



Performance Audit

Public Parking Authority of Pittsburgh
Commonly referred to as the Pittsburgh Parking Authority

Report by the
Office of City Controller

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AUDITEE RESPONSE



CITY OF PITTSBURGH
OFFICE OF THE CITY CONTROLLER

Controller Rachael Heisler

March 2024

To the Honorable Mayor Edward Gainey and
Honorable Members of Pittsburgh City Council:

The Office of the City Controller is pleased to present this performance audit of the **Pittsburgh Public Parking Authority**, commonly known as the **Pittsburgh Parking Authority (PPA)**. The performance audit was conducted pursuant to the Controller's powers under Section 404(c) of the Pittsburgh Home Rule Charter. This audit focuses on the accuracy of revenue reports from PPA's Flowbird meter software system, analyzes PPA's internal processes and procedures related to the collection, documentation, and reconciliation of all monies from metered locations, garages, and plazas; reports on the 2019-2022 parking revenue of PPA garages, plazas, off-street lots, and on-street parking spaces. The audit also examined the effects of COVID-19 on operations and revenue, the 2022 PPA staffing levels, and the posting of job openings.

EXECUTIVE SUMMARY

The PPA is a municipal authority that owns and manages public parking facilities and street parking spaces in the City of Pittsburgh. The Authority exists for the purpose of planning, designing, locating, acquiring, holding, constructing, improving, maintaining, operating, owning, and leasing land and facilities that will be used for public parking. The authority owns 10 parking garages, two parking plazas (an open area parking lot), 30 off-street non-attended metered surface parking lots, and controls all on-street parking meter spaces within the City.

This performance audit was prompted by the 2023 City Controller's Office fiscal audit titled *Office of Management and Budget: South Side Parking Enhancement District Trust Fund*. The fiscal audit found that the year-end South Side Parking Enhancement District Trust Fund revenue report submitted to the Office of Management and Budget (OMB) did not match PPA's current Flowbird revenue reports. In an attempt to determine why these reports did not match, the performance auditors investigated the Flowbird software system.

The PPA staff gave the performance auditors a demonstration of the revenue reconciliation process. The auditors then tested the accuracy of revenue reports from Flowbird by comparing reported revenue to the actual dollar amounts deposited in PPA's bank account. This was accomplished by taking a 5%

computerized random sample of calendar days from 2019 through 2022 and comparing credit/debit card transactions from the Flowbird reports to PNC bank deposit statements. If the Flowbird software income reports matched the PNC bank statements, then the software was accurate.

After analyzing the Flowbird testing sample results and the PPA revenue reconciliation process, the performance auditors determined that the Flowbird meter revenue reporting system is accurate and did not account for the inaccuracies reported in the 2023 City Controller's Office fiscal audit. Additional investigation of the issue was not possible because the person responsible for the submitted reports was no longer employed with the PPA. The performance auditors found that PPA's revenue reconciliation process is an effective system and should continue daily reconciliation (**Recommendation 1**). The performance auditors recommended that the PPA administration should keep backup documentation of all reports sent to the Office of Management and Budget as well as reconciled Flowbird reports and PNC bank deposits. This way reports can be easily shared with any auditor investigating the accuracy of PPA reports (**Recommendation 2**). As a result of the City Controller's audits, PPA staff reported that backup documentation of all reports sent to the City has been implemented.

The performance audit also analyzed the effects of the COVID-19 pandemic on PPA parking revenue. PPA total parking revenue was the following: \$55,949,653.43 in 2019; \$28,403,380.21 in 2020; \$33,149,232.32 in 2021; and \$39,950,785.25 in 2022. As shown, when COVID-19 hit in 2020, parking revenue dropped drastically (-49.2%) but since, has been steadily increasing. However, 2022 revenue was still down 28.6% from pre-covid parking revenue levels.

The performance auditors also recommended that the PPA administration should continue offering several parking apps for patron convenience (**Recommendation 4**) and that the administration should post signage informing patrons that leases are available at applicable lots (**Recommendation 3**).

PPA had numerous vacant positions during the audit scope. From 2020 – 2022, PPA's vacant positions ranged from 27% - 34%, but as of December 1, 2023, the performance auditors found only one job opening posted on their website. The PPA administration should post all open job positions on its website and with the City's Human Relations and Civil Service employment on-line career center to fill open positions (**Recommendation 5**).

Our findings and recommendations are discussed in detail beginning on page 16. We believe our recommendations will provide more efficient operations within the PPA. We would like to thank the PPA staff for their cooperation and assistance during this audit.

Sincerely,



Rachael Heisler
Controller, City of Pittsburgh

INTRODUCTION

This performance audit of the Public Parking Authority of Pittsburgh was conducted pursuant to the City Controller’s powers under section 404(c) of Pittsburgh’s Home Rule Charter. The Public Parking Authority of Pittsburgh is commonly referred to as ‘Pittsburgh Parking Authority’ (PPA) and will be used as such throughout this audit. This audit focuses on the accuracy of revenue reports from PPA’s Flowbird meter software system, analyzes PPA’s internal processes and procedures related to the collection, documentation, and reconciliation of all monies from metered locations, garages and plazas; reports on the 2019-2022 parking revenue of PPA garages, plazas, off-street lots, and on-street parking spaces. The audit also examined the effects of COVID-19 on operations and revenue; and 2022 PPA staffing levels, and the posting of job openings.

The auditors tested the accuracy of revenue reports from Flowbird meter software by comparing the reported revenue to the actual dollar amounts deposited in PPA’s bank account. This accuracy test of revenue amounts was prompted by the 2023 City Controller's Office fiscal audit titled *Office of Management and Budget: South Side Parking Enhancement District Trust Fund*. The fiscal audit found that the yearend *South Side Parking Enhancement District Trust Fund* revenue report that was submitted to the Office of Management and Budget (OMB) did not match PPA’s current Flowbird revenue reports.

This is the third PPA performance audit conducted by the City Controller’s Office. The 2013 PPA performance audit focused on the PPA contract award process, management of parking operations, City’s Residential Parking Permit Program (RPPP) administration and enforcement. A 2016 performance audit re-examined the City’s Residential Parking Permit Program and the guidelines for creating or ending a RPPP area and its enforcement.

OVERVIEW

PPA is a municipal authority that owns and manages public parking facilities and street parking spaces in the City of Pittsburgh. PPA was created in 1947 by the City of Pittsburgh in accordance with the Parking Authority Law of Pennsylvania, Act of June 5, 1947, P.L. 458, as amended and supplemented, 53 P.S. SS 341 et seq. These laws state that the Authority exists for the purpose of planning, designing, locating, acquiring, holding, constructing, improving, maintaining, operating, owning, and leasing land and facilities that will be used for public parking.

City Code of Ordinance 541.09: *Public Parking Authority of Pittsburgh*, also gives PPA the power to manage, operate, and enforce an on-street parking regulation system. This includes issuing tickets for illegally parked vehicles and operating and enforcing the City’s Residential Permit Parking Program. However, the ordinance states that “the authority established in division (a) shall not supersede, diminish or restrict the exercise by the City of its full police powers, which include, but are not limited to, the power to establish parking ordinances and regulations and charges for on-street parking”.

PPA administrative offices are in the Central Business District (downtown) at 232 Boulevard of the Allies, Pittsburgh, PA 15222. PPA is governed by a five-member board appointed by the Mayor of

Pittsburgh for a staggered term of five years. Board titles are the following: chairman, vice-chair, secretary, treasurer, and assistant secretary. The City of Pittsburgh's Home Rule Charter Article 2 Executive Branch, § 220 Composition of Authority Boards, outlines the board's composition which requires one member of City Council to serve on each City authority board, but only one authority board at a time.

The authority is led by an Executive Director, who is recommended by the Mayor of Pittsburgh, and approved by the PPA board of directors. There is no term limit for the Executive Director. The current Executive Director has been in the position since 2005. PPA has six department directors: the chief financial officer, finance, parking services, on-street and metered parking, project management, and technology.

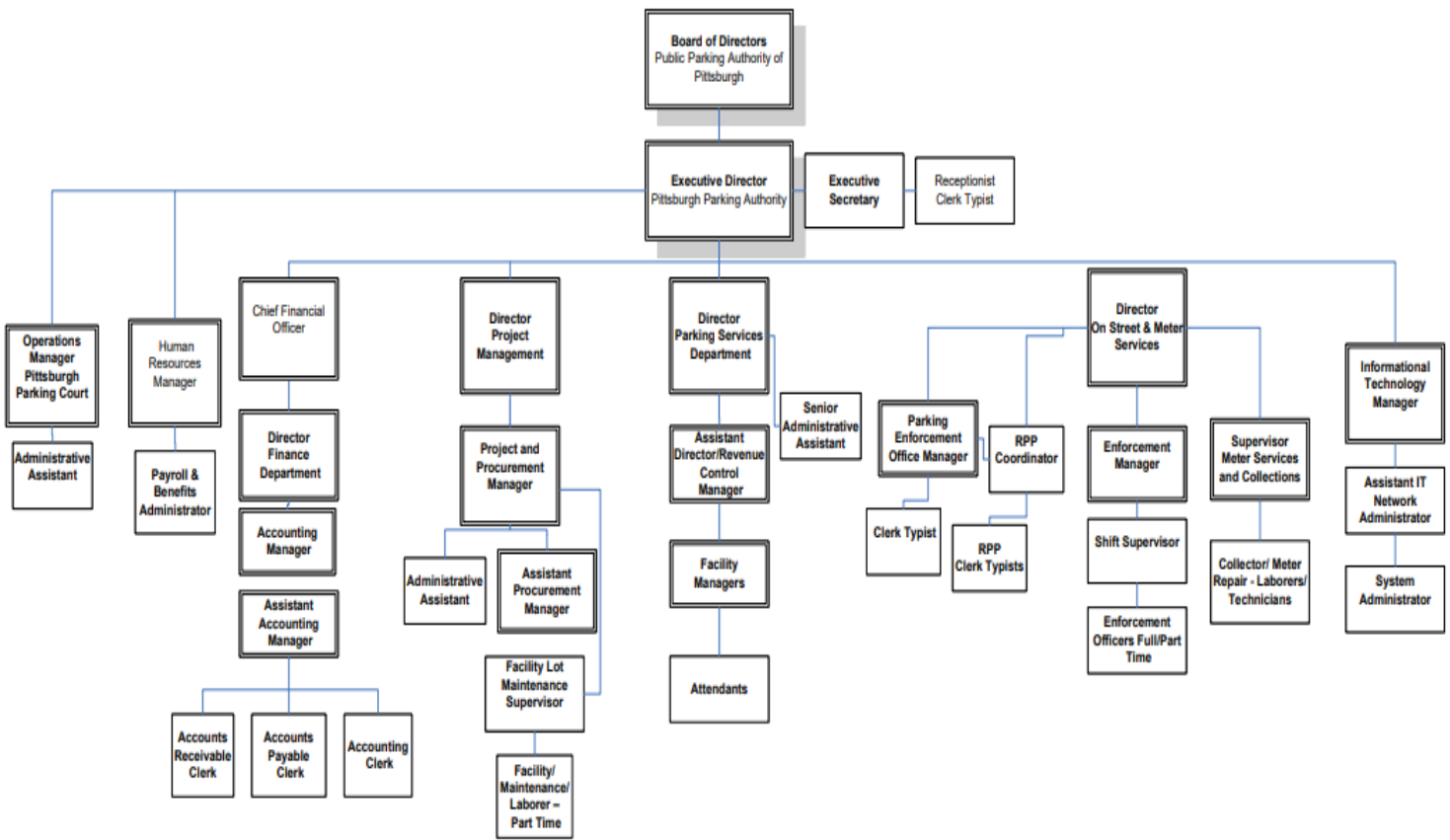
PPA 2022 Organizational Chart

PPA is comprised of eight sub-departments: the executive office, parking court, human resources, finance, project management, parking services, on-street and metered services, and technology. Chart 1 shows the PPA's 2022 organizational chart.

CHART 1
Pittsburgh Parking Authority
Organizational Chart
Fiscal Year 2022



Organizational Chart
Fiscal Year 2022



Source: Pittsburgh Parking Authority

Garages

The PPA owns 10 parking garages with eight located downtown. The eight downtown garages make up approximately 28% of all parking garages in the downtown area. The other two parking garage locations are in the City’s Oakland and Shadyside neighborhoods. Nine out of the 10 parking garages are managed and operated by PPA. The Third Avenue parking garage located downtown is operated pursuant to a parking management agreement with ABM Parking Services. ABM personnel provide management,

maintenance, and operation of the facility. This includes the collection of daily parking revenues derived from the facilities use, onsite management of PPA contracts, and managing all accounting records except the reconciliation of monthly parking income. This is done by PPA's finance department.

All PPA garages are equipped with security cameras at each pay station, entrance gate, and exit gate. A security guard is on-duty 24 hours daily, seven days a week. While on duty, the security guard patrols the whole garage every 30 minutes. On-site security guard services are provided through a contract the PPA has with Am-Guard, Inc. All garages have a garage attendant stationed 24/7 unless PPA is short-staffed, which usually occurs on night shifts from 12 a.m. – 8 a.m. Some garages also employ cashiers.

The AM-Guard, Inc. contract negotiated a prevailing wage rate for its members. This is despite the PPA board not codifying a prevailing wage policy, as reported in the City Controller's 2022 Special Report, Titled *City of Pittsburgh Service Worker Prevailing Wage Ordinance*.

Each garage lobby is equipped with a security management system monitored by a security guard. In case of an emergency or the need for escort service, each garage floor and lobby have signage and a panic alarm button that, when pressed, notifies the garage attendant and security guard on duty for assistance. Garage staff have two-way radios that can be used between garage staff and security guards for communication purposes. Signage, displayed in each garage elevator lobby, reminds customers that escort service is available.

PPA uses two different garage revenue control equipment and software systems to manage revenue collections, vehicle access, and egress. This includes pay stations, entry and exit stations, card readers, arm gates, etc. Six garages use a system created by Hub Parking Technologies and four garages utilize a system created by PSX Group.

Garage parking and lease rates vary by facility and time of day depending on the garage. Customers can pay for parking using garage pay stations, cashier booths (not available at all garages), or entry and exit stations. Pay stations accept cash, credit, or debit cards. Entry and exit pay stations only accept credit cards.

PPA Parking Plazas

The PPA owns two parking plazas (an open area parking lot): the Monongahela Wharf and Second Avenue Parking Plaza. The Monongahela Wharf Plaza has 458 surface parking spaces located on the southernmost edge of town under the Fort Pitt Boulevard on the Monongahela River. The plaza accepts both cash and credit cards. The entrance ramp has a lot attendant who collects the daily rate of \$10 cash, a flat fee to park Monday through Friday from 5:30 a.m. - 4:00 p.m. A meter is stationed before the entrance where credit card purchases are made. Credit card users must pay at the meter first and/or get their entry ticket from the lot attendant after payment. The parking rate is \$6.00 after 4:00 p.m. on weekdays and all day on weekends; during these times, only credit card purchases can be made because the lot is unattended.

