

ATTACHMENT C: COMPARATIVE SURVEY

As part of the operations review of the Department of Public Works, MAXIMUS conducted a comparative survey focusing on services, workload and methodology utilized in comparable communities. The survey focused on several divisions within Public Works, including Streets and Roads Maintenance, Engineering, and Administration. The sections, which follow, provide an analysis of the survey results.

1. INFORMATION WAS COLLECTED FROM SIX COMMUNITIES.

The project team, in consultation with Metro officials, developed a list of peer communities, which provided services similar to Nashville, which were also comparable in size and growth rate using data from the 2000 Census. The table below shows the participating communities, metropolitan population and growth rates, land area of the incorporated area, the number of satellite stations used by the respective public works departments, and the use of information systems

City	2000 MSA Population	MSA Growth Rate from 1990-2000	Land Area (Sq. Miles)	Satellite Stations	Information System
Nashville	1.2 million	25.0%	533	2	Limited, locally developed
Indianapolis, IN	1.6 million	16.4%	396	3	Hansen IMS
Jacksonville, FL	1.1 million	21.4%	820	6	Limited, locally developed
Louisville, KY	1.0 million	8.1%	66.2	7	Various packages
Raleigh, NC	1.2 million	38.9%	181.4	3	None reported
San Antonio, TX	1.6 million	20.2%	430	7	Extended locally developed mainframe system
Norfolk, VA	1.6 million	8.8%	65.98	7	Hansen IMS

While the population of several of the metropolitan areas was higher than Nashville, the median size of the communities was 1.2 million. Additionally, the growth rate for Nashville is

slightly higher than the median, which is 20.2%. The table, which follows, highlights some general information of the survey Departments of Public Works, including the size of the jurisdiction, automated information system, as well as satellite locations.

The points below discuss the table:

- Jacksonville oversees the largest jurisdiction, providing services from 6 satellite locations. There are 3 locations for maintenance services, 1 for construction, and 2 support locations from which equipment control and fleet services are provided.
- Raleigh services cover 181.4 square miles. Streets and Roads Maintenance operates 1 satellite location, and Engineering maintains 2 for engineering and surveying and infrastructure inspections.
- Nashville provides services from 2 satellite locations, covering approximately 533 square miles, the second largest of the communities.
- While Louisville and Norfolk has the smallest land area, they both use seven satellite work areas, which is the largest number for three of the cities.
- Two cities use specialized commercially acquired public works management systems and the City of San Antonio has a fully developed mainframe management system that developed internally. Nashville, Jacksonville, and Louisville use limited applications that have been locally developed.

The following sections presents the results of the survey.

2. COMMUNITIES PROVIDED INFORMATION WITH REGARD TO STREETS AND ROADS MAINTENANCE.

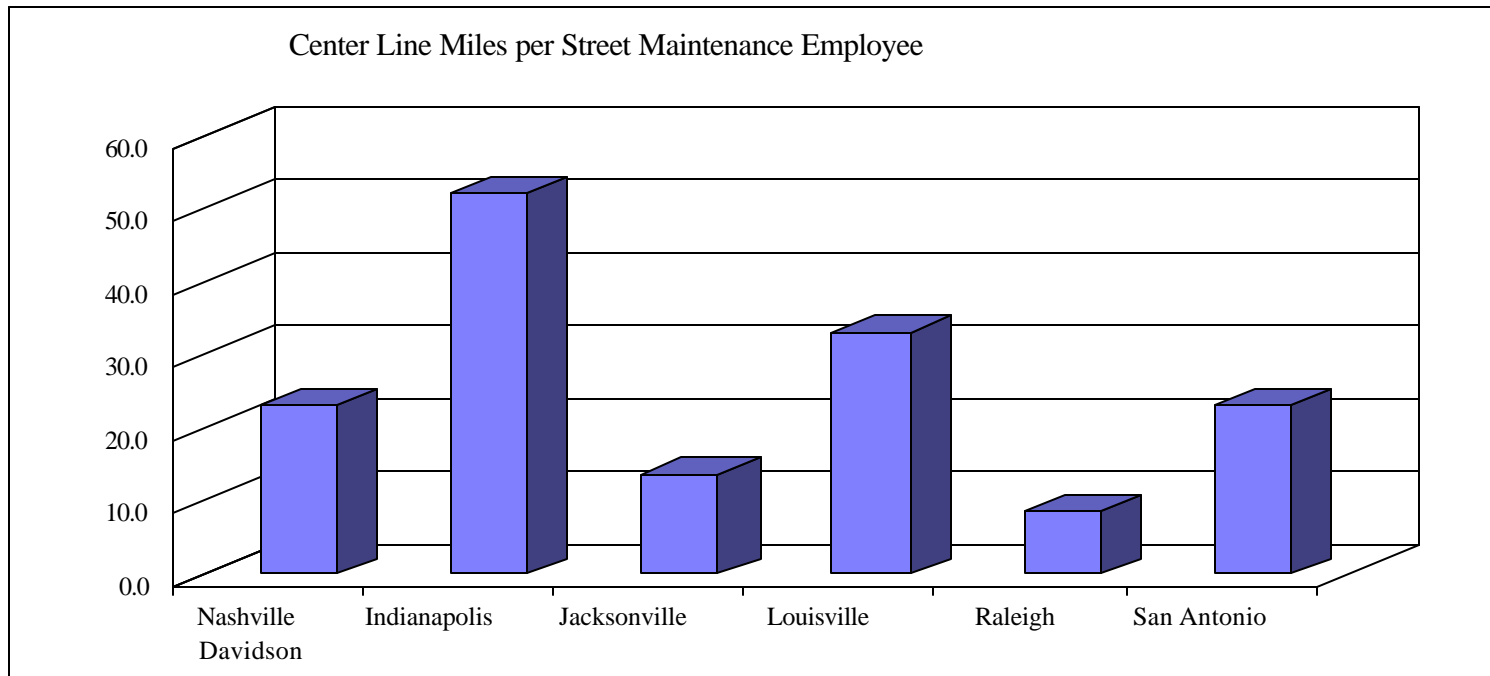
MAXIMUS collected information with regard to Street and Right of Way Maintenance. Data targeted budgets and center line miles. Additionally, data was provided to analyze the allocation of staff to various functions within Street and Roads Maintenance.

