



WALKER
PARKING CONSULTANTS

FINANCIAL ANALYSIS

**SANTA ROSA
PARKING SYSTEM**

Prepared for:
City of Santa Rosa
Department of Transit and Parking



WALKER
PARKING CONSULTANTS

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22 January 2004

Cheryl Woodward
Administrative Services Officer
Department of Transit and Parking
100 Santa Rosa Avenue
Post Office Box 1678
Santa Rosa, CA 95402-1678

Re: Financial Analysis – Final Report
Walker Project #33-1337.00

Dear Ms. Woodward,

Walker Parking Consultants is pleased to present our final report concerning the finances of the parking structure the City of Santa Rosa has proposed to build on Third Street. The report looks at the operating revenue and expenses the City can expect the structure to generate, and analyzes the capacity of the parking system as a whole to support the new garage.

Thank you for providing Walker with the opportunity to work on this interesting and challenging project.

Sincerely,
WALKER PARKING CONSULTANTS

Carolyn H. Krasnow, Ph.D.
Senior Consultant

Enclosure



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FINANCIAL ANALYSIS

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CITY OF SANTA ROSA
DEPARTMENT OF TRANSIT
AND PARKING

PROJECT NO. 33-1337.00
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EXECUTIVE SUMMARY

The City of Santa Rosa had a parking demand study done in 2001 that identified the need for additional parking resources in the downtown area. The study found a small existing deficit in the core of downtown, and projected significant deficits as growth occurs. In response to that study, the City has proposed to construct an 800-space parking structure on the south side of 3rd Street between D and E Streets (the site of Parking Lot #7). Several land-use development projects are proposed for the area around that site.

Walker Parking Consultants was retained by the City in 2003 to project the operating revenue of the proposed garage, and analyze its impact on the parking system. Recognizing that downtown facilities typically run at a deficit due to their high construction costs, staff asked Walker to study ways in which the parking system overall could improve its revenue stream such that it would support the addition of the new garage as well as increasing funds available for operating and capital maintenance expenses. (In the past, debt service for parking facilities was handled by the Parking Assessment District. With the passage of Proposition 218 it is unlikely that a proposal to increase the assessments on downtown properties to finance a new garage would receive the necessary two-thirds support.)

Using information on planned development in the area, Walker projected revenue for the new facility. Our projections are quite conservative in that they take into account only development that is certain at this point. Projects that are currently in the planning stages but not definite, like the Rises Project adjacent to the proposed garage, were omitted from the revenue analysis. Our study finds that net revenue in the garage's first full year of operation (FY 2007) will be $-\$1,450,000\pm$, of which $\$1,200,000$ will be debt service. This projection assumes an increase in rates and the elimination of the free hour that off-street attended facilities currently offer.

The parking system can support this deficit if rates are increased. With the exception of meters, parking rates have not increased in over a decade and they are low compared to other cities we surveyed. It is therefore not unreasonable to raise them at this point, regardless of the proposed structure. Our recommendations are summarized below; please refer to the text for a full discussion:

1. Eliminate the free first hour in attended facilities. This policy leads to lost revenue in two ways. First is the obvious revenue loss during that hour. Second is the revenue lost due to people choosing attended parking over meters, even for short-term visits, to get the free hour. When meter rates increased 100% a few years ago, on-street parkers shifted to the garages to avoid paying the increased rate.
2. Meter rates should be kept higher than off-street rates to encourage balanced use of the parking facilities and ensure that short-term spaces are always available.
3. Rates should increase regularly to keep pace with annual inflation of expenses. While it does not make sense to raise rates by a small percent each year, we recommend raising rates every three years by approximately 10% (or to a rounded number; it may not make sense to raise a 50¢ meter to 55¢, for example).
4. The rooftop parking rate should be eliminated. It is difficult for City staff to enforce, and is not needed.
5. The permit rate structure should be simplified. Currently there are different rate structures for almost every permit facility. We recommend a two-tier structure in which garages 1 and 3 have one (cheaper) rate and the rest of the facilities have a second (more expensive) rate.

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Walker tested the impact of several rate change options for permit, metered, and attended parking. The rate structure that is shown below will bring rates to market levels and support the proposed garage. The table also shows the net revenue for the system through FY 2010, assuming the garage is constructed and rate increases occur as outlined.

Table 1: Rate Increases and System Revenue, FY 2004 - 2010

	Last Increase	2003 (actual)	FY 03-04 ⁽⁵⁾	FY 04-05 ⁽⁶⁾	FY 05-06 ⁽⁷⁾	FY 06-07	FY 07-08	FY 08-09	FY 09-10
RATES:									
Meters	8/01	50¢	75¢	no chg	\$1	no chg	no chg	\$1.10	no chg
Attended	98-99 ⁽¹⁾	50¢ after 1 hr	50¢ no free	no chg	60¢	no chg	no chg	70¢	no chg
Permits									
covered	91-92	\$33-\$57	\$49-\$72	no chg	\$59-\$79	no chg	no chg	\$65-\$87	no chg
reserved	91-92	\$45-\$64	\$63-\$83	no chg	\$76-\$92	no chg	no chg	\$84-\$101	no chg
roof	98-99	\$15	\$49-\$72		\$59-\$79			\$65-\$87	
REVENUES:									
Existing Meters		\$ 892,749	\$ 967,145	\$ 1,339,124	\$ 1,785,498	\$ 1,785,498	\$ 1,785,498	\$ 1,964,048	\$ 1,964,048
Existing Attended		\$ 481,183	\$ 535,676	\$ 808,139	\$ 960,052	\$ 960,052	\$ 960,052	\$ 1,108,714	\$ 1,108,714
Existing Permits		\$ 868,881	\$ 954,204	\$ 1,380,818	\$ 1,598,527	\$ 1,598,527	\$ 1,598,527	\$ 1,758,379	\$ 1,758,379
Existing Other ⁽²⁾		\$ 13,474	\$ 13,743	\$ 14,018	\$ 14,299	\$ 14,585	\$ 14,876	\$ 15,174	\$ 15,477
New Garage ⁽³⁾					\$ 16,951	\$ 33,901	\$ 33,901	\$ 37,468	\$ 37,468
Revenue Subtotal		\$ 2,256,287	\$ 2,470,768	\$ 3,542,099	\$ 4,358,376	\$ 4,358,662	\$ 4,358,953	\$ 4,846,315	\$ 4,846,618
EXPENSES:									
Expenses - Existing System ⁽⁴⁾		\$ (2,165,017)	\$ (2,229,968)	\$ (2,296,867)	\$ (2,365,773)	\$ (2,436,746)	\$ (2,509,848)	\$ (2,585,144)	\$ (2,662,698)
Expenses - New Garage					\$ (199,150)	\$ (410,249)	\$ (422,556)	\$ (435,233)	\$ (448,290)
Expense Subtotal		\$ (2,165,017)	\$ (2,229,968)	\$ (2,296,867)	\$ (2,564,923)	\$ (2,846,995)	\$ (2,932,405)	\$ (3,020,377)	\$ (3,110,988)
Net Operating Income		\$ 91,270	\$ 240,800	\$ 1,245,232	\$ 1,793,453	\$ 1,511,667	\$ 1,426,549	\$ 1,825,938	\$ 1,735,630
Debt Service on Bonds					\$ (600,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)
Net Income		\$ 91,270	\$ 240,800	\$ 1,245,232	\$ 1,193,453	\$ 311,667	\$ 226,549	\$ 625,938	\$ 535,630

(1) Actually a decrease for stays over 90 minutes.

(2) Includes residential permits, tokens, meter cover rental, validation coupons, and misc. fees/charges. Assumed to grow at 2% per year.

(3) "New Garage Revenue" includes only revenue from new generators for the proposed garage; existing revenue streams that would move to the garage from another location are included in "Existing" revenue streams (meters, permits, etc.)

(4) 2003 expenses are actual (\$2,648,751) less one-time cost of garage equipment (\$209,467) and T&P Administration reimbursement of \$274,267, per 1-16-04 memo from City staff.

(5) Rate changes assumed to take effect in May 2004; they will affect last 2 months of the fiscal year. Full effect of increase will show in FY 2005.

(6) Lot 7 revenue stream is not omitted during construction of the garage on that site. The revenue stream will move elsewhere, but not be eliminated, when lot closes.

(7) Proposed garage to open January 2006.

INTRODUCTION

The City of Santa Rosa is proposing to construct a mixed-use parking facility on the south side of 3rd Street between D and E Streets. In addition to 800 parking spaces, the facility will contain ground floor retail and/or office space. The garage is being planned to serve future development in the area, but it is understood that much of the development will not occur by the time the garage is built, or for several years thereafter. The City has retained Walker to undertake this financial analysis to help answer the following questions about the proposed facility:

- What kind of revenue can the garage generate?
- How much will it cost to operate?
- Will the net operating revenue be sufficient to cover debt service?
- If not, how can the parking system as a whole increase its net operating revenue to help support this facility before downtown development occurs?

Historically, a Parking Assessment District has taken financial responsibility for parking development in the downtown. Downtown businesses have contributed to the assessment district to help pay the debt service on the facilities that serve their employees and visitors. This has enabled the City to maintain the parking system without increasing rates regularly. The Parking Assessment District continues to pay off existing bonds, but will not vote in favor of taking on responsibility for new facilities. Thus the City will undoubtedly need to raise rates (which are below market after years of no increases) to support new parking development and to keep up with rising operating costs. This study is designed to help the City plan for the financial impact of the new garage. The full scope of services is provided in Appendix A.

LIMITS OF FINDINGS

Parking demand and financial analyses are based on information that is subject to change regarding the land uses the parking will serve. It is common, in fact, for a project to change between the time that initial analyses are performed and the time that the project is fully operational. Changes in the sizes, mix, or other characteristics of land uses in a project area can have significant implications for parking revenue and expenses, as can unforeseen parking development in the surrounding area. In addition, other factors affect the operating conditions of a parking system after it is built, most notably the success of the project(s) the parking serves. It is impossible for us, as parking consultants, to estimate the economic performance of a proposed development or the regional economy in general. Therefore, our projections assume that the project(s) will be successful and will generate parking demand at healthy levels. Economic difficulties with the projects in question or the larger local economy will affect parking demand and, consequently, parking revenue. So too will decisions made by the City or other stakeholders regarding parking rate increases, validations, and garage operations.

BACKGROUND AND PROJECT DESCRIPTION

Wilbur Smith & Associates (WS&A) conducted a Parking Needs and Financing Study for the City in 2001. The study concluded that there was already a 25-space deficit in the area bounded by 2nd Street, D Street, 5th

Street and E Street, and that after development projects were built (several were proposed at that time) there would be a 973-space deficit in that area. There would be an additional 190-space deficit across D Street between 3rd and 4th Streets. The Fifth Street County Office project outlined in the WS&A report has been completed, and the Rises Project adjacent to the garage site is in the planning stages. Some of the other specific development projects outlined in the WS&A study have not progressed to date, but the City anticipates that other development projects will occur. Therefore, the City has planned the new structure to meet future needs and act as a catalyst for development. It should be noted that the current study is not an update of the original demand study; we are not reviewing parking needs overall in the downtown area. However, insofar as we need to project demand for the proposed garage we do make some estimates of demand in its immediate area. Our projections are based on our occupancy counts and new build-out information provided by the City as an update to the scenarios in WS&A's study; we are not using the data and assumptions outlined in the 2001 study.

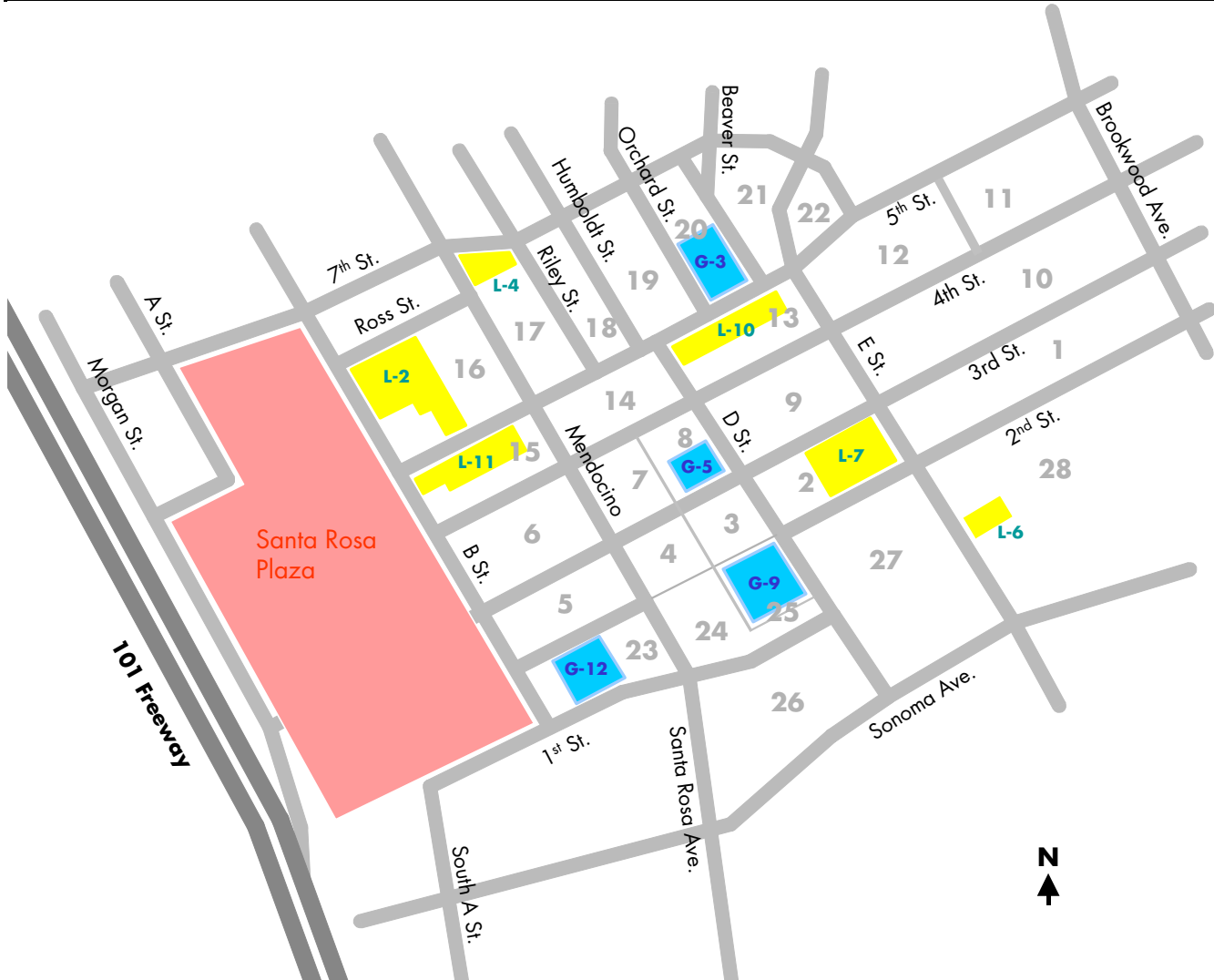
The garage will be located on the site of the existing City Lot #7, which is a 116-space metered facility. The new facility will contain 20,000 square feet of rentable space on the ground level. City staff project that the space will be used by the City for offices initially, and will later be leased for retail use as the market for retail in that immediate area grows. The parking spaces will be located above the office/retail space. We assume there will be a mix of daily (short-term) and permit (monthly) spaces.

In considering the finances of the garage, we look at it in relation to the existing downtown parking system. The area of influence for this facility should be within a two- to three-block radius, depending on block sizes. Based on discussions with City staff, we use the area bounded by Ross and 7th Streets on the north, Brookwood on the east, Sonoma Avenue and 1st Street on the south, and B Street on the west. The study area is shown in Figure 1 on the next page. Blocks have been numbered for convenience in referring to them. City parking facilities are numbered in accordance with the City's numbering system.

Please note that the study area excludes several City facilities, most notably Garage #1. Given their distance from the proposed garage site, these facilities are not considered to have a direct impact on (or be directly impacted by) the proposed garage.¹ For the second half of the study, where we evaluate the parking system's revenues as a whole, we do include all City facilities regardless of their distance from the site.

¹ There may be some small impacts, insofar as there will be a ripple effect throughout the downtown parking system as the new structure culls some of its demand from existing street parking and off-street facilities. However, beyond a three-block radius, that effect will be slight.

Figure 1: Project Area



Source: Walker Parking Consultants

STUDY METHODOLOGY

The study is divided into two parts. In the first part, we analyze the garage alone to project its revenue and expenses. We first conduct inventories of all on- and off-street public parking in the study area, and then take occupancy counts on a weekday and weekend day to determine the utilization levels of the existing system under typical conditions. We then project the parking impact of planned development in the area. Adding the projected demand to the "baseline" conditions established in the occupancy counts, we can determine what kind of parking demand will exist under future conditions and how much will be captured by the proposed garage.