The Second Avenue Parking Plaza is located next to the Allegheny County Jail and has 810 surface parking spaces. At the plaza lot, a customer can pay with either cash or a credit card. The lot

attendant accepts a flat fee rate of \$9.00 cash at the entrance gate Monday through Friday from 4:00 a.m. - 4:00 p.m. Credit card purchases can also be made at the meter located before the entrance gate for the same \$9.00 flat rate.

This location offers a free shuttle provided by Pittsburgh Transportation Group that takes customers into downtown through a specific route. The cost of shuttle service is included in the price of parking and is absorbed by PPA. The shuttle has three stops: the Municipal Courts Building, the corner of First Avenue and Grant Street, and at the Fourth Avenue side of the City-County Building. The plaza has free parking from 4:00 p.m. to 6:30 p.m. on weekdays and offers a 24-hour lease for \$170, and a \$70 discounted lease for a limited number of City of Pittsburgh employees. In addition, the plaza lot serves as parking for some of the City's fleet vehicles. The plaza is closed after 6:30 p.m. on weekdays and weekends except for lease holders.

Off-Street Lots and On-Street Meters

In addition to the lots and garages, PPA owns 30 off-street non-attended metered surface parking lots and controls all on-street parking meter spaces within the city. The PPA Executive Director stated that there are approximately 960 meters and 9,388 metered spaces located on street and in off-street surface lots.

All on-street parking and off-street lots are serviced by a multi-space meter (often referred to as a kiosk). Multi-space meters are electronic pay stations that allow for a single location of payment for multiple parking spaces placed at various locations along streets or lots. Patrons are required to enter their license plate number into the kiosk and can pay using either credit cards or debit cards or quarters in some locations. License plate numbers are used by PPA to track that parking was paid. Patrons can use any multi-space meter within the same geographic zone to pay for their parking spot.

On-street parking meter rates vary by location. Customers must pay \$1.50 an hour at all off-street parking lot locations except for the \$2.00 hourly rate charged at the Shadyside lot between Ivy Street and Bellefonte Street. Customers may also purchase monthly off-street parking lot leases; rates vary by location.

Cell Phone Applications

The city has four cell phone applications (apps) that individuals can use to pay for parking at on-street and off-street lot multi-space meters. Cell phone apps cannot be used to pay for garage parking. The applications include Go Mobile PGH, Flowbird mobile, Meter Feeder, and Pay by Phone applications, which are available to be downloaded on the App Store for iOS and Google Play for Android. Go Mobile PGH was the first app the city implemented in 2015; the other three apps were added in 2019, giving customers more options to pay for parking.

Figure 1 shows the pictures of the four different cell phone applications.

FIGURE 1
Pittsburgh Parking Authority
Cell Phone Parking
Payment Applications



Parking Enforcement Duties

PPA enforcement officers patrol assigned routes and have the authority to enforce and issue citations for illegally parked vehicles on city streets and lots in accordance with the Pennsylvania State Motor Vehicle Code and the City of Pittsburgh Code and Ordinances. This includes vehicles with expired meter times during enforcement hours, stationed in no parking zones, and in violation of the Residential Parking Permit Program (explained later in this section), etc.

Enforcement hours for on-street metered parking spaces and off-street metered surface parking lots are the following:

- On-street metered parking spaces are enforced Monday-Saturday from 8:00 a.m.- 6:00 p.m.
- Off-street metered surface lots are enforced Monday-Saturday from 8:00 a.m. - 10:00 p.m.

After the times shown above and all-day Sunday, parking is free citywide except in the South Side neighborhood. Effective January 1, 2023, for the South Side neighborhood only, there are extended hours of enforcement on Thursday through Sunday from 8:00 a.m.- 3:00 a.m. for on-street city meters and off-street metered PPA lots.

PPA offers free parking on the following 13 holidays: New Year's Day, Martin Luther King Day, Good Friday, Memorial Day, Juneteenth, Fourth of July, Labor Day, Veterans Day, Thanksgiving Day, the day after Thanksgiving, Small Business Saturday (first Saturday after Thanksgiving), Christmas Day, the day after Christmas.

Pittsburgh Parking Court

Citizens that receive a parking ticket anywhere within the city are required to pay a \$30.00 fine or may dispute the ticket at PPA's Parking Court. The Pittsburgh Parking Court is located inside the Third Avenue garage downtown. The Parking Court is overseen by the PPA parking court manager with clerical help from the PPA administrative assistant. The Parking Court was not part of the scope of this audit.

Disabled Person Parking Rules

The Pennsylvania Department of Transportation's law for "Persons with Disability/Severely Disabled Veteran Placards/Plates and Disabled Veterans," is stated as "Parking is permitted in spaces designated for disabled persons and for 60 minutes in excess of the legal parking period except where local ordinances or police regulations provide for the accommodation of heavy traffic during morning, afternoon or evening hours." Citizens with these Placecards/Plates are legally recognized in these apps as belonging to a disabled person. For these vehicles, after paying for 15 minutes, the meter will automatically add an extra free hour to the parking time.

Residential Parking Permit Program

The City's Residential Parking Permit Program (RPPP) was created to give city residents that live in districts with parking congestion caused by major institutions the first chance to claim limited parking spaces by their home. The program is jointly operated by PPA and the City of Pittsburgh Department of City Planning.

Districts must meet certain criteria to qualify for the program. Districts that qualify for the program usually are located around hospitals, universities, transit lines, commercial, and business districts. The city must recertify each RPPP district every four years. As of 2023, there are 36 RFPP designated areas in the city.

City residents that live in a RPPP district can apply for a residential parking permit on the PPA website. Applications can also be printed from the PPA webpage, mailed, or in-person delivered to the PPA office located at 232 Boulevard of the Allies, Pittsburgh, PA 15222.

The cost of a residential parking permit is \$20.00 per vehicle per program year. An annual visitor parking pass is \$1.00 per address. The visitor pass can only be used for three consecutive days at a time and cannot be used for a resident's vehicle. The cost of a permit and visitor pass is the same price no matter what day or month during the year the purchase was made, and there is also a \$3.00 processing fee for credit card purchases. Physical permits are no longer issued. PPA enforcement officers use handheld devices with recognition technology that can track permits by license plates numbers. The City's Residential Parking Permit Program is out of the scope of this audit.

OBJECTIVES

1. To test the accuracy of revenue recorded by the Flowbird meter system.
2. To analyze PPA's multi-space meter contract with Flowbird Urban Intelligence (formally Cale America).
3. To assess PPA's internal processes and procedures related to the collection, documentation, and reconciliation of monies from all pay stations and metered locations.
4. To analyze the effects of the COVID-19 Pandemic on PPA's total parking revenue.
5. To report the 2019 through 2022 total parking revenue by all PPA owned garage locations, on-street meters and off-street parking lots.
6. To analyze the PPA's parking rate increase that was established on July 1, 2023.
7. To examine if PPA's staffing levels are optimal.
8. To make recommendations for improvement.

SCOPE

The scope of this performance audit is PPA policies and procedures related to the collection, documentation, and reconciliation of revenue for the years January 2019 through December 2022; total parking revenue for all PPA owned garage locations, on-street meters, and off-street metered parking lots for the years January 2019 through December 2022; collection process and multi-space meter upgrade agreement with Flowbird Urban Intelligence effective since May 31, 2012; parking location pay rates effective July 1, 2023; and for the staffing analysis, January 2020 through December 2022.

METHODOLOGY

The auditors held an entrance conference meeting using Microsoft Teams with the PPA Executive Director, Director of Street and Metered Parking, Director of Finance, Accounting Manager, and Director of Parking Services (garages/Monongahela Wharf/2nd Ave Parking Plaza) to discuss the audit objectives.

The auditors attended a meeting at the PPA administrative office to discuss and view a demonstration of their internal processes and procedures related to the collection, documentation, and reconciliation of their revenue reporting.

PPA provided the auditors with Microsoft Excel spreadsheets generated from their revenue databases that show 2019 through 2022 total parking revenue by all metered locations. The auditors used the information to show how much revenue was generated from all off-street parking lots, on-street meters, garages, and leases.

The auditors tested the accuracy of PPA's reconciliation of monies from all metered locations that utilized the Flowbird data collection system. This was done by comparing a 5% random computer-generated sample of Flowbird revenue reports to PNC Bank deposit statements for years 2019-2022. The auditors initiated four computer generated lists, which asked for 16 random dates for each of the four years excluding Sundays because, on Sunday, there is no enforcement. The 64 dates were given to PPA, and they provided the backup data from Flowbird and PNC for auditors to compare and analyze.

PPA supplied the auditors with a Microsoft Excel spreadsheet of their 2020, 2021, 2022 positions. The spreadsheet listed each job title, department, if a union or non-union employee and whether the position was still filled or vacant. PPA staffing levels were analyzed using the spreadsheet.

The auditors received and reviewed tables and PPA Board of Director resolutions showing historical data on PPA parking rates for garages, parking lots, and on-street meters. The data was used in the PPA parking rate analysis.

Contracts evaluated during the audit include the multi-space meter contract with Flowbird Urban Intelligence; PPA employment agreements with Teamsters Local Union No. 926 and American Federation of State, County, and Municipal Employees (AFSCME) Local Union #279; and the Third Avenue garage parking management agreement with ABM Parking Services.

PPA provided the auditors with their 2020 through 2022 Flowbird paid invoices and vendor activity sheets. The auditors used the invoices and vendor activity sheets to calculate how much money was paid to Flowbird for goods and services provided.

PPA provided the auditors with the number of calls by patrons and the number of service requests that came via the Flowbird help desk service database in 2022.

On street meter payrate zone diagrams are charted by PPA using spreadsheets and were shared with the auditors. The auditors used ArcGIS Pro data analysis software and the diagrams to create an on-street meter zone map. Zone diagrams were also used to locate on-street dynamic pricing meters.

PPA provided the auditors with their 2022 organizational chart; dynamic pricing and hour location spreadsheet; and garage revenue control equipment inventory that is presented in this audit.

The auditors were provided parking app revenue spreadsheets from the Parking Apps Revenue and Transaction reports for analysis.

The auditors visited all 17 off-street parking lots that offered leases to see if signage was present informing the public that leases were available to purchase.

FINDINGS AND RECOMMENDATIONS

This performance audit was prompted by the 2023 City Controller's Office fiscal audit titled *Office of Management and Budget: South Side Parking Enhancement District Trust Fund*. The fiscal audit found that the year-end *South Side Parking Enhancement District Trust Fund* revenue report that was submitted to the Office of Management and Budget (OMB) did not match PPA's current Flowbird revenue reports.

The City Controller's Fiscal *Trust Fund* audit released in June 2023, stated that "various revenue reports provided by PPA during the audit found that revenue reports did not match prior reports given to the City and/or did not match other verifiable information. There are three primary components of this finding: 1) discrepancies in revenue reports, 2) the two different meter lists in the South Side District (one report had 99 meters listed and the other had 62 meters) and 3) anomalous charge amounts when some credit card purchases occurred."

Flowbird Software Test

In an attempt to determine why these reports did not match, the performance auditors investigated the Flowbird software. The auditors tested the accuracy of revenue reports from Flowbird and compared the reported revenue to the actual dollar amounts deposited in PPA's bank account. This was accomplished by comparing credit/debit card transactions from the Flowbird reports to PNC bank statements. The Flowbird software program is not used to reconcile cash transactions. If what the Flowbird software income reported matched the PNC bank statements, then the Flowbird meter software was accurate. The revenue comparison covered a four-year period, 2019, 2020, 2021, and 2022.

Testing Sample

The auditors generated a computerized random sample of 5% of the calendar days excluding Sunday (non-enforcement day) from each of the years 2019 through 2022. This produced 16 sample days per year totaling 64 days in the comparison test. The auditors provided these dates to PPA finance staff, who then provided all Flowbird revenue reports and the PNC bank deposit statements for those dates. To test the accuracy of Flowbird's software revenue reporting, the auditors compared all credit card transactions from the Flowbird database to PNC Bank's deposit statements.

Two days selected in the sample did not show any meter revenue. One of these days in the sample was November 27, 2021, called "Small Business Saturday." This was a program created by the Office of the Mayor and PPA; it was aimed at supporting small businesses by offering free metered parking lots and on-street parking citywide. The goal was to offer free parking to attract shoppers and visitors to retail and entertainment districts. Another day from the 2022 sample was a non-enforcement day due to it being a holiday weekend when parking is not enforced. This brought the total number of days in the sample analyzed down to 62 days. After reconciling PPA Flowbird database transactions to their PNC Bank revenue deposit statements, the auditors found that 61 dates (98.4%) had identical records.

The auditors found that one day in the 2022 sample of the Flowbird database and PNC deposits did not match. The discrepancy was that PNC had one small charge that was not accounted for. This was

because of a delay in posting to the PNC's online statement. The auditors accounted for the charge with data from the next reporting day.

The performance auditors testing sample shows that PPA metered revenue reported in their Flowbird database is accurate. The auditors found 61 dates out of 62 had identical records. The lone date was explained by PPA to be a delay in posting to PNC's online bank statement.

Finding: After analyzing the PPA revenue reconciliation process and the Flowbird testing sample results, the auditors concluded that the Flowbird meter revenue reporting system is accurate and did not account for the inaccuracies found in the 2023 City Controller's Office fiscal audit.

With the accuracy of the Flowbird meter software proven, the auditors speculated about other possible explanations as to why the OMB revenue report did not match the PPA generated report. Explanations for the fiscal revenue report discrepancies are: 1) that the parameters for generating the reports were not done correctly (human error), 2) the revenue from the Enhancement District was not calculated properly (meaning the number of meters did not agree on the two lists produced) and/or 3) the anomalous credit card charge fees that occurred affected the report totals.

A test to determine what happened was not possible because the employee who provided the revenue reports to the Controllers fiscal auditors left the employment of the PPA.

RECOMMENDATION 1:

PPA's financial department's internal processes and procedures related to the collection, documentation, and reconciliation of revenue was found to be detailed, thorough, and an effective system of revenue collection. The PPA administration should continue daily reconciliation of all revenue streams to actual bank deposits. The Authority should also continue to document and explain any inconsistencies found.

RECOMMENDATION 2:

The PPA administration should direct the finance department to keep monthly reconciled Flowbird reports and PNC bank deposits in a file so they can be easily shared with any auditor investigating the accuracy of PPA reports sent to the City. Backup documentation should be kept for all reports sent to the City of Pittsburgh's Office of Management and Budget.

The PPA administration reported to the auditors that they have already adopted recommendation 2.

Finding: The Controller's Office fiscal and performance audits resulted in the PPA administration saving all backup documentation relating to the financial reports which are submitted to the City of Pittsburgh's Office of Management and Budget. This practice will eliminate the need to reconstruct backup documentation thereby eliminating discrepancies caused by human error.