The table below provides the responses from the participating communities.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
What is your current fiscal year operating budget for streets and right of way maintenance?	\$9,332,925	\$3,716,799	\$21,500,000	\$1,339,200	\$7,000,000	–	–
Number of center line miles of streets.	2,154	6,319	3,300	825	922	3,818	1,760
Square yards of pavement:	32,507,915	–	–	15,000,000	–	–	13,000,000
Number of staff assigned to:							
Street Maintenance	93	121	240	25	107	164	108
Signs/Signals	23	45	–	42	–	43	–
Street Sweeping	Contract	–	–	–	20	62	–
Paving	13	–	Contract	Contract	25	36	Contract
Milling	15	–	Contract	Contract	Contract	28	Contract
Tree Removal	18	–	–	Contract	–	5	–
Sidewalk Repair	6	8	–	–	–	6	–
Mowing	9	34	9, plus contract	–	–	46	Seasonal employees
Note: The “-“ indicates that the community did not provide the requested information.							

The following points highlight information from the table on the previous page:

- Several communities outsource paving, as 4 of the responding communities indicated. Additionally, 3 respondents outsource milling services, leaving San Antonio and Nashville as the only communities with employees assigned to milling and paving functions. Although Nashville oversees fewer center line miles, San Antonio maintains a lower staff to centerline miles ratio.
- Jacksonville employs 240 people to provide Streets and Roads Maintenance, assigning work to crews based on location and work orders. Each satellite maintenance location has 1 crew of 3 people assigned to mowing in addition to contracting.
- The graph below illustrates the number of center line miles per Streets and Roads Maintenance employee. Although this is an aggregate ratio, which is not indicative of staffing deficits or surpluses in itself, it is stated here simply as a summary measure for comparative purposes only.



- As the graph above shows, Indianapolis has 52.2 center line miles per Street and Roads Maintenance personnel, while Raleigh has 8.6 center line miles per employee. In Jacksonville, the average is 13.8 center line miles per Streets and Road employee. Nashville and San Antonio are average 23.2 and 23.3 center line miles per Streets and Roads employee, respectively.
- Norfolk and Louisville reassign Street Maintenance crews as needed to repair sidewalks.
- Nashville has 53 additional staff assigned to various crews, including low boy, carpentry, materials management, masonry, vacant lots, and night crews. Indianapolis has an additional 47 people assigned to other crews, as well. As the intent of the graph above is to show ratios of center line miles to personnel directly involved in their maintenance, these positions are not included in the calculations. An attempt was also made to exclude similar employees from the calculations reflected in the graph for the comparative cities as well.

The following subsections highlights information with regard to street sweeping and mowing functions of the Streets and Roads Maintenance divisions.