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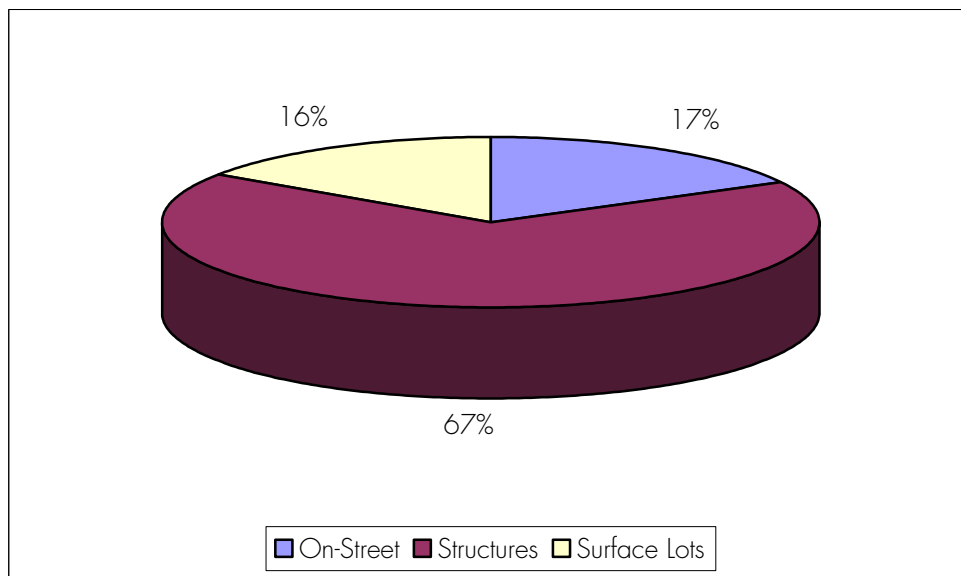
Having established the revenue potential for the garage, we project its expenses and look at whether it will earn enough revenue to offset operational expenses and debt service. (It is rare that a public garage can support its debt service.) In the second part of the report, we look at the facility in relation to the entire public parking system to see the overall bottom line. Assuming the garage will need some support from the parking system to offset its expenses for at least the first several years, we examine several possibilities for increasing rates at a reasonable pace. This will allow the City to support development without running the parking at a deficit.

PARKING DEMAND – PROPOSED GARAGE

BASELINE CONDITIONS

In order to establish an understanding of current parking patterns in the area, baseline inventories and occupancy counts were taken of all on-street and public off-street parking spaces in the study area. The inventory found 515 spaces on street and 2,476 spaces in off-street facilities. Of the latter, 2,008 were located in four garages, and 468 were located in six lots. Figure 2 shows the relative percentages of each type of parking. The full inventories are provided in Appendix B.

Figure 2: Parking Inventory Breakdown



Occupancy counts were conducted on Saturday, April 12 and Monday, April 14, 2003. Counts were taken at three hour intervals between 10 a.m. and 10 p.m. There was significant rainfall on Saturday. Surveyors returned to the area a few weeks later on a clear day and conducted random counts of some facilities and streets to see if the rain had negatively impacted demand in the area. To the contrary, they found occupancy rates slightly lower on the clear day. In any case, Monday was a significantly busier day, as would be expected in an area with many government and private offices, and is therefore the focus of our baseline study.

The full counts are provided in Appendix C, and are summarized in Table 2. As can be seen from the table, the area overall is not impacted. There is one sub-area where parking is noticeably impacted, however. On-Street parking along 4th Street between Mendocino and E Street, and along D Street between 3rd and 4th Streets, was over 90% utilized at the peak hour (1 p.m.). Garage #5 nearby was also over 90% utilized at the peak hour. From the perspective of parking planning, we consider parking impacted at somewhat less than full capacity, as congestion and inconvenience begins to occur before streets and facilities are completely full. On-street occupancy rates above 85% and off-street rates above 90% generally signal that the area is

operating at its "effective" capacity. Clearly, this is the case in this sub-area. However, other off-street facilities do have capacity to absorb overflow demand from the core streets and Garage #5, so the impacts of the heavy core area demand are limited. Most of the excess capacity was found in Garage #12. This garage has limits imposed on the number of monthly permits that can be sold. It also is farther from the core shopping and business area. At the peak hour, there were 500 spaces available in that garage; this represents over half the vacant off-street spaces in the study area as a whole.

Table 2: Occupancy Count Summary

Monday 4-14							
	Inventory	10 am	1 pm	4 pm	7 pm	10 pm	Peak Hour
On-Street	515	297	332	299	192	100	64%
Off-Street	2,476	1,509	1,533	1,387	512	373	62%
Total	2,991	1,806	1,865	1,686	704	473	62%

Saturday 4-12							
	Inventory	10 am	1 pm	4 pm	7 pm	10 pm	Peak Hour
On-Street	515	202	229	223	211	143	44%
Off-Street	2,476	439	866	893	705	468	35%
Total	2,991	641	1,095	1,116	916	611	37%

* Inventory does not include spaces in Garages 9 (40) and 3 (10) reserved for State of Calif. employees and were not included in our occupancy counts.

We compared our occupancy counts to two other sets of counts conducted for the City. WS&A conducted occupancy counts in 2000 as part of their 2001 financial study. For the blocks corresponding to our study area, WS&A found an on-street occupancy rate of 62% and an off-street rate of 61%, for an overall total of 61% occupancy.² More recently, occupancy counts were conducted in April 2003 for the Downtown Mixed-Use Project EIR (Michael Brandman Associates, November 2003). That report found an off-street occupancy rate of 75%, which is considerably higher than our observed peak but still within a comfortable utilization rate for downtown parking.

Figure 3 shows a map of the area with the blocks and off-street facilities outlined according to their occupancy rates at the peak hour. Blockfaces that were not included in our on-street counts and blocks with no parking are shown without outlines. The peak shown is the overall peak hour, not the individual peak for each street or facility. In several cases, facilities reached significantly higher occupancy percentages later in the day. (For example, Lot 4 was only 58% occupied at 1 p.m. but was 96% occupied at 7 p.m. Lot 7 on the proposed garage site was only 61% occupied at the overall peak hour – 1 p.m. – but reached 80%

² Their study found significantly higher occupancy rates in some off-street facilities than we did, but these were metered lots whose rates doubled between the WS&A 2000 counts and our 2003 counts. Clearly, demand for these lots shifted to attended facilities, which offer a free first hour, when the rate increases occurred. Overall, though, the level of demand in the system was consistent between 2000 and 2003.

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occupancy later on. This lot serves the Post Office and is busiest early in the morning and late in the afternoon.) These individual variations are noted in Appendix C.

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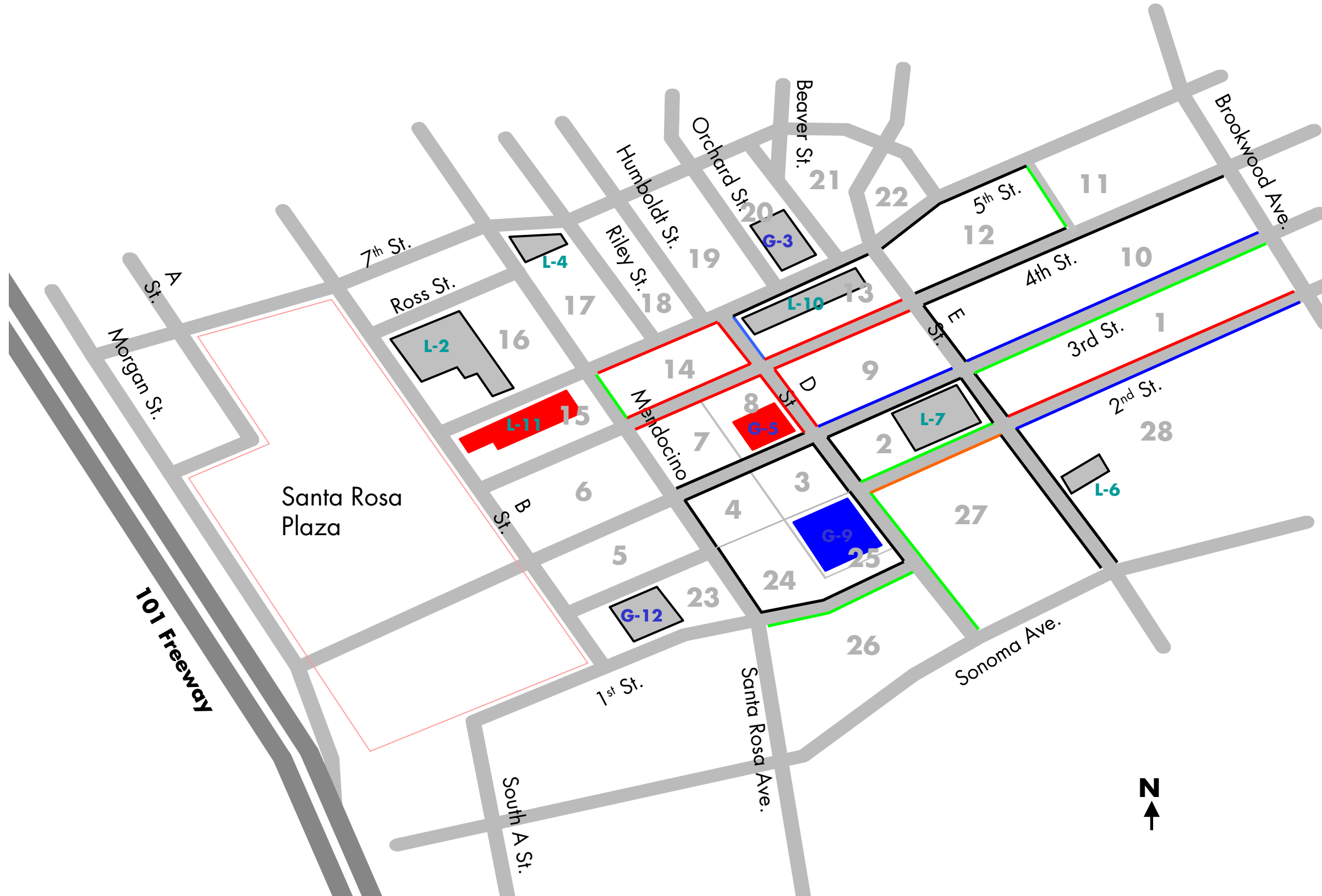


FIGURE 3: Peak-Hour Occupancy Rates, Monday 4-14-03

LEGEND:

- 1 Block ID*
- L-1 City Lot
- G-1 City Garage

- >85% Occupied
- 75-85% Occupied
- 65-75% Occupied
- <65% Occupied

*See Appendix B and C for inventory/occupancy data.

Walker Parking Consultants, 2003

FUTURE CONDITIONS

NEW DEVELOPMENT

The garage site will contain 20,000 square feet of space that is intended for retail use in the future, but will be used by the City for offices until the market for retail develops in the immediate area. It should be noted that some of the office demand associated with City employees will be moved from City Hall; it will not create a net increase in the downtown area.

The Rises Project – a mixed-use residential, office and retail development – is in the planning stages. The project is planned to have 33 multi-family units, 76,259 s.f. of office space, and 13,565 s.f. of retail space. The site for the project is adjacent to the garage site, and the Rises Project would be dependent on the garage to park its office and retail components (the residences will have on-site parking). The office space for the project would generate over 200 cars on a weekday, while the retail would generate approximately 25 during a weekday peak. It should be noted that this project is being planned, but is not yet definite.

The City is anticipating other new development in the study area as well, but not within the near term. It has been suggested that a “Lifestyle Center” be developed. It would be centered on the block surrounded by D and E Streets and 3rd and 4th Streets. The project would include approximately 200,000 square feet of new retail by 2010, increasing to 320,000 square feet by 2015. This square footage would bring considerable parking demand to the area.³ In addition, the Post Office building site on 2nd near E Street may be redeveloped into a more high density use at some time in the future. These projects are still in their conceptual stages.

OTHER FACTORS

Even without new (or re-)development, downtowns can become busier over time due to population growth in surrounding neighborhoods and towns. Although this may be a factor in Santa Rosa, for the purposes of this study we do not assume this to be the case. Historical parking indicators (occupancy counts, revenues) do not indicate a strong trend, and in any case do not speak to future potential. Therefore, in the interest of providing a conservative projection we do not include general growth assumptions in our analysis.

CONCLUSIONS – CURRENT AND FUTURE DEMAND

Our survey of baseline conditions shows that the parking system currently has a surplus of spaces. The overall occupancy rate on the survey day was 62%, which is similar to the rate found in WSA’s 2000 counts. The recent EIR by Brandman Associates found a higher occupancy rate, but still found the parking system to have a surplus. However, our study found that most of the excess capacity in the off-street system was located in Garage #12 at the edge of the study area. This garage is less convenient for visitors to core downtown destinations, and is also at the limit of the number of monthly permits it can offer. Because of this, the City cannot use this garage to attract development, and does not have enough permit spaces in any of the other facilities to provide an incentive to development. In the core of the study area (around the intersection of 4th and D Streets) there were parking deficits on the survey day.

³ 200,000 s.f. of retail can generate as many as 800 cars on a weekday, though in downtown Santa Rosa synergy with other land uses (and new residential development) would reduce that number.

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The City is expecting significant growth to occur in the immediate vicinity of the proposed garage. Staff project that parking is needed not only to accommodate new development once it occurs, but to serve as the catalyst for the growth to happen. Therefore, although plans for the Rises and Lifestyle projects are not yet definite, City staff expect that they, or similar projects, will follow parking development and that parking demand in the immediate vicinity of the project site will increase greatly. Rises alone would generate over 200 cars at peak on a weekday.



FINANCIAL ANALYSIS – PROPOSED GARAGE

RATES

We recommend making the rates for this facility consistent with those in Garage #9. Currently the permit rates for that garage are \$57 unreserved and \$64 reserved. Garage #9 currently has over 100 people on the wait list at those rates. There will be little demand initially for the new garage, and it might seem that it would be wiser to charge low rates to attract more cars. However, those cars would likely be transferring their business from another (more expensive) public facility, so the City would simply lose revenue.

REVENUE

As was discussed in the previous section, City staff anticipate significant redevelopment in the vicinity of the garage. However, the Rises project is still in the planning stage and the Lifestyle and Post Office projects are still in their conceptual stages. Because we cannot be certain that these developments will occur as planned (and if/when the Lifestyle and Post Office projects occur it will not be within the near term) we do not include them as potential revenue streams for the proposed garage. Our projections are intended to be conservative – we only include revenue streams from new developments that are definite. City staff agree that it is more prudent to include only revenue that is reasonably guaranteed; it is understood that the garage will have a limited revenue stream initially. Again, the City's goal is to ensure that parking will be ready when development does occur, and that it can serve as the catalyst for that development.

Given that we exclude planned development in the area, our revenue projection is based solely on the following:

- Current revenue for the existing Lot 7;
- Some overflow demand for monthly parking from the wait list.
- Additional revenue generated by the office space.

EXISTING REVENUE STREAM – LOT 7

The existing surface lot, with 116 spaces, grossed \$75,170 in FY 2002-03. The lot is currently metered, but would presumably be operated as an attended facility once it became a multi-story structure. Revenue would drop significantly in this scenario, to approximately \$31,000, due to the free first hour. If the free hour is dropped (as we suggest later in this report), the revenue can be expected to remain at \$75,000±.

OVERFLOW DEMAND

Information from the City indicates that as of April 2003 there were 414 names on the wait list for monthly parking permits in the downtown area. Approximately half of these were in Garage 3, which is significantly cheaper than the other facilities with wait lists. It is also farther from the project site. The other 200 spaces were in garages 5 and 9, which are within a block of the project site. Garage 5 has few permit spaces available, and all of these are at a reserved rate. Garage 9 had 120 names on the wait list for spaces at \$57 per month.

We expect that the new garage would capture some of this demand, and we have included it in our analysis below. However, it is important to note that the vast majority of the people on the wait list are undoubtedly already part of the downtown parking population, and that if the garage captures some of these parkers, another facility will lose that revenue. People on the wait list are already working downtown (hence the desire for a permit). Some may currently be using alternative transit options, or driving but parking outside the downtown, but the majority probably do drive. They may be on the wait list so they can get more convenient parking than they already have. For example, they may have a permit in a less convenient or more expensive facility, or they may be paying daily rates in off-street facilities, using 10-hour meters on Sonoma Avenue, or even feeding 4-hour meters.

OFFICE SPACE REVENUE

Office space typically generates parking demand at a rate of 3 cars per 1,000 s.f. (gross leasable). Of this, 92% is generated by visitors and 8% is generated by employees. We then take a reduction to account for transit use, carpooling, walking, etc., depending on the project area. Because this specific project area is a downtown with transit, and because there is residential development going on in the downtown, we reduce employee parking demand by 10%. Having adjusted the average parking generation ratio to local conditions, we arrive at a demand for 50 employee spaces and 5 visitor spaces at the peak hour.