Flowbird Urban Intelligence Contract

PPA entered in a multi-space meter (kiosk) upgrade agreement with Cale America, Inc., a company based in Tampa, Florida that specializes in customizing parking technology. The agreement was effective May 31, 2012, through May 31, 2019, with the option to renew the contract for up to three additional one-year periods (contract was renewed for all three years ultimately expiring on May 31, 2022). Cale provided meter upgrades that featured pay-by-license plate technology.

In January 2018, Cale finalized a merger with Parkeon to create Flowbird Urban Intelligence, which everyone at PPA refers to as “Flowbird”. For this reason, Cale is mentioned as Flowbird in the contracts throughout the entire audit.

Meter and Install Price

PPA agreed to place an original order of 554 multi-space meters from Flowbird for a total price of \$3,664,251.00. The purchase price included delivery and installation of new meters, parking meter signs removal of all the old meters being replaced, and other goods, services, materials, and equipment provided by Flowbird including a meter spare-parts inventory and 24-hours of user training. Training was provided to PPA staff for the maintenance and repair of the meters and instructions on how to use the meter software package called Flowbird Web Office.

The PPA Executive Director stated in the PPA Board of Directors resolution No. 19 of July 2014, that in the original order, the price of a meter was \$5,950.00 with delivery and installation included. The contract specified that if subsequent orders are placed, PPA must pay \$6,250.00 a piece for a meter during the first three years of the contract, and \$6,500.00 for the remaining terms of the contract. Installation and delivery terms were still included in the price.

Contracted Monthly Payments

PPA pays Flowbird a monthly bill throughout the term of the contract. In consideration of the monthly payment, Flowbird provides the following goods and services at no additional cost:

- Subscription to Flowbird WebOffice to cover all meters, including unlimited data plan and user licenses. (A more detailed description of Flowbird WebOffice is provided on page 19 of the audit).
- Unlimited meter connectivity and transactions. This includes credit card processing fees and transaction fees associated with each meter, data plan charges, and connectivity fees.
- The general warranty states that Flowbird will repair or replace the meter within 72 hours of PPA’s written notice, at no additional cost for “any part or modular component of any pay station determined to be defective in material or workmanship under normal use and service.” Once the meter is upgraded by Flowbird, the warranty is free for the first year.
- A Flowbird employed full-time onsite manager stationed at PPA’s Grant Street Transportation Center garage located downtown.
- Flowbird help desk service and software (see page 19 of the audit).
- Six rolls of meter receipt paper per each kiosk annually. (Due to the new Flowbird meter upgrade effective June 1, 2022, parking meters no longer provide paper receipts, rather customers can

enter a cell phone number and receive a texted receipt. This portion of the payment was eliminated in 2023 when all meters received the upgrade).

It should be noted that when PPA purchased more meters, the total monthly payments will increase to reflect the new number of meters requiring these services.

Flowbird WebOffice

Flowbird WebOffice is a web-based software used by PPA to manage multi-space meters. The software lets PPA staff, program, manage, and monitor the meters using any computer with internet access and web browser.

The multi-space meters transfer information through the internet to WebOffice; this automatic transfer of information provides for efficient operations and service of the meters. PPA staff that have access to the software through login and password procedures can view the status of each meter, a group of meters, or all meters. This includes meter revenue, number of transactions processed, time of parking sale, etc. When meters are not functioning properly, warning and alarm notifications are sent to the Flowbird WebOffice. The software will store the message and automatically forward the notification to PPA staff through email or text. This is used to dispatch maintenance to fix the meter issues.

Flowbird WebOffice allows the user to view the collection status of all meters at any time and the software can send out alerts when the meters reach coin capacity. Meters reach coin capacity at \$350.00, but PPA meter collection personnel stated that they don't usually wait until the meter reaches that maximum dollar amount before they collect the coins. WebOffice can also generate reports and graphs so meter data can be analyzed.

Flowbird Help Desk Service and Software

Twenty-four hours per day, 365 days per year, the Flowbird help desk staff is available to assist customers with meter transactions and answer questions regarding hours of enforcement, parking rates, restrictions, disability parking rules, citation appeal process, impounds, etc. Customers can call the Flowbird help desk phone number located on every meter if they want help with these issues. Flowbird documents customer calls in the help desk database and notifies PPA if there is a problem that needs resolved.

The help desk database can be viewed by PPA staff anytime. The database is integrated with Flowbird WebOffice's alarm and warning notifications feature. When a meter is not functioning properly, the meter sets off an alarm, the issue is transmitted to the database, and a notification and maintenance ticket is created for PPA to go into the field and fix the problem.

PPA pays Flowbird a monthly fee for the help desk service and software. In 2020, 2021, and 2022, the fee was \$7,770.00 a month. The 2022, help desk database consisted of 10,049 tickets. There were 8,413 maintenance tickets that were detected from flowbird in-house software, and 1,636 tickets created due to customer inquiries and issues.

New Meter Upgrades

PPA Board of Directors approved resolution No. 7 of May 2021, authorizing the PPA Executive Director to enter into an agreement with Flowbird to install new doors and internal mechanisms to 50% of the existing multi-space meters. PPA Executive Director states in the resolution that the meter's internal mechanisms need upgraded because they may malfunction more often due to being seven or eight years old, well past their life expectancy. Meter modems also needed updated at this time because the current machines were going to be no longer supported by AT&T, PPA's internet provider. The meter upgrades were started during the final year of the contract effective June 1, 2021, and were completed in June 2022. PPA Board of Directors resolution No. 28 of August 2022 states that the cost of the upgrade was \$1,312,000.00.

The entire operating portion of the meter's door was upgraded. This included replacing all meter keypads with color touch screens, and the coin apparatus. The old meters had monochrome screens installed 10 to 12 years ago that became hard to see overtime. After the upgrade, the new units would no longer provide paper receipts but instead, receipts are texted to a user's cell phone after entering their phone number.

Current Contract

After the contract expired on May 31, 2022, PPA and Flowbird renewed the multi-space meter upgrade agreement for another three years. This renewed contract was effective June 1, 2022, and expires on May 31, 2025, with three additional one-year renewal options. The terms and conditions of the contract remained the same as the previous agreement.

During the audit scope, PPA Board of Directors approved resolution No. 17 of June 2022, authorizing the meter upgrade to the remaining existing meters. The work was completed in March 2023. PPA Board of Directors approved resolution No. 6 of March 2023 states that the cost of the remaining meter upgrade was \$1,219,000.00.

Finding: PPA has locked in the annual cost of doing business with Flowbird until May 31, 2025.

Payments To Flowbird

Table 1 shows the total payments to Flowbird for the years 2020, 2021 and 2022. Payments are for the contracted monthly payments, meter replacement parts, and meter upgrades. The payments were calculated by invoice date which is the date PPA is billed.

TABLE 1
PPA Payments to Flowbird
By Service Provided
2020 – 2022

Type of Service	2020	2021	2022
Contracted Monthly Payments	\$1,114,179.56	\$1,144,639.96	\$992,507.00
Meter Replacement Parts	\$28,228.01	\$25,212.13	\$24,920.20
Meter Upgrades	\$0.00	\$0.00	\$2,531,100.00
Totals	\$1,142,407.57	\$1,169,852.09	\$3,548,527.20

Source: PPA Flowbird invoices and vendor activity sheets

From 2020 through 2022, PPA paid Flowbird \$1,142,407.57, \$1,169,852.09, and \$3,548,527.20 respectively in monthly fees. From 2021 to 2022, Flowbird total payments increased \$2,378,675.11 (203.3%) due to meter upgrades involving the installation of new doors and internal mechanisms to the existing meters.

Revenue Reconciliation Process

For ease of understanding, the auditors separated the collection, documentation, and reconciliation of PPA’s garage, lot, and on-street parking revenue into two different categories: the garage process and the kiosk process. The garage process includes revenue from the 10 PPA owned garages, the Mon Wharf Plaza and the Second Avenue Parking Plaza. The kiosk process includes revenue from the 30 off-street lots and all on-street parking meters.

Garage Process

The first part of the garage process is the documentation of daily revenue. Monday through Friday, the PPA garage manager prints a daily revenue receipt from each pay station in the garage and sends the receipts to the PPA office downtown. The daily revenue receipt shows all transactions (cash, coin, credit card) that were used at the pay station. At the PPA administrative office, the garage manager manually enters the daily revenue receipts from each pay station into their Daily Revenue Report (DRR) spreadsheet.

The Mon Wharf entrance gate lot attendant collects all cash in the morning. At the end of the day the cash is counted, reported to PPA, and then the attendant stores it in the safe at the Wood-Allies garage. The Second Avenue Parking Plaza lot attendant follows the same procedure, but the cash is stored at the First Avenue garage. Plaza kiosk transactions (credit card only) are electronically sent to the PPA Flowbird database. PPA finance personnel prepares a DRR spreadsheet from all credit card and cash transactions for the day.

Once a week, a security service company named GardaWorld (referred to as Garda throughout the rest of the audit), with local offices located in the Strip District, collects all garage pay station safes and the safe money from two parking plazas. For security purposes, there is always a PPA employee as a witness when the money is collected. Money collection days vary by each location. Garda counts the

cash at their money room located in the Strip District, then delivers and deposits the money at PNC Bank. Garda emails all bank deposit slips and a cash revenue report to PPA.

The PPA finance department tracks garage and plaza revenue using the DRR. The staff can also access the Authority's PNC Bank records online. The PPA finance department then compares the garage and plaza revenue from the DRR spreadsheet to PNC Bank's online deposit statements. They will check for any discrepancies. All cash transactions are also reconciled with Garda's cash revenue report and deposit receipts. Adjustments are made if errors are found. PPA finance department personnel reported that discrepancies are not very common, but if one is found, it is usually due to a chargeback from a credit card or from an entry that did not post until the following day.

Kiosk Process

The difference between the kiosk process and the garage process is that PPA kiosks and the Flowbird software system interact through online technology which allows PPA to receive daily revenue reports electronically. When money is collected, PPA delivers all on-street and off-street lot coins to Garda instead of Garda making the money collections.

The Flowbird software system assigns credit card and cell phone application meter revenue to one of four different merchant identification numbers (I.D.) for ease of data compilation for PPA. Every weekday morning, PPA finance department staff takes the previous day's merchant I.D. revenue and manually inputs them into a master Microsoft Excel spreadsheet. This allows for a more efficient interpretation of the data. The spreadsheet revenue totals are then reconciled against the PNC Bank online deposit statements.

Meter coin collections are made daily, but not from every meter in the City. PPA developed and follows a meter collection route based on the Flowbird software system. The system allows PPA to view how much money is in each meter at any time. PPA then determines when, and which meters need to have the money collected and the bin replaced with an empty coin bin. Meter coin capacity is \$350.00 but the PPA Manager of Metered Services stated that meters in high demand parking areas, are usually emptied when they reach \$250.00. Some meters are only emptied quarterly, because they do not make as much revenue as others.

Every morning, the PPA Manager of Metered Services assigns meter technicians a collection route, empty coin boxes, and a collection sheet listing all meter coin boxes they are to replace. Meter technicians replace the full coin boxes in the meters with empty coin boxes. Both coin boxes have security tags that are scanned with a meter enforcement system handheld device. This informs PPA that the money was collected on site and from the correct meter. The full coin boxes are delivered to Garda who is required to sign a form that they took possession of the boxes. At this time, the meter technicians will retrieve the empty coin boxes from the previous day collections. The technicians turn in their paperwork and the empty coin boxes at PPA's administrative offices downtown.

Finding: The coin boxes in the meters are only opened by Garda. Coin boxes are never opened by the technician collecting the money. All the technician does is replace the bin that has with an empty bin.

Garda counts the money from the coin boxes and makes the deposit at PNC Bank. Garda will then email meter cash deposit slips and a cash revenue report to PPA. Garda cash revenue reports and deposit slips are then reconciled to PNC bank statements. Reconciliation reports are done daily. PPA finance department staff stated that they double, and triple check their work so there are no discrepancies between reports.

Finding: Pittsburgh Parking Authority reconciles their parking revenue daily by comparing reported revenue in their databases to their PNC online bank deposit statements accessed online.

Parking Revenue Yearly Comparisons (2019 – 2022)

Garages and Plazas

In 2019 from January to May, there were 11 garages until the Ninth and Penn garage was demolished in June that year. In a Tribune Review article from May 31, 2019, the PPA Executive Director stated that the garage was 62 years old and capital improvements were needed. There are now 10 garages in the city and two parking plazas. A new garage at Ninth and Penn was set to be constructed by the fall of 2020 after the old garage was demolished. However, there has been a delay in the construction of the project due to the COVID-19 pandemic that shut down the economy and severely curtailed parking occupancy in town. As of September 14, 2023, Ninth and Penn is still a vacant lot, and a study is being conducted to see if the construction of a new garage would be financially beneficial.

Table 2 shows the total garage and plaza parking revenue from transient transactions from 2019 through 2022. Transient transactions are short term parking (24 hours or less) from cash, coin, or credit cards. The highest revenue for garages and plazas was in 2019 with a total of \$24,909,833.05. Total parking revenue for 2020 was \$9,944,829.73 a revenue loss of \$14,965,053.32 (60.1%) from the previous year.

Finding: Parking revenue dropped 60.1% from 2019 to 2020 due to COVID-19.

This is because COVID-19 changed the culture of work. Social distancing had to be enforced, so instead of individuals working in a building in town, people, where possible, were working from home. (Also, many people lost their jobs at the start of COVID-19.)

Service garage attendants were considered ‘essential workers’ and were allowed to keep working. This was also in accordance with the CDC category of “government-based operations and transportation.” The garage rates were not changed from the previous year's rate and no discounts were offered. This was in hope of keeping the revenue stream going.

The mayor took measures to protect employees and the public by reducing face to face interactions with parking enforcement officers (PEO). According to the Authority's CFO: “The majority of staff worked remotely and the PEO’s were furloughed for eight weeks with full pay and then all brought back.” Therefore, parking was not enforced from March 19, 2020, through May 20, 2020. Because on-street parking was free, individuals who normally would pay to park in a garage chose to save money and park on the street, thereby reducing garage revenue.

On March 19, 2020, hand-to-cash transactions were ended at all garages and in the Second Avenue Parking Plaza. The Second Avenue Parking Plaza was free until April 1, 2020 (due to no cash handling), and for the same reason, the Mon Wharf Plaza was closed.

On April 14, 2020, the Shadyside Garage was closed at certain times when a garage attendant was not available. July 1, 2020, the Second Avenue Plaza re-opened, and the Mon Wharf Plaza opened on July 13, 2020, both now had parking available because a credit/debit card kiosk was installed.

Finding: Due do COVID-19 restrictions, PPA had to eliminate all cash transactions.

Table 2 shows the total revenue for PPA’s 10 parking garages and two parking plazas for four years from 2019 through 2022. Table 2 also shows the total number of parking spaces available per garage/plaza and the stackable spaces available.