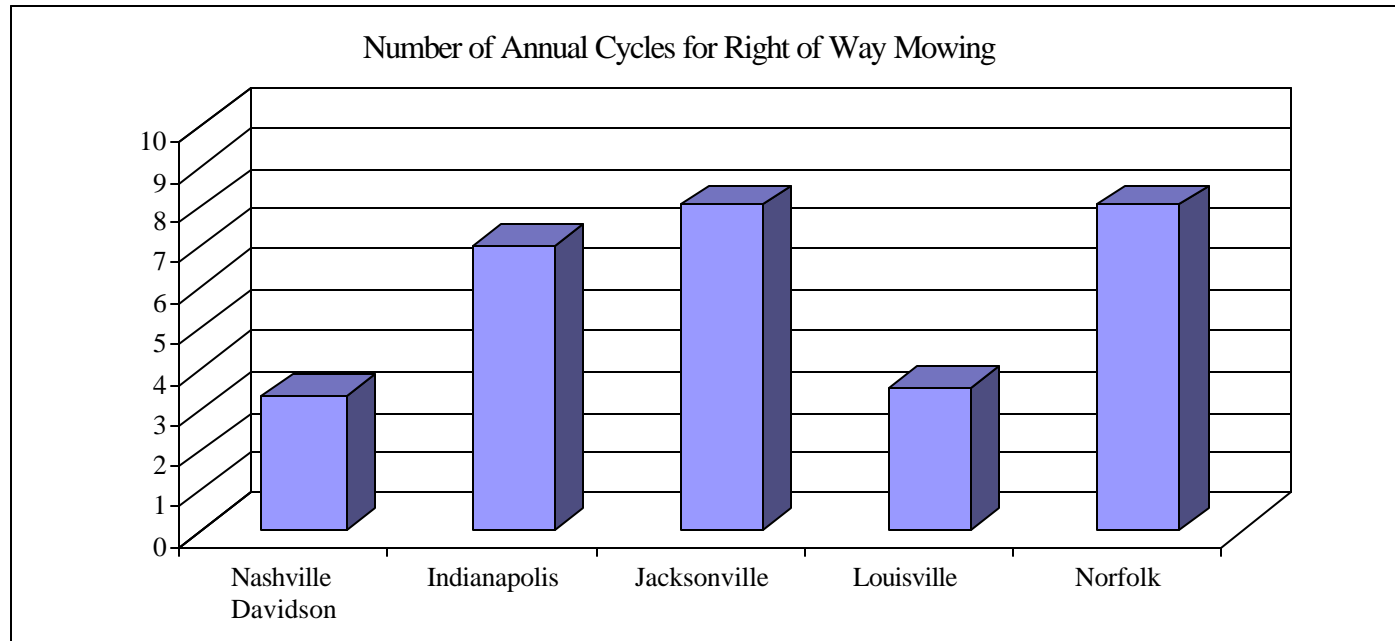
(1) **Nashville Provides Right of Way Mowing Comparable to Louisville, But Provides Less Street Sweeping Than Most of the Surveyed Communities,**

Communities were asked to provide information indicating the frequency of street sweeping and right of way maintenance. As shown in the previous table, services are provided in various ways, resulting in diverse workloads. In the table on the following page, a summary of street sweeping and right of way maintenance is provided.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
The street sweeping frequency for:							
Residential	Once per year	Once per year	Between nine and eleven timers per year	Three times per year	Four times per year	Twice per year	–
Commercial	Four times per year; CBD targeted for once per day	Once per year	Between nine and eleven timers per year	Three times per year	Four times per year	Arterials & collectors four times; CBD once per day	–
How often are rights of way mowed?	3.3 cycles	7 cycles	8 cycles	3.5 cycles	–	3 cycles	8 cycles

The points below provide a summary of the table.

- Nashville maintains a frequency target of 4 times per year for commercial properties and once per year for residential neighborhoods. Both Nashville and Indianapolis sweep residential neighborhoods once per year. All other surveyed communities sweep more frequently than do these two cities. Nashville pays a private contractor \$26.92 per curb mile for sweeping non-CBD areas. This compares favorably to other jurisdictions with which the project team has recent experience.
- Street sweeping in Jacksonville occurs between nine and eleven times per year, as there are minimal streets which have curb and gutter requiring such services.
- The graph, which follows, illustrates the number of mowing cycles completed by the participating communities.
- It should be noted that cycle frequencies for the surveyed communities represent targeted service levels as reported by respondents. The 3.3 cycles shown for Nashville represent a calculated figure for the actual work accomplished in 2001.



- While Nashville has 9 employees assigned to mowing, Indianapolis has almost 4 times the staff and only twice the number of cycles.
- Jacksonville contracts for services as well as operates 3 crews for right of way mowing. Contractors complete 8 cycles per year, while Jacksonville crews have a 45 day cycle during the mowing season.
- Norfolk uses seasonal/temporary workers for right of way mowing, reportedly to keep salary and benefit expenses at a minimum.

The subsection, which follows, highlights the survey results of the sidewalk repair section.

(2) Communities Varied With Regard to Their Sidewalk Inspection Programs.

