and the analysis will also factor in the need to accommodate the Post Office should it remain a part of the development plan.
- 3.) *Outline of Strategic Opportunities:* Based upon the evaluation of demand and operating estimates outlined above, Lambert will be in a position to assist the Town in its evaluation of strategic opportunities for implementing the proposed parking garage development. This includes but is not limited to an assessment of: land

acquisition (of the Post Office site); alternative public/private partnership structures with the current or new owner of the Post Office property which includes an understanding of potential equity, debt, and/or land contribution structuring; and, analysis of the Town's return-on-investment from alternative development options. Importantly, the strategic analysis is aimed at maximizing the benefit of the parking garage to both the Town and its residents.

Task 2: Public/Private Partnership Solicitation and/or Negotiations (Optional)

At the point the Town considers a public/private partnership for the proposed Post Office parking garage development, and a solicitation for Public/Private Partnership be required as part of the process, Lambert is prepared to assist with the preparation, evaluation and negotiation associated with a Request for Proposal (RFP) the Town may need to undertake as part of the public/private partnership.

Prepare an RFP for Public/Private Partnership - Lambert will prepare an RFP for a development and/or operating partner and will be oriented to both identifying the strongest developer/operator as well as marketing the property to prospective developer/operators. The RFP will set forth the key components of the Ranking Criteria and Selection Criteria including any required terms and structure of an Agreement. Furthermore, the RFP will include (or make reference to) all relevant and available information regarding the parking garage property including physical, regulatory, and legal documents.

Evaluation: Lambert will be prepared to assist the Town in its evaluation of any RFP responses in light of the prevailing and prospective economic and financial environment impacting the proposed development. The primary objective of this evaluation is to assess the revenue, operating and financial assumptions set forth within each RFP and advise the Town as to any items and/or issues that may not be consistent with our findings.

Negotiation Assistance: Once a partner is selected, Lambert will be prepared to assist in the negotiation process with a selected partner and advise the Town in the interest of structuring a fair and equitable agreement for both parties.

Fees and Documents

Our fees will be based upon our standard hourly rates of \$225 for Paul Lambert (Managing Principal), \$175 for Eric Liff (Principal), and \$110 for professional staff. We propose a fixed fee for **Task 1** in the amount of **\$18,500**. For Task 2, should the Town accept, we propose to complete the work on an hourly basis, with a "not-to-exceed" amount which we will be agreed upon prior to commencement of work.

Specific to Task 1, we will document our findings and conclusions within a Technical Memorandum, with supporting documentation and analysis.

The fees stated above include any out of pocket or ancillary expenses such as automobile costs, printing costs, long distance telephone, postage and courier, and photocopying. If, at some

point during the course of the work, a decision is made to discontinue, our fee will be based upon the actual professional time expended to date.

Other Terms of Agreement

Our studies, reports and analysis are subject to the following restrictions and conditions:

- Lambert Advisory has no obligation to update our findings and conclusions for changes in market conditions which occur subsequent to our work. Any such changes in market conditions may affect the validity of our estimates.
- Documents we prepare are based upon assumptions and estimates which are subject to uncertainty and variation. These estimates are often based on data obtained in interviews with third parties, and such data are not always completely reliable. In addition, we make assumptions as to the future behavior of consumers and the general economy which are highly uncertain. Therefore, while our estimates will be conscientiously prepared on the basis of our experience and the data available to us, we make no warranty of any kind that the occupancy, rates, revenues, or expenses projected will, in fact, be achieved.

Acceptance

We hope this letter correctly addresses your needs. If you have any questions regarding the scope of work or business arrangements, please call me at (305) 503-4096.

We thank you for the opportunity to present this proposal and look forward to working with you on this exciting assignment.

Very truly yours,



Eric Liff
Principal

THE PROPOSAL AND ITS TERMS AND CONDITIONS ARE ACCEPTED IN ITS ENTIRETY.

NAME: _____

COMPANY: _____

TITLE: _____

DATE: _____

GENERAL FIRM EXPERIENCE

Lambert Advisory was founded in 1995 and incorporated in Florida in 1999. It currently has five employees in its Miami office from which it serves markets throughout the United States and internationally.

The firm provides services to private institutional clients such as large corporations, foundations, and universities which require a variety of assistance with their real estate holdings. Institutional clients over the past several years have included the Queen Emma Foundation (Honolulu), Harvard University, University of Pennsylvania, Samsung Corporation (Korea), and Kimco Realty. As the qualifications included as part of this package make clear, the firm also provides an array of services to government clients related to market research and business planning; particularly, expertise in visitor and tourism strategic planning, commercial property feasibility analysis, visitor/resident/business surveys, and benchmark/case study analysis.