TABLE 2
PPA
Garage/Plaza Revenue
From Transient Transactions
2019 – 2022

Garage/ Parking Spaces	2019	2020	2021	2022	Garage Totals
First Avenue 1,243 spaces + 100 stacked	\$2,919,225.00	\$1,310,311.00	\$1,193,379.00	\$1,691,696.00	\$7,114,611.00
Forbes Semple 449 spaces + 50 stacked	\$1,253,946.75	\$806,698.25	\$1,072,878.00	\$994,294.00	\$4,127,817.00
Fort Duquesne & Sixth 920 spaces + 30 stacked	\$3,528,708.00	\$1,116,672.00	\$1,830,642.50	\$2,523,130.04	\$8,999,152.54
Grant Street Transportation Center 991 spaces + 0 stacked	\$2,314,429.30	\$819,265.73	\$692,081.00	\$1,192,412.00	\$5,018,188.03
Mellon Square 798 spaces + 250 stacked	\$3,767,399.00	\$1,362,528.00	\$1,898,141.00	\$2,628,507.00	\$9,656,575.00
Ninth and Penn n/a	\$666,030.00	--	--	--	\$666,030.00
Oliver Avenue 476 spaces + 150 stacked	\$1,585,239.00	\$654,199.00	\$620,488.00	\$949,659.00	\$3,809,585.00

Shadyside 208 spaces + 19 stacked	\$718,867.50	\$330,780.00	\$642,130.00	\$722,765.00	\$2,414,542.50
Smithfield- Liberty 587 spaces + 0 stacked	\$2,944,214.00	\$1,342,635.00	\$1,784,966.00	\$2,399,261.00	\$8,471,076.00
Third Avenue 575 spaces + 100 stacked	\$1,912,938.50	\$859,428.00	\$1,160,561.00	\$1,401,532.00	\$5,334,459.50
Wood-Allies 542 spaces + 50 stacked	\$1,441,710.00	\$671,159.75	\$857,179.25	\$1,216,101.00	\$4,186,150.00
PLAZAS					
Mon Wharf Plaza 458 spaces + 0 stacked	\$886,855.00	\$260,240.00	\$229,600.00	\$259,050.00	\$1,635,745.00
Second Ave Parking Plaza 810 spaces + 0 stacked	\$970,321.00	\$410,913.00	\$586,170.00	\$657,563.22	\$2,624,967.22
Totals	\$24,909,883.05	\$9,944,829.73	\$12,568,215.75	\$16,635,970.26	\$64,058,898.79

Source: Pittsburgh Parking Authority Revenue Database

Finding: PPA’s garage/plaza revenue has been steadily increasing since 2020.

Finding: In 2019 the total garage/plaza revenue was \$24,909,883.05. In 2022, the total garage/plaza revenue was \$16,635,970.26. This is a \$8,273,912.79 or 33.2% decrease from the 2019 total garage/plaza revenue which is less than the 2019 to 2020 revenue collected.

This decrease could remain because of the shift in the workforce working from home and working hybrid schedules. Mon Wharf and Second Ave are not considered garages but plazas. From 2019-2022, a four-year total, the Mon Wharf Plaza had a total revenue of \$1,634,745.00 and Second Ave Parking Plaza totaled \$2,624,967.22.

The three garages with the most parking spaces are First Ave with 1,243 spaces, Grant Street Transportation center with 991 spaces and Fort Duquesne and Sixth with 920 spaces.

The top five transient revenue earning garages from 2019 through 2022 were the following: Mellon Square (\$9,656,575.00) Fort Duquesne and Sixth (\$8,999,152.54), Smithfield-Liberty (\$8,471,076.00), First Avenue (\$7,114,611.00), and Third Avenue (\$5,334,459.50).

Finding: The three garages with the greatest number of parking spaces bring in some of the highest revenue.

Off-Street Parking Lot Revenue

There are 31 off-street parking lots in the City. Table 3 shows the off-street lot meter revenue from 2019 – 2022. The neighborhood location of each lot can be found in Appendix Exhibit B.

TABLE 3
PPA
Off-Street Lot Meter Revenue
2019 – 2022

Lot	2019	2020	2021	2022	Lot Zones Totals
Sheridan/ Harvard	\$22,899.15	\$13,167.14	\$13,141.43	\$15,750.38	\$64,958.10
Sheridan/ Kirkwood	\$83,498.15	\$29,351.19	\$31,397.16	\$44,693.29	\$188,939.79
Tamello/ Beatty	\$161,743.35	\$64,610.80	\$78,940.69	\$108,131.73	\$413,426.57
Eva/Beatty	\$106,201.94	\$37,944.70	\$59,430.98	\$74,498.37	\$278,075.99
Ansley/ Beatty	\$25,236.44	\$12,559.73	\$15,143.13	\$15,961.01	\$68,900.31
Penn Circle NW	\$35,204.73	\$0.00	\$0.00	\$0.00	\$35,204.73
Beacon/ Bartlett	\$109,940.62	\$49,021.06	\$57,735.86	\$68,959.07	\$285,656.61
Forbes/ Shady	\$171,940.65	\$80,319.80	\$126,888.51	\$146,791.59	\$525,940.55
Douglas/ Phillips	\$26,458.01	\$10,014.86	\$13,331.75	\$15,202.36	\$65,006.98
Forbes/ Murray	\$206,760.50	\$65,409.82	\$82,837.77	\$108,776.15	\$463,784.24
Jewish Community Center	\$147,743.91	\$48,473.67	\$58,096.68	\$94,546.97	\$348,861.23
Ivy/ Bellefonte	\$433,588.59	\$242,745.90	\$371,288.79	\$396,808.99	\$1,444,432.2
Homewood/ Zenith	\$3,474.61	\$1,678.22	\$1,665.00	\$2,059.63	\$8,877.46
Taylor Street	\$44,388.11	\$17,738.62	\$34,337.32	\$35,364.69	\$131,828.74
Friendship/ Cedarville	\$193,067.47	\$100,931.01	\$147,436.25	\$178,439.37	\$619,874.10

5224 Butler Street	\$15,370.69	\$6,982.98	\$7,703.86	\$8,264.10	\$38,321.63
42nd/Butler	\$66,310.95	\$36,994.25	\$49,947.78	\$57,879.71	\$211,132.69
18th/Sidney	\$102,531.47	\$41,721.30	\$82,193.82	\$70,335.78	\$296,782.37
East Carson	\$86,432.30	\$42,218.75	\$57,971.93	\$60,310.24	\$246,933.22
19th/Carson	\$52,313.27	\$20,807.09	\$36,531.27	\$36,215.45	\$145,867.08
18th/Carson	\$111,292.12	\$57,228.29	\$97,740.81	\$92,337.31	\$358,598.53
20th/Sidney	\$84,626.49	\$24,705.78	\$38,875.07	\$55,454.04	\$203,661.38
Brownsville/Sankey	\$9,837.44	\$8,285.01	\$11,880.64	\$13,250.35	\$43,253.45
Walter/Warrington	\$2,461.93	\$1,579.73	\$1,926.90	\$6,256.33	\$12,224.89
Asteroid/Warrington	\$14,780.44	\$9,261.73	\$10,913.81	\$11,353.12	\$46,309.10
Shiloh	\$78,440.02	\$36,246.01	\$60,459.45	\$65,633.83	\$240,779.31
Brookline Blvd Garage	\$2,401.07	\$1,174.80	\$2,514.13	\$3,810.60	\$9,900.60
Beechview Blvd Lot	\$4,142.14	\$4,340.74	\$4,099.61	\$3,009.83	\$15,592.32
Main/Alexander	\$8,198.90	\$3,842.44	\$6,236.23	\$7,530.07	\$25,807.64
East Ohio	\$69,743.66	\$46,439.20	\$87,505.44	\$87,253.37	\$290,941.67
Observatory Hill	\$953.19	\$457.50	\$2,674.03	\$2,448.50	\$6,533.22
Totals	\$2,481,982.32	\$1,116,252.12	\$1,650,846.10	\$1,887,326.24	\$7,136,406.78

Source: Pittsburgh Parking Authority Revenue Database

As previously mentioned, the Penn Circle NW lot was sold to the URA and only generated revenue until September 2019.

Total revenue for parking lots decreased from 2019 to 2020 by \$1,365,730.20 (55%) most likely because of COVID-19. From 2019 to 2022, total lot meter revenue decreased by \$594,656.08 (23.9%) an increase from 2020 revenue.

Finding: Off-street lot meter revenue decreased 55% from 2019 to 2020. While revenue increased from 2019 to 2022, there is still an overall decrease of 23.9%. This is the same trend that is happening in the garages/plaza revenue reported.

The top 5 off-street lot meter revenue totals for 2019-2022 were: Ivy/Bellefonte in Shadyside (\$1,444,432.2), Friendship/Cedarville in Bloomfield, (\$619,874.10) Forbes/Shad in Squirrel Hill, (\$525,940.55) Forbes/Murray in Squirrel Hill (\$463,784.24), and Tamello/Beatty in East Liberty (\$413,426.57).

On-Street Meter Revenue

Effective March 19, 2020, parking enforcement was suspended, and on March 24, 2020, all meter technician personnel were ordered to stay home, making parking on streets free. About two months later, on May 15, 2020, the mayor released a statement that meter enforcement downtown will resume giving half an hour of free parking. On May 18, 2020, PPA meter enforcement downtown began issuing warning tickets. As of May 20, 2020, PPA resumed parking enforcement downtown, which included issuing tickets.

As shown in Map 1 (page 42), there are 27 on-street meter zones. Table 4 shows the total on-street meter revenue by zone throughout the city for the years 2019-2022. Again, there was a big decline in revenue from 2019 to 2020 and a steady increase in yearly revenue after 2020.

TABLE 4
PPA
On-Street Meter Revenue by Zone
2019 – 2022

Zones	2019	2020	2021	2022	Totals
Downtown 1	\$1,637,765.18	\$929,846.98	\$1,148,784.45	\$1,174,461.20	\$4,890,857.81
Downtown 2	\$1,741,383.99	\$961,549.06	\$1,196,487.99	\$1,325,697.53	\$5,225,118.57
Uptown	\$739,998.10	\$394,039.10	\$395,985.54	\$415,468.54	\$1,945,491.28
Strip District	\$957,740.46	\$605,624.15	\$895,861.97	\$974,592.66	\$3,433,819.24
Lawrenceville	\$262,384.98	\$137,754.67	\$186,945.89	\$224,545.72	\$811,631.26
Bloomfield/ Garfield	\$744,369.36	\$488,241.78	\$654,516.84	\$657,761.90	\$2,544,889.88
Oakland 1	\$1,314,820.24	\$715,723.14	\$969,037.94	\$1,028,045.37	\$4,027,626.69
Oakland 2	\$1,315,173.10	\$605,956.47	\$727,977.92	\$1,010,775.42	\$3,659,882.91
Oakland 3	\$1,516,760.38	\$639,460.39	\$739,215.86	\$1,081,918.67	\$3,977,355.30
Oakland 4	\$1,953,668.72	\$690,286.52	\$1,074,054.07	\$1,664,089.60	\$5,382,098.91
Shadyside	\$784,277.43	\$506,452.44	\$667,783.21	\$667,596.14	\$2,626,109.22
East Liberty	\$710,388.51	\$365,331.53	\$487,317.66	\$513,354.91	\$2,076,392.61
Squirrel Hill	\$679,539.35	\$333,894.95	\$434,747.38	\$440,357.26	\$1,888,538.94
Mellon Park Area	\$26,434.85	\$14,071.02	\$18,358.11	\$15,660.63	\$74,524.61
South Side	\$1,510,163.43	\$796,752.96	\$1,122,067.99	\$1,095,251.95	\$4,524,236.33
Carrick	\$15,321.47	\$8,552.10	\$8,632.64	\$8,707.26	\$41,213.47
Allentown	\$7,837.70	\$5,418.01	\$5,747.39	\$6,502.65	\$25,505.75
Beechview	\$24,948.64	\$13,347.03	\$17,194.59	\$14,848.68	\$70,338.94
Brookline	\$109,796.68	\$73,819.85	\$98,542.04	\$92,111.77	\$374,270.34
Mt. Washington	\$52,867.67	\$31,119.69	\$39,980.16	\$41,312.70	\$165,280.22

North Side	\$982,991.86	\$404,521.62	\$488,650.69	\$531,756.91	\$2,407,921.08
North Shore	\$615,003.85	\$372,296.02	\$429,335.39	\$481,520.88	\$1,898,156.14
West End	\$10,458.97	\$6,161.86	\$5,619.85	\$5,217.46	\$27,458.14
Technology Drive	\$66,770.17	\$39,738.25	\$37,613.84	\$34,547.00	\$178,669.26
Bakery Square	\$76,131.75	\$59,965.82	\$54,509.13	\$49,510.06	\$240,116.76
Hill District	\$4,244.80	\$1,717.32	\$2,833.08	\$4,490.71	\$13,285.91
Knoxville/ Mt Oliver City	\$3,327.42	\$1,016.63	\$1,670.85	\$2,736.16	\$8,751.06
Totals	\$17,864,569.06	\$9,202,659.36	\$11,909,472.47	\$13,562,839.75	\$52,539,540.64

Source: Pittsburgh Parking Authority Revenue Database

The top 5 revenue totals for on-street meter zones are, Oakland 4 (\$5,382,098.91), Downtown 2 (\$5,225,118.57), Downtown 1 (\$4,890,857.81), South Side (\$4,524,236.33), and Oakland 1 (\$4,027,626.69).

Finding: Oakland and Downtown on-street meter zones have four out of the five highest revenue totals.

The most significant decrease between the two years was from 2019 totaling \$17,864,569.06 in revenue, and 2020 only gathering \$9,202,659.36 in revenue – an \$8,661,909.64 (or 51.5%) loss. As previously stated, this was due to the COVID-19 pandemic with businesses requiring many people to work from home, and office spaces became vacant.

Lease Revenue

Leases are purchased monthly and allows the purchaser to come and go in and out of the parking property at will. Besides coming and going at will in a parking garage, a lease has other advantages for the purchaser. Most leases are priced less than what it would cost for the individual to purchase parking for a month at the regular daily rate. It is also advantageous for PPA because money is guaranteed and paid in total on the first of the month. Information about leases can be found on the PPA website.

Garage and Plaza Lease Revenue

Garage lease rates vary by location. Monthly 24-hour/7-day garage leases are available at all 10 garages. Eight garages located downtown offer a monthly night lease that can be used from 4:00 p.m. to 6:00 a.m. as well as a 24-hour discounted downtown housing lease is available if you reside downtown. Downtown housing leases are exempt from paying the City code 37.5% parking tax.