MAXIMUS collected information from the participating communities regarding sidewalk inspection programs. Approximately half of the communities, including Nashville, utilize a program that proactively inspects sidewalks for potential tripping hazards. The following table highlights the responses.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
Is the Department utilizing a program that proactively inspects sidewalks to identify potential tripping hazards?	Yes	–	Yes	No	No	Yes	No
Sidewalks are inspected once per:	Currently, under contract to inspect all sidewalks this year	–	–	By complaint or request only	By complaint or request only	3 years	–
The backlog of sidewalk repair is:	Not known	2 years	–	6 months	4 months	–	–

As shown in the table, Nashville, Jacksonville, and San Antonio proactively inspect sidewalks for repair. Jacksonville has designated specific areas within the urban core as intensive care neighborhoods, which are inspected weekly. Because Louisville and Raleigh only inspect sidewalks as a result of a citizen complaint, their backlog of sidewalk repair indicates backlog in work generated by citizen complaints. Additionally, Indianapolis has 8 employees assigned to sidewalk repair with a backlog of 2 years. It should be noted that Metro is currently accomplishing a thorough inspection of all sidewalks through a private contract.

(3) Most of the Communities Are Targeting a Level of Service Similar to Nashville With Regard to Patching and Paving.

The participating communities provided data relating to the patching and paving services. While there was variance in responses to some questions, the communities maintained similar goals with respect to pothole patching, annual pavement condition assessments and annual resurfacing of streets. The table below shows the results.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
How long before potholes are patched after a complaint is received?	Attempt to complete within 1 day. All are completed within 30 days.	5 days	1 day	1 day	1 day	2 days	5 days
Do you have a crack filling or sealing program for your streets?	Yes	Yes	Yes	Yes	No	Yes	No
How many tons of asphalt patching material were applied in the past year?	4,016 (1.86 tons per center line mile)	4,937 (0.78/C.L. mile)	6,977 (2.11/C.L. mile)	1,182 (1.43/C.L. mile)	–	7,200 (1.89/C.L. mile)	150 (0.09/C.L. mile)
How often are streets inspected to assess their current condition and establish a pavement condition index?	20% per year	10% per year residential 30% per year for thoroughfares	No, complaint driven process	100% per year	100% per year	20% per year	20% per year
What kind of pavement management software is utilized for the pavement management system?	IMS	Oracle, based on Army Corp of Engineers	Cartegraph	Custom program	–	GoodPointe	PMI
What percentage of paved streets are resurfaced on an annual basis?	3%	10%	25%	5%	13%	5.5%	5%

The following points summarize the responses.

- The majority of communities meet their target of 1 day to complete pothole patching work orders resulting from citizen complaints. Norfolk and Indianapolis respond within 5 days. Nashville completes all citizen generate work orders within 30 days. Data are unavailable to determine the degree to which Nashville is successful in meeting the targeted 1-day turnaround time for pothole work orders.
- With the exception of Louisville and Norfolk, all communities have a crack filling or sealer program for their streets. Norfolk is in the process of developing a program, as well as purchasing equipment.
- Jacksonville is the only community that does not rely on a program to assess its roads and establish a pavement condition index. However, the Department has established a new program that will resurface all roads within the next 3 years, completing 750 center line miles per year. Nashville, San Antonio, and Norfolk target 20% of streets annually. Norfolk inspects all roads annually, but conducts major pavement condition index updates in 5 year intervals.
- For the most part, the communities resurfaced between 5% and 13% of paved streets annually. Nashville resurfaces approximately 8.3% annually. This will change significantly as a result of the new capital budget.

The following subsection provides a review of signs and signals.