REVENUE SUMMARY

The projected revenue under two scenarios is shown in Table 3. The complete revenue projections for each scenario are provided in Appendix D.

Please note that these projections are at current downtown parking rates; they show the revenue that would be generated if the garage and offices opened now. The net revenue statement in Table 6 will adjust revenue for rate increases that we anticipate occurring by the time the garage opens.

Table 3: Stabilized Projected Revenue - Proposed Garage (2003 Rates)

	<u>1st Hour Free</u>	<u>No free Hour</u>
Existing Demand	\$ 31,396	\$ 76,000
Wkday Transient	\$ 380	\$ 2,277
Site Employees - Permits	\$ 35,397	\$ 35,397
Overflow Permits	\$ 46,170	\$ 46,170
Reserved Permits	\$ 9,600	\$ 9,600
Total	\$ 122,942	\$ 169,444

OPERATING EXPENSES

In projecting operating expenses for the facility, we use our background in parking operations along with as much historical data as a City can give us on local costs and trends. Santa Rosa City staff were able to provide us with historical records on the parking system as a whole, as well as detailed information on recent costs for Garages #1 and #3.

LABOR

Current plans call for the garage to be operated using a pay-on-foot revenue control system. In these systems, automated pay stations similar to ATM's are located at key points in the garage. Patrons take a time-stamped ticket from a dispenser on entering the garage, as they do in traditional pay-on-exit systems. They bring their tickets with them when they leave their car, and upon returning to the garage they slide their ticket (and any validation tickets) into the automated pay station. The machine calculates the fee owed, accepts their payment, and issues an exit ticket. The patron then returns to their car, drives to the exit, and places their exit ticket in a ticket reader. Assuming the exit ticket is valid,⁴ the reader signals the barrier gate to open and the patron exits. Technically, these systems can be run without any human attendants, but in practice most of them have at least one attendant present to help people unfamiliar with such systems, and to provide assistance in case of a problem transaction. City staff is planning to operate the garage with an attendant, partly to help with transactions and partly as a security presence. They plan on having one person staff the garage. We assume the garage will be open from 7 a.m. until 10 p.m., and that a staff person will be present all 15 hours on Monday through Saturday (there are no charges or staff on Sundays). Since the facility is pay on foot, each attendant will be able to leave during his or her shift for breaks without needing a replacement. Our labor projection is shown below. Wage and salary rates are based on averages for those job classifications according to City records. Benefits, too, are based on historical information from the City. Please note that security is included elsewhere in our expense projections.

Table 4: Labor Costs

Supervisor	10% of one supervisor's time	\$ 4,000
Customer Service*	1 @ 15 hrs/day x 312 x \$15/hr	\$ 70,200
Custodian	4 hrs/day x 312 days x \$22/hr	\$ 27,456
Subtotal		\$ 101,656
Benefits (20%)		\$ 20,331
Total		\$ 121,987

*Present to help with pay-on-foot transactions and provide security, 7 am to 10 pm

EXPENSE PROJECTIONS

Table 5 summarizes our projections of garage operating expenses. Please note the following:

- Parking equipment maintenance costs are generally tied to the cost of the equipment. Since we do not yet know the layout of the garage, it is impossible to project how much equipment will be needed, or what kinds of features the equipment will need to have. Therefore, our projections involving equipment costs will

⁴ The ticket is valid for a specified number of minutes after the patron receives it – usually 15 or 20 – so that they have time to get back to their car and to the exit gate.

necessarily be rough. As a placeholder, we assume there will be three pay-on-foot stations, 2 exit lanes with card readers for permit access, two entry lanes with card readers as well as ticket dispensers, and a central computer.

- The cost of purchasing the equipment is sometimes included in a pro forma as an amortized yearly expense. In this case we are assuming the equipment purchase will be included in the construction costs and covered by debt service. It is not included as an operational expense.
- We are including a sinking fund for structural maintenance. We are suggesting this as a way of preventing sporadic, large-scale expenditures. The amount we include as a yearly contribution to the fund will generate enough over time to cover certain kinds of large-scale repairs that occur every ten- to twenty years (new lighting system, concrete repairs, equipment updates, etc.). It is not a fund for catastrophic damage or complete building renovation.
- The costs are in 2003 dollars. The pro forma in Table 6 will make the adjustment for inflation for the garage's anticipated 2006 opening date.
- We have included a line item for operations overhead. The garage's immediate expenses do not account for administration and other system-wide costs towards which each garage ultimately contributes (particularly administrative staff, but also smaller items like credit card processing fees, etc.) It should be noted that we include a contribution to "Parking Operations" (Program 6), but not "General Administration" (Program 1).

Table 5: Stabilized Operating Expenses (2003 Dollars)

Labor Costs	\$ 122,000
Security	\$ 46,000
Utilities	\$ 40,000
Telephone	\$ 1,200
Insurance	\$ 10,600
Uniforms	\$ 800
Office/Cleaning Supplies	\$ 4,800
Tickets/Misc. Parking Supplies	\$ 7,200
Routine Maintenance	\$ 7,300
Sweeping Contracts	\$ 4,000
Power Scrub	\$ 9,600
Major Maintenance Sinking Fund	\$ 20,000
Parking Equipment Maintenance	\$ 26,000
Elevator Maintenance (2 elevators)	\$ 10,800
Professional Services	\$ 8,000
Contribution to Overhead*	\$ 80,000
Total	\$ 398,300

* Salaries, supplies, etc. for central admin.

NET OPERATING REVENUE

The pro formas that follow show the garage's revenue potential for its first ten years under two scenarios. In the first, the City continues to offer the first hour free in all of its attended facilities. In the second, this practice is discontinued. We do not consider the first scenario to be feasible (and recommend against it in the analysis of system-wide rates that follows this section) but are including it for comparison.

Pro formas must account for rate increases that will occur before a facility opens, and then over the course of the years in question. The next section of this report deals with rate increases; the pro formas here use the rate increases recommended in Table 11 later in the report. It is important to note, however, that these rate increases have not been evaluated and approved by the City, and may not occur. They are used here as a placeholder for lack of a concrete increase schedule.

The pro forma runs through the year 2015. It is likely that the Rises, Lifestyle Center, or other major downtown development will occur by then, and will greatly improve the garage's net revenue. However, since these plans are not concrete the pro forma does not take such development into account.

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Table 6: Net Operating Revenue, FY 2006-2015

Free Hour:

	FY 2006 ⁽¹⁾	FY 2007	FY 2008	FY 2009	FY 2010
Operating Revenue - Existing Sources ⁽²⁾	\$ 63,506	\$ 127,012	\$ 127,012	\$ 145,557	\$ 145,557
Operating Revenue - New Generators ⁽²⁾	\$ 15,869	\$ 31,738	\$ 31,738	\$ 34,963	\$ 34,963
Operating Expenses ⁽³⁾	\$ (199,150)	\$ (410,249)	\$ (422,556)	\$ (435,233)	\$ (448,290)
Debt Service ⁽⁴⁾	\$ (600,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)
Net Operating Revenue	\$ (719,775)	\$ (1,451,498)	\$ (1,463,806)	\$ (1,454,713)	\$ (1,467,770)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Operating Revenue - Existing Sources ⁽²⁾	\$ 145,557	\$ 160,062	\$ 160,062	\$ 160,062	\$ 176,069
Operating Revenue - New Generators ⁽²⁾	\$ 34,963	\$ 38,459	\$ 38,459	\$ 38,459	\$ 42,305
Operating Expenses ⁽³⁾	\$ (461,739)	\$ (475,591)	\$ (489,859)	\$ (504,555)	\$ (519,691)
Debt Service ⁽⁴⁾	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)
Annual Net Revenue	\$ (1,481,219)	\$ (1,477,070)	\$ (1,491,337)	\$ (1,506,033)	\$ (1,501,318)

No Free Hour:

	FY 2006 ⁽¹⁾	FY 2007	FY 2008	FY 2009	FY 2010
Operating Revenue - Existing Sources ⁽²⁾	\$ 90,269	\$ 180,538	\$ 180,538	\$ 204,797	\$ 204,797
Operating Revenue - New Generators ⁽²⁾	\$ 16,951	\$ 33,901	\$ 33,901	\$ 37,468	\$ 37,468
Operating Expenses ⁽³⁾	\$ (199,150)	\$ (410,249)	\$ (422,556)	\$ (435,233)	\$ (448,290)
Debt Service ⁽⁴⁾	\$ (600,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)
Net Operating Revenue	\$ (691,931)	\$ (1,395,810)	\$ (1,408,118)	\$ (1,392,969)	\$ (1,406,026)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Operating Revenue - Existing Sources ⁽²⁾	\$ 204,797	\$ 225,276	\$ 225,276	\$ 225,276	\$ 247,804
Operating Revenue - New Generators ⁽²⁾	\$ 37,468	\$ 41,215	\$ 41,215	\$ 41,215	\$ 45,336
Operating Expenses ⁽³⁾	\$ (461,739)	\$ (475,591)	\$ (489,859)	\$ (504,555)	\$ (519,691)
Debt Service ⁽⁴⁾	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)
Annual Net Revenue	\$ (1,456,942)	\$ (1,470,794)	\$ (1,464,582)	\$ (1,479,278)	\$ (1,471,887)

Notes:

(1) Garage is assumed to open in January 2006. Rate increase assumed in May 2006.

(2) Operating Revenue increases according to rate changes suggested in "Financial Analysis - Parking System" section (Table 11). Existing Sources = current lot revenue, monthly permits moving from other downtown garages, and office employees shifting from existing downtown City offices. New Generators = City workers moving downtown to new office, and other new demand.

(3) Expenses assumed to increase by 3% per year.

(4) Debt Service estimate provided by City.



FINANCIAL ANALYSIS – PARKING SYSTEM

With the garage running a deficit of over \$1.4 million initially, it will be vital for the City to increase revenue in the parking system overall to support the garage. The City has a parking assessment district in place, and the district's contribution towards the parking system has so far enabled the City to keep rates very low. With the exception of meters, there has not been a rate increase in over a decade, and the parking rates are low compared to similar cities.

The parking assessment district will finish paying off old debts, but will not vote to take on responsibility for new development. Therefore, the City will have to use rate increases to bolster the Parking District Fund such that it can support the debt associated with the proposed facility. Even if a new facility were not being planned, rate increases would be needed at this point to help support the capital outlays that are becoming necessary as the facilities age. Last year, for example, the City had to replace old parking equipment at a cost of \$1,000,000. This section of the report looks at the revenue stream for the parking system, and projects the impact of different kinds of rate increases.

RATE HISTORY

The rate history can be summarized as follows:

- Attended parking rates were 75¢ per hour with 90 minutes free, from FY '90 through FY '99. During FY '99 rates were reduced to 50¢ per hour, but the free period was also reduced (from 90 minutes to 60). They have not changed since then. Although the former rate was cheaper for stays between 60 and 90 minutes, the new rate is cheaper for stays over 90 minutes.
- Monthly permit rates have not increased since FY '92. At that time they were increased by an average of 10%. Current rates are \$33 to \$57 per month for unreserved spaces (depending on the facility) and \$45 to \$64 per month for reserved spaces. In FY '99, roof-top parking was added for \$15/month at some facilities.
- Meter rates increased most recently and most dramatically, from 25¢ per hour to 50¢ per hour in August 2001.

Table 7 on the following page compares rates in Santa Rosa to rates in other cities. It is difficult to find a true "comp" for Santa Rosa in terms of location, population and downtown characteristics, but the cities below represent a range of areas, sizes and characteristics in California. Appendix E contains a more complete version of the survey, including questions City staff were interested in but that are not directly related to public parking rates.

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Table 7: Survey of Parking Rates for Sample Cities

City Name	Population*	Monthly Permit - Garage	Monthly Permit - Surface Lot	Hourly Parking - Garage	Hourly Parking - Surface Lot	Parking Meters
SACRAMENTO	407,018	\$130.00 or \$165.00		\$1.50 per half hr., \$15.00 daily max		\$0.25 per 20 min.
RIVERSIDE	255,166	\$40.00 unreserved, \$70.00 reserved	\$25.00 unreserved, \$70.00 reserved	\$0.75 per half hour, \$6.00 maximum		\$0.25 per 15-min.
FREMONT	203,413	no garages	free	no garages	free	none
HUNTINGTON BEACH	189,594	\$15.00 per month, \$125.00 per year, \$50 per year seniors		\$2.00 per hour; \$9.00 dail max.	\$1.50 per hr (pay and display)	\$0.25 per 10 min.
MODESTO	188,856	\$40.00	\$40.00	\$1.00 per hour, no daily max.	Not Available	\$0.25 per 1 hr.
SANTA ROSA	147,595	\$33-\$57 unreserved \$45-\$64 reserved	\$10-\$39	First hour free; \$.50 each add'l	see meters	\$0.50 per 1 hr.
SALINAS	151,060	\$2.00 daily pass, \$20.00 per month	\$20.00 per month, no daily available	free, 2 hr limit	free, 2 hr limit	none, 1 hr or 2 hr time limits
HAYWARD	140,030	N/A	N/A	free 2 hr parking	free, time limits	none
BERKELEY	102,743	\$150.00 per month	no monthly available	Incremental rates: \$1 first hr, \$2 second hr, \$3 third hr, \$4 fourth hr, \$5 fifth hr, \$15 max		\$0.25 per 20 min.
SANTA BARBARA	92,325	\$100.00 per month	By lot; \$60.00 to \$140.00 per month*	\$1.00 per hr., 1st 75 min. free, \$15.00 max.		No Meters, 75-min to 90-min limits
WALNUT CREEK	64,296	n/a	n/a	\$0.50 per 1 hrs., \$3.00 max.	n/a	\$0.25 per 15 min.
SANTA CRUZ	54,593	\$31.00 per month	\$48.00 to \$75.00 Quarterly	\$0.25 per 30 min., \$5.00 max.	free, 3 hours time limit	\$0.50 per 1 hr.
SAN RAFAEL	56,063	\$60.00	no monthly available	\$0.50 per 1 hr., \$3.50 max	\$0.60 per 1 hr	\$0.60 per 1 hr.
SAN LUIS OBISPO	44,174	\$50.00	Meter permit \$30.00	\$0.60 per hr., \$6.00 max, 1st hr. free	\$0.80 per hour	\$0.60 per 1 hr.
MONTEREY	29,674	\$32.50 to \$42.00	\$32.50 per month	\$1.00 per hour, first hour free, \$8.00 max. East garage \$5.00 flat Rate. Cannery garage \$0.75 per 30 min \$12.00 max	\$0.50 hr up to 12 hours	\$0.50 per 1 hr.

* Population data per U.S. Census Bureau Southern CA Office staff and CA Department of Finance website (www.dof.ca.gov)

Although Santa Rosa is one of the larger cities shown, its rates are among the lowest. Excluding highest and lowest rates in each category, the averages for the cities shown are: 65¢ per hour for meters, approximately \$1.80 for two hours for transient off-street parking,⁵ and \$61.20 for unreserved monthly parking. Santa Rosa's rates are low in comparison to the average in each category.

REVENUE PROJECTIONS

Using historical revenue records provided by City staff, we estimated the impact of rate increases for each category of parking. The full historical information and calculations are included in Appendix F; the findings are summarized in tables 8 through 10. The following assumptions were used in our calculations:

⁵ The two-hour stay calculation is designed to correct for the free first hour that some cities offer. Santa Rosa's two-hour rate is 50¢.

1. In general, inflation runs at approximately 3% per year. Revenues must increase at the same rate to keep the net revenue from declining. However, cities do not typically raise parking rates 3% per year. Rather, rates are raised less often but more substantially. It is not feasible, for example, to raise a 50¢ meter by 3% per year. Most of our projections use standard rate-increase increments (10¢ or 25¢ for attended and metered parking, 10% for permits) on the assumption that such increases will not occur each year. In some cases, we test the impact of greater increases for specific facilities.
2. The greatest single impact on the parking system is the practice of offering one hour of free parking in the attended facilities. While this rate structure is attractive and widely used, it has a significant negative impact both on attended parking and on meters. We have tested two scenarios for attended parking – one where the free hour continues, and one where it is discontinued. Where the free hour is discontinued, we make an adjustment for lost volume. Some cars may seek out unmetered parking or look for free, private (customer-only) parking lots.
3. Our projections of meter revenue show the same two scenarios as we do for attended parking. The first scenario – one hour free – includes a reduction in the volume of cars, up to 10% depending on the rate increase, to account for cars that will use the garages for the free hour. The loss in volume will likely be greater, but is partially offset by the fact that some patrons will stay longer than one hour and generate revenue in the garages. The second scenario does not show a reduction in volume. Garages will probably still be a little cheaper than meters (depending on the schedule of increases), but people prefer parking at meters and will continue to use them unless the differential is very noticeable.