Leases for hotels also exist. The Oliver Avenue and Mellon Square garages offer hotel leases that are used by the Omni William Penn Hotel valets to accommodate their guests. Smithfield/Liberty, Third Avenue, and Fort Duquesne and Sixth garages offer gold leases which reserves parking spots within a

specific area of the facility. Third Avenue garage also offers a gold reserve lease which reserves 13 spots on the first floor of the garage. A shift lease from 5:00 a.m. to 9:00 a.m. is offered at the Smithfield/Liberty garage to accommodate Duquesne Club gym members and the First Avenue garage offers a shift lease from 2:00 p.m. to 8:00 a.m. to accommodate downtown employees who work a night shift.

The two parking plazas also offer leases. The Second Avenue Parking Plaza offers a 24-hour monthly lease and discounted city employee and fleet leases. The Mon Wharf Plaza has a lease exclusively available to PPA employees.

Table 5 shows the 2019-2022 total lease revenue by each PPA owned garage, the Mon Wharf Plaza the Second Avenue Parking Plaza.

TABLE 5
PPA
Garage and Plaza Lease Revenue
2019 – 2022

Garage	2019	2020	2021	2022	Total
First Avenue	\$1,257,072.00	\$836,625.00	\$756,241.00	\$761,762.00	\$3,611,700.00
Forbes Semple	\$619,175.00	\$747,785.00	\$409,620.00	\$530,645.00	\$2,307,225.00
Fort Duquesne & Sixth	\$940,904.00	\$548,002.00	\$404,990.00	\$473,065.00	\$2,366,961.00
Grant Street Transportation Center	\$1,370,689.00	\$1,294,457.00	\$1,042,108.00	\$1,033,962.00	\$4,741,216.00
Mellon Square	\$1,397,383.00	\$932,900.00	\$783,265.00	\$959,835.00	\$4,073,383.00
Ninth and Penn	\$101,996.00	\$0.00	\$0.00	\$0.00	\$101,996.00
Oliver Avenue	\$1,028,725.00	\$752,100.00	\$698,752.00	\$688,258.00	\$3,167,835.00
Shadyside	\$205,660.00	\$179,100.00	\$159,525.00	\$146,475.00	\$690,760.00
Smithfield-Liberty	\$1,204,526.00	\$905,365.00	\$983,359.00	\$1,157,433.00	\$4,250,683.00
Third Avenue	\$1,145,246.00	\$798,790.00	\$703,275.00	\$785,040.00	\$3,432,351.00
Wood-Allies	\$627,489.00	\$410,650.00	\$374,302.00	\$515,277.00	\$1,927,718.00
Mon Wharf Plaza	\$8,475.00	\$7,935.00	\$5,790.00	\$5,925.00	\$28,125.00
Second Avenue Parking Plaza	\$375,560.00	\$407,530.00	\$366,220.00	\$476,630.00	\$1,625,940.00
Total	\$10,282,900.00	\$7,821,239.00	\$6,687,447.00	\$7,534,307.00	\$32,325,893.00

Source: Pittsburgh Parking Authority Revenue Database

Garage and plaza lease revenue from 2019 through 2022 were the following: \$10,282,900.00, \$7,821,239.00, \$6,687,447.00, and \$7,534,307.00 respectively. Due to the COVID-19 pandemic, garage and plaza lease revenue decreased 23.9% from 2019 to 2020 and further decreased 11% from 2020 to 2021. In 2022, garage lease revenue has slightly increased but is still 26.7% less than it was in 2019.

Finding: From 2019 to 2022, PPA owned garage and plaza lease revenue decreased 26.7%.

The top 5 lease revenue earning garages from 2019 through 2022 were the following: Grant Street Transportation Center (\$4,741,216.00), Smithfield-Liberty (\$4,250,683.00), Mellon Square (\$4,073,383.00), First Avenue (\$3,611,700.00), and Third Avenue (\$3,432,351.00). All are located downtown.

Off-Street Lot Lease Revenue

In 2019, patrons could purchase monthly off-street lot leases from 18 PPA off-street lots and 17 lots from 2020 through 2022. During the audit scope, 13 PPA off-street lots were meter only lots and did not sell leases. Table 6 shows the 2019-2022 total lease revenue for each off-street lot that provided lease purchases.

TABLE 6
PPA
Off-Street Parking Lot Lease Revenue
2019 – 2022

Lot	2019	2020	2021	2022	Total
Sheridan/ Harvard	\$18,450.00	\$14,850.00	\$12,150.00	\$12,690.00	\$58,140.00
Sheridan/ Kirkwood	\$52,380.00	\$42,930.00	\$36,360.00	\$36,180.00	\$167,850.00
Tamello/ Beatty	\$39,960.00	\$32,850.00	\$41,490.00	\$42,120.00	\$156,420.00
Eva/Beatty	\$86,400.00	\$78,480.00	\$86,400.00	\$86,400.00	\$337,680.00
Ansley/ Beatty	\$10,200.00	\$8,160.00	\$7,020.00	\$7,200.00	\$32,580.00
Penn Circle NW	\$38,100.00	\$0.00	\$0.00	\$0.00	\$38,100.00
Douglas/ Phillips	\$11,880.00	\$10,440.00	\$11,430.00	\$11,250.00	\$45,000.00
5224 Butler Street	\$2,160.00	\$2,760.00	\$2,820.00	\$2,880.00	\$10,620.00
42nd/Butler	\$4,770.00	\$4,410.00	\$5,400.00	\$5,130.00	\$19,710.00
East Carson	\$4,320.00	\$3,960.00	\$4,320.00	\$4,320.00	\$16,920.00

20th/Sidney	\$52,920.00	\$40,770.00	\$46,170.00	\$47,070.00	\$186,930.00
Brownsville/ Sankey	\$13,200.00	\$9,960.00	\$13,200.00	\$14,100.00	\$50,460.00
Shiloh	\$7,440.00	\$6,660.00	\$7,500.00	\$7,800.00	\$29,400.00
Brookline Blvd	\$14,220.00	\$14,580.00	\$13,980.00	\$10,980.00	\$53,760.00
Beechview Blvd	\$720.00	\$720.00	\$720.00	\$720.00	\$2,880.00
Main/ Alexander	\$4,680.00	\$5,460.00	\$2,100.00	\$2,820.00	\$15,060.00
East Ohio	\$41,220.00	\$37,590.00	\$35,550.00	\$31,320.00	\$145,680.00
Observatory Hill	\$5,280.00	\$1,800.00	\$4,620.00	\$5,340.00	\$17,040.00
Total	\$408,300.00	\$316,380.00	\$331,230.00	\$328,320.00	\$1,384,230.0

Source: Pittsburgh Parking Authority Revenue Database

Off-street lot lease revenue from 2019 through 2022 were the following: \$408,300.00, \$316,380.00, \$331,230.00, and \$328,320.00 respectively. Due to the COVID-19 pandemic, lot lease revenue decreased 22.5% from 2019 to 2020. Three years later, the off-street lot revenue is still 19.6% less than it was in 2019.

Finding: From 2019 to 2022, PPA owned off-street lot revenue decreased by 19.6%.

The top 5 revenue earning off-street lots from 2019 through 2022 were the following: Eva/Beatty in East Liberty (\$337,680.00), 20th/Sidney in South Side (\$186,930.00), Sheridan/Kirkwood in East Liberty (\$167,850.00), Tamello/Beatty in East Liberty (\$156,420.00), and East Ohio Street in the Northside (\$145,680.00).

Off Street Lot Lease Signage Information

As stated before, there are 30 off street parking lots throughout the city, and at 17 lots, a lease can be purchased. The auditors visited all 17 off-street parking lots listed in Table 6 to see if signage was present informing the public that leases were available to purchase. None of the 17 off-street lots had signage informing patrons that a lease purchase was available. Some of the lots are small and it may be impractical to advertise the availability of leases because space is limited.

Finding: At the PPA off-street lots that have leases, none have signs posted informing patrons that leases are available. However, the PPA website informs the reader to call the main office for lease information.

RECOMMENDATION 3:

The PPA administration should post signage informing patrons that leases are available at all the lots that offer leases.

Total Parking Revenue

PPA’s total parking revenue from leases, off-street lots, on-street meters, and garages/plazas shows that 2019 had the highest dollar total with \$55,949,653.43, as shown in Table 7.

TABLE 7
PPA
Total Parking Revenue for
2019-2022

Parking Type	2019	2020	2021	2022
Leases	\$10,691,200.00	\$8,137,619.00	\$7,018,677.00	\$7,862,627.00
Off-Street Lots	\$2,481,982.32	\$1,116,252.12	\$1,650,846.10	\$1,887,326.24
On Street Meters	\$17,864,569.06	\$9,202,659.36	\$11,909,472.47	\$13,562,839.75
Garages/Plazas	\$24,909,883.05	\$9,944,829.73	\$12,568,215.75	\$16,635,970.26
Totals	\$55,949,653.43	\$28,403,380.21	\$33,149,232.32	\$39,950,785.25

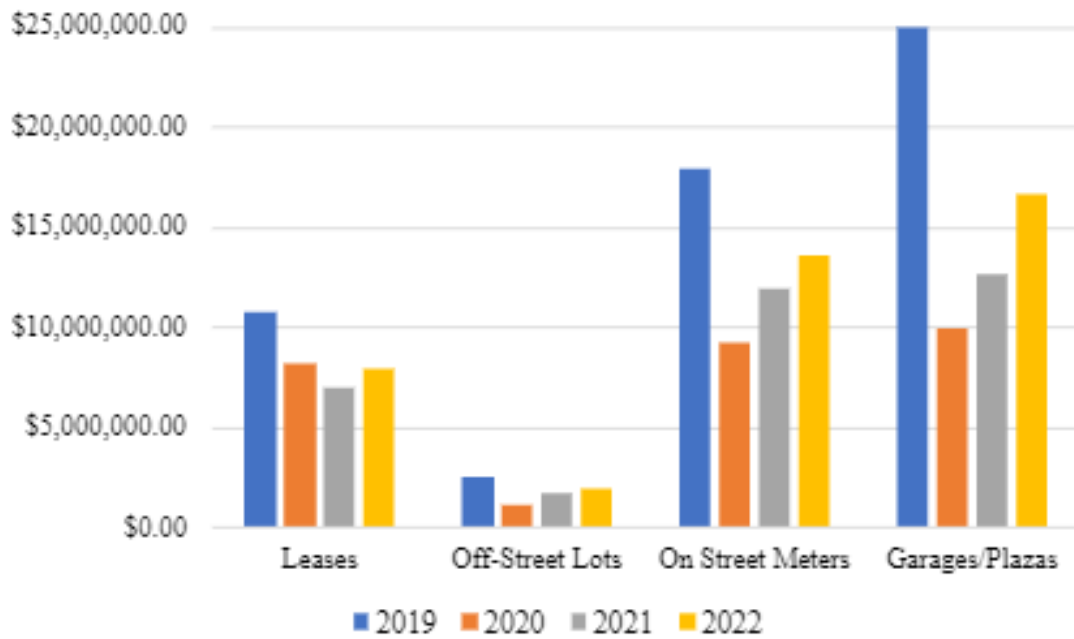
Source: Pittsburgh Parking Authority Revenue Database

As Table 7 shows, from 2019 (\$55,949,653.43) to 2020 (\$28,403,380.21) the largest loss of PPA’s total parking revenue occurred which was \$27,546,273.22 or 49.2% less due to COVID-19. There still was a \$15,998,868.18 or 33.4% loss in PPA’s total parking revenue from 2019 to 2022.

Finding: In 2022, the total PPA total parking revenue from all sources was \$39,950,785.25. This represents a deficit of 28.6% from 2019.

Graph 1 shows the total parking revenue separated between leases, off-street lots, on-street meters, and garages/plazas for 2019 – 2022. Each year, off-street lots brought in the lowest number of parking revenue, and garages/plazas totaled the highest revenue.

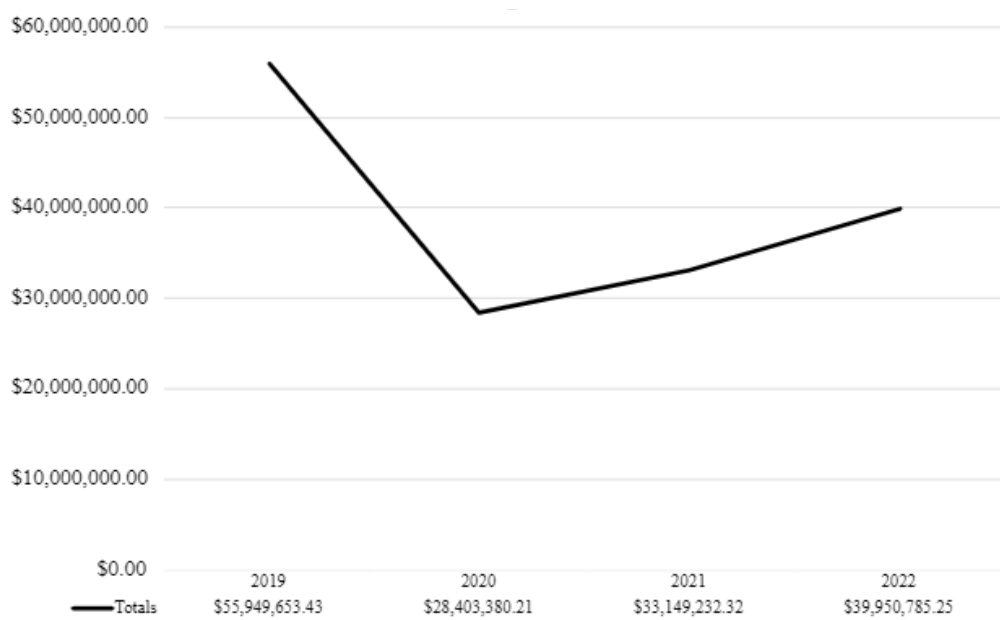
GRAPH 1
PPA
Total Parking Revenue From all Sources
2019-2022



Source: Pittsburgh Parking Authority Revenue Database

Graph 2 is another visual representation for then total parking revenue from 2019 –2022. There was a significant drop in parking revenue between 2019 and 2020 when COVID-19 caused parking enforcement to be suspended, and lots were forced to close.

GRAPH 2
PPA
Total Overall Parking Revenue
2019-2022



Source: Pittsburgh Parking Authority Revenue Database

Finding: As Graph 2 shows, the year that COVID-19 hit in 2020, parking revenue took a drastic drop, but has steadily been increasing since. However, revenue still has not returned to pre-covid parking revenue levels.

Cell Phone Applications (App)

PPA uses four different cell phone apps that patrons may use to pay for parking: Go [Park] Mobile PGH (referred to as Go Mobile PGH), Flowbird mobile, Meter Feeder, and Pay by Phone. The apps can be used to pay for parking at on-street lots and on-street meters. Cell phone apps are not compatible with the garage pay systems. Apps are available to be easily downloaded on the App Store for iOS and Google Play for Android using a credit card. Go Mobile PGH was available in 2015, and the other three apps were added in 2019. More apps were introduced to make paying more convenient, so people did not have to walk to meters and/or physically use credit cards or cash.