As detailed below, Lambert Advisory has and is currently providing services associated with economic and financial analysis to Miami-Dade County, the World Trade Center Miami (in conjunction with Port Miami), a variety of municipalities in South Florida, The City of New Orleans, The City of Fort Lauderdale, and the City of Tampa, among others. Lambert has considerable experience in a broad range of economic and financial analyses including but not limited to: Parks and Recreation/Cultural; Airports, Seaports, Commercial and Housing Real Estate; and, Transit.

Client:	PortMiami – World Trade Center Miami
Project:	Economic, Market and Strategic Analysis

Project Description: Lambert Advisory, in conjunction with Johnson Consulting, completed an economic, market and strategic analysis for a proposed World Trade Center within Port Miami. As the basis for evaluating development opportunities for a World Trade Center Miami, Lambert completed an assessment of general economic and demographic trends and forecasts for Miami-Dade County, and specifically Downtown Miami, inclusive of the Brickell and Omni areas. The economic profile focused on those primary variables that “drive” demand for proposed uses including office, hotel, and retail that support a phased development of the World Trade Center property. Lambert also provided the strategic recommendations for implementation and related Port Miami initiatives.

Client:	City of Fort Lauderdale (FL) – as a sub-consultant to Zyscovich, Inc.
Project:	Estimate of Income, Expense and Debt Service Coverage for Two Municipal Parking Garages

Project Description: Lambert Advisory, as a sub-consultant to Zyscovich, Inc., assisted in the preparation of income, expense, and debt service coverage ratios for two City of Fort Lauderdale owned parking garages (Sebastian Parking Garage and Oceanside Parking). The analysis was prepared in the effort to assist the City (and its planning team) to understand the opportunity for the City to leverage and support its investment in the garages with ancillary retail uses.

Client: City of Pompano Beach (FL)
Project: Hillsboro Marina – Market Assessment, RFP Preparation/Negotiation

Project Description: Lambert Advisory recently completed market research and assessment for the Pompano Beach Hillsboro Inlet Marina (Marina). The work completed as part of the assessment was utilized to assist the City of Pompano Beach (City) in its evaluation of the terms of a Lease between the City and the Hillsboro Inlet Marina Captains Association, Inc. (Association). Subsequently, Lambert prepared the Request for Qualification (RFP) for distribution by the City and assisted in negotiation with the Association.

Client: South Florida Regional Transportation Authority
Project: Downtown Fort Lauderdale Mobility Hub Joint Development Initiative (Economic Advisor and Developer Negotiations)

Project Description: Lambert Advisory, as a sub-consultant to Kimley-Horn & Associates, is currently providing the economic and market analysis associated with the Downtown Mobility Hub Joint Development Initiative (JDI Mobility Hub). A key objective of the JDI Mobility Hub planning process is to identify the opportunity for a transit oriented joint development which emphasizes connections to multiple modes of transportation key among which include The Wave Streetcar and FEC commuter rail. The primary uses proposed include residential, hotel, office and retail. The residential analysis in particular is a key component to the Hub initiative given the existing demand for rental housing in the Downtown area. As part of subsequent phases of the JDI Mobility Hub plan, Lambert assist in preparing and evaluating Request for Qualifications (RFQ) for private developers interested in the joint public/private initiative.

Client: City of Hallandale Beach (FL)
Project: CRA/TIF Funding Strategy and Public/Private Development Negotiation Services Regarding Villages of Gulfstream Park

Project Description: Lambert Advisory was the primary consultant to the City of Hallandale Beach associated with its negotiation with Forest City Enterprises associated with the development of a \$250 million retail/entertainment center. Lambert provided the financial structuring and deal terms associated with City of Hallandale Beach's CRA TIF funding used to support development of the nearly 600,000 square foot multi-phase development. Lambert set forth the parameters by which the City would invest TIF dollars and recapture investment dependent upon a tracking of the development's success over a 17 year period. Lambert participated as the CRA's representative during negotiations and wrote the framework of the final agreement.