It should be noted that currently some meters accept quarters only. The City is planning to install new electronic meters that will accept other kinds of change. This will occur over the next few years. In the meantime, it may be that the first meter increase will have to be to 75¢. This is the best rate in any case, since the meter rate must stay noticeably higher than the off-street rate in order to avoid imbalances in parking system utilization (i.e., if the rates are nearly the same, everyone will seek out on-street parking and cause traffic congestion while the off-street facilities sit empty). We have also shown increments lower than 75¢ for reference.

4. For permit parking, we have modeled several scenarios. We assume that rate increases for monthly permits would not decrease the volume of cars greatly overall, as there is surplus demand at the current rates and the increases we show are not extreme. There are also few other monthly parking options in the downtown area. In fact, it is likely that volumes will not drop at all. However, in the interest of providing a conservative analysis, our projections do assume that the first increase – the more substantial one – will result in a small percentage of customers looking for alternatives, and a larger percentage shifting from the more expensive facilities to less expensive ones.
5. Appendix G contains a sensitivity analysis that was performed to provide a “worst case” scenario of the impact of rate increases. Essentially, this is a test to see what would happen if the market is more elastic than we have projected, and thus responds worse to the proposed increases. In our experience, downtown parking is not as elastic as one might imagine. In a survey we conducted in another city, most respondents stated that they came downtown because they needed to be there, and would be there regardless of rates. This is particularly true on weekdays when many people are coming to private business and government offices. Given that background, and the fact that we have projected some loss of volume, we feel that the projections in our report are more realistic than the exercise in the appendix. However, it is provided for reference.

Table 8: Projected Increase in Meter Revenue

Historical Revenue			
00/01 (actual)	25¢/hr	\$ 462,407	
01/02 (actual) ⁽¹⁾	50¢/hr	\$ 811,283	
02/03 (actual)	50¢/hr	\$ 892,749	
Projected Revenue with Increases			
<i>Standard Meter Rates:</i>			
		Free Hour ⁽²⁾	No Free Hour ⁽³⁾
	60¢/hr	\$ 964,169	\$ 1,071,299
	70¢/hr	\$ 1,102,366	\$ 1,249,849
	75¢/hr	\$ 1,169,296	\$ 1,339,124
	90¢/hr	\$ 1,304,934	\$ 1,606,948
	\$1/hr	\$ 1,420,928	\$ 1,785,498
<i>Two-Tier Meter Rates:⁽⁴⁾</i>			
	50-75¢/hr	\$ 1,101,481	\$ 1,234,933
	60-85¢/hr	\$ 1,135,746	\$ 1,413,140
	75¢-\$1/hr	\$ 1,302,959	\$ 1,654,939

⁽¹⁾ 100% rate increase in August. Adjusting for revenue gained from newly metered lot #2, income only increased 48%; presumably many people went to "one hour free" facilities.

⁽²⁾ Assuming off-street attended facilities still offer 60 minutes of free parking; some demand will shift to these facilities.

⁽³⁾ Assuming off-street attended facilities discontinue "60 minutes free" policy.

⁽⁴⁾ Off-street and core downtown (study area) on-street meters at higher rate. Lower rate for on-street meters outside core.

Table 9: Projected Increase in Attended Parking Revenue

Historical Revenue			
00/01 (actual)	50¢/hr after 1 hr	\$ 616,039	
01/02 (actual)	50¢/hr after 1 hr	\$ 491,808 ⁽¹⁾	
02/03 (actual)	50¢/hr after 1 hr	\$ 481,183	
Projected Revenue with Increases			
		Free 1st Hour	No Free Hour ⁽²⁾
	50¢	\$ 481,183	\$ 808,139
	60¢	\$ 577,420	\$ 960,052
	70¢	\$ 673,656	\$ 1,108,714
	75¢	\$ 721,775	\$ 1,187,729
	85¢	\$ 818,011	\$ 1,331,630
	\$1	\$ 962,366	\$ 1,484,058

⁽¹⁾ Lot 2 converted from attended to metered this year, hence loss of revenue.

⁽²⁾ Assumes loss of volume.

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Table 10: Projected Increase in Permit Revenue

Historical Revenue	Regular Rate	Reserved Rate	Roof Rate	Revenue
01/02 (actual)	\$33-\$57	\$45-\$64	\$15	\$ 857,252
02/03 (actual)	\$33-\$57	\$45-\$64	\$15	\$ 868,881
Projected Revenue with Increases⁽¹⁾				
<i>Basic Scenario:</i> ⁽²⁾				
20% increase	\$40-\$69	\$54-\$77	\$18	\$ 991,987
30% increase	\$43-\$74	\$59-\$83	\$20	\$ 1,065,498
Add'l 10% increase	\$48-\$82	\$65-\$92	\$22	\$ 1,166,142
<i>Basic Scenario + Increase Roof Rate:</i> ⁽³⁾				
20% increase	\$40-\$69	\$54-\$77	\$28	\$ 1,032,057
30% increase	\$43-\$74	\$59-\$83	\$33	\$ 1,121,483
Add'l 10% increase	\$48-\$82	\$65-\$92	\$33	\$ 1,227,498
<i>Basic Scenario + Eliminate Roof Rate:</i> ⁽⁴⁾				
20% increase	\$40-\$69	\$54-\$77		\$ 1,114,974
30% increase	\$43-\$74	\$59-\$83		\$ 1,198,481
Add'l 10% increase	\$48-\$82	\$65-\$92		\$ 1,311,397
<i>Standardize Core Area Rates:</i> ⁽⁵⁾				
10%-30% increase	\$46-\$63	\$59-\$71	\$18	\$ 1,046,015
25%-40% increase	\$49-\$72	\$63-\$83	\$20	\$ 1,146,076
+10%-20% increase	\$59-\$79	\$76-\$92	\$24	\$ 1,325,406
<i>Standardize Core Area Rates + Increase Roof Rate:</i> ⁽⁶⁾				
10%-30% increase	\$46-\$63	\$59-\$71	\$28	\$ 1,088,383
25%-40% increase	\$49-\$72	\$63-\$83	\$30	\$ 1,204,054
+10%-20% increase	\$59-\$79	\$76-\$92	\$33	\$ 1,381,154
<i>Standardize Core Area Rates + Eliminate Roof Rate:</i> ⁽⁷⁾				
10%-30% increase	\$46-\$63	\$59-\$71		\$ 1,223,966
25%-40% increase	\$49-\$72	\$63-\$83		\$ 1,380,818
+10%-20% increase	\$59-\$79	\$76-\$92		\$ 1,598,527

⁽¹⁾ All projections include an adjustment for some shift to cheaper spaces or out of the system as prices increase. Loss of volume occurs in 20% or 30% increases only; additional increase results in shift to cheaper spaces, but no loss of volume overall.

⁽²⁾ Even increases across the board.

⁽³⁾ Rooftop parking has higher initial increase than other areas (as a percentage of current rate).

⁽⁴⁾ Rooftop parking charged at same rate as regular.

⁽⁵⁾ Goal is to standardize core area rates. G1 and G3 are made the same, and increase at a faster rate to bridge some of the gap between their rates and the other downtown garages. G12 and G5 increase to G9 rates in 1st set of increases. See Appendix F for details.

⁽⁶⁾ Same as footnote (5), except rooftop has higher initial percentage increase than other areas.

⁽⁷⁾ Same as footnote (5), except rooftop rate is eliminated.

RECOMMENDATIONS

Our recommendations for increasing rates are as follows:

1. The free hour of attended parking should be eliminated. This is a major source of lost revenue for the City, and if the City is to increase its parking fund enough to support development this potential revenue will be important. In addition to the obvious loss, there is the additional lost revenue stream in the form of cars that would otherwise use on-street parking who move over to the attended facilities. We saw this with the meter increase in 2001. We estimate this one change could add close to 300,000± to parking district revenue.
2. Meters should be kept more expensive than attended parking, to keep a balance in usage. On-street meters are the preferred parking for most people coming to an area for short periods of time (shopping, dining, certain types of business). If there is no differential between on-street parking and garages, people will circle blocks looking for meters while the garages sit underutilized. This is a problem from a traffic perspective. In addition, asking people to pay a premium for the choice parking spaces keeps turnover high. (Turnover is the number of times a space is occupied, vacated and reoccupied.) When turnover is high, people are more likely to be able to find spaces where they want them; this is convenient for the person parking and good for downtown businesses. Although time restrictions help keep turnover high, adding a rate differential is more effective.

Because some downtown meters currently accept quarters only, it will be impossible to keep meter rates higher than off-street rates without raising them to 75¢. This may seem like a large increase after the 25¢ increase a few years ago, but again it is important to encourage garage use. After the City installs electronic meters (it is our understanding that this will occur over the next several years), the meters rates will be able to be increased in smaller increments than 25¢.

3. Rates should increase every three years by 10%, or some convenient equivalent. Expenses increase yearly due to inflation in the cost of services and regular raises for staff. Rates need to increase regularly to keep up with inflation. Inflation is typically in the range of 3% per year, though recently it has been lower – we use 3% in the interest of providing conservative projections. It does not make sense to raise rates by 3% each year, but a larger increase every few years is good policy. It is best if increases occur in each category of parking simultaneously, so that imbalances do not occur.
4. Rooftop parking creates enforcement problems and is not necessary. We recommend eliminating it, and then using enforcement to make sure that employee spaces including the rooftop are being utilized. Otherwise, employees will avoid the roof when other permit spaces are full, and will instead use spaces on lower garage levels that should be available to visitors. The City already has an enforcement plan in effect for the garages. If the City eliminates the rooftop rate, it may wish to continue to provide some cheaper alternative for lower-income employees (10-hour meters on the periphery of downtown, the two-tier rate structure that keeps parking cheaper in garages 1 and 3, etc.)

We also recommend that at some point in the future the City consider putting nesting gates in the garages that have spaces on the roofs to ensure that they continue to be utilized. The capital outlay may not be feasible at this point, and occupancy rates are not high enough to make it a necessity. However, as the garages get busier it will be helpful to separate employee and visitor parking more efficiently than the

current system allows. Nesting gates are a second set of barrier gates that separate off the employee parking area in a garage (usually the upper floors and roof). They have access readers just like the main entry gates, and use the same access card. The employee uses their access card to enter the facility, then must use the card to access the second set of gates and park in the appropriate area. If they don't enter the second gates within a specified period of time, the access control software notes the violation. Parking management can then discuss the violation with the permit holder or issue a warning or citation. This system prevents employees from using ground-level spaces that are best left for area visitors. It allows the City to offer a certain number of permit spaces (including rooftop ones, at the regular rate) and ensure that they are used. The main drawback, aside from the capital outlay, is that they are inflexible. Once a certain number of spaces is set behind nesting gates, it is difficult to increase or decrease that number as needs change.

5. Although it is not vital, we suggest making the rate structure for permit parking more consistent. Garages 1 and 3 have similar rates, and so do garages 5, 9 and 12. But each garage has a slightly different rate than the others. Instead of having many different rates structures, there should be two. Of the possibilities outlined for permit parking in Table 10, we recommend the one in which rates are standardized and rooftop rates are eliminated. For this scenario we have also increased rates faster in garages 1 and 3 (at 40% initially instead of 30%) since they are so low.

Table 11 on the following page shows a sample rate increase schedule we think is acceptable and will be sufficient to support the new garage. The schedule is based on a high initial increase – 25-40% for permits (the higher rate is for Garages #1 and #3), 25¢ for meters, and no free hour for attended facilities. Given that rates have not been raised in so long, and that they are lower than other cities in our survey sample, this is a reasonable increase. Even if the garage were not going to be built we would suggest a similar increase. We would still recommend the same increases for meters and attended parking. However, permits could increase by 20% rather than 30%, and the second increase could be delayed a year, to 2007 rather than 2006.

Please note that the revenue shown for the new garage only includes the revenue stream that we have projected to be generated by new land uses. The revenue stream generated by existing cars (overflow from other facilities, existing Lot #7 demand, etc.) is excluded, as it is already counted in the revenue numbers supplied by the City for existing facilities. To include it in the new garage's revenue stream would be to double count it.

CITY OF SANTA ROSA PARKING SYSTEM

FINANCIAL ANALYSIS



22 JANUARY 2004

33-1337.00

Table 11: Recommended Rate Increase Schedule and System-wide Net Operating Revenue

	Last Increase	2003 (actual)	FY 03-04 ⁽⁵⁾	FY 04-05 ⁽⁶⁾	FY 05-06 ⁽⁷⁾	FY 06-07	FY 07-08	FY 08-09	FY 09-10
RATES:									
Meters	8/01	50¢	75¢	no chg	\$1	no chg	no chg	\$1.10	no chg
Attended	98-99 ⁽¹⁾	50¢ after 1 hr	50¢ no free	no chg	60¢	no chg	no chg	70¢	no chg
Permits									
covered	91-92	\$33-\$57	\$49-\$72	no chg	\$59-\$79	no chg	no chg	\$65-\$87	no chg
reserved	91-92	\$45-\$64	\$63-\$83	no chg	\$76-\$92	no chg	no chg	\$84-\$101	no chg
roof	98-99	\$15	\$49-\$72		\$59-\$79			\$65-\$87	
REVENUES:									
Existing Meters		\$ 892,749	\$ 967,145	\$ 1,339,124	\$ 1,785,498	\$ 1,785,498	\$ 1,785,498	\$ 1,964,048	\$ 1,964,048
Existing Attended		\$ 481,183	\$ 535,676	\$ 808,139	\$ 960,052	\$ 960,052	\$ 960,052	\$ 1,108,714	\$ 1,108,714
Existing Permits		\$ 868,881	\$ 954,204	\$ 1,380,818	\$ 1,598,527	\$ 1,598,527	\$ 1,598,527	\$ 1,758,379	\$ 1,758,379
Existing Other ⁽²⁾		\$ 13,474	\$ 13,743	\$ 14,018	\$ 14,299	\$ 14,585	\$ 14,876	\$ 15,174	\$ 15,477
New Garage ⁽³⁾					\$ 16,951	\$ 33,901	\$ 33,901	\$ 37,468	\$ 37,468
Revenue Subtotal		\$ 2,256,287	\$ 2,470,768	\$ 3,542,099	\$ 4,358,376	\$ 4,358,662	\$ 4,358,953	\$ 4,846,315	\$ 4,846,618
EXPENSES:									
Expenses - Existing System ⁽⁴⁾		\$ (2,165,017)	\$ (2,229,968)	\$ (2,296,867)	\$ (2,365,773)	\$ (2,436,746)	\$ (2,509,848)	\$ (2,585,144)	\$ (2,662,698)
Expenses - New Garage					\$ (199,150)	\$ (410,249)	\$ (422,556)	\$ (435,233)	\$ (448,290)
Expense Subtotal		\$ (2,165,017)	\$ (2,229,968)	\$ (2,296,867)	\$ (2,564,923)	\$ (2,846,995)	\$ (2,932,405)	\$ (3,020,377)	\$ (3,110,988)
Net Operating Income		\$ 91,270	\$ 240,800	\$ 1,245,232	\$ 1,793,453	\$ 1,511,667	\$ 1,426,549	\$ 1,825,938	\$ 1,735,630
Debt Service on Bonds					\$ (600,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)	\$ (1,200,000)
Net Income		\$ 91,270	\$ 240,800	\$ 1,245,232	\$ 1,193,453	\$ 311,667	\$ 226,549	\$ 625,938	\$ 535,630

(1) Actually a decrease for stays over 90 minutes.

(2) Includes residential permits, tokens, meter cover rental, validation coupons, and misc. fees/charges. Assumed to grow at 2% per year.

(3) "New Garage Revenue" includes only revenue from new generators for the proposed garage; existing revenue streams that would move to the garage from another location are included in "Existing" revenue streams (meters, permits, etc.)

(4) 2003 expenses are actual (\$2,648,751) less one-time cost of garage equipment (\$209,467) and T&P Administration reimbursement of \$274,267, per 1-16-04 memo from City staff.

(5) Rate changes assumed to take effect in May 2004; they will affect last 2 months of the fiscal year. Full effect of increase will show in FY 2005.

(6) Lot 7 revenue stream is not omitted during construction of the garage on that site. The revenue stream will move elsewhere, but not be eliminated, when lot closes.

(7) Proposed garage to open January 2006.