PPA uses the Flowbird data collection system and its web-based software to run reports for all four phone apps. All four app companies charge PPA \$0.08 cents per user transaction and bill PPA

monthly for this service. PPA charges each patron an \$0.08 fee per transaction that is used to cover their application expense. Essentially, the apps are free for PPA, since customers pay the application fee. All app transaction fees were \$0.08 fee per transaction in 2020-2022 but the fee went up to \$0.15 cents in 2023.

Finding: The use of parking cellular applications is a free expense for PPA and allows customers the convenience to pay for their parking on their phone or computer.

Transactions

The information regarding app transactions came from PPA’s Parking Application Revenue and Transactions Report. Table 8 and 9 shows the number of transactions each app had in 2021 and 2022. In 2019 and 2020, only Go Mobile PGH was used.

**TABLE 8
Number of Parking App Transactions,
and Percentages
2021**

Apps	Number of Transaction	Percentage of Transactions
Go Mobile PGH	3,026,005	99.5%
Flowbird	1,111	0.0%
PayByPhone	8,345	0.3%
Meter Feeder	5,224	0.2%
Totals	3,040,685	100.0%

Source: PPA Administration Meter Collections

As Table 8 shows in total, 2021 had 3,040,685 transactions which averages out to about 253,390 per month or 8,330 per day. Go Mobile PGH had significantly more transactions than the three other apps combined. One possible reason that Go Mobile PGH has the greatest number of transactions could be because it is the original app that PPA used, and customers are most familiar with it.

**TABLE 9
Number of Parking App Transactions,
and Percentages
2022**

Apps	Number of Transactions	Percentage of Transactions
Go Mobile PGH	3,319,285	98.0%
Flowbird	3,058	0.1%
PayByPhone	36,502	1.1%
Meter Feeder	28,168	0.8%
Total	3,387,013	100.0%

Source: PPA Administration Meter Collections

As shown in Table 9, 2022 had 3,387,013 transactions which averages to about 282,251 a month or 9,279 a day. Again, in 2022 Go Mobile PGH was used considerably more than the other three apps. In 2022 the other apps were used more than they were used in 2021.

Finding: Go Mobile PGH app accounted for over 98% of total transactions in both 2021 and 2022.

From 2021 and 2022, there was an increase of 346,328 phone app transactions made throughout the year. PPA administration stated that phone apps account for approximately 65% of all parking transactions in a day representing approximately 300,000 transactions monthly.

Finding: According to the PPA administration, phone apps account for approximately 65% of all paid parking transactions in a day.

Cell Phone App Revenue

In 2019 and 2020, Go Mobile PGH was the only app in which revenue was documented. The Flowbird app began recording revenue in February 2021, Meterfeeder revenue information became available in July 2021, and Pay by Phone began documentation in August 2021. Cell phone app revenue spreadsheets were provided to the auditors, which had the revenue separated by on-street meter app revenue and off-street lot meter app revenue. Table 10 shows the total app revenue for 2019-2022.

TABLE 10
Total App Revenue for
2019 – 2022

App	2019	2020	2021	2022
Go Mobile PGH	\$10,044,122.29	\$5,662,624.87	\$7,820,645.94	\$9,029,344.46
Flowbird	--	--	\$4,764.61	\$13,006.38
PaybyPhone	--	--	\$13,997.36	\$70,336.93
MeterFeeder	--	--	\$19,715.07	\$88,885.84
Total	\$10,044,122.29	\$5,662,624.87	\$7,859,122.98	\$9,201,694.12

Source: PPA Cell Phone App Revenue Spreadsheets

As shown in Table 10, 2019 to 2020 saw the most significant decrease in revenue due to the COVID-19 pandemic. This decrease was 56.4% or \$4,381,497.42 less. But there has been a steady increase in revenue from 2020 to 2022 totaling \$3,539,069.25. This means revenue from 2022 is only \$842,428.17 or 8.8% less than 2019, showing parking apps are being used steadily again since before the pandemic.

Finding: While there was a loss of cell phone application revenue from 2019 to 2020, revenue in 2022 has returned within 2 million dollars to what it had been generating in 2019, prior to COVID-19.

The Flowbird app was the least app used in both 2021 and 2022 with a combined total revenue of only \$16,770.99. While Go Mobile PGH has a combined total of \$16,849,990.40 for 2021 and 2022. This is a difference of 99.9%.

Finding: Flowbird is the least used app to pay for parking in 2021 and 2022.

RECOMMENDATION 4:

PPA administration should continue to offer several parking apps for patrons to use when paying for parking. It is important to make paying for parking as convenient as possible.

Parking Rate Increases

PPA’s administration establishes the parking lot and garage rates which must then be approved by the PPA Board of Directors. The cost of on-street parking rates is determined by the City of Pittsburgh, and prior to 2014, they were set and approved by Pittsburgh City Council. In 2014, Council no longer wanted the responsibility for setting on-street parking rates. On December 15, 2014, City of Pittsburgh Ordinance 34 of 2014 was passed as amended, authorizing the City of Pittsburgh’s Director of Finance to set all City on-street parking rates.

New parking rates for all PPA garages, off-street lots, and on-street meters have just been approved and were made effective July 1, 2023. Previous garage rates were last established on November 1, 2019, and the last time off-street lot and on-street parking rates went into effect was on August 1, 2014, and February 1, 2015, respectively.

Garage Rate Increase

There are 10 PPA parking garages located in the City, that contain 8,057 total spaces plus the possibility of 749 stacked spaces. Stacked spaces are when a driver leaves their keys with the parking attendant, and the car can be parked/blocking another car. Stacked spaces are a way to increase the number of parking spaces available in any garage.

Table 11 shows the garage transient rates effective and the maximum rate charged from November 1, 2019, until June 30, 2023. Mellon Square and Smithfield-Liberty garages had the highest daily parking rate of \$20.00. This was followed by Oliver Avenue garage at \$19.00 a day.

TABLE 11
PPA Garage Rates
November 1, 2019-June 30, 2023

Garage Location	>1 Hr.	> 2 Hrs.	>3 Hrs.	< 4 Hrs.	> 4 Hrs.	> 5 Hrs.	> 5Hrs.	> 6 Hrs.	< 6 Hrs.
Third Avenue	\$6	\$9		\$12	\$18 max rate				
Fort Duquesne & Sixth	\$6	\$8		\$10	\$14 max rate				
Smithfield-Liberty	\$6		\$10	\$13	\$20 max rate				
Mellon Square	\$6		\$10	\$13	\$20 max rate				
Wood-Allies	\$6	\$8		\$10	\$14 max rate				
Oliver Avenue	\$6	\$8		\$13	\$19 max rate				
First Avenue	\$6	\$7		\$9	\$13 max rate				
Grant Street Transportation Center		\$6		\$8		\$8		\$10	\$13 max rate
Forbes Semple	\$4	\$5		\$8	\$13 max rate				
Shadyside	\$3		\$6			\$9	\$12 max rate		

Source: Pittsburgh Parking Administration

Table 12 shows the most recent parking rate increase taking effect July 1, 2023, and the maximum rate that you can pay per garage. Most of the garage’s hourly rates increased by one or two dollars except for Forbes Semple garage; here ‘over 4 hours’ parking increased the most by \$5.00. Mellon Square, Oliver Avenue and Smithfield-Liberty garages parking rates did not increase. They still have the highest daily parking rate of \$20.00.

TABLE 12
PPA Garage Rates
Effective July 1, 2023

Garage Location	> 1 Hr.	> 2 Hrs.	> 3 Hrs.	< 4 Hrs.	> 4 Hrs.	> 5 Hrs.	< 5 Hrs.	> 6 Hrs.	< 6 Hrs.
Third Avenue	\$7	\$10		\$14	\$20 max rate				
Fort Duquesne & Sixth	\$7	\$9		\$12	\$16 max rate				
Smithfield/ Liberty	\$7		\$12	\$14	\$20 max rate				
Mellon Square	\$7		\$12	\$14	\$20 max rate				
Wood Allies	\$7	\$9		\$12	\$16 max rate				
Oliver Avenue	\$6	\$8		\$13	\$19 max rate				
First Avenue	\$7	\$8		\$10	\$13 max rate				
Grant Street Transportation Center		\$6		\$8				\$10	\$13 max rate
Forbes Semple	\$5	\$6		\$8	\$18 max rate				
Shadyside	\$3		\$6			\$9	\$12 max rate		

Source: Pittsburgh Parking Administration

Finding: The July 1, 2023, parking rate increase ranged from 10% in the First Avenue garage to 38% in the Forbes Semple garage.

Parking Plazas

The Mon Wharf Plaza and Second Avenue Parking Plaza flat rate and lease rates are included in the PPA resolution’s that approves the garage parking rates. Both plaza parking and lease rates have remained the same from the previous rate increase that was approved and went into effect on November 1, 2019.

The Monongahela Wharf Plaza has a \$10 flat fee to park Monday through Friday from 5:30 a.m. - 4:00 p.m. The parking rate is \$6.00 after 4:00 p.m. on weekdays and all day on weekends. The Second Avenue Parking Plaza has a flat rate of \$9.00 to park Monday through Friday from 4:00 a.m. - 4:00 p.m. The plaza has free parking from 4:00 p.m. to 6:30 p.m. on weekdays and offers a 24-hour lease for \$170 and \$70 discounted lease for a limited amount of City of Pittsburgh employees and City fleet. The plaza is closed after 6:30 p.m. on weekdays and weekends except for the lease holders.

Garage Lease Increase.

There were two garages that had a lease rate increase on July 1, 2023, the Third Avenue garage and the Forbes/Semple garage. The Third Avenue garage day lease increased \$10 from \$310 to \$320; gold lease (reserved parking) increased \$5.00 from \$335.00 to \$340.00; and their downtown housing lease increased \$8.00 from \$225.00 to \$233.00. The 24-hour discounted downtown housing lease is available if you reside downtown. Downtown housing leases are exempt from paying the city code 37.5% parking tax.

The Forbes/Semple garage day lease rate increased \$15.00 from \$235.00 to \$250.00. A downtown garage map and all current garage and plaza hourly parking and lease pay rates can be found [here](#).

Off-Street Lot Rate Increase

In 2019, there were 31 off-street lots, but in October of 2019, the Urban Redevelopment Authority took possession of the East Liberty neighborhood lot at Penn Circle NW, reducing the number of PPA street lots to 30.

PPA Board of Directors resolution No. 11 of April 2023 – effective July 1, 2023 – increased parking rates for off-street lots and their leases. The resolution lists a total of 31 lots as Shiloh lot is divided into ‘Top Level’ and ‘Lower Level’ because the lease prices are different for each level.

All lot prices increased by 50% from \$1.00 to \$1.50 an hour, except for Ivy/Bellefonte lot located in Shadyside, which stayed the same at \$2.00 an hour. The Ivy/Bellefonte lot is the only off-street lot in the city that charges \$2.00 an hour.

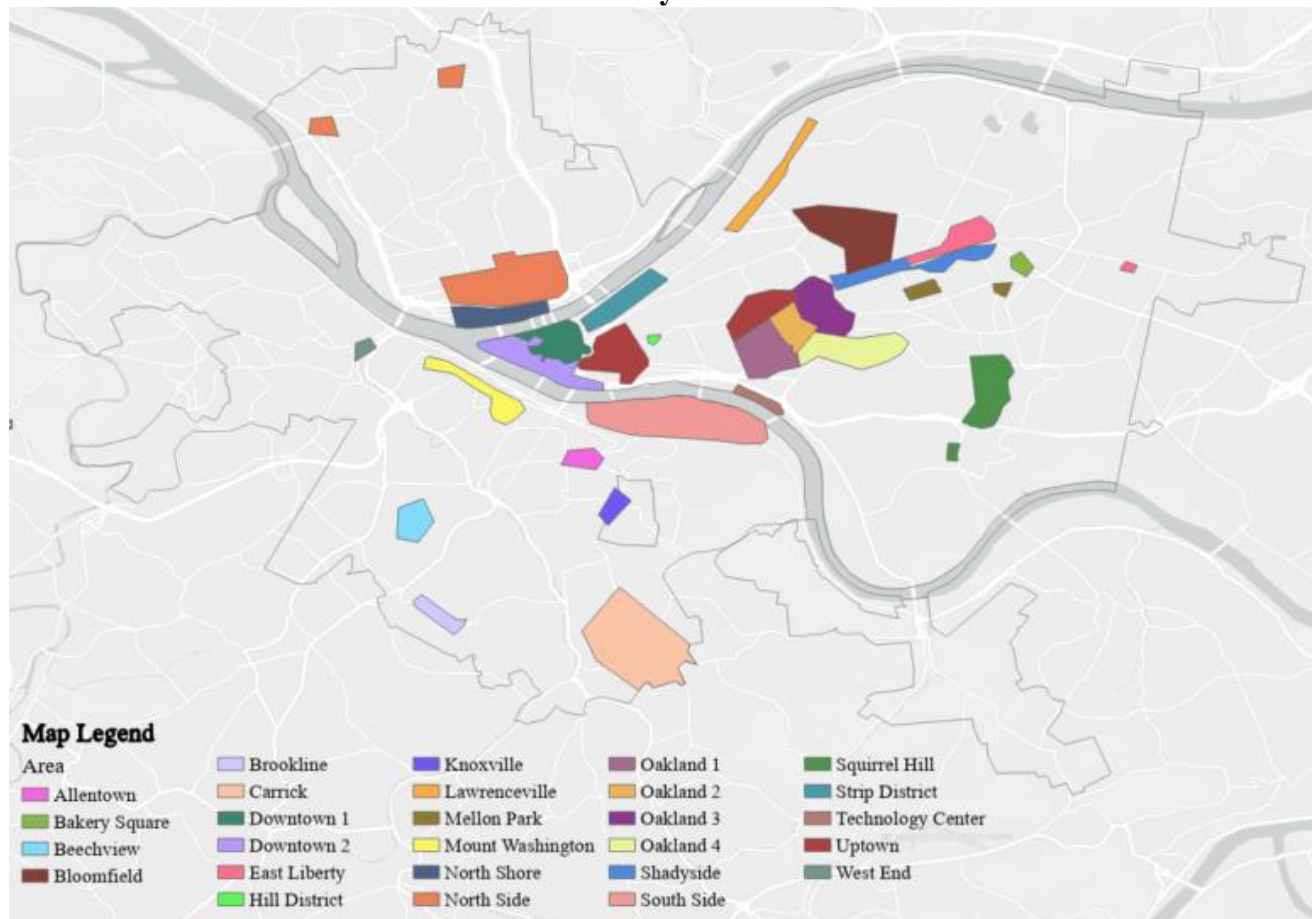
Lot lease prices also were increased. There were 21 lot lease rates raised from \$90.00 to \$110.00 and 10 lot leases raised from \$60.00 to \$90.00 a month. Shiloh Lot’s Top Level is \$110.00, and Lower Level is \$90.00.

