

Case Study

With 3,600 parking spaces, inconvenient payment options and meter maintenance issues growing, the city of Indianapolis needed to bring innovation to their parking program.

Conduent helped create a Public Private Partnership to implement a solution.



The Challenge

With 3,600 parking spaces, low parking turnover, broken meters, and flat rates for the past 30 years, the city of Indianapolis was in need of new meters and next-generation technology to meet the needs and parking demands of the City.

The Solution

A public-private partnership with the City of Indianapolis was formed to create a modernized and more convenient parking system for motorists and businesses of this vibrant city.

We provided an up-front investment of \$20 million to Indianapolis for infrastructure improvements. We modernized parking technology to bring conveniences and efficiencies never before offered in Indianapolis. Technology upgrades improved the user experience and simplify overall parking operations while increasing turnover for local merchants.

The Indianapolis modernization will generate an ongoing revenue stream estimated at \$600 million and shift costly financial risks to our operating company, ParkIndy, LLC. ParkIndy, not the City, bears all expenses and financial risk going forward, saving Indianapolis approximately \$3 million annually in operating costs.

By providing an ongoing, annual revenue stream, the revenue-share structure aligns objectives for citizen service, efficiency, and revenue over the term of the agreement.

The City maintains flexibility and control in key areas of economic development, public policy, and rate structures. The agreement with ParkIndy can be terminated for convenience every 10 years if the City believes the contract is no longer in the best interest of the community.



The Results

The meter modernization was implemented in a phased approach to minimize disruption to the City and account for an adjustment period for motorists and businesses. All 3,600 metered parking spaces were modernized in 2011 using a mix of single space credit card-accepting parking meters and pay boxes. The pay boxes allow motorists to pay by space. About 50 percent of the meter poles were removed, and the rest are used to designate space numbers and act as bike racks. The City's new rates and hours of operation were rolled out on January 2, 2012. The days and hours of operation were extended, as were the time limits during evening hours.

In September 2011 ParkIndy released an application that allows users to feed any parking meter by phone. Further, ParkIndy has installed 1,400 sensors and offers a free application so that motorists can save time and find empty parking spaces. A website, www.parkindy.com, communicates developments around the City and provides the public with the most up-to-date information. In addition, ParkIndy holds technology demonstrations and visits with dozens of neighborhoods and commercial groups. Residents can follow ParkIndy via newsletter or on Facebook and Twitter.

On August 19, 2011, the Indianapolis Business Journal declared, "Indianapolis' decision to lease its parking meters appears to be a financial boost for the city." Under private operation, total net municipal revenue grew by more than \$1 million (an increase of 1100%) in 2011, the first year of ParkIndy's operation, and by more than \$2.4 million in 2012 (a 2800% increase over 2010). These results led to Mayor Greg Ballard being named the Innovator of the Year by the National Parking Association in October 2013.

Conclusion

Conduent created ParkIndy, LLC to fulfill and exceed the various needs of the contract. Our team of qualified professionals is responsible for bringing innovation to bear in Indianapolis, including:

- Meter collections, counting and deposit
- Parking enforcement
- Public relations, community outreach, and public education
- Procurement and installation of new meter technology
- Ongoing maintenance and support
- Equity financing, project management
- Technology strategies, data analytics, and data-driven decision-making

The Results:

- Parking is now convenient. Credit card and pay-by-phone payments increased from 0% to 80% of all payments
- Customers can purchase the time they need. Our use of data analytics to adjust time limits increased the average stay by 70% to 92 minutes
- There are fewer broken meters. We repair broken meters in just hours, a 96% reduction in the time it took the City. Meter operability is 99%
- A 24/7 customer service line was implemented. We realized a 52% reduction in customer complaints
- We are collecting outstanding debt. Our Managed Receivables model improved past due collections by 247% in just one year
- Our predictive modeling for enforcement has ensured a 101% improvement in the citation capture rate increase of 2800% in just 2 years

Contact

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