APPENDIX A:
SCOPE OF SERVICES

22 JANUARY 2004

SCOPE OF SERVICES

1. Meet with City staff to finalize project parameters, review project background and obtain previous reports, parking system financial data, area maps, and other background information.
2. Review the existing downtown parking study and information on the City's parking rates and parking system finances.
3. Conduct parking inventories of all on- and off-street parking within a three-block radius of the project site. Inventories will include space counts, rates, and restrictions.
4. Conduct parking occupancy counts of all parking in the study area on a weekday and weekend. Counts will be performed every three hours from 10 a.m. until 10 p.m.
5. Conduct license plate inventories in one representative facility to determine the breakdown of monthly and daily parkers on a weekday.
6. Obtain build-out plans from City staff and create a model to show future parking demand generated by the planned developments.
7. Using baseline counts and demand projections, determine the level of demand that can be "captured" by the planned garage at different times of the day and week.
8. Conduct a rate survey of ten comparable cities (in terms of population, locale, or downtown characteristics).
9. Determine a reasonable market rate for parking in the facility.
10. Using the demand analysis and our suggested rate structure, project stabilized revenue for the garage.
11. Using information from the City on its garages and Walker's database of operating expenses, project stabilized expenses for the garage.
12. Project net revenue for the garage, including debt service for construction (provided by the City), over a period of ten years.
13. Examine the City's parking rate structure (meters, short-term off-street, and monthly) and fine schedule for parking violations and compare them to other cities in our survey sample. Determine whether increases can be made, and if so make recommendations as to the implementation schedule for increases.
14. Prepare a draft report that explains study methodology and all findings.
15. Meet with City staff to discuss draft report.
16. Incorporate feedback from City staff into the report and issue a final report.

1. This report is to be used in whole and not in part.
2. We have not considered the presence of potentially hazardous materials on the proposed site, such as asbestos, urea formaldehyde foam insulation, PCBs, any form of toxic waste, polychlorinated biphenyls, pesticides, or lead-based paints. The consultants are not qualified to detect hazardous substances, and we urge the client to retain an expert in this field if desired.
3. We have made no survey of the property, and we assume no responsibility in connection with such matters. Sketches, photographs, maps and other exhibits are included to assist the reader in visualizing the property. It is assumed that the use of the land and improvements is within the boundaries of the property described, and that there is no encroachment or trespass unless noted.
4. All information, estimates, and opinions obtained from parties not employed by Walker Parking Consultants/Engineers, Inc. are assumed to be true and correct. We can assume no liability resulting from misinformation.
5. Unless noted, we assume that there are no encroachments, zoning, violations, or building violations encumbering the subject property.
6. All mortgages, liens, encumbrances, leases, and servitudes have been disregarded unless specified otherwise.
7. None of this material may be reproduced in any form without our written permission, and the report cannot be disseminated to the public through advertising, public relations, news, sales, or other media. We are in agreement with client that the report will be distributed for use in conjunction with the offering information pertaining to the subject property.
8. We are not required to give testimony or attendance in court by reason of this analysis without previous arrangements, and only when our standard per diem fees and travel costs are paid prior to the appearance.
9. We take no responsibility for any events or circumstances that take place subsequent to the date of our field inspections.
10. The quality of a parking facility's on-site management has a direct effect on a property's economic viability. The financial forecasts presented in the analysis assume responsible ownership and competent management. Any departure from this assumption may have a significant impact on the projected operating results.
11. The estimated operating results presented in this report are based on an evaluation of the overall economy, and neither take into account nor make provisions for the effect of any sharp rise or decline in local or national economic conditions. To the extent that wages and other operating expenses may advance during the economic life of the property, we expect that the parking fees will be adjusted to at least offset those advances. We do not warrant that the estimates will be attained, but they have been prepared on the basis of information obtained during the course of this study and are intended to reflect the expectations of a typical parking patron.
12. Many of the numeric figures presented in this report were generated using sophisticated computer models that make calculations based on numbers carried out to three decimal places. In the interest of

simplicity, most numbers have been rounded to the nearest tenth of a percent. Thus, these figures may be subject to small rounding errors.

13. This report was prepared by Walker Parking Consultants/Engineers, Inc. All opinions, recommendations, and conclusions expressed during the course of this assignment are rendered by the staff of Walker Parking Consultants as employees, rather than as individuals.
14. This report is set forth as a market and financial analysis of the proposed subject property: this is not an appraisal report.
15. The conclusions and recommendations presented in this report were reached based on Walker's analysis of the information obtained from the client and our own sources. Information furnished by others, upon which portions of this study are based, is believed to be reliable, however, it has not been verified in all cases. No warranty is given to the accuracy of such information. Any significant differences between these assumptions and actual performance may have an impact on the financial projections of the subject parking facility.
16. Walker's report and recommendations are based on certain assumptions pertaining to the future performance of the local economy and other factors typically related to individual user characteristics that are either outside Walker's control or that of the client. To the best of Walker's ability we analyzed available information that was incorporated in projecting future performance of the proposed subject garage.
17. Financial projections presented in this report will differ from actual results.



APPENDIX B:
ON-AND OFF-STREET
PARKING INVENTORIES



City of Santa Rosa
Inventory for Public Lots and Garages

Block No.	ID Letter	Total Number of Spaces	Number of Visitor, Disabled, Etc.	Facility Type (Lot/Garage)	Public, Private, or Mixed	Operator	Weekday Hourly Rate	Weekday Daily Max	Monthly Rate	Notes
2	L7	116	7 handicap, 3 ylw	Lot	public	City	\$0.50			Metered lot. 68 2-hr meters and 45 10-hr meters Hours: 8 am - 6 pm (Mon-Sat)
7-8	G5	208	7 handicap	Garage	public	City	\$0.50	\$7.50		37 reserved spaces (Mon-Sat, 6 am - 6 pm) on lower level.
13	L10	78	4 handicap, 1 ylw	Lot	public	City	\$0.50			Metered lot. 57 2-hr. meters and 17 60-min meters Hours: 8 am - 6 pm (Mon-Sat)
15	L11	68	3 handicap, 1 ylw	Lot	public	City	\$0.50			Metered lot. 59 90-min. meters and 5 24-min. meters Hours: 8 am - 6 pm (Mon-Sat)
16	L2	137	5 handicap	Lot	public	City	\$0.50			Metered lot. 52 10-hr. meters and 80 2-hr. meters Hours: 8 am - 6 pm (Mon-Sat)
17	L4	24	2 handicap	Lot	public	City	\$0.50			Metered lot. 22 90-min. meters Hours: 8 am - 6 pm (Mon-Sat)
20	G3	680	15 handicap, 48 reserved	Garage	public	City	\$0.50	\$7.50		No parking 6 am - 9 am (M-Fri) on ground level. No permit parking on 1st level (permit pkg on levels 2-5). 34 reserved spaces on Level 3 for 431 Beaver St. residents only. 10 spaces reserved on level 4 for State of Calif. First hour free parking.
23	G12	720	15 handicap, 77 reserved	Garage	public	City	\$0.50	\$7.50		3-hr. free parking with theater validation. Permit parking on levels 4-7, Mon-Fri from 6 am - 6 pm. First hour free parking.
24-25	G9	400	9 handicap, 45 reserved	Garage	public	City	\$0.50	\$7.50		First hour free parking. Reserved spaces all on first two levels. See footnote concerning roof level.
28	L6	45	By permit only	Lot	public	City				Permit only parking, Mon-Fri (6am - 6 pm).
Total		2,476								

⁽¹⁾ 40 spaces restricted to State of Calif. Employees only. Not included in inventory.

City of Santa Rosa
 On-Street Parking Inventory

Block	Face	Metered	Unmetered	Other	Total Inventory ⁽²⁾	Notes
1	n		25		25	2 hr. parking 9 am - 6 pm, Mon-Sat
1	e					No Parking
1	s		29		29	16 spaces 4-hr; 13 spaces 2-hr.
1	w	8			8	2 hr. parking 9 am - 6 pm, Mon-Sat
2	n	12		3	15	1-hr. parking 9 am - 6 pm, Mon-Sat; 3 yellow
2	e	4			4	2-hr. parking 9 am - 6 pm, Mon-Sat
2	s	16			16	1-hr. parking 9 am - 6 pm, Mon-Sat
2	w	4			4	24 min. parking 9 am - 6 pm, Mon-Sat
3-4	n	13		2	15	3 spaces 24-min; 10 spaces 1-hr; 2 yellow
3-4	e	7			7	1-hr. parking 9 am - 6 pm, Mon-Sat
3-4	s					Comstock Mall (No Parking)
3-4	w	7			7	24 min. parking 9 am - 6 pm, Mon-Sat
7-8	n	15			15	90 min. parking 9 am - 6 pm, Mon-Sat
7-8	e	3		2	5	3 spaces 1-hr parking; 2 yellow (freight) spaces
7-8	s	8		3	11	8 green (24-min) meters; 3 yellow (freight) spaces
7-8	w					No Parking (Mendocino Avenue)
9	n		4		4	1 hr parking 9 am - 6 pm, Mon-Sat
9	e					3 white spaces excluded from study ⁽¹⁾
9	s	5		1	6	1 hr meters (9 am - 6 pm, M-Sat); 1 handicap
9	w	6			6	6 1 hr meters (9 am - 6 pm, M-Sat)
10	n	28		1	29	28 2-hr meters (9 am-6pm, M-Sat), 1 yellow (freight)
10	e					No Parking (Brookwood Avenue)
10	s		22	2	24	2 hr parking (9am-6pm, M-Sat); 2 yellow (freight)
10	w			1	1	1 yellow spaces (freight)
12	n					Excluded from study (5th St.)
12	e	23			23	2 hr meters; 2 white spaces excluded from study ⁽¹⁾
12	s	45		2	47	41 2 hr meters; 4 24-min meters; 2 handicap
12	w					No Parking (E Street)
13	n	14		3	17	14 1-hr meters (9am-6pm, M-Sat); 3 ylw (freight)
13	e					No Parking
13	s		14		14	1 hour parking (9am-6pm, M-Sat)
13	w	2		2	4	2 1-hr meters (9am-6pm, M-Sat); 2 ylw (freight)
14	n	14		2	16	14 2-hr meters (9am-6pm, M-Sat); 2 ylw (freight)
14	e	5		3	8	5 1-hr meters (9am-6pm, M-Sat); 3 ylw (freight)
14	s	25			25	25 90-minute meters (9am-6pm, Mon-Sat)
14	w	4		3	7	4 1-hr meters (9am-6pm, M-Sat); 3 ylw; 1 wht excl. ⁽¹⁾
24-25	n					Comstock Mall (No Parking)
24-25	e	5		1	6	3 spaces 2-hr; 2 spaces 24-min.; 1 yellow
24-25	s	7		4	11	7 spaces 24-min. meter; 4 green (12-min) spaces

City of Santa Rosa
 On-Street Parking Inventory

Block	Face	Metered	Unmetered	Other	Total Inventory ⁽²⁾	Notes
24-25	w	2			2	2 spaces 24-min. meter 9 am - 6 pm, Mon-Sat
26	n	18			18	16 diagonal, 2 parallel (all 1-hr, 9-6, M-Sat)
26	e					No Parking
26	s					Excluded from study (Sonoma Ave-10 hr. meters)
26	w					No Parking
27	n	5		12	17	1-hr. parking, 9a-6p; 10 (12-min) green P.O.
27	e	13			13	8 spaces 2-hr meters; 5 spaces 10-hr meters
27	s					Excluded from study (Sonoma Ave-10 hr. meters)
27	w	7			7	5 white (passenger loading, 5-min.) spaces excl. ⁽¹⁾
28	n	26			26	14 spaces 2-hr. meters; 12 spaces 4-hr. meters
28	e					No Parking
28	s					Excluded from study (Sonoma Ave-10 hr. meters)
28	w	23			23	21 spaces 2-hr meters; 2 spaces 24-min meters
Totals:		374	94	47	515	

⁽¹⁾ White spaces (5-min.) not included as part of parking supply. These spaces are restricted to passenger loading.

⁽²⁾ Green and yellow spaces have no restrictions after 6 pm.



APPENDIX C:
ON- AND OFF-STREET
PARKING OCCUPANCY
COUNTS

Off-Street Occupancy
Saturday, 4-12-03



10:00 AM

Block #	ID #	Total Number of Spaces	10 hr meter	2 hr meter	90-min meter	1 hr meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total	
2	L7	1	116	12	29							41	
7-8	G5		208					52				52	
13	L10	1	78		35		12					47	
15	L11	1	68			25		1			1	27	
16	L2	1	137	18	58							76	
17	L4	1	24			3						3	
20	G3	2	680					85	15	3		103	
23	G12	3	720					15	2			17	
24-25	G9	4	400					45	4			49	
28	L6	5	45					24				24	
Total			2476	30	122	28	12	1	221	21	3	1	439

1. Meters enforced from 8 am - 6 pm, Mon-Sat
2. Attendant on duty at 1:00 , 4:00 p.m. (unsupervised all other counts).
3. No attendant on duty—free parking all day. Reserved spaces not applicable on Saturday.
4. 40 spaces restricted to State of Calif. Employees are not included in inventory.
5. Unrestricted lot on Saturday (by permit only Mon-Fri, 6 am to 6 pm)

Off-Street Occupancy
Saturday, 4-12-03



1:00 PM

Block #	ID #	Total Number of Spaces	10 hr meter	2 hr meter	90-min meter	1 hr meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total	
2	L7	1	116	15	34						1	50	
7-8	G5		208					150				150	
13	L10	1	78		51	16				2		69	
15	L11	1	68			51	2					53	
16	L2	1	137	22	42							64	
17	L4	1	24			16						16	
20	G3	2	680					112	14	2		128	
23	G12	3	720					221	17	5		243	
24-25	G9	4	400					49	4			53	
28	L6	5	45					40				40	
Total			2476	37	127	67	16	2	572	35	9	1	866

Off-Street Occupancy
Saturday, 4-12-03



4:00 PM

Block #	ID #	Total Number of Spaces	10 hr meter	2 hr meter	90-min meter	1 hr meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total	
2	L7	1	116	13	31							44	
7-8	G5		208					110				110	
13	L10	1	78		44		12			1		57	
15	L11	1	68			59		3		1		63	
16	L2	1	137	16	46							62	
17	L4	1	24			20				1		21	
20	G3	2	680					97	11	2		110	
23	G12	3	720					271	67	6		344	
24-25	G9	4	400					46	4			50	
28	L6	5	45					32				32	
Total			2476	29	121	79	12	3	556	82	11	0	893

Off-Street Occupancy
Saturday, 4-12-03



7:00 PM

Block #	ID #		Total Number of Spaces	10 hr meter	2 hr meter	90-min meter	1 hr meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total
2	L7	1	116	4	4								8
7-8	G5		208						79				79
13	L10	1	78		20		11				2		33
15	L11	1	68			59		5					64
16	L2	1	137	13	47						1		61
17	L4	1	24			22					2		24
20	G3	2	680						44	10	1		55
23	G12	3	720						260	65	4		329
24-25	G9	4	400						47	4			51
28	L6	5	45						1				1
Total			2476	17	71	81	11	5	431	79	10		705

Off-Street Occupancy
Saturday, 4-12-03



10:00 PM

Block #	ID #		Total Number of Spaces	10 hr meter	2 hr meter	90-min meter	1 hr meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total
2	L7	1	116	1	5								6
7-8	G5		208						52				52
13	L10	1	78		13		3				2		18
15	L11	1	68			54		4					58
16	L2	1	137	3	10								13
17	L4	1	24			12							12
20	G3	2	680						25	13	1		39
23	G12	3	720						216	23	4		243
24-25	G9	4	400						22	4			26
28	L6	5	45						1				1
Total			2476	4	28	66	3	4	316	40	7	0	468

Off-Street Occupancy
Monday, 4-14-03



10:00 AM

Block #	ID #		Inventory	10 hr meter	2 hr meter	1 hr meter	90-min meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total
2	L7	1	116	20	42						2	1	65
7-8	G5		208						148	31	3		182
13	L10	1	78		32	14					2		48
15	L11	1	68				43	2			1	1	47
16	L2	1	137	38	43						1		82
17	L4	1	24				11						11
20	G3	2	680						424	12	1		437
23	G12	3	720						247	35	1		283
24-25	G9	4	400						292	27	3		322
28	L6	5	45							32			32
Total			2476	58	117	14	54	2	1111	137	14	2	1509

1. Meters enforced until 6 p.m.
2. No attendant at 10:00 p.m.
3. No attendant at 7:00 p.m. and 10:00 p.m.
4. 40 spaces restricted to State of Calif. Employees are not included in inventory.
5. Permit parking only, 6 am - 6 pm



Off-Street Occupancy
Monday, 4-14-03

1:00 PM

Block #	ID #		Inventory	10 hr meter	2 hr meter	1 hr meter	90-min meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total
2	L7	1	116	24	45						2		71
7-8	G5		208						156	37	2		195
13	L10	1	78		38	11					1		50
15	L11	1	68				53	3			2	1	59
16	L2	1	137	39	49						1		89
17	L4	1	24				14						14
20	G3	2	680						429	10	2		441
23	G12	3	720						215	31	5		251
24-25	G9	4	400						307	23	3		333
28	L6	5	45							30			30
Total			2476	63	132	11	67	3	1107	131	18	1	1533