Client: Odebrecht Construction, Inc.
Project: Airport City Financial Advisor

Project Description: Lambert Advisory is currently engaged as an economic and financial advisor to Odebrecht Construction, Inc. in its negotiation with Miami-Dade County Aviation Department (MDAD) to procure the rights to develop a new 400 room hotel, 350+ parking spaces, 9,000 square feet of retail and more than 1.0 million square feet of professional office space at the front door to Miami International Airport. Lambert's primary role is to assist Odebrecht (and its development team) with complex financial evaluation and deal term structuring that will ultimately determine an annual "franchise fee" that will be paid to MDAD in addition to a fixed land lease payment. Additionally, Lambert is assisting in the negotiation of the terms and conditions defining development timing, developer contribution (earnest money), terms of land lease and other related terms incorporated into corresponding

Development Agreements. The total development cost is estimated to be more than \$500 million and is anticipated to commence in 2012.

Client:	City of New Orleans, (LA)
Project:	Cooperative Endeavor Agreement Between City of New Orleans & Lowe's Home Centers, Inc.

Project Description: Lambert Advisory completed an analysis of incentives to be provided to Lowe's Home Improvement Centers (Lowe's), related to the development of a 116,000 square foot home improvement store on Elysian Fields Avenue. Lambert Advisory assisted the Council of the City of New Orleans review the terms of a Cooperative Endeavor Agreement between The City of New Orleans and Lowe's Home Centers associated with a \$3.6 million tax increment investment in the development of the Lowe's facility. The incentives were structured to utilize valuable enticements to attract certain retailers who are particularly strong at drawing business or other retailers within immediately surrounding areas.

Client:	Creative Village – Ustler Development (Orlando, FL)
Project:	TIGER II Grant - Application & Strategic Services

Projection Description: Lambert Advisory served as the lead economic, financial and strategic advisory to Creative Village LLC (in a joint effort with Bank of America CDC and its Consortium partners) in the preparation of a TIGER II Grant submission. Creative Village, located in Downtown Orlando within the Parramore Neighborhood area, is a master planned vision where high tech, digital media and creative companies integrate with residential, retail and academia. The initial grant submission is estimated to be in the \$70 million range, with additional sources of funding targeted to support the redevelopment effort. The planning and grant submission effort represents comprehensive and complex integration of disciplines between the private sector (master developer), City of Orlando, BACDC, Lynx, among others. Lambert's primary role is to provide the strategic vision and define the redevelopment focus in the context of grant submission as well as facilitate and coordinate interaction between the various Consortium partners. The successful Grant application was awarded \$10 million.

Client:	City of Pompano Beach (FL)
Project:	Amphitheater Improvement Plan and Municipal Cemetery Business/Operations

Project Description: Lambert Advisory, as part of two separate contracts, provided the City of Pompano Beach with strategic business analysis for two City-owned assets: a 3,800 seat amphitheater and a 3,900 (remaining) plot cemetery. The primary objective of the cemetery analysis was to establish a roadmap for short and long term options for managing and operating the municipal cemetery. This included in-depth market and industry research into a unique asset that included demographic trends and forecasts that affect the cemetery industry – and specifically mortality rates, life expectancy, deaths and senior population. In regard to the amphitheater, Lambert completed an economic benefit assessment associated with a proposed improvement to the Pompano Beach Amphitheatre. The City was considering supporting the investment and completing the work for seat coverage improvements and the objective of this analysis was to assess the level of increased performance within the venue and the economic return to the City associated with the proposed \$2.5+ million investment.

Client:	City of Plantation (FL)
Project:	Catalytic Investment Strategy, Developer RFP Preparation, and Investment Structuring and Negotiation

Project Description: Lambert Advisory was initially engaged in a market and financial assessment for the State Road 7 corridor in the City of Plantation to create the district's "Catalytic Investment Initiative." A key component to the analysis is aimed at guiding the City to the strongest redevelopment program from a dollars-and-cents perspective keeping in mind the broader goals of the City to effectuate the corridor's redevelopment. The objective was to test various cash flow scenarios including acquiring parcels and/or existing buildings and leasing them back to a third party for development. Beyond developing the City's "Catalytic Investment Initiative," Lambert wrote the City's Request for Proposals to utilize a \$5.0 million pool of city funds to spur redevelopment by providing gap funding to private projects, and subsequently served as advisor in direct negotiations associated with a number of large scale developments in the CRA district which has resulted in more than \$60 million in private investment to date.

Client:	Port of Corpus Christi (TX)
Project:	Develop RFP to Identify Operator for Conference Center & Developer for Twelve acre Waterfront Property

Project Description: Lambert Advisory developed an RFQ to identify an operator for the Port of Corpus Christi's new Conference Center and assisted the port in choosing and negotiating with the successful respondent. Following two successful and profitable years of operating the conference center and with the development of a new baseball stadium on adjacent port property, Lambert Advisory then assisted the Port prepare and issue a second RFP to identify retail and hotel developers for a twelve acre site adjoining the ballpark and conference center. Beyond soliciting responses from potential partners, the RFP outlined various partnership structures which the port entertained based upon the proposed development program.