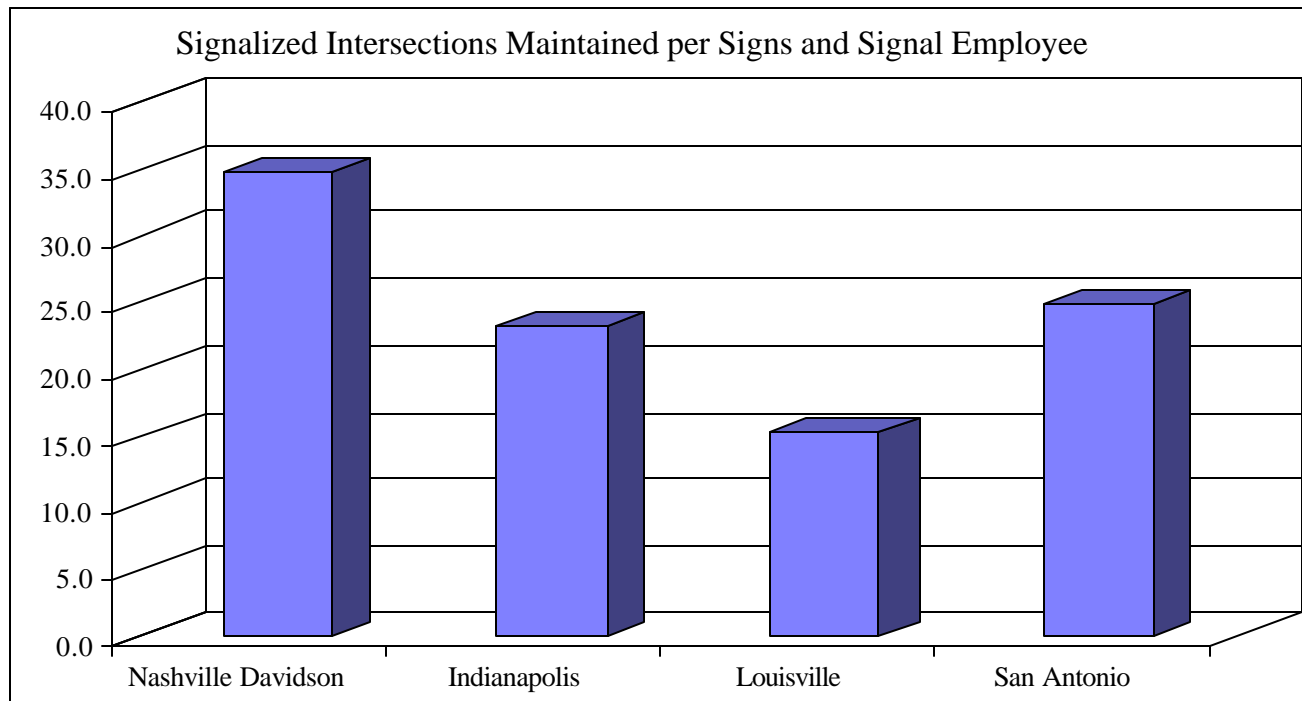
(4) Approaches to Signs and Signals Maintenance Varied.

Communities were asked to provide information with regard to signs and signals, particularly as it related to repair and maintenance. With the exception of Indianapolis and San Antonio, Nashville maintains the greatest number of signalized intersections. The table, which follows, compares the approaches of the various communities.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
How many signalized intersections are maintained?	800	1,050	–	638	472	1,076	281
How often do you relamp traffic signals indicators, check the head alignment, paint, and services the poles, mast arms, and control cabinets?	Target once per year.	As needed	–	1.5 years	On a call in basis	Overhead PM all intersections annually	2 years
How often do you perform preventive maintenance of the control cabinets?	3.3 years; goal is 2 years	Once per year	–	Once per year for outside CBD 4 months for in CBD	3 years	Ground PM intersections annually	Once per year
How often do you inspect your entire street light system for “burnouts”?	Target is once per year. There were no proactive inspections in 2001	–	–	Once per year, decorative only	Thoroughfares are monthly Residential areas are on a call in basis	Annual replacement program	–

As the table above illustrates, Indianapolis, Louisville, and Norfolk provide preventive maintenance services on control cabinets annually, compared to Nashville’s average of once per 3.3 years. On the other hand, work including relamping, painting, and servicing is targeted to occur annually in Nashville, but on an as needed basis in Indianapolis and Raleigh, and as long as once per 2 years in Norfolk. Further, recent experience by the project team indicates that although San Antonio has an annual target for relamping traffic signals, this target is not currently being met due to staffing shortages.

The graph, which follows, highlights the number of signalized intersections maintained by the Public Works Department per employee assigned to Signs and Signals.



As the graph illustrates, Nashville personnel are responsible for maintaining a greater number of signalized intersections per person than any of the other communities with available data. Nashville has 34.8 intersections assigned per person; San Antonio has 25.0; Indianapolis has 23.3; Louisville has 15.2 signalized intersections per signs and signal staff person. While the graph above provides interesting data, it is important to note that the information does not reflect staffing deficits or surpluses, rather, it presents an aggregate ratio for comparative purposes.

The subsection, which follows, highlights communities' approaches to street painting.

(5) While Nashville Targets Annually Painting Centerlines, Sidewalks, and Pavement Legends, Most Communities Paint On an As Needed Basis.