Off-Street Occupancy
Monday, 4-14-03



4:00 PM

Block #	ID #		Inventory	10 hr meter	2 hr meter	90-min meter	1 hr meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total
2	L7	1	116	36	56						1		93
7-8	G5		208						113	17	1		131
13	L10	1	78		19		6				2		27
15	L11	1	68			39		2			1		42
16	L2	1	137	42	47								89
17	L4	1	24			18							18
20	G3	2	680						381	10	1		392
23	G12	3	720						224	31	5		260
24-25	G9	4	400						288	26	3		317
28	L6	5	45							18			18
Total			2476	78	122	57	6	2	1006	102	14	0	1387

Off-Street Occupancy
Monday, 4-14-03



7:00 PM

Block #	ID #		Inventory	10 hr meter	2 hr meter	90-min meter	1 hr meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total
2	L7	1	116	14	35						1		50
7-8	G5		208						23	3			26
13	L10	1	78		7		6						13
15	L11	1	68			56		5			2	1	64
16	L2	1	137	47	73								120
17	L4	1	24			21					2		23
20	G3	2	680						70	12	1		83
23	G12	3	720						86	10	5		101
24-25	G9	4	400						28	1			29
28	L6	5	45							3			3
Total			2476	61	115	77	6	5	207	29	11	1	512

Off-Street Occupancy
Monday, 4-14-03



10:00 PM

Block #	ID #		Inventory	10 hr meter	2 hr meter	90-min meter	1 hr meter	24-min meter	Unrestricted	Reserved	Handicap	Other	Total
2	L7	1	116	9	26								35
7-8	G5		208						20	3			23
13	L10	1	78		3								3
15	L11	1	68			50		4			1		55
16	L2	1	137	29	58								87
17	L4	1	24			14					1		15
20	G3	2	680						36	12	1		49
23	G12	3	720						73	8	4		85
24-25	G9	4	400						20				20
28	L6	5	45							1			1
Total			2476	38	87	64	0	4	149	24	7	0	373



On-Street Occupancy, Saturday, 4-12-03

			10:00 AM	1:00 PM	4:00 PM	7:00 PM	10:00 PM	Peak Hour	Peak
Block	Face	Inv.	Total	Total	Total	Total	Total	Total	Hr %
1	n	25	6	9	5	4	4	9	36%
1	e	0	0	0	0	0	0	0	N/A
1	s	29	11	3	5	9	5	3	10%
1	w	8	5	3	2	0	0	3	38%
2	n	15	7	10	8	3	2	10	67%
2	e	4	0	3	2	0	0	3	N/A
2	s	16	12	8	9	2	1	8	50%
2	w	4	1	3	3	3	3	3	75%
3-4	n	15	7	13	13	12	14	13	87%
3-4	e	7	2	6	6	5	5	6	86%
3-4	s	0	0	0	0	0	0	0	N/A
3-4	w	7	2	6	7	7	6	6	86%
7-8	n	15	15	15	15	15	14	15	100%
7-8	e	5	5	5	3	5	5	5	100%
7-8	s	11	4	0	0	6	5	0	0%
7-8	w	0	0	0	0	0	0	0	N/A
9	n	4	4	4	4	1	4	4	100%
9	e	0	0	0	0	0	0	0	N/A
9	s	6	5	6	2	0	0	6	100%
9	w	6	6	6	5	6	6	6	100%
10	n	29	13	7	7	4	0	7	24%
10	e	0	0	0	0	0	0	0	N/A
10	s	26	9	9	10	3	2	9	35%
10	w	1	0	0	0	0	0	0	N/A
12	n	0	0	0	0	0	0	0	N/A
12	e	23	0	1	2	7	0	1	N/A
12	s	47	12	17	10	0	0	17	36%
12	w	0	0	0	0	0	0	0	N/A
13	n	17	1	4	6	4	2	4	24%
13	e	0	0	0	0	0	0	0	N/A
13	s	14	14	14	14	11	7	14	100%
13	w	4	2	3	3	2	3	3	75%
14	n	16	14	14	12	16	11	14	88%
14	e	8	3	6	5	6	1	6	75%
14	s	25	22	25	25	25	13	25	100%
14	w	7	4	6	4	7	7	6	86%
24-25	n	0	0	0	0	0	0	0	N/A
24-25	e	6	0	4	4	3	4	4	N/A
24-25	s	11	0	0	3	11	4	0	N/A
24-25	w	2	0	2	2	2	0	2	N/A
26	n	18	1	2	11	18	12	2	11%



On-Street Occupancy, Saturday, 4-12-03

			10:00 AM	1:00 PM	4:00 PM	7:00 PM	10:00 PM	Peak Hour	Peak
Block	Face	Inv.	Total	Total	Total	Total	Total	Total	Hr %
26	e	0	0	0	0	0	0	0	N/A
26	s	0	0	0	0	0	0	0	N/A
26	w	0	0	0	0	0	0	0	N/A
27	n	15	9	7	7	4	0	7	47%
27	e	13	1	1	1	1	1	1	8%
27	s	0	0	0	0	0	0	0	N/A
27	w	7	1	1	2	4	0	1	14%
28	n	26	3	5	5	5	2	5	19%
28	e	0	0	0	0	0	0	0	N/A
28	s	0	0	0	0	0	0	0	N/A
28	w	23	1	1	1	0	0	1	4%
Totals:		515	202	229	223	211	143	229	44%
% Occupancy			39%	44%	43%	41%	28%	44%	



On-Street Occupancy, Monday, 4-14-03

			10:00 AM	1:00 PM	4:00 PM	7:00 PM	10:00 PM	Peak Hour	Peak
Block	Face	Inv.	Total	Total	Total	Total	Total	Total	Hr %
1	n	25	13	17	19	13	7	19	76%
1	e	0	0	0	0	0	0	0	N/A
1	s	29	27	25	23	7	2	27	93%
1	w	8	3	5	1	5	2	5	63%
2	n	15	8	9	11	11	6	11	73%
2	e	4	1	2	3	0	0	3	75%
2	s	16	15	11	12	7	0	15	94%
2	w	4	2	2	3	2	2	3	75%
3-4	n	15	8	5	13	13	10	13	87%
3-4	e	7	2	4	4	6	3	6	86%
3-4	s	0	0	0	0	0	0	0	N/A
3-4	w	7	6	4	2	5	4	6	86%
7-8	n	15	14	15	15	13	10	15	100%
7-8	e	5	2	5	3	3	1	5	100%
7-8	s	11	2	3	4	7	4	7	64%
7-8	w	0	0	0	0	0	0	0	N/A
9	n	4	3	4	5	3	1	5	125%
9	e	0	0	0	0	0	0	0	N/A
9	s	6	6	5	3	0	0	6	100%
9	w	6	4	6	4	4	2	6	100%
10	n	29	9	15	17	3	0	17	59%
10	e	0	0	0	0	0	0	0	N/A
10	s	26	19	20	15	3	3	20	77%
10	w	1	0	0	0	0	0	0	0%
12	n	0	0	0	0	0	0	0	N/A
12	e	23	4	15	1	0	0	15	65%
12	s	47	13	12	10	1	0	13	28%
12	w	0	0	0	0	0	0	0	N/A
13	n	17	4	7	7	0	0	7	41%
13	e	0	0	0	0	0	0	0	N/A
13	s	14	8	14	13	11	6	14	100%
13	w	4	1	3	2	3	2	3	75%
14	n	16	15	14	13	14	8	15	94%
14	e	8	6	7	4	4	3	7	88%
14	s	25	20	25	24	19	11	25	100%
14	w	7	4	5	5	5	4	5	71%
24-25	n	0	0	0	0	0	0	0	N/A
24-25	e	6	3	3	1	1	1	3	50%
24-25	s	11	4	2	6	5	1	6	55%
24-25	w	2	2	1	1	2	0	2	100%



On-Street Occupancy, Monday, 4-14-03

			10:00 AM	1:00 PM	4:00 PM	7:00 PM	10:00 PM	Peak Hour	Peak
Block	Face	Inv.	Total	Total	Total	Total	Total	Total	Hr %
26	n	18	15	12	11	7	4	15	83%
26	e	0	0	0	0	0	0	0	N/A
26	s	0	0	0	0	0	0	0	N/A
26	w	0	0	0	0	0	0	0	N/A
27	n	15	10	13	12	3	0	13	87%
27	e	13	11	8	5	2	1	11	85%
27	s	0	0	0	0	0	0	0	N/A
27	w	7	7	5	7	1	0	7	100%
28	n	26	21	21	20	7	2	21	81%
28	e	0	0	0	0	0	0	0	N/A
28	s	0	0	0	0	0	0	0	N/A
28	w	23	5	8	0	2	0	8	35%
Totals:		515	297	332	299	192	100	332	64%
% Occupancy			58%	64%	58%	37%	19%	64%	



APPENDIX D:
REVENUE
PROJECTIONS,
PROPOSED FACILITY



Stabilized Projected Revenue - No Free Hour (2003 Dollars)

Office Scenario:

	Peak Demand	Avg. Ticket	Avg. Turns	Period	Total
<i>Daily</i>					
Existing:					\$ 76,000
New:					
Wkday Day Office Visitors	5	\$0.60	3.0	253	\$ 2,277
<i>Subtotal:</i>					\$ 78,277
<i>Monthly</i>					
	Peak Demand	Permit Rate	Oversell	Period	Total
Office Employees	45	\$57.00	1.15	12	\$ 35,397
Other Permits	68	\$57.00	1.00	12	\$ 46,170
Reserved	13	\$64.00	1.00	12	\$ 9,600
<i>Subtotal:</i>					\$ 91,167
TOTAL					\$ 169,444



Stabilized Projected Revenue - Free Hour (2003 Dollars)

Office Scenario:

	Peak Demand	Avg. Ticket	Avg. Turns	Period		Total
<i>Daily</i>						
Existing:					\$	31,396
New:						
Wkday Day Office Visitors	5	\$0.10	3.0	253	\$	380
<i>Subtotal:</i>					\$	31,775
<i>Monthly</i>						
	Peak Demand	Permit Rate	Oversell	Period		Total
Office Employees	45	\$57.00	1.15	12	\$	35,397
Other Permits	68	\$57.00	1.00	12	\$	46,170
Reserved	13	\$64.00	1.00	12	\$	9,600
<i>Subtotal:</i>					\$	91,167
TOTAL					\$	122,942



APPENDIX E:
SURVEY OF
COMPARABLE CITIES

General Info						Downtown Public Parking Rates (as of 12/03)						Other Parking Info				Notes/Comments
Population Rank	City Name	County	County Seat	Population* (2000 Census)	% Growth Rate ('99 to '00)	Monthly Permit - Garage	Monthly Permit - Surface Lot	Hourly Parking - Garage	Hourly Parking - Surface Lot	Parking Meters	Residential Permit	Parking Citation Fee	In Lieu Fees	Reserved Spaces Available?	Discount Rooftop Parking?	
7	SACRAMENTO	SACRAMENTO	yes	407,018	0.5	\$130.00 or \$165.00		\$1.50 per half hr., \$15.00 daily max		\$0.25 per 20 min.	Yes, no fee	\$18.00		Yes		
11	RIVERSIDE	RIVERSIDE	yes	255,166	1.6	\$40.00 unreserved, \$70.00 reserved	\$25.00 unreserved, \$70.00 reserved	\$0.75 per half hour, \$6.00 maximum		\$0.25 per 15-min.	Selected areas; no fee	\$25.00	No; program beginning 2004	Yes	No special rate	Downtown on-street parking restrictions vary from 1 to 3 hrs. Parking rates may increase for 2004.
14	FREMONT	ALAMEDA	no	203,413	1.81	no garages	free	no garages	free	none	no	N/A	N/A	no	n/a	No downtown garages or paid parking, on-street times limits (varied)
16	HUNTINGTON BEACH	ORANGE	no	189,594	0.86	\$15.00 per month, \$125.00 per year, \$50 per year seniors		\$2.00 per hour; \$9.00 dail max.	\$1.50 per hr (pay and display)	\$0.25 per 10 min.	Yes, varied*	\$42.00	N/A	No	No special rate	*Residential = 2 resident passes and two visitor passes per address per year. Addl passes \$5.
17	MODESTO	STANISLAUS	yes	188,856	1.45	\$40.00	\$40.00	\$1.00 per hour, no daily max.	Not Available	\$0.25 per 1 hr.	No	\$27.00	No	Gvt. employees only (see note)	Yes (see note)	Reserved rooftop spaces for City/County Employees. Gate access to rooftop parking.
29	SANTA ROSA	SONOMA	yes	147,595	2.31	\$33-\$57 unreserved \$45-\$64 reserved	\$10-\$39	First hour free; \$.50 each add'l	see meters	\$0.50 per 1 hr.		\$25.00	No	Yes	Yes; \$15	
31	SALINAS	MONTEREY	yes	151,060	3.78	\$2.00 daily pass, \$20.00 per month	\$20.00 per month, no daily available	free, 2 hr limit	free, 2 hr limit	none, 1 hr or 2 hr time limits	no	\$20.00 to \$25.00	N/A	no, first come first serve	No (see note)	Used to charge \$20 for rooftop and \$40 for lower level, could not enforce rooftop program, cancelled it. All parking now \$20.00
34	HAYWARD	ALAMEDA	no	140,030	1.09	N/A	N/A	free 2 hr parking	free, time limits	none	selected areas, no fee	N/A	yes	no	No special rate	One public garage
48	BERKELEY	ALAMEDA	no	102,743	0.18	\$150.00 per month	no monthly available	Incremental rates: \$1 first hr, \$2 second hr, \$3 third hr, \$4 fourth hr, \$5 fifth hr, \$15 max		\$0.25 per 20 min.	Extensive Program, \$30.00 per year	\$32.00	No, City is considering	No	No special rate	One garage: \$2 first hr, \$2 second hr, \$4 third hr, \$4 fourth hr, \$6 fifth hr, \$2 sixth hr, \$20 max.
67	SANTA BARBARA	SANTA BARBARA	yes	92,325	1.53	\$100.00 per month	By lot; \$60.00 to \$140.00 per month*	\$1.00 per hr., 1st 75 min. free, \$15.00 max.		No Meters, 75-min to 90-min limits	yes, \$12 per year	\$30.00	no, zoning benefits PBIA	Yes	No special rate	*\$25-\$30 per month commuter lots. **Used to issue hang-tags for roof parking; not enforceable
105	WALNUT CREEK	CONTRA COSTA	no	64,296	0.31	n/a	n/a	\$0.50 per 1 hrs., \$3.00 max.	n/a	\$0.25 per 15 min.	\$5.00 per yr.	\$30.00	N/A	No	No special rate	No call back regarding In Lieu Fees.
131	SANTA CRUZ	SANTA CRUZ	yes	54,593	0.72	\$31.00 per month	\$48.00 to \$75.00 Quarterly	\$0.25 per 30 min., \$5.00 max.	free, 3 hours time limit	\$0.50 per 1 hr.	\$20.00 per yr.	\$18.00	\$425.00 per space, per year	No	No special rate	One space per 400sf for retail One space per 1000sf for storage
134	SAN RAFAEL	MARIN	yes	56,063	1.67	\$60.00	no monthly available	\$0.50 per 1 hr., \$3.50 max	\$0.60 per 1hr	\$0.60 per 1 hr.	No	\$20.00	No	No	No special rate	Meters range in time limit from 2hrs to 10hrs
165	SAN LUIS OBISPO	SAN LUIS OBISPO	yes	44,174	1.41	\$50.00	Meter permit \$30.00	\$0.60 per hr., \$6.00 max, 1st hr. free	\$0.80 per hour	\$0.60 per 1 hr.	Yes, no fee	\$12.00 or \$17.00	\$11,000 new; \$27,000 change	No	No special rate	
200	MONTEREY	MONTEREY	no	29,674	1.68	\$32.50 to \$42.00	\$32.50 per month	\$1.00 per hour, first hour free, \$8.00 max. East garage \$5.00 flat Rate. Cannery garage \$0.75 per 30 min \$12.00 max	\$0.50 hr up to 12 hours	\$0.50 per 1 hr.	Yes, no fee	\$20.00	No	No	No special rate	

* Source: <http://www.dof.ca.gov/html/Demograp/RcityPC.htm>, 2004.



APPENDIX F:
SYSTEM-WIDE
REVENUE
PROJECTIONS

CITY OF SANTA ROSA PARKING SYSTEM

FINANCIAL ANALYSIS



22 JANUARY 2004

METHODOLOGY

Calculating the impact of rate increases on meters is straightforward; revenue increases by whatever percent the rate is increasing, with adjustments made for any loss of volume (to garages etc.). For attended facilities the assessment is more complicated. In order to test the impact of changing the free hour policy, we must determine what percent of cars are currently parking for free. Therefore, we cannot simply use the total revenue for each facility divided by its hourly rate to find volume. Instead, we asked City staff to provide duration data for two garages. This information tells us how long each car was parked in the garage for a given day, allowing us to see the volume of <1 hour cars, 1-2 hour cars, etc. From this we can arrive at an estimate of the percentage of cars in each time group. Applying those percentages to the total vehicle-hours for the year, we have an approximation of the number of cars that generate revenue in each category or park free. We can then apply various rate structures to those vehicle estimates to arrive at a projected revenue.