Client:	City of Hollywood (FL)
Project:	Financial Advisory and Public/Private Development Negotiation Services for WSG Mixed Use Development

Project Description: Lambert Advisory served as the Hollywood CRA's financial advisor and negotiation consultant for a proposed \$100+ million residential, retail and office mixed use development regarded as the catalyst for redevelopment within the City's downtown district. Lambert prepared the financial model used to determine the City's prospective \$10 to \$15 million TIF investment needed to support the development plan. The evaluation contemplated a multitude of funding sources including construction and permanent debt, mezzanine/bridge loans, developer equity (including land contribution) and the City's TIF participation.

Client:	Miami-Dade County Park, Recreation & Open Space
Project:	Haulover Park Business Improvement Plan

Project Description: Lambert Advisory is currently assisting Miami Dade County Park, Recreation & Open Space (PROS) in the preparation of the Haulover Park Business Improvement Plan (BIP) that serves as a guideline for increasing business activity within the Park and aimed at: 1.) providing positive economic (revenue) support to capital investments proposed by MDPROS for the Park's master plan; 2.) complimenting and supporting existing uses and attractions within the Park; and, 3.) creating uses that benefit both MDPROS planning objectives and the resident/visitor community it serves.

Client: Miami-Dade County Park & Recreation
Project: RFQ/Submission Review Associated with Metro-Zoo Waterpark and Family Entertainment Center Developer

Project Description: Lambert Advisory provided advisory service on the RFQ preparation process and assisted the County in its evaluation of the eventual submissions to the RFQ as well as prepared the County for Developer negotiations.

Client: Miami-Dade County Park & Recreation
Project: Coast Guard Site Analysis

Project Description: Lambert Advisory, is currently assisting Miami-Dade County Park & Recreation Department with an analysis of the Coast Guard site to: 1) review the historical events associated with the former Base Realignment and Closure Act (BRAC); 2) define essential criteria for relocation of the entire existing Coast Guard Base operation, or a means to establish a cantonment of the CEU building within the site; 3) identify, evaluate and negotiate for a suitable and functional replacement property, or any part thereof, for the Coast Guard staff move elsewhere within the County; and 4) work with appropriate federal agencies to allow the County to acquire the property for resale in accordance with the County's redevelopment plan.

Client: Miami-Dade County Park & Recreation
Project: Gold Coast Railroad Museum

Project Description: Lambert Advisory, in conjunction with The Evans Group, is currently assisting Miami-Dade County Park & Recreation Department with a Planning Study and General Plan for the Gold Coast Railroad Museum property. This report includes a site analysis, existing facility profile, an assessment of market conditions and potential demand, a profile of comparable facilities throughout the US, and attendance and expenditure projections for the museum and its Main Street retail component.

Client: Miami-Dade County Park & Recreation
Project: Deering Estate Restaurant/Banquet Assessment

Project Description: Lambert Advisory, in conjunction with Cini-Little International, assisted Miami-Dade County Park and Recreation Department with an assessment of the opportunity to identify a permanent banquet operator for Deering Estate through an RFP process. The analysis also evaluated the potential/economics of the chosen banquet operator managing a unique restaurant on property which would be a destination into-of-itself.

Client: Miami-Dade County Park & Recreation
Project: Golf Course Study

Project Description: Lambert Advisory, in conjunction with NGF Consulting, completed an analysis of economic, demographic and utilization/activity trends associated with five County-owned golf courses.

Client: Miami-Dade County Park & Recreation
Project: Recreation Center Market Study

Project Description: Lambert Advisory completed a recreation center market study to assess the opportunity for Miami-Dade County Park and Recreation Department to develop recreation centers within four potential Department parks situated throughout the County. As part of the Recreation Center Market Study, Lambert Advisory completed a market, operations and financial analysis for the potential development of a recreation facility in West Kendall.

Client: Miami-Dade County Park & Recreation
Project: Evaluation and Negotiation Support for Westrec Lease/Management Agreement (Haulover Marina)

Project Description: Lambert Advisory provided Miami-Dade County Park and Recreation Department with evaluation and negotiation support associated with a Management/Lease Agreement with Westrec for the Haulover Marina property.