The participating communities were asked to provide information relating to the painting of centerlines, street crosswalks, and pavement legends. While Nashville completes painting annually, the majority of respondents complete paint tasks on an as needed basis. Norfolk, as the table below shows, paints center lines every 5 to 6 years, and pavement legends 4 to 5 years. Additionally, the participating communities do not have a proactive program to inspect the reflectivity of signs. The table below shows results specific to the communities.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
How often do you paint your center lines?	Contract: 12 months	12 months	–	12 months	As needed	6 months	5-6 years
How often do you paint your street crosswalks?	Contract: 12 months	As needed	–	Annually on new pavement	As needed	12 months	Varies
How often do you paint your pavement legends?	Contract: 12 months	As needed	–	Annually on new pavement	As needed	As needed	4-5 years
How often do you check the reflectivity of your regulatory signs?	No proactive program	–	–	–	On call in basis	No proactive program	No proactive program

While Nashville repaints crosswalks and centerlines annually through private contract, Louisville only paints annually on new pavement. San Antonio’s goal is to paint center lines every six months, and crosswalks, particularly at schools, every 12 months. Most communities have not implemented a plan to formally assess their painting requirements.

3. INFORMATION WAS COLLECTED FROM ENGINEERING DIVISIONS WITH REGARD TO BUDGETS, STAFFING, AND SERVICES.

In addition to Streets and Roads Maintenance, MAXIMUS collected information from Engineering Divisions to which Nashville could be compared. Data focused on operating and capital budgets, as well as allocation of staff to specific functions. The subsections, which follow, provide an overview of the survey results.

(1) While Budgets and Staffing Varied Among the Communities, the Engineering Divisions, Unlike Nashville’s, Contract the Design of Capital Improvement Projects.

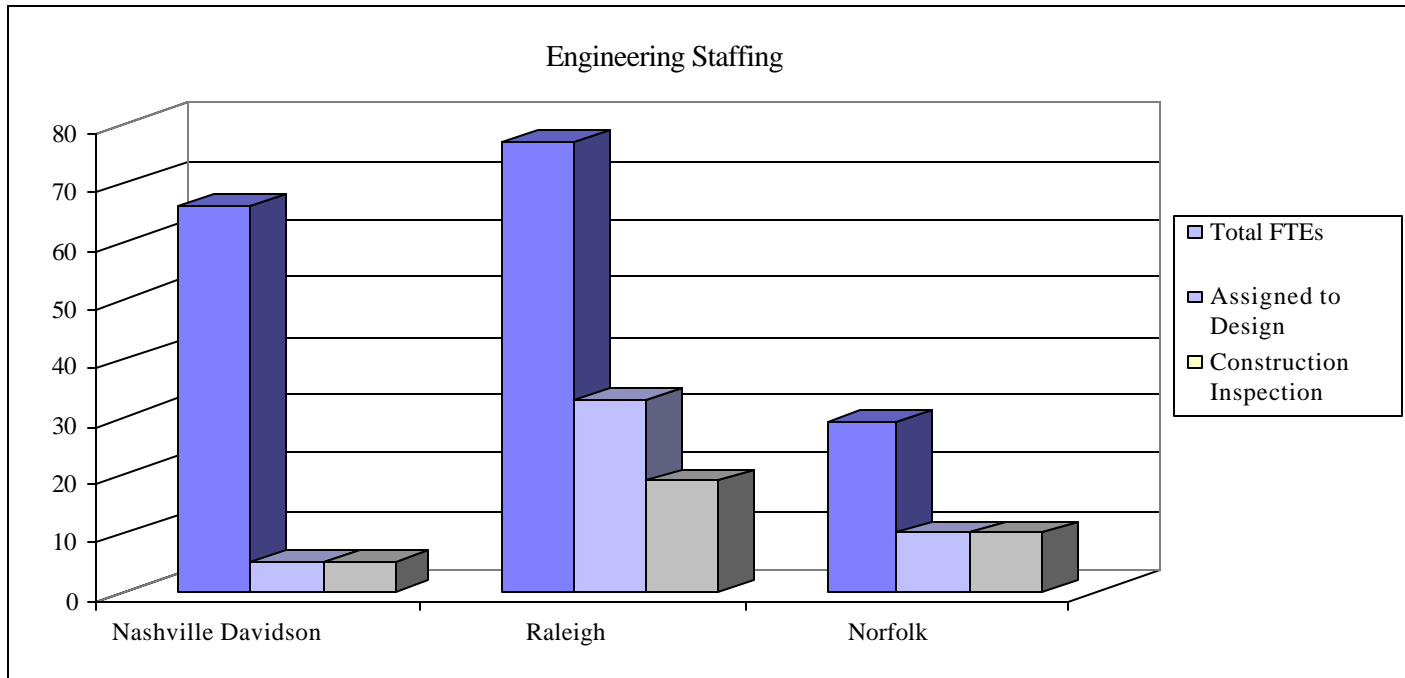
The Engineering Divisions provided information with regard to their operating budget, capital improvement plan, staff, and services. Operating budgets ranged from \$1.5 million to \$65.6 million, while the capital improvement budgets ranged from \$71.0 million to \$1.1 billion. The general data collected from Engineering Divisions is provided in the table below.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
Current year total operating budget for public works engineering.	\$3,146,244	\$65,691,968	\$5,996,001	\$1,657,400	\$5,006,012	–	\$1,581,244
Total Number of FTE staff in public works engineering functions:	66	40	116	26	77	23	29
Number of FTE engineering staff assigned to design.	5	–	–	–	33	–	10
Number of FTE engineering staff assigned to construction inspection.	5	–	45	–	19	38	10
Total five year Capital Improvement Plan budget amount?	\$936,492,000	–	\$1,100,000,000	–	\$71,029,000	\$713,900,000	\$156,233,440
Capital Improvement Plan budget for current fiscal year?	\$350,505,000	\$11,000,000	\$220,000,000	\$11,710,500	\$6,806,000	\$319,800,000	\$39,232,091