Permit calculations are based on the breakdown of regular, reserved, and rooftop spaces given to us by City staff. We do not have an exact count of the numbers of each permit type that were sold monthly over the course of the year; instead, we estimate it from the most recent City data. This gives us the average number of permits of each type for each facility, and we use this to estimate the impact of rate increases. We also adjust these to account for people who switch to cheaper permit types as rates increase.

Rate Increase Impact - Metered Parking



No Free Hour	ACTUAL		ACTUAL 2003	\$0.60	\$0.70	\$0.75	\$0.90	\$1.00	\$1.10
	2000-01	2001-02							
	\$.25/hr	as of Aug \$.50/hr							
3657 Lot 2	NA	\$ 125,814	\$ 128,968	\$ 154,762	\$ 180,555	\$ 193,452	\$ 232,142	\$ 257,936	\$ 283,730
3666 Lot 4	\$ 10,395	\$ 16,800	\$ 21,813	\$ 26,176	\$ 30,538	\$ 32,720	\$ 39,263	\$ 43,626	\$ 47,989
3667 Lot 7	\$ 65,547	\$ 78,909	\$ 75,170	\$ 90,204	\$ 105,238	\$ 112,755	\$ 135,306	\$ 150,340	\$ 165,374
3668 Lot 10	\$ 43,495	\$ 66,309	\$ 67,066	\$ 80,479	\$ 93,892	\$ 100,599	\$ 120,719	\$ 134,132	\$ 147,545
3669 Lot 11	\$ 42,414	\$ 64,345	\$ 66,883	\$ 80,260	\$ 93,636	\$ 100,325	\$ 120,389	\$ 133,766	\$ 147,143
3699 Lot D	\$ 12,815	\$ 23,171	\$ 25,981	\$ 31,177	\$ 36,373	\$ 38,972	\$ 46,766	\$ 51,962	\$ 57,158
3651 Central Parking	\$ 230,412	\$ 344,235	\$ 407,194	\$ 488,633	\$ 570,072	\$ 610,791	\$ 732,949	\$ 814,388	\$ 895,827
3654 Railroad Square	\$ 57,329	\$ 91,700	\$ 99,674	\$ 119,609	\$ 139,544	\$ 149,511	\$ 179,413	\$ 199,348	\$ 219,283
	\$ 462,407	\$ 811,283	\$ 892,749	\$ 1,071,299	\$ 1,249,849	\$ 1,339,124	\$ 1,606,948	\$ 1,785,498	\$ 1,964,048

With Free Hour	ACTUAL		ACTUAL 2003	Rate \$0.60	\$0.70	\$0.75	\$0.90	\$1.00	\$1.10
	2000-01	2001-02							
	\$.25/hr	as of Aug \$.50/hr							
3657 Lot 2	NA	\$ 125,814	\$ 128,968	\$ 139,285	\$ 159,250	\$ 168,918	\$ 188,513	\$ 205,270	\$ 221,281
3666 Lot 4	\$ 10,395	\$ 16,800	\$ 21,813	\$ 23,558	\$ 26,935	\$ 28,570	\$ 31,884	\$ 34,718	\$ 37,426
3667 Lot 7	\$ 65,547	\$ 78,909	\$ 75,170	\$ 81,184	\$ 92,820	\$ 98,455	\$ 109,876	\$ 119,643	\$ 128,975
3668 Lot 10	\$ 43,495	\$ 66,309	\$ 67,066	\$ 72,431	\$ 82,813	\$ 87,841	\$ 98,031	\$ 106,744	\$ 115,070
3669 Lot 11	\$ 42,414	\$ 64,345	\$ 66,883	\$ 72,234	\$ 82,587	\$ 87,601	\$ 97,763	\$ 106,453	\$ 114,757
3699 Lot D	\$ 12,815	\$ 23,171	\$ 25,981	\$ 28,059	\$ 32,081	\$ 34,029	\$ 37,977	\$ 41,352	\$ 44,578
3651 Central Parking	\$ 230,412	\$ 344,235	\$ 407,194	\$ 439,770	\$ 502,803	\$ 533,330	\$ 595,197	\$ 648,103	\$ 698,655
3654 Railroad Square	\$ 57,329	\$ 91,700	\$ 99,674	\$ 107,648	\$ 123,077	\$ 130,550	\$ 145,694	\$ 158,644	\$ 171,019
	\$ 462,407	\$ 811,283	\$ 892,749	\$ 964,169	\$ 1,102,366	\$ 1,169,296	\$ 1,304,934	\$ 1,420,928	\$ 1,531,761

Differential Rate No Free Hour	ACTUAL		ACTUAL 2003	Core/Periph. \$.75/\$.50	Core/Periph. \$.85/\$.60	Core/Periph. \$1.00/\$.75	Core/Periph. \$1.10/\$.85
	2000-01	2001-02					
	\$.25/hr	as of Aug \$.50/hr					
3657 Lot 2	NA	\$ 125,814	\$ 128,968	\$ 193,452	\$ 219,181	\$ 257,538	\$ 283,730
3666 Lot 4	\$ 10,395	\$ 16,800	\$ 21,813	\$ 32,720	\$ 37,071	\$ 43,559	\$ 47,989
3667 Lot 7	\$ 65,547	\$ 78,909	\$ 75,170	\$ 112,755	\$ 127,751	\$ 150,108	\$ 165,374
3668 Lot 10	\$ 43,495	\$ 66,309	\$ 67,066	\$ 100,599	\$ 113,979	\$ 133,925	\$ 147,545
3669 Lot 11	\$ 42,414	\$ 64,345	\$ 66,883	\$ 100,325	\$ 113,668	\$ 133,559	\$ 147,143
3699 Lot D	\$ 12,815	\$ 23,171	\$ 25,981	\$ 38,972	\$ 44,155	\$ 51,882	\$ 57,158
3651 CP Core	\$ 230,412	\$ 344,235	\$ 198,813	\$ 298,219	\$ 337,882	\$ 397,012	\$ 437,388
CP Periphery			\$ 208,381	\$ 208,381	\$ 250,058	\$ 288,316	\$ 354,248
3654 Railroad Square	\$ 57,329	\$ 91,700	\$ 99,674	\$ 149,511	\$ 169,396	\$ 199,040	\$ 219,283
	\$ 462,407	\$ 811,283	\$ 892,749	\$ 1,234,933	\$ 1,413,140	\$ 1,654,939	\$ 1,859,857

Differential Rate With Free Hour	ACTUAL		ACTUAL 2003	Core/Periph. \$.75/\$.50	Core/Periph. \$.85/\$.60	Core/Periph. \$1.00/\$.75	Core/Periph. \$1.10/\$.85
	2000-01	2001-02					
	\$.25/hr	as of Aug \$.50/hr					
3657 Lot 2	NA	\$ 125,814	\$ 128,968	\$ 168,303	\$ 171,619	\$ 197,619	\$ 213,033
3666 Lot 4	\$ 10,395	\$ 16,800	\$ 21,813	\$ 28,466	\$ 29,027	\$ 33,424	\$ 36,031
3667 Lot 7	\$ 65,547	\$ 78,909	\$ 75,170	\$ 98,097	\$ 100,029	\$ 115,184	\$ 124,168
3668 Lot 10	\$ 43,495	\$ 66,309	\$ 67,066	\$ 87,521	\$ 89,245	\$ 102,766	\$ 110,782
3669 Lot 11	\$ 42,414	\$ 64,345	\$ 66,883	\$ 87,282	\$ 89,002	\$ 102,486	\$ 110,479
3699 Lot D	\$ 12,815	\$ 23,171	\$ 25,981	\$ 33,905	\$ 34,573	\$ 39,811	\$ 42,916
3651 CP Core	\$ 230,412	\$ 344,235	\$ 198,813	\$ 259,451	\$ 264,562	\$ 304,643	\$ 328,405
CP Periphery			\$ 208,381	\$ 208,381	\$ 225,052	\$ 254,295	\$ 281,606
3654 Railroad Square	\$ 57,329	\$ 91,700	\$ 99,674	\$ 130,075	\$ 132,637	\$ 152,732	\$ 168,005
	\$ 462,407	\$ 811,283	\$ 892,749	\$ 1,101,481	\$ 1,135,746	\$ 1,302,959	\$ 1,415,426

Notes: Free Hour scenarios adjust revenue to account for loss to off-street parking facilities.
 Differential Rate assumes meters will be more expensive in central downtown, cheaper on periphery.



Rate Increase Impact - Attended Parking

At Current Rate Structure:

	ACTUAL	Rate	Spaces	Occupied	\$0.60	\$0.70	\$0.80	\$0.90	\$1.00
	2003			Hrs/Yr					
Attended Parking									
3685 Garage 1	53,868.00	0.50	115	107,736	\$ 64,642	\$ 75,415	\$ 80,802	\$ 91,576	\$ 107,736
3692 Garage 3	58,060.00	0.50	96	116,120	\$ 69,672	\$ 81,284	\$ 87,090	\$ 98,702	\$ 116,120
3694 Garage 5	157,003.00	0.50	172	314,006	\$ 188,404	\$ 219,804	\$ 235,505	\$ 266,905	\$ 314,006
3696 Garage 9	176,841.00	0.50	248	353,682	\$ 212,209	\$ 247,577	\$ 265,262	\$ 300,630	\$ 353,682
3698 Garage 12	35,411.00	0.50	246	70,822	\$ 42,493	\$ 49,575	\$ 53,117	\$ 60,199	\$ 70,822
Lot 2	NA								
	<u>481,183.00</u>			<u>962,366</u>	<u>\$ 577,420</u>	<u>\$ 673,656</u>	<u>\$ 721,775</u>	<u>\$ 818,011</u>	<u>\$ 962,366</u>



Rate Increase Impact - Attended Parking

Eliminating Free Hour:

Hr.	Tkts ⁽¹⁾	% of total	% of total				Drop Free Hour		Increase to 60¢			
			excl. 1 hr	vehicle-hrs	vehicles	rate	revenue	Revenue	Adjusted ⁽²⁾	Rate	Rev.	Adjusted ⁽²⁾
1	4,332	0.32			0	-	-	118,257	\$ 112,344	\$ 0.60	\$ 134,813	\$ 133,465
2	2,672	0.20	0.294	282,980	282,980	\$ 0.50	\$ 141,490	282,980	\$ 268,831	\$ 1.20	\$ 322,598	\$ 319,372
3	2,267	0.17	0.249	240,088	120,044	\$ 1.00	\$ 120,044	180,066	\$ 171,063	\$ 1.80	\$ 205,276	\$ 203,223
4	1,241	0.09	0.137	131,429	43,810	\$ 1.50	\$ 65,715	87,619	\$ 83,238	\$ 2.40	\$ 99,886	\$ 98,887
5	957	0.07	0.105	101,352	25,338	\$ 2.00	\$ 50,676	63,345	\$ 60,178	\$ 3.00	\$ 72,213	\$ 71,491
6	429	0.03	0.047	45,434	9,087	\$ 2.50	\$ 22,717	27,260	\$ 25,897	\$ 3.60	\$ 31,077	\$ 30,766
7	318	0.02	0.035	33,678	5,613	\$ 3.00	\$ 16,839	19,646	\$ 18,663	\$ 4.20	\$ 22,396	\$ 22,172
8	339	0.03	0.037	35,902	5,129	\$ 3.50	\$ 17,951	20,515	\$ 19,490	\$ 4.80	\$ 23,388	\$ 23,154
9	435	0.03	0.048	46,069	5,759	\$ 4.00	\$ 23,035	25,914	\$ 24,618	\$ 5.40	\$ 29,542	\$ 29,246
10	312	0.02	0.034	33,043	3,671	\$ 4.50	\$ 16,521	18,357	\$ 17,439	\$ 6.00	\$ 20,927	\$ 20,718
11	77	0.01	0.008	8,155	815	\$ 5.00	\$ 4,077	4,485	\$ 4,261	\$ 6.60	\$ 5,113	\$ 5,062
12	19	0.00	0.002	2,012	183	\$ 5.50	\$ 1,006	1,098	\$ 1,043	\$ 7.20	\$ 1,251	\$ 1,239
13	10	0.00	0.001	1,059	88	\$ 6.00	\$ 530	574	\$ 545	\$ 7.80	\$ 654	\$ 647
14	5	0.00	0.001	530	41	\$ 6.50	\$ 265	285	\$ 271	\$ 8.40	\$ 325	\$ 322
16	1	0.00	0.000	106	8	\$ 7.00	\$ 53	57	\$ 54	\$ 8.50	\$ 61	\$ 60
21	1	0.00	0.000	106	7	\$ 7.50	\$ 50	53	\$ 50	\$ 8.50	\$ 57	\$ 56
24	4	0.00	0.000	424	20	\$ 7.50	\$ 151	161	\$ 153	\$ 8.50	\$ 174	\$ 172
13,419		1.00	1.00	962,366	502,593		\$ 481,119	\$ 850,673	\$ 808,139		\$ 969,750	\$ 960,052

(1) From G5/G9 length of stay analysis.

502,593 = 68% of tkts

739,107 = total

236,514 = # of 0-1 hr. tkts

(2) Adjusted for loss of volume to free alternatives. Adjustment = 1% to 5%, depending on scale of increase.



Rate Increase Impact - Attended Parking

Eliminating Free Hour:

Hr.	Tkts ⁽¹⁾	% of total	% of total				Increase to 70¢			Increase to 75¢			
			excl. 1 hr	vehicle-hrs	vehicles	rate	revenue	Rate	Rev.	Adjusted ⁽²⁾	Rate	Rev.	Adjusted ⁽²⁾
1	4,332	0.32			0	-	-	\$ 0.70	\$ 155,709	\$ 154,152	\$ 0.75	\$ 165,163	\$ 165,163
2	2,672	0.20	0.294	282,980	282,980	\$ 0.50	\$ 141,490	\$ 1.40	\$ 372,600	\$ 368,874	\$ 1.50	\$ 395,222	\$ 395,222
3	2,267	0.17	0.249	240,088	120,044	\$ 1.00	\$ 120,044	\$ 2.10	\$ 237,093	\$ 234,722	\$ 2.25	\$ 251,488	\$ 251,488
4	1,241	0.09	0.137	131,429	43,810	\$ 1.50	\$ 65,715	\$ 2.80	\$ 115,368	\$ 114,215	\$ 3.00	\$ 122,373	\$ 122,373
5	957	0.07	0.105	101,352	25,338	\$ 2.00	\$ 50,676	\$ 3.50	\$ 83,406	\$ 82,572	\$ 3.75	\$ 88,470	\$ 88,470
6	429	0.03	0.047	45,434	9,087	\$ 2.50	\$ 22,717	\$ 4.20	\$ 35,893	\$ 35,535	\$ 4.50	\$ 38,073	\$ 38,073
7	318	0.02	0.035	33,678	5,613	\$ 3.00	\$ 16,839	\$ 4.90	\$ 25,867	\$ 25,609	\$ 5.25	\$ 27,438	\$ 27,438
8	339	0.03	0.037	35,902	5,129	\$ 3.50	\$ 17,951	\$ 5.60	\$ 27,013	\$ 26,743	\$ 6.00	\$ 28,653	\$ 28,653
9	435	0.03	0.048	46,069	5,759	\$ 4.00	\$ 23,035	\$ 6.30	\$ 34,121	\$ 33,780	\$ 6.75	\$ 36,192	\$ 36,192
10	312	0.02	0.034	33,043	3,671	\$ 4.50	\$ 16,521	\$ 7.00	\$ 24,171	\$ 23,929	\$ 7.50	\$ 25,638	\$ 25,638
11	77	0.01	0.008	8,155	815	\$ 5.00	\$ 4,077	\$ 7.70	\$ 5,906	\$ 5,846	\$ 8.25	\$ 6,264	\$ 6,264
12	19	0.00	0.002	2,012	183	\$ 5.50	\$ 1,006	\$ 8.40	\$ 1,445	\$ 1,431	\$ 8.50	\$ 1,448	\$ 1,448
13	10	0.00	0.001	1,059	88	\$ 6.00	\$ 530	\$ 8.50	\$ 706	\$ 698	\$ 8.50	\$ 698	\$ 698
14	5	0.00	0.001	530	41	\$ 6.50	\$ 265	\$ 8.50	\$ 326	\$ 322	\$ 8.50	\$ 322	\$ 322
16	1	0.00	0.000	106	8	\$ 7.00	\$ 53	\$ 8.50	\$ 60	\$ 60	\$ 8.50	\$ 60	\$ 60
21	1	0.00	0.000	106	7	\$ 7.50	\$ 50	\$ 8.50	\$ 56	\$ 56	\$ 8.50	\$ 56	\$ 56
24	4	0.00	0.000	424	20	\$ 7.50	\$ 151	\$ 8.50	\$ 172	\$ 170	\$ 8.50	\$ 170	\$ 170
13,419		1.00	1.00	962,366	502,593		\$ 481,119		\$ 1,119,913	\$ 1,108,714		\$ 1,187,729	\$ 1,187,729

(1) From G5/G9 length of stay analysis.