Client: Miami-Dade County Park & Recreation
Project: Campground Assessment

Project Description: Lambert Advisory provided an analysis camp ground utilization, interview and site visits, survey of comparable/competitive facilities and facility recommendations for the redevelopment of Camp Matecumbe and other camping facilities in the County.

Client: Miami-Dade County Park & Recreation
Project: Larry & Penny Thompson Park Market Analysis & Operations Plan

Project Description: Lambert Advisory, as a subcontractor to Curtis & Rogers, completed a market analysis for Larry and Penny Thompson Campground, comprising the first component of the multi-task engagement aimed at identifying the most appropriate way of improving the service quality and performance of the campground facility. The market analysis set forth the foundation for subsequent phases of work including the physical and capital planning effort, financial analysis, and operational improvements recommendations which the Department utilized for implementation programming.

Client: City of Miami (FL)
Project: Miami Film Industry and Incentive Program

Project Description: Lambert Advisory recently completed an incentive program assessment and location analysis for the City of Miami's Economic Development Department in conjunction with its effort to improve and support the local film and television production industry. The research and analysis completed as part of this undertaking focused on three critical components: 1.) highlights of the US and local (Miami) film industry that provide important insight into key statistics and notable trends driving the film industry's past and near-term future; 2.) a profile of film industry incentives (case studies) offered by states and cities that may be utilized to promote long-term growth within the local film industry; and 3.) assessment of key elements of the City's physical infrastructure (namely land and/or buildings) available to support the film production industry presently and in the future.

EXPERIENCE OF PRINCIPAL STAFF

PAUL LAMBERT (PROJECT MANAGER)

MANAGING PRINCIPAL, LAMBERT ADVISORY

Paul Lambert founded Lambert Advisory in 1995. Since its inception the firm has provided corporate, not-for-profit, and governmental clients with a wide range of real estate and economic development advisory services. Mr. Lambert is an expert in market, financial, strategic and impact analysis related to real estate, community development and public/affordable housing. He has broad experience in strategic economic and business development for both the public and private sectors.

Prior to starting Lambert Advisory, Lambert was with Arthur Andersen LLP and Goodkin Research Corporation where he was in charge of the firms' South Florida and Latin America real estate economic practice.

Some of Mr. Lambert's clients over the past several years have included Samsung Corporation, The Queen Emma Foundation, University of Pennsylvania, Harvard University, Miami Dade County Park and Recreation Department and the Cities of New York and New Orleans. Between late 2005 and early 2007, Lambert served as the manager of the City Council of New Orleans' post-Katrina neighborhood rebuilding planning process which at one point was commonly referred to as the "Lambert Plan."

Mr. Lambert continues to advise a number of cities throughout the United States with regard to their housing and economic development programs and was a contributing author of "Public Housing Asset Management: A Handbook for Local Government" published by the Community Development Training Institute. He also served as a principal consultant to Harvard University's Public Housing Operating Cost Study and was the City Council of New Orleans' advisor related to its negotiation with HUD around the Housing Authority of New Orleans' Long Range Master Plan.

Mr. Lambert holds a BA from Miami University in Ohio. He was a Beaver Fellow at the London School of Economics, and graduated from the Massachusetts Institute of Technology, where he received a Master degree in City Planning.

ERIC LIFF

PRINCIPAL, LAMBERT ADVISORY

Eric Liff has more than eighteen years of experience providing advisory services to financial institutions and corporations both domestically and internationally. Prior to joining Lambert Advisory, Mr. Liff was responsible for acquisition and development activity at WorldStar Resorts, an entity of Starwood Capital. His primary responsibilities included corporate and/or asset identification, deal structuring, due diligence and strategic positioning.

Before joining WorldStar, Mr. Liff was a member of the real estate advisory services group for two Big 5 accounting firms, servicing some of the largest real estate and hospitality firms and investment banks in the United States and Caribbean. As a Manager in the Real Estate Consulting Group of KPMG Peat Marwick and a Senior Consultant with the Real Estate Consulting Group of Arthur Andersen LLP, Mr. Liff was actively involved in acquisition, disposition, and underwriting engagements for firms such as CS First Boston, Morgan Stanley, Prudential, and Heller Financial. Additionally, Mr. Liff has managed a number of major workout transactions and litigation related support engagements.

Mr. Liff earned his Bachelor of Science degree with a concentration in real estate management and development at the University of Southern California in 1990. He is a member of the Urban Land Institute (ULI) and has recently served on the Technical Advisory Panel (TAP) for the South Florida/Caribbean chapter. Mr. Liff has also been a participant in the American Resort Development Association (ARDA).