Finding: The majority of off street lots had their rates increased by 50% with the July 2023 rate increase.

On-Street Meter Rate Increase

There are 27 different on-street parking metered geographic pay rate zones in the city. Map 1 shows these 27 zones with the name of the area.

MAP 1
PPA
On-Street Pay Rate Zones



Source: Pittsburgh Parking Administration Zone Data and ArcGIS Pro Software

Geographic zone parking rates for on-street meters vary by location. Zones that have a higher demand/need for parking tend to have higher rates. Table 13 shows the PPA's on-street pay rate percentage differences from February 1, 2015, to July 1, 2023. It should be noted that various neighborhoods/zones charge different rates for time increments of either seven, ten or fifteen minutes.

TABLE 13
PPA
Hourly On-Street Meters
Pay Rate Location Differences

Location	Feb 1, 2015 Per hour	July 1, 2023 Per hour	Percentage Difference
Downtown	\$4.00	\$4.00	0%
Downtown Zone 2	\$4.00	\$4.00	0%
Oakland Zone 1	\$3.00	\$3.00	0%
Oakland Zone 2	\$3.00	\$3.00	0%
Oakland Zone 3	\$3.00	\$3.00	0%
Oakland Zone 4	Dynamic pricing*	Dynamic pricing*	--
Shadyside	\$1.50	\$1.50	0%
Bakery Square	\$2.00	\$2.00	0%
Strip District	\$1.50	\$3.00	100%
North Shore	\$3.00	\$3.00	0%
South Side	\$1.50	\$1.50	0%
Squirrel Hill	\$1.50	\$2.00	50%
Knoxville	\$1.00	\$1.00	0%
North Side	\$1.00	\$1.50	50%
Uptown	\$1.50	\$1.50	0%
Hill District	\$1.50	\$1.50	0%
Brookline	\$1.00	\$1.50	50%
Mount Washington	\$1.00	\$1.50	50%
Bloomfield/ Garfield	\$1.00	\$1.50	50%
East Liberty	\$1.50	\$1.50	0%
Lawrenceville	\$1.00	\$2.00	100%
Mellon Park Area	\$1.00	\$1.50	50%
Beechview	\$1.00	\$1.50	50%
Allentown	\$1.00	\$1.00	0%
Technology Drive	Dynamic pricing*	Dynamic pricing*	--
West End	\$1.00	\$1.00	0%
Carrick	\$0.50	\$1.00	50%

Source: Pittsburgh Parking Administration

**See next section for dynamic pricing definitions*

The Lawrenceville and Strip District neighborhoods doubled their on-street meter rates representing the highest increases in parking within the City. These neighborhoods are located next to each other and contain many restaurants, businesses, apartments, and stores, and have a great number of people visiting every day.

Finding: Out of the 27 PPA geographic parking rate zones, the Strip District and Lawrenceville neighborhood parking rates increased by 100%. Eight zones had a parking rate increase of 50% and 15 parking zone rates did not change. Two geographic zones, Technology Drive and Oakland Zone 4, do not have a standard hourly rate due to being designated as dynamic pricing areas.

Dynamic Pricing and Hours

Some on-street parking zones, off-street lots, and streets within the same zone have dynamic pricing and dynamic hours. City Code chapter 545.05 defines both dynamic pricing and hours as the adjustment, from time to time, of street and off-street parking meter rates and hours. These changes are decided by the City's Director of Finance in order to more efficiently balance parking supply and demand. Dynamic pricing and hours can fluctuate at any time within each zone. Dynamic pricing and hours must be first proposed by PPA, then finalized by the City's Finance Director.

In dynamic pricing and hour locations, the parking meter rates increase that are close to popular business districts and destinations where parking spaces are always taken. The rates decrease or remain the same farther away from these locations. The rate increase is meant to increase parking availability and reduce traffic congestion by encouraging people to park for shorter periods of time or move to a different parking location. Theoretically, the rate adjustments should also increase parking revenue. Patrons that value convenience will still park at that high demand meter locations while customers that decide to park at the less desirable locations (further away) will increase occupancy and parking revenue at those meters.

An article titled "Can dynamic pricing help ease Pittsburghers' parking headaches?" by *Public Source* in August 2018, states that with dynamic pricing, "The goal is to make sure there are always a few open spaces per block and encourage people to park only as long as they need. Theoretically, this arrangement should enable more customers to shop or eat in a business district." A former PPA director of on-street meter and metered parking states in the article that "hourly rate changes and different rates on each block may maximize revenue," but then says this is not PPA's goal. "Rather, the system's purpose would be to increase parking availability and encourage drivers in crowded areas to move on quickly."

Two other articles published by the *Pittsburgh Post Gazette* support the dynamic pricing model. One article was titled "Performance parking' can lower average parking rates while raising more money for Pittsburgh" from June 28, 2014, and another article was titled, "Let's make smart parking tools for Pittsburgh" published on May 2, 2017. The articles reported that in January 2013, dynamic pricing was first introduced in the City of Pittsburgh through a three-year pilot study conducted by two Carnegie Mellon University (CMU) professors with assistance from PPA and City Council. By using data from kiosks, parking rates were adjusted according to demand around CMU campus. If parking spaces on average were less than 60% full, the parking rates were reduced. If spaces were more than 85% to 90% full, the price was raised to reduce demand to approximately 80% of capacity. Parking rates varied from as low as 50 cents per hour and as high as \$2.25 per hour.

The study concluded that dynamic pricing led to increased revenue and parking occupancy at areas where parking rates were lowered. For example, a block on Frew Street had far lower demand than other blocks on the street since it required walking up a steep hill to campus. In October 2013, the block

had a parking rate of \$2.00 per hour, generated \$1,388 in monthly revenue, and had 15% occupancy. During the study, the parking rate was lowered to \$1 per hour. In February 2014, the block generated \$2,150 in monthly revenue and had an occupancy rate of almost 60%.

Once the pilot program was completed, revenue around CMU increased 20% or \$200,000 a year while lowering average prices. The pilot study also found that the area had consistent parking space availability which reduced traffic congestion because drivers no longer had to circle around the block numerous times to find a parking spot.

The City of Pittsburgh uses dynamic pricing and hours to create additional revenue that is then used for neighborhood improvements to that specific area. Dynamic parking revenue in the South Side neighborhood is put into a South Side Parking Enhancement District Trust Fund and used exclusively for public safety and public infrastructure improvements in the neighborhood (litter and graffiti removal, power washing, and painting.)

A similar approach is being implemented in the Lawrenceville neighborhood of the City. In October 2023, City Council passed an ordinance that will establish a dynamic pricing program in the area that will increase the number of meters and increase the rate of certain meters where parking demand is high. The dynamic pricing revenue will be put into a fund and used for Lawrenceville infrastructure safety improvements, such as new crosswalks, bikeways, and bus shelters. The dynamic hours and rates have yet to be determined, and the program will start sometime in 2024.

Finding: Dynamic pricing is being expanded into another city neighborhood, Lawrenceville, because parking demand in that area has exceeded supply.

The City currently has six dynamic pricing areas. The impact that dynamic pricing has on each location was not analyzed by the auditors and is out of the scope of this audit.

Current Dynamic Pricing Locations

The six dynamic pricing locations in the city as shown in Table 14, with their days, parking hours and rates of enforcement.

TABLE 14
PPA
Dynamic Pricing Days and Hours
per Location 2023

Location	Days	Hours	Dynamic Pricing
South Side*	Monday – Wednesday	8 a.m. – 10 p.m. (Lot)	\$1.50
	Thursday – Saturday	8 a.m. – 6 p.m. (Lot)	\$1.50
	Sunday	8 a.m. – 6 p.m. (Lot)	No enforcement
	Monday – Saturday	8 a.m. – 6 p.m. (On-street)	\$1.50
	Sunday	8 a.m. – 6 p.m. (On-street)	No enforcement
	Thursday – Sunday	6 p.m. – 3 a.m. (On-street) (Lot)	\$3.00
Technology Drive	Monday – Saturday	8 a.m. - 6 p.m.	\$3.00 for 1 hour
			\$4.00 for 2 hours
			\$5.00 for 3 hours
			\$8.00 for 5 hours
			\$10.00 for 10 hours
			\$15.00 for 24 hours
South Craig Street	Monday – Saturday	8 a.m. – 2 p.m.	\$3.00
		2 p.m. – 6 p.m.	\$2.50
Shadyside**	Monday – Saturday	8 a.m. – 10 a.m.	\$1.50 (2-hour max parking)
		10 a.m. – 6 p.m.	\$2.50 (2-hour max parking)
Friendship Cedarville Lot (Bloomfield)	Monday – Saturday	8:00 a.m. - 10 p.m.	\$1.50 first 3 hours
			\$3.00 for every hour after 3 hours
Oakland Zone 4	Monday – Saturday	8:00 a.m. - 6 p.m.	Varies by street Range of: \$1.50 - \$3.00

Source: PPA Administration Dynamic Pricing Spreadsheet

**Three on-street meters have dynamic pricing Monday through Friday 7 a.m.-9 a.m. and 4 p.m. - 6 p.m. and five other on-street meters have dynamic pricing until 4 a.m. on Friday and Saturday.*

*** Dynamic Pricing is only on certain streets*

There are different rates and hours of dynamic pricing in the City. For example, the South Side neighborhood on-street parking rates increase, and enforcement hours extend when nighttime entertainment is prominent in the City. For the South Side area, on-street parking rates are \$1.50 an hour Monday through Saturday 8:00 a.m. to 6:00 p.m. Then the parking rates increase to \$3.00 an hour during extended hours of enforcement from Thursday through Saturday 6:00 p.m. to 3:00 a.m. An additional day of enforcement is also added on Sunday at the \$3.00 per hour rate from 6:00 p.m. to 3:00 a.m.

Finding: South Side is the only neighborhood in the City that charges for parking on Sundays and after 6:00 p.m., as well as for parking until 3 a.m. on Thursdays through Sundays.

In Oakland Zone 4, there are higher pay rates on different streets or sections of the street where demand is high due to the Phipps Conservatory and Botanical Gardens, universities, libraries, and restaurants. For example, the parking rates are \$3.00 an hour on Schenley Drive Extension, Schenley Drive, and Forbes Avenue near the Schenley Plaza and Carnegie Library of Pittsburgh. Schenley Drive parking rates further away from that location are only \$1.75 and \$1.50 an hour. Frew Street and Tech Street on Carnegie Mellon University campus are \$2.50 an hour.

In the Shadyside business district, Walnut Street and other nearby streets have lower rates in the morning when businesses are closed, i.e. Monday through Saturday, from 8:00 a.m. to 10:00 a.m. When businesses open and parking spots are in high demand, the rates increase from 10:00 a.m. to 6:00 p.m. This helps to free up more parking spots. South Craig Street in Oakland is another street that has parking rate increases, due to the increased parking demand during enforcement hours. Both locations have two-hour maximum parking to free up parking spots for additional patrons. The Friendship/Cedarville lot in the Bloomfield neighborhood charges \$1.50 for the first three hours and \$3.00 for every hour after three hours. This helps to maximize parking turnover, by encouraging people to not park for an extended period.

Technology Drive is a special case of dynamic pricing where the rates are based on the Urban Redevelopment Authority (URA) parking garage located at 401 Technology Drive. Employees who work at the businesses on Technology Drive have the option to pay to park in the URA garage or at one of PPA's 48 available on-street parking spaces, on a first come, first serve basis.

In 2009, the on-street meter parking rates at Technology Drive cost less per hour than the garage rates. According to a PPA staff member, Technology Drive businesses sent various complaints to the city because they were unhappy their employees had to park and pay the higher garage rate due to the limited number of on-street parking spaces available.

In December 2009, City Council agreed to pass a resolution authorizing PPA to set the on-street metered parking rates equal to or greater than the equivalent rates at the URA garage. Technology Drive meters now have six parking rates that mirror the garage rates: \$3.00/one hour, \$4.00/two hours, \$5.00/3 hours, \$8.00/5 hours, \$10.00/10 hours and \$15.00 for 24 hours. If your parking time is between rates, you must always pay the higher rate. For example, if you park for 7 or 8 hours, you must pay the higher amount of \$10.00.

Staffing

PPA is comprised of eight sub-departments: the executive office, parking court, human resources, finance, project management, parking services, on-street and metered services, and technology. All sub-departments have a set number of employees, but staffing has fluctuated the last few years.

According to the Pittsburgh Parking Authority administration, as of December 31 of each year, there were 159 available positions in 2020, 151 in 2021, and 144 in 2022.

PPA had several vacant positions in 2020, 2021, and 2022. Table 15 shows the total number of PPA positions and vacant positions from 2020 through 2022 and how many of the filled positions were full-time and part-time. At the end of 2020, 54 (34.0%) of the total 159 positions were vacant; for 2021 43 (28.5%) of the 151 total positions were vacant; and in 2022, PPA had 39 (27.1%) vacancies of the total 144 positions available.

TABLE 15
PPA
Number of Positions, Vacancies, and
Full-Time, Part-Time, and Total Employees
2020 – 2022

Year	Number of Positions	Full-Time Employees	Part-Time Employees	Total Employed	Total Vacancies	% of Vacancies
2020	159	96	9	105	54	34.0%
2021	151	100	8	108	43	28.5%
2022	144	102	3	105*	39	27.1%

Source: Pittsburgh Parking Authority Administration

**Exhibit A in the Appendix shows the 2022 list of full-time and part-time positions, their union affiliation, number of position vacancies, and 2022 staffing levels for each position.*

Finding: From 2020 – 2022, PPA had between 27% - 34% of the positions vacant.

Table 16 shows the end of year full-time and part-time job vacancies for 2020, 2021, and 2022 by job title.

TABLE 16
PPA End of Year
Job Vacancies and Totals by Job Title
2020 – 2022

Position Vacancies	2020	2021	2022
<i>Full-Time</i>			
Administrative Assistant	1		
Meter Repair Technician	1	2	1
Parking Enforcement Officer	8	7	7
Parking Enforcement Office Manager		1	
Enforcement Manager			1
Residential Permit Parking Coordinator	1		1
Executive Assistant	1	1	
Receptionist	1	1	
Sustainability	1		
Systems Analyst	1		
Accountant	1	1	1

Garage Attendant	14	10	10
Garage Manager	1		1
Maintenance/Laborer	1		2
Project and Procurement Manager	1		
Leasing/Accounts Payable Specialist		1	
<i>Part- Time</i>			
Parking Enforcement Officer (PT)	15	15	13
Maintenance/Laborer (PT)	1	2	
Maintenance/Laborer (PT) (seasonal)	2	2	2
Totals	54	43	39

Source: Pittsburgh Parking Administration

There are six positions: meter repair technician, parking enforcement officer (full-time and part-time), accountant, garage attendant, maintenance/laborer (part-time) that were short staffed for all three years. The parking enforcement officers, both full and part-time, and the garage attendant positions had the highest number of vacancies. These titles are bolded in Table 16.