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
Estimated % of the design of capital projects performed by consulting (contract) engineers?	95%	100%	99%	–	99%	99%	95%
Describe the standard used for determining to contract for design work on a job or to perform the work internally:	A workload assessment of the capacity to perform the work with in-house staff.	All contracted	None, most work contracted	–	Petitioned projects are designed internally and CIP funded. All other projects are designed by contract.	Complexity of design and amount of time to design project.	Complexity of design and amount of time to design project.

The following points highlight information summarized in the table.

- Engineering in Raleigh is a Department independent from Public Works with a total of 77 full time equivalent positions. Additionally, Raleigh provides engineering, surveying and infrastructure inspections from 2 satellite locations.
- Indianapolis and Norfolk assign the same number of staff to design and construction inspections, while Raleigh assigns 14 more employees to design than construction inspection.
- Nashville has 66 employees of which 5 are assigned to design and 5 to construction inspection.
- While Nashville contracts approximately 95% of the design of capital improvement projects depending on the workload of Metro staff, most communities outsource between 95% and 100% of the design of capital improvement projects. Norfolk, which handles the largest percentage of its capital improvement projects, contracts projects based on the complexity of design.
- The graph on the following page presents information for simple comparison of the responding communities' approach to general engineer staffing.



As the table above shows, Nashville and Norfolk assign an equal number of staff to design and construction inspection. Raleigh, on the other hand, has more employees assigned to design, which is almost half of all full time equivalent positions for the Department. Additionally, Nashville assigns 8% of its Engineering staff to design and an additional 8% is assigned to construction inspection; Norfolk assigns approximately 34% of its Engineering staff to design and construction inspection each.

The subsection, which follows, provides a summary of the general services provide with the Engineering Division.

(2) Most Engineering Divisions Issue Street Closure Permits, But Do Not Dedicate Staff to Inspect Sites.

Communities were asked to provide information relating to street closure permits. With the exception of Raleigh, all Engineering Divisions issue street closure permits. Additionally, most Divisions do not dedicate staff to inspect street closure sites to ensure adherence to safety requirements. The table below shows the responses of the various communities.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
Does your agency issue street closure permits for construction work performed in public streets (i.e. water taps, sewer taps, ect.) to permit the closure of one or more lane during the performance of this construction?	Yes	Yes	Yes	Yes	No	Yes	Yes
If so, does the Engineering Division dedicate construction inspectors who perform no other work than the inspection of placement of barricades and warning signs for these street closure permits and the associated utility cuts?	Yes	-	No	No	No	No	Construction inspectors complete street closure inspections as part of their daily routine
If you issue street closure permits, how many did you issue in the past year? How often are the streets closures inspected?	6,561 Permits on major streets are inspected 2-3 times; permits on minor streets are generally not inspected	-	50 Once per closure	5,147 Randomly inspected	-	-	831 Depends on location of projects.

As previously mentioned, most communities do not have dedicated staff to inspect street closures, however, in Norfolk, construction inspectors are required to inspect street closures as part of their daily routine. Jacksonville sets a standard of one

inspection per street closure permit issued. Louisville randomly inspects sites. Nashville has 11 full time equivalent staff assigned to street closure inspections, requiring permits issued on major road to be inspected 2 to 3 times.

(3) Most Engineering Divisions Do Not Use a Cost Accounting System, Project Management Software, or Computerized Traffic Model.