FRANK PALLINI
SENIOR STAFF ADVISOR

Frank Pallini has over 18 years of professional experience as a management consultant to the real estate industry. His areas of expertise include market and financial analysis, development/project planning, strategic planning, asset evaluation, economic research and impact analysis.

Mr. Pallini has served as management consultant and business advisor to numerous real estate companies, developers, builders, financial institutions, investors and asset managers as well as units of government and non-profit organizations. Major clients include, Disney Development, USAA Real Estate, GE Capital, US Home, Beneficial, and Citicorp Real Estate. He has also served as project manager/lead consultant for a housing demand study for the University of South Florida, St. Petersburg Campus; the St. Petersburg Housing Study sponsored by the St. Petersburg Chamber of Commerce; the City of Key West, to study the impact of the vacation rental market on the local economy; Hillsborough County Master Facilities Plan; and, as technical advisor to the City of Tampa's Cultural Arts District Committee.

Prior to starting his own firm, Mr. Pallini served ten years with KPMG Peat Marwick's Real Estate Management Consulting Group. During his tenure with KPMG, Frank advanced to level of Senior Manager where he was director of the firm's southeast real estate management consulting practice. In this capacity he was responsible for all phases of practice development, and provided management consulting expertise to clients throughout the United States, Europe, Latin America, and the Caribbean.

Mr. Pallini has written several articles covering regional real estate industry trends for the Urban Land Institute, the Real Estate Review, published by Warren, Gorham and Lamont and numerous local publications covering real estate business and trends in Florida and the Tampa Bay area.

Frank obtained his Bachelor's degree from Eckerd College and completed graduate course work for the Master's Program in Community Development at Southern Illinois University. He also has completed continuing education and enrichment courses in real estate finance from the Massachusetts Institute of Technology.

DORIEN ROWE
STAFF ADVISOR

Dorien Rowe joined Lambert Advisory as a GIS Specialist and Market Research Analyst in 2012. He has worked on numerous projects since joining the firm, where he has employed his knowledge of GIS software to analyze demographic data along with commercial and real estate properties. Dorien has been and is an instrumental part of Lambert's field research effort both in the field and secondary sources of data. Dorien received a B.A. in Geography from Florida International University in 2011.

Sec. 90-77. Off-street parking requirements.

- (a) Except as otherwise provided herein, when any building or structure is hereafter constructed, or structurally altered so as to increase the number of dwelling units or hotel rooms to increase its total commercial floor area, including provision of outdoor seating; or when any building or structure is hereafter converted to any of the uses listed in subsection 90-77(c), off-street parking spaces shall be provided in accordance with the requirements of subsection 90-77(c), or as required in subsequent sections of this article. The requirement for an increase in the number of required parking spaces shall be provided on the basis of the enlargement or change of use.
- (b) Parking compliance for properties and uses located in SD-B40 zoning district and for religious places of public assembly in other areas of the town.
- (1) *Off-street parking applicability.* This section applies to:
- a. Uses within the SD-B40 zoning district where changes of use from service businesses to restaurant or retail occur; and
 - b. Religious places of public assembly located within the area depicted on the Public Assembly Places as set forth in subsection 90-41(d)(23) hereinabove.
- (2) *Options to satisfy parking requirements for uses specified in (1) above.* Satisfaction of the off-street parking requirements of this subsection (b) may be achieved through compliance with any combination of the following options:
- a. On site provision of required parking spaces as more specifically set forth in subsection 90-77(c);
 - b. Tandem parking as more specifically set forth in subsection 90-77(d);
 - c. Joint use and off-site facilities as more specifically described in section 90-80. If parking is satisfied by agreement with a private third party, the town shall require an agreement in writing for an effective period of no less than five years. No less than 60 days prior to the expiration of such agreement, either a new agreement shall be in place or the owner of the property for which the parking is being provided shall receive the town's approval of the employment of one of the other prescribed options contained in this subsection. Failure to secure the town's approval of one or a combination of the prescribed options shall result in revocation of the owner's certificate of occupancy and certificate of use;
 - d. Shared parking; or
 - e. Payment of parking trust fee that can be used to finance the provision of parking whether through the purchase, construction or modification of parking facilities or to otherwise provide for additional parking as more specifically set forth in subsection 90-77(b)(4).
- (3) *Modification of parking requirements.* In tandem with the use of options (2)c—e to satisfy parking requirements, requests may be made for a reduction in the minimum parking requirements which may be considered by the town upon receipt of an application from the owner of the site seeking a reduction as follows:
- a. **Minor reductions.** Requests for a reduction of one to three required parking spaces may be approved by the town manager in consultation with the town planner as a de minimus reduction upon a finding that the applicant has utilized

the options available in subsection 90-77(b)2) above, to the greatest extent feasible. If the request is denied by the town manager, that decision may be appealed to the town commission.