Parking enforcement officer part-time had the most vacancies with 15 in 2020 and 2021, and 13 in 2022. Garage attendants were also short staffed with 14 in 2020, and 10 in 2021 and 2022.

Finding: There were six positions in all three years, that were consistently short staffed: meter repair technician, parking enforcement officer (full-time and part-time), accountant, garage attendant, and maintenance/laborer (part-time).

This the only job opening on the PPA website was for a garage attendant. None of the other five positions that the auditors found to be short staffed were posted.

Finding: PPA is not actively posting job vacancies on their website.

RECOMMENDATION 5:

The PPA administration should post all open job positions on its website and with the City’s Human Relations and Civil Service employment on-line career center to fill open positions.

Unions

Most PPA employees, whether full-time or part-time, belong to one of two different unions: AFSCME Local #279 or the International Brotherhood of Teamsters’ union, hereinafter referred to as Teamsters Local #926. As of December 31, 2022, there were 53 (51%) budgeted positions that belong to the AFSCME union, and 51 positions (49%) belong to the Teamsters Local #926 union. PPA had 40 non-union, administrative employees as of December 2022.

AFSCME

The most recent union agreement between PPA and AFSCME was dated on April 15, 2022, through December 31, 2025. There are seven PPA positions with the AFSCME local union: clerk typist, meter repair technician, parking enforcement officer (full-time and part-time), maintenance/laborer (full-time, part-time, and seasonal).

The union contract states, “A pre-established work schedule shall consist of five (5) consecutive workdays in any (7) seven consecutive calendar day period.” This means if an employee starts on a Monday, they must work until Friday or if they start on Tuesday must work until Saturday, etc. Work is eight hours in an assigned 24-hour period.

If the employee reports for their scheduled shift of eight hours and no work is available, they will be paid a reporting allowance of eight hours of regular pay. According to the union contract, parking enforcement officers, work by themselves during the day until 6:00 p.m. when they must work in pairs. This applies only to the South Side, Thursday- Sunday, the only area that enforces at night. If management is available after 6:00 p.m., they can serve as the driver of the pair.

Teamsters Local #926

There is an agreement signed between Pittsburgh Parking Authority and the ‘Teamster Automotive Chauffeurs, Parts, Garage, Office Clerical, Airline, Health Care, Petroleum Industry, Produce, Bakery, Industrial Workers within Western PA and Joint Council #40, and Teamsters Local #926. The current contract is dated January 1, 2022, through December 31, 2025. For PPA, only garage attendants belong to the Teamsters Union.

A few of the major points from the contract include:

- The employees recognize that the union is the only agency that will bargain for pay rates, hours of work and other benefits, such as health coverage, vacation time, holiday pay, and personal days.
- There is a provision written in the contract that union jobs are secure if business (in this case PPA) sells, is part of a merger or transfers the title during an existing contract.
- Union members must also agree to have membership dues deducted from their paychecks and must remain current on all such dues.
- Full-time employees are guaranteed a 40-hour scheduled work week. If an employee works over 40 hours, they will be paid time and a half for the time worked.
- If an employee is scheduled to work a holiday, he/she would receive holiday pay: 8 hours regular pay, plus 8 hours of time and a half. (Double time and a half.)
- The parties recognize that seniority will always prevail.

Table 17 shows the Teamsters Local #926 union wages for 2022 through 2025 as outlined in the contract:

TABLE 17
Teamsters Local #926 Union Contract
Wages For PPA Employees
2022 – 2025

Time Employed	01/01/2022	01/01/2023	01/01/2024	01/01/2025
Start – 90 day probationary period	\$15.00	\$15.50	\$16.00	\$16.50
Post-Probation	\$15.50	\$16.00	\$16.50	\$17.00
12 Months	\$16.00	\$16.50	\$17.00	\$17.50
24 Months	\$16.50	\$17.00	\$17.50	\$18.00
36 Months/ Top Rate	\$18.70	\$19.20	\$19.70	\$20.20

Source: Teamsters Union Contract with PPA

The current contract also states that any employee who is receiving more than the rates shown above will not suffer any loss or reduction in compensation. This means that a new employee who has more than three years of previous experience in another accredited parking lot or garage will receive the same pay rate based on the years of employment in the other garage.

Third Avenue Garage Agreement

The Third Avenue garage is located in Downtown Pittsburgh at 238 Fourth Avenue; it is independently operated by ABM Parking Services. This garage has been operated by an outside company since 2008. PPA determines the garage prices, rates, and fees charged by the operator. The hours of operation are based on recommendations from the operator. The facility is open Sunday through Friday from 6:00 a.m. to 1:00 a.m. Saturday hours are 6:00 a.m. to 2:00 a.m. There are 575 parking spaces available, with an additional 100 spots if stacked (block another car in). The garage will only “stack” if the garage is at capacity and there is a valet employee working.

An agreement was made on June 1, 2019, between PPA and ABM Parking Services (operator) for three years, with two additional one-year renewable options for the Third Avenue Garage (referred to as the Facility in the agreement). This agreement has been renewed until June 1, 2024, with the same terms and conditions as the original agreement. The operator performs the following services as stated in the agreement:

- Management and operation of the Facility.
- Collection of parking revenues derived from the use of the Facility.
- Employment of personnel for the management and Maintenance of the [Facility Maintenance requirements].

- Maintenance of accounting records of all income and expenses related to the management and operation of the Facility, except for the collection of monthly parking income.
- Periodic consultation with PPAP [PPA] on matters involved in the operation of the Facility.
- On-site administration of service contracts approved by PPAP.

The management fee proposal set forth in the ABM Parking Services contract increases annually in accordance with the Pittsburgh, PA Consumer Price Index. In year 1 (2019-2020), the annual fee was \$27,540.00 which would be a monthly payment of \$2,295.00. Year 2, (2020-2021) the annual fee was \$28,090.80 or a monthly payment of \$2,340.90. For year 3, (2021-2022), the annual fee was \$28,652.62, or a monthly payment of \$2,387.72. ABM parking services guarantee the facility will generate \$2,650,000 in gross revenue annually. If the facility does not generate one-fourth of this amount in the quarter, they will pay the difference within 10 days of the quarter's end.

According to the ABM contract: ABM parking services deposits daily gross revenue into a PPA bank account derived for the operation and management of the Third Avenue garage. The operator must submit a detailed statement of the gross revenue collected, management fee earned, operating expenses, and accounts receivable within seven days after the end of the "accounting month." PPA will reimburse the operator fees for all direct operating expenses, along with the management fee earned within 45 days of receipt of the monthly statement. The operator must keep a record of these statements, such as gross revenues collected, operating expenses, and parking tickets for five years.

APPENDIX

EXHIBIT A
Full-Time and Part-Time
Pittsburgh Parking Authority Positions
2022

Job Title Description	Department	Union	Total Jobs	Total Vacant	Total Employed
Clerk Typist	Enforcement	AFSCME	2		2
Meter Repair Technician	Enforcement	AFSCME	5	1	4
Parking Enforcement Officer	Enforcement	AFSCME	25	7	18
Parking Enforcement Officer (PT)	Enforcement	AFSCME	15	13	2
Director of On Street and Metered Parking	Enforcement	Non-Union	1		1
Field Supervisor	Enforcement	Non-Union	2		2
Meter Operations Supervisor	Enforcement	Non-Union	1		1
Parking Enforcement Office Manager	Enforcement	Non-Union	1		1
Program Administrator	Enforcement	Non-Union	1		1
Enforcement Manager	Enforcement	Non-Union	1	1	0
Residential Permit Parking Coordinator	Enforcement	Non-Union	1	1	0
Administrative Assistant	Executive Office	Non-Union	1		1
Computer Support Technician	Executive Office	Non-Union	1		1
Executive Director	Executive Office	Non-Union	1		1
Human Resource Manager	Executive Office	Non-Union	1		1
Information Systems Manager	Executive Office	Non-Union	1		1
Payroll and Benefit Administrator	Executive Office	Non-Union	1		1
System Administrator	Executive Office	Non-Union	1		1
Accountant	Finance	Non-Union	2	1	1
Accounting Manager	Finance	Non-Union	1		1
Asst. Accounting Manager	Finance	Non-Union	1		1

CFO	Finance	Non-Union	1		1
Director of Finance	Finance	Non-Union	1		1
Fixed Asset Accountant	Finance	Non-Union	1		1
Senior Accountant	Finance	Non-Union	1		1
Administrative Assistant	Parking Court	Non-Union	1		1
Operations Manager	Parking Court	Non-Union	1		1
Director of Parking Service	Parking Services	Non-Union	1		1
Garage Manager	Parking Services	Non-Union	9	1	8
General Manager - Parking Services	Parking Services	Non-Union	1		1
Leasing/Accounts Payable Specialist	Parking Services	Non-Union	1		1
Garage Attendant	Parking Services	Teamsters	51	10	41
Maintenance/Laborer-FT	Project Management	AFSCME	3	2	1
Maintenance/Laborer-PT	Project Management	AFSCME	1		1
Maintenance/Laborer-PT (Seasonal)	Project Management	AFSCME	2	2	0
Assistant Procurement Manager	Project Management	Non-Union	1		1
Director of Project Management	Project Management	Non-Union	1		1
Project Management Coordinator	Project Management	Non-Union	1		1
Total			144	39	105

Source: Pittsburgh Parking Authority Administration

EXHIBIT B

**PPA Off-Street Parking Lot
Neighborhood Location
2019-2022**

Pittsburgh Parking Authority Lot	City of Pittsburgh Neighborhood
Sheridan/ Harvard	East Liberty
Sheridan/ Kirkwood	East Liberty
Tamello/Beatty	East Liberty
Eva/Beatty	East Liberty
Ansley/ Beatty	East Liberty
Penn Circle	East Liberty
Beacon/ Bartlett	Squirrel Hill
Forbes/ Shady	Squirrel Hill
Douglas/ Phillips	Squirrel Hill
Forbes/ Murray	Squirrel Hill
Jewish Community Center	Squirrel Hill
Ivy/ Bellefonte	Shadyside
Homewood/ Zenith	Homewood
Taylor Street	Bloomfield
Friendship/ Cedarville	Bloomfield
5224 Butler Street	Lawrenceville
42nd/Butler	Lawrenceville
18th/Sidney	South Side
East Carson	South Side
19th/Carson	South Side
18th/Carson	South Side
20th/Sidney	South Side
Brownsville/ Sankey	Carrick
Walter/ Warrington	Allentown
Asteroid/ Warrington	Allentown
Shiloh	Mt. Washington
Brookline Blvd Garage	Brookline
Beechview Blvd Lot	Beechview
Main/ Alexander	West End
East Ohio	East Allegheny
Observatory Hill	Perry North

Source: Pittsburgh Parking Authority Administration



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January 25, 2024

Rachael Heisler, City
Controller Office of the City
Controller 414 Grant Street
Pittsburgh, PA 15219

RE: Performance Audit on the Public Parking Authority of Pittsburgh

Dear Controller Heisler,

Thank you for allowing us the opportunity to respond to the recommendations listed in our Performance Audit, dated January 25, 2024. We believe your staff was professional and thorough in their review of our operations. The Authority met with Gloria Novak and her team to review the audit on January 25, 2024. This letter will serve as our response to the audit report.

RECOMMENDATION 1:

PPA's financial department's internal processes and procedures related to the collection, documentation, and reconciliation of revenue was found to be detailed, thorough, and an effective system of revenue collection. The PPA administration should continue daily reconciliation of all revenue streams to actual bank deposits. The Authority should also continue to document and explain any inconsistencies found.

Response:

Management concurs that daily reconciliations and documenting any inconsistencies is an industry best practice and will continue this practice to ensure our due diligence.

RECOMMENDATION 2:

The PPA administration should direct the finance department to keep monthly reconciled Flowbird reports and PNC bank deposits in a file so they can be easily shared with any auditor investigating the accuracy of PPA reports sent to the City. Backup documentation should be kept for all reports sent to the City of Pittsburgh's Office of Management and Budget.

Response:

Management agrees with this recommendation for ease of review and it is currently our practice.

RECOMMENDATION 3:

The PPA administration should post signage informing patrons that leases are available at all the lots that offer leases.

Response:

Management understands the need for disseminating available lease information.

Given the fact that not all spaces are available for lease could lead to confusion if signs were posted at all the lots. To accommodate transient parking, many of our lots only allocate a certain percentage of the spaces for lease and, therefore, may have a waiting list. The Authority is in the process of instituting new software that will make it easy for parkers to see nearby lots where leases are available. If there is a waiting list, a customer can apply and get their name on the list for the next available spot. Management is happy to review our lots, and where feasible, to add signage. However, we feel the new software will be more conducive and be able to handle changes more efficiently than static signage.

RECOMMENDATION 4:

PPA administration should continue to offer several parking apps for patrons to use when paying for parking. It is important to make paying for parking as convenient as possible.

Response:

Management also believes this is a prudent practice to allow for more options for patrons. The Authority will continue this practice as long as it serves our customers. As technology changes, we will look for better ways to improve service.

RECOMMENDATION 5:

The PPA administration should post all open job positions on its website and with the City's Human Relations and Civil Service employment on-line career center and get open positions filled.

Response:

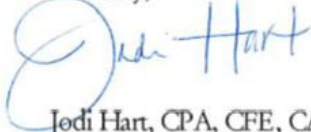
Management concurs that having job postings in as many places as possible is well advised. That said, we believe this lack of posting may have been an isolated circumstance. There are several instances why this may have occurred. First, there are times when several employees are being on-boarded and a posting may be taken down to allow Human Resources to focus on the new hires. Second, depending on the time of year when observed, it could be during the down time for recruiting certain positions. For example, PT Enforcement positions are heavily recruited during January to October to coincide with the street sweeping schedules. As stated in the audit, it appears that it was reviewed in December.

Management would also like to state that when positions are posted, Human Resource also posts to Indeed, Glassdoor, Linkup, Ziprecruiter, Monter, LinkedIn, Careerlink, Handshake, and IPMI. They also take the opportunity to attend over a dozen job/career fairs and several job workshops.

In addition to the reasons above, there is a high turnover rate for certain positions due to several factors that play a role in being short-staffed. We believe that Human Resources is doing what they can to address the staffing shortages that you mentioned. Sadly, it seems to be a problem that most industries are facing post-Covid and not specific to the Authority.

We are pleased with the overall audit and it is viewed as a favorable outcome. We believe this audit will show that the Authority takes great care to ensure we have thorough and accurate records at all times. Any recommendations were thoughtfully reviewed and will be instituted where feasible. We thank you and your staff for your time and professionalism. There are many intricacies and nuances to our business and everyone handled the complexity extremely well.

Sincerely,



Jodi Hart, CPA, CFE, CAPP
Chief Financial Officer

cc: Dave Onorato, CAPP

Karla Howell