Communities were asked to provide information relating to the use of technology to manage projects and services. Jacksonville is the only community, which uses a cost accounting system to charge time against capital projects for design and inspections. Louisville occasionally uses a cost accounting system, depending on the particular project. Louisville and Norfolk use software to manage the scheduling of capital projects. Norfolk uses MS Access with internally developed modules. While Louisville has the only Engineering Division utilizing a computerized traffic model, all responding communities indicated that they have identified high congestion and crash areas, as well as developed mitigation plans. The table below shows the survey results of the responding communities.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
Does the Engineering Division utilize a cost accounting system to charge its time against capital projects for design and inspection?	No	–	Yes	Sometimes, depending on the project	No	No	No
Does the Engineering Division utilize project management software such as Microsoft Project to manage the scheduling of capital projects?	Yes, Microsoft Project	–	No	Yes Target 2.0, Windows	No	No	Yes MS Access
Does your agency utilize a computerized traffic model and in-house staff to forecast the impact of development and develop/test mitigating measures?	No	No	No	Yes	–	Yes	No

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
Has your agency identified high congestion intersections and developed traffic mitigation plans for those intersections?	Yes	Yes	Yes	Yes	–	Yes	–
Has your agency identified the highest crash intersections/locations and developed a mitigation plan for those intersections/locations?	Yes	Yes	Yes	Yes	–	Yes	–

As the table above shows, Nashville does not utilize cost accounting system, computerized traffic model to assist in the management of the Division, however, Microsoft Project is used to manage the scheduling of capital projects. While 2 of the participating of the peer communities did use technology to manage projects, 1 community uses Target 2.0 for Windows, and another uses MS Access.

The section, which follows, discusses the survey results residential brush programs.

4. COMMUNITIES PROVIDED RESIDENTIAL BRUSH PROGRAMS DIFFERENTLY.

Although responses were low with regard to residential brush programs, the table below provides the available results. Norfolk provides residential brush collection weekly, with 2 collectors, using semi-automated loaders. This service is provided along with regular refuse collection. On the other hand, Louisville targets a minimum of 2 times per year, with 4 crews of 9 employees, maintaining both routine route, as well as on demand. Louisville also uses variety of methods, including available equipment, as well as manual labor. Equipment includes bulldozers, knuckle booms, payloader, dump trucks, trailers, tractors, and mowers. Norfolk, in addition to the semi-automated loader, will use a boom truck. In the table below are the responses from participating communities.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
How often do you collect residential brush?	Target 5 times annually	–	–	Minimum of 2 times per year	–	–	Weekly with regular refuse collection
How residential brush is collected?	Currently, chipper in tandem with box truck.	–	–	There are 36 employees assigned. Variety of equipment used.	–	–	2 collectors. Use a semi-automated loader
Is residential brush collected on demand, on a routine route, or combination of both?	Combination	–	–	Combination	–	–	–

The following section compares the parking operations of the participating communities.

5. RESPONDENTS PROVIDED INFORMATION REGARDING PARKING OPERATIONS, INCLUDING BUDGET, METERS, AND STAFFING.

Communities provided information with regard to parking operations, specifically budget, revenue, staffing, as well as number of meters, installation and repair work. The table, which follows, includes available information provided by participating communities.

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
How many parking meters does your jurisdiction maintain?	1,612	4,500	–	4,952	634	2,124	–
How many new parking meters did your jurisdiction install in the past 12 months?	102	0	–	69	7	–	–
On average, how many meters and / or meter heads do you repair per month?	263	125	–	527	126	–	–
How many FTE personnel are assigned to meter installation and repair?	1.5	5	–	8	2	–	–

Question	Nashville	Indianapolis	Jacksonville	Louisville	Raleigh	San Antonio	Norfolk
What is the total operating budget for parking meter operations?	\$621,029	\$385,000	–	\$371,600	\$15,000	–	–
What is the total annual meter revenue?	\$812,480 (\$504/meter)	\$2,200,000 (\$489/meter)	–	\$1,751,600 (\$354/meter)	\$170,00	–	–
Who is responsible for meter enforcement?	Public Works	Contract	–	Police Department	Contract	Public Works	–
Who is responsible for meter collections?	Public Works	Department of Public Works- Collections	–	Department of Public Works- Road Division	Contract	Public Works	–

The points below compare the survey results.

- Parking operations in Indianapolis and Louisville are significantly larger in size than Nashville. Louisville repairs approximately 4 times the number of meters and / or meter heads per month than Indianapolis and double that of Nashville. However, Nashville collects somewhat greater revenues per meter than do the other two jurisdictions for which revenue and meter numbers are available.
- Louisville has 8 employees assigned to installation and repair, while Raleigh does not assign staff to installation, and contracts for meter repair. Nashville has three employees assigned to the meter repair division; approximately half of their duties relate to meter collections and half relate to repair.
- Whereas Raleigh contracts meter enforcement and collections, Indianapolis contracts for only meter enforcement. The Louisville Police Department is responsible for enforcement and its Department of Public Works, as with Indianapolis, is responsible for collection. In Nashville, both the Parking Division and Metro Police enforce meters.