- b. Major reductions. The planning and zoning board shall hear requests for reductions in parking in excess of the town manager's authority under subsection (3)a hereinabove. Such requests shall be accompanied by a report prepared by the town manager and town planner and approved for legal sufficiency by the town attorney, analyzing existing and future parking demands, the availability of underutilized public parking spaces, and traffic circulation. The report prepared by the town manager and town planner and approved for legal sufficiency by the town attorney will be based upon an independent study completed by a professional traffic engineer licensed in the State of Florida.
 - c. Criteria for approval of major or minor reduction. Requests for reduction may be approved, in whole or in part, upon a finding that there is sufficient available parking that is open to the public and is judged adequate to accommodate the parking reduction request within 300 feet of the subject property along a practical and usable pedestrian route excluding residential districts.
If the request is denied by the planning and zoning board, that decision may be appealed to the town commission.
- (4) *Parking trust fee.* The off-street parking requirements may be complied with by paying into the downtown parking trust fund the sum of money that is the product of the number of parking spaces required but not provided, multiplied times the amount of the established fee per parking space. The parking fee amount shall be calculated on a "per parking space" standard, based upon a portion of the cost of the land, combined with the cost of design and construction, for a single structured off-street parking space. The established fee per parking space shall be determined by the town manager and approved by resolution of the town commission, as may be amended from time to time. All required parking fees shall be paid prior to the issuance of a building permit.
- (5) *Parking trust fund.* There is hereby established a trust fund to be entitled the "Town of Surfside Downtown Parking Trust Fund," to be maintained and administered by the Town Manager. Parking fees collected pursuant to subsection 90-77(b)4) shall and any other monies may be deposited into this fund. The fund shall be used to facilitate the provision of public off-street parking and infrastructure improvements related to parking including, but not limited to, the following activities:
- a. Acquire fee simple or other interests in land, and other real property for parking purposes;
 - b. Construct, maintain, operate, lease, manage, purchase, or otherwise provide off-street parking facilities for public use including all labor and materials, cost of interest and financing etc;
 - c. Provide public information to enhance parking utilization including publicity campaigns, graphics and signage, and other informational devices;
 - d. Coordinate plans for parking facility improvements and expansion with public transportation plans and operations in the vicinity;
 - e. Provide accessibility to off-street parking facilities by suitable means such as public shuttle, tram or trolley service and related physical improvements such as bus shelters and right-of-way modifications; and

- f. Perform such other related activities as may be necessary to carry out the intent of this subsection.

The success and financial feasibility of providing any such shuttle, tram, bus, or trolley service, as provided in subsection (b)(5)e., shall be subject to annual evaluation by the town commission. Funds deposited in the downtown parking trust fund shall be made available to the town commission for the purposes set forth in this subsection, after review and recommendation by the town manager to the town commission and approval by the town commission.

- (c) *Required parking table.* The number of off-street parking spaces that shall be required to serve each building or structure and use shall be determined in accordance with the following table:

Type of Residential Unit/Type of Use	Minimum Space Requirements	
Single-family or Two-family	2 spaces	
Multi-family—Efficiency and 1-bedroom	1.5 spaces	
Multi-family—2-bedroom and 3-bedroom	2.0 spaces	
Multi-family—4-bedrooms or more	2.25 spaces	
Hotel	1 space for each room	
Suite-Hotels	1.25 space for each room	
Hotel and Suite-Hotel ancillary uses	Meeting/banquet space	100% of code required parking for place of public assembly for square footage in excess of 20 square feet of gross floor area per hotel room
	Restaurants	1 space per 100 square feet of gross floor area.
Place of Public Assembly: Where seats and/or benches are provided	1 space for every 4 seats, or 1 space for every 6 linear feet or part thereof of bench	
Place of Public Assembly: Where fixed seats are not provided	1 space for each 50 square feet of non-administrative and congregation space	
Grocery, fruit or meat market	1 space each 250 gross floor area	
Retail store or Personal service establishment	1 space each 300 gross floor area	
Office or Professional services use, except Financial institutions	1 space each 400 gross floor area	
Medical or Dental uses	1 space each 300 gross floor area	
Restaurants or other establishments for the consumption of food and beverages on the premises	1 space for every 4 seats	
Financial institutions	1 space each 300 gross floor area	
Educational services	1 space per classroom, plus 1 per 250 gross floor area	

- (d) *Tandem parking.*

- (1) For residential projects of greater than 60 dwelling units, parking spaces may be provided as tandem spaces, provided, however, a minimum of one unencumbered parking space, tandem or regular, must be provided for each dwelling unit and valet parking service shall be provided at all times. One visitor parking space for each 15 dwelling units unless tandem parking with valet services is provided in which case one visitor space for each 20 units is required.
- (2) For hotel and suite-hotel uses, tandem parking spaces within a parking structure may be permitted for 100 percent of the required off street parking other than handicapped spaces, provided, however, all uses having tandem spaces must provide 24-hour

valet parking service and all applications for use of tandem parking must be approved by the town commission and the applicant must enter into an agreement, recorded in the public records at the expense of the owner, which shall run with the land and shall bind the heirs, successors, and assigns of said owner, which requires all developments having any tandem parking spaces to provide 24-hour valet parking service.

- (e) *Municipal parking—Use of property in town government capacity* The provisions of this article (Off-Street Parking and Loading) shall not apply to the use of any property by the town in any government capacity, function or purpose. This exemption shall also apply to setbacks and lot coverage requirements as set forth in [section 90-49](#) hereinabove.
- (f) *Parking lifts.* For the purposes of this section, "parking lifts" shall be defined as an electro-hydraulic mechanism in a multifamily residential building or in a non-residential building that lifts a parked passenger vehicle to make space available to park a passenger vehicle below it in a single vertical tandem fashion. A parking lift space may be counted as a parking space required by subsection [90-77\(c\)](#), and shall not be subject to the minimum parking stall size requirements of subsection [90-81.1\(1\)](#) provided that all of the following conditions are fulfilled:
- (1) A traffic queuing analysis shall be submitted by the owner of the building for parking areas using parking lifts, for review and approval by the Town Manager, to ensure efficient processing times and queue lengths. The number of parking lifts permitted to be counted as required parking spaces shall be determined by the approved queuing analysis; and
 - (2) All parking lifts shall be located within a fully enclosed parking garage and shall not be visible from exterior view. No outside parking lifts shall be permitted; and
 - (3) Parking lifts shall be permitted only when operated by an attendant or a licensed and insured valet parking company on a 24-hour/seven-days-a-week basis, to be confirmed by restrictive covenant to be recorded by the owner/applicant prior to establishment of the use; and
 - (4) No resident, guest, patron or customer of the building shall be permitted to operate the parking lift. A physical barrier shall be placed in the parking area to prohibit access to the parking lift area by residents, guests, patrons or customers of the building; and
 - (5) All parking lifts shall be maintained and kept in good working order; and
 - (6) The parking lift platform must be sealed and of a sufficient width and length to completely cover the bottom of the vehicle on the platform to prevent dripping liquids or debris onto the vehicle below; and
 - (7) All lifts must be designed so that power is required to lift the car, but that no power is required to lower the car, in order to ensure that the lift can be lowered and the top vehicle can be accessed in the event of a power outage; and
 - (8) All parking lifts must be designed to prevent lowering of the lift when a vehicle is parked below the lift; and
 - (9) Ceiling heights of any parking level with parking lifts shall be a minimum of 14 feet 4 inches and sufficient to accommodate all types of passenger vehicles. Such required height shall be proposed in the traffic queuing study and approved by the town manager. There shall be no beams, plumbing, or sprinklers that lower or otherwise interfere with this clearance across the entire span of the parking space; and
 - (10) Noise and vibration barriers shall be utilized to ensure that surrounding walls decrease sound and vibration emissions outside of the parking garage.
- (g)

No automated parking system, other than the parking lifts defined in subsection 90-77(f) shall be permitted as a required parking space unless first approved as a conditional use by the planning and zoning board at a public hearing following the procedures in section 90-35 of the Town Code.

(Ord. No. 1542, § 2, 12-8-09; Ord. No. 1550, § 2, 3-9-10; Ord. No. 1556, § 2, 7-13-10; Ord. No. 1558, § 2(Exh. A), 8-10-10; Ord. No. 1563, § 2, 11-9-10; Ord. No. 1585, § 2, 1-17-12; Ord. No. 1591, § 2, 8-15-12)