502,593 = 68% of tkts

739,107 = total

236,514 = # of 0-1 hr. tkts

(2) Adjusted for loss of volume to free alternatives. Adjustment = 1% to 5%, depending on scale of increase.



Rate Increase Impact - Attended Parking

Eliminating Free Hour:

Hr.	Tkts ⁽¹⁾	% of total	% of total excl. 1 hr	vehicle-hrs	vehicles	rate	revenue	Increase to 85¢			Increase to \$1		
								Rate	Rev.	Adjusted ⁽²⁾	Rate	Rev.	Adjusted ⁽²⁾
1	4,332	0.32			0	-	-	\$ 0.85	\$ 187,185	\$ 185,313	\$ 1.00	\$ 218,015	\$ 207,114
2	2,672	0.20	0.294	282,980	282,980	\$ 0.50	\$ 141,490	\$ 1.70	\$ 447,919	\$ 443,439	\$ 2.00	\$ 521,693	\$ 495,609
3	2,267	0.17	0.249	240,088	120,044	\$ 1.00	\$ 120,044	\$ 2.55	\$ 285,020	\$ 282,170	\$ 3.00	\$ 331,965	\$ 315,366
4	1,241	0.09	0.137	131,429	43,810	\$ 1.50	\$ 65,715	\$ 3.40	\$ 138,689	\$ 137,302	\$ 4.00	\$ 161,532	\$ 153,456
5	957	0.07	0.105	101,352	25,338	\$ 2.00	\$ 50,676	\$ 4.25	\$ 100,266	\$ 99,264	\$ 5.00	\$ 116,781	\$ 110,942
6	429	0.03	0.047	45,434	9,087	\$ 2.50	\$ 22,717	\$ 5.10	\$ 43,149	\$ 42,718	\$ 6.00	\$ 50,256	\$ 47,743
7	318	0.02	0.035	33,678	5,613	\$ 3.00	\$ 16,839	\$ 5.95	\$ 31,096	\$ 30,785	\$ 7.00	\$ 36,218	\$ 34,407
8	339	0.03	0.037	35,902	5,129	\$ 3.50	\$ 17,951	\$ 6.80	\$ 32,473	\$ 32,148	\$ 8.00	\$ 37,822	\$ 35,931
9	435	0.03	0.048	46,069	5,759	\$ 4.00	\$ 23,035	\$ 7.65	\$ 41,018	\$ 40,608	\$ 9.00	\$ 47,774	\$ 45,385
10	312	0.02	0.034	33,043	3,671	\$ 4.50	\$ 16,521	\$ 8.50	\$ 29,057	\$ 28,766	\$ 9.00	\$ 30,458	\$ 28,935
11	77	0.01	0.008	8,155	815	\$ 5.00	\$ 4,077	\$ 8.50	\$ 6,454	\$ 6,389	\$ 9.00	\$ 6,765	\$ 6,427
12	19	0.00	0.002	2,012	183	\$ 5.50	\$ 1,006	\$ 8.50	\$ 1,448	\$ 1,433	\$ 9.00	\$ 1,518	\$ 1,442
13	10	0.00	0.001	1,059	88	\$ 6.00	\$ 530	\$ 8.50	\$ 698	\$ 691	\$ 9.00	\$ 732	\$ 696
14	5	0.00	0.001	530	41	\$ 6.50	\$ 265	\$ 8.50	\$ 322	\$ 319	\$ 9.00	\$ 338	\$ 321
16	1	0.00	0.000	106	8	\$ 7.00	\$ 53	\$ 8.50	\$ 60	\$ 59	\$ 9.00	\$ 63	\$ 60
21	1	0.00	0.000	106	7	\$ 7.50	\$ 50	\$ 8.50	\$ 56	\$ 55	\$ 9.00	\$ 59	\$ 56
24	4	0.00	0.000	424	20	\$ 7.50	\$ 151	\$ 8.50	\$ 170	\$ 169	\$ 9.00	\$ 179	\$ 170
								\$ 1,345,080	\$ 1,331,630	\$ 1,562,166	\$ 1,484,058		

(1) From G5/G9 length of stay analysis.

502,593 = 68% of tkts
 739,107 = total
 236,514 = # of 0-1 hr. tkts

(2) Adjusted for loss of volume to free alternatives. Adjustment = 1% to 5%, depending on scale of increase.

Rate Increase Impact - Permit Parking

Basic Scenario:

	Actual 01-02	Actual '03	Rate	Spaces	Rev-Space	% of total	Est. Actual	# of Permits	20% inc.			30% inc.			+10%			
									Revenue	w/shift ⁽²⁾		Revenue	w/shift ⁽²⁾		Revenue	w/shift ⁽²⁾		
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular	524	\$ 18,340	0.87	\$ 193,143	460	\$ 42.00	\$ 231,771	\$ 231,771	\$ 45.50	\$ 251,085	\$ 251,085	\$ 50.00	\$ 275,918	\$ 275,918
			\$ 45	reserved	0	\$ -				\$ 54.00	\$ -	\$ -	\$ 58.50	\$ -	\$ -	\$ 64.50	\$ -	\$ -
			\$ 15	roof	178	\$ 2,670	0.13	\$ 28,118	156	\$ 18.00	\$ 33,742	\$ 33,742	\$ 19.50	\$ 36,554	\$ 36,554	\$ 21.50	\$ 40,303	\$ 40,303
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular	600	\$ 19,800	0.91	\$ 227,438	574	\$ 39.50	\$ 272,237	\$ 272,237	\$ 43.00	\$ 296,359	\$ 296,359	\$ 47.50	\$ 327,373	\$ 327,373
			\$ 15	reserved	10	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				roof	125	\$ 1,875	0.09	\$ 21,538	120	\$ 18.00	\$ 25,845	\$ 25,845	\$ 19.50	\$ 27,999	\$ 27,999	\$ 21.50	\$ 30,871	\$ 30,871
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved	36	\$ 2,052	1.00	\$ 23,694	35	\$ 68.50	\$ 28,474	\$ 25,627	\$ 74.00	\$ 27,685	\$ 27,131	\$ 81.50	\$ 29,881	\$ 29,283
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular	135	\$ 7,695	0.77	\$ 91,065	133	\$ 68.50	\$ 109,438	\$ 98,494	\$ 74.00	\$ 106,402	\$ 104,274	\$ 81.50	\$ 114,843	\$ 113,694
			\$ 64	reserved	35	\$ 2,240	0.23	\$ 26,509	35	\$ 77.00	\$ 31,894	\$ 28,704	\$ 83.00	\$ 30,941	\$ 30,322	\$ 91.50	\$ 33,427	\$ 33,093
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular	243	\$ 12,393	0.60	\$ 137,632	225	\$ 61.00	\$ 164,619	\$ 148,157	\$ 66.50	\$ 161,515	\$ 158,285	\$ 73.00	\$ 173,757	\$ 172,019
			\$ 57	reserved	116	\$ 6,612	0.32	\$ 73,431	107	\$ 68.50	\$ 88,245	\$ 79,421	\$ 74.00	\$ 85,798	\$ 84,082	\$ 81.50	\$ 92,604	\$ 91,678
			\$ 15	roof	115	\$ 1,725	0.08	\$ 19,157	106	\$ 18.00	\$ 22,989	\$ 22,989	\$ 19.50	\$ 24,904	\$ 24,406	\$ 21.50	\$ 26,910	\$ 26,910
Unatt. Lots	\$ 24,385	\$ 27,156				\$ 25,000			\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
		\$ 857,252	\$ 868,881			\$ 866,725			\$ 1,034,254	\$ 991,987			\$ 1,074,243	\$ 1,065,498			\$ 1,170,885	\$ 1,166,142

Increase Roof Rate: ⁽³⁾

	Actual 01-02	Actual '03	Rate	Spaces	Rev-Space	% of total	Est. Actual	# of Permits	20% inc.			30% inc.			+10%			
									Revenue	w/shift ⁽²⁾		Revenue	w/shift ⁽²⁾		Revenue	w/shift ⁽²⁾		
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular	524	\$ 18,340	0.87	\$ 193,143	460	\$ 42.00	\$ 231,771	\$231,771	\$ 45.50	\$ 251,085	\$ 251,085	\$ 50.00	\$ 275,918	\$ 275,918
			\$ 45	reserved	0	\$ -				\$ 54.00	\$ -	\$ -	\$ 58.50	\$ -	\$ -	\$ 64.50	\$ -	\$ -
			\$ 15	roof	178	\$ 2,670	0.13	\$ 28,118	156	\$ 27.50	\$ 51,550	\$51,550	\$ 32.50	\$ 60,923	\$ 60,923	\$ 35.75	\$ 67,015	\$ 67,015
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular	600	\$ 19,800	0.91	\$ 227,438	574	\$ 39.50	\$ 272,237	\$272,237	\$ 43.00	\$ 296,359	\$ 296,359	\$ 47.50	\$ 327,373	\$ 327,373
			\$ 15	reserved	10	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				roof	125	\$ 1,875	0.09	\$ 21,538	120	\$ 27.50	\$ 39,486	\$39,486	\$ 32.50	\$ 46,665	\$ 46,665	\$ 35.75	\$ 51,332	\$ 51,332
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved	36	\$ 2,052	1.00	\$ 23,694	35	\$ 68.50	\$ 28,474	\$25,627	\$ 74.00	\$ 27,685	\$ 27,131	\$ 81.50	\$ 29,881	\$ 29,283
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular	135	\$ 7,695	0.77	\$ 91,065	133	\$ 68.50	\$ 109,438	\$98,494	\$ 74.00	\$ 106,402	\$ 104,274	\$ 81.50	\$ 114,843	\$ 113,694
			\$ 64	reserved	35	\$ 2,240	0.23	\$ 26,509	35	\$ 77.00	\$ 31,894	\$28,704	\$ 83.00	\$ 30,941	\$ 30,322	\$ 91.50	\$ 33,427	\$ 33,093
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular	243	\$ 12,393	0.60	\$ 137,632	225	\$ 61.00	\$ 164,619	\$148,157	\$ 66.50	\$ 161,515	\$ 158,285	\$ 73.00	\$ 173,757	\$ 172,019
			\$ 57	reserved	116	\$ 6,612	0.32	\$ 73,431	107	\$ 68.50	\$ 88,245	\$79,421	\$ 74.00	\$ 85,798	\$ 84,082	\$ 81.50	\$ 92,604	\$ 91,678
			\$ 15	roof	115	\$ 1,725	0.08	\$ 19,157	106	\$ 27.50	\$ 35,122	\$31,609	\$ 32.50	\$ 37,357	\$ 37,357	\$ 35.75	\$ 41,092	\$ 41,092
Unatt. Lots	\$ 24,385	\$ 27,156				\$ 25,000			\$ 25,000	\$25,000	\$25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	
		\$ 857,252	\$ 868,881			\$ 866,725			\$ 1,077,836	\$1,032,057			\$1,129,730	\$ 1,121,483			\$ 1,232,241	\$ 1,227,498

⁽¹⁾ Excludes spaces reserved on contract with state (10 in G3, 40 in G9); states pays part of operation expenses, no individual permit rate.

⁽²⁾ Assumes some patrons either move from more expensive to less expensive facilities or leave altogether to find alternatives. Cheaper facilities show no reduction because they are losing cars but picking up cars as well.

⁽³⁾ Roof rate increases at greater percentage than other areas initially.

Rate Increase Impact - Permit Parking

Eliminate Roof Rate:

	Actual 01-02	Actual '03	Rate	Spaces	Rev-Space	% of		# of	20% inc.			30% inc.			+10%		
						total	Est. Actual		Permits	inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular 524	\$ 18,340	0.87	\$ 193,143	460	\$ 42.00	\$ 231,771	\$ 231,771	\$ 45.50	\$ 251,085	\$ 251,085	\$ 50.00	\$ 275,918	\$ 275,918
			\$ 45	reserved 0	\$ -				\$ 54.00	\$ -	\$ -	\$ 58.50	\$ -	\$ -	\$ 64.50	\$ -	\$ -
			\$ 15	roof 178	\$ 2,670	0.13	\$ 28,118	156	\$ 42.00	\$ 78,731	\$ 78,731	\$ 45.50	\$ 85,292	\$ 85,292	\$ 50.00	\$ 93,728	\$ 93,728
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular 600	\$ 19,800	0.91	\$ 227,438	574	\$ 39.50	\$ 272,237	\$ 272,237	\$ 43.00	\$ 296,359	\$ 296,359	\$ 47.50	\$ 327,373	\$ 327,373
			\$ 57	reserved 10	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
			\$ 15	roof 125	\$ 1,875	0.09	\$ 21,538	120	\$ 39.50	\$ 56,716	\$ 56,716	\$ 43.00	\$ 61,741	\$ 61,741	\$ 47.50	\$ 68,203	\$ 68,203
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved 36	\$ 2,052	1.00	\$ 23,694	35	\$ 68.50	\$ 28,474	\$ 25,627	\$ 74.00	\$ 27,685	\$ 27,131	\$ 81.50	\$ 29,881	\$ 29,283
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular 135	\$ 7,695	0.77	\$ 91,065	133	\$ 68.50	\$ 109,438	\$ 98,494	\$ 74.00	\$ 106,402	\$ 104,274	\$ 81.50	\$ 114,843	\$ 113,694
			\$ 64	reserved 35	\$ 2,240	0.23	\$ 26,509	35	\$ 77.00	\$ 31,894	\$ 28,704	\$ 83.00	\$ 30,941	\$ 30,322	\$ 91.50	\$ 33,427	\$ 33,093
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular 243	\$ 12,393	0.60	\$ 137,632	225	\$ 61.00	\$ 164,619	\$ 148,157	\$ 66.50	\$ 161,515	\$ 158,285	\$ 73.00	\$ 173,757	\$ 172,019
			\$ 57	reserved 116	\$ 6,612	0.32	\$ 73,431	107	\$ 68.50	\$ 88,245	\$ 79,421	\$ 74.00	\$ 85,798	\$ 84,082	\$ 81.50	\$ 92,604	\$ 91,678
			\$ 15	roof 115	\$ 1,725	0.08	\$ 19,157	106	\$ 61.00	\$ 77,906	\$ 70,115	\$ 66.50	\$ 76,437	\$ 74,909	\$ 73.00	\$ 82,231	\$ 81,408
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000	
	\$ 857,252	\$ 868,881					\$ 866,725		\$ 1,165,032	\$ 1,114,974		\$ 1,208,257	\$ 1,198,481		\$ 1,316,963	\$ 1,311,397	

Standardize Rates:⁽³⁾

	Actual 01-02	Actual '03	Rate	Spaces	Rev-Space	% of		# of	10% - 30%			25% - 40%			+10% - 20%		
						total	Est. Actual		Permits	inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular 524	\$ 18,340	0.87	\$ 193,143	460	\$ 45.50	\$ 251,085	\$ 251,085	\$ 49.00	\$ 270,400	\$ 270,400	\$ 59.00	\$ 325,583	\$ 325,583
			\$ 45	reserved 0	\$ -				\$ 58.50	\$ -	\$ -	\$ 63.00	\$ -	\$ -	\$ 75.50	\$ -	\$ -
			\$ 15	roof 178	\$ 2,670	0.13	\$ 28,118	156	\$ 18.00	\$ 33,742	\$ 33,742	\$ 19.50	\$ 36,554	\$ 36,554	\$ 23.50	\$ 44,052	\$ 44,052
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular 600	\$ 19,800	0.91	\$ 227,438	574	\$ 45.50	\$ 313,589	\$ 313,589	\$ 49.00	\$ 337,711	\$ 337,711	\$ 59.00	\$ 406,632	\$ 406,632
			\$ 57	reserved 10	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
			\$ 15	roof 125	\$ 1,875	0.09	\$ 21,538	120	\$ 18.00	\$ 25,845	\$ 25,845	\$ 19.50	\$ 27,999	\$ 27,999	\$ 23.50	\$ 33,742	\$ 33,742
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved 36	\$ 2,052	1.00	\$ 23,694	35	\$ 70.50	\$ 29,306	\$ 26,375	\$ 83.00	\$ 31,052	\$ 30,431	\$ 91.50	\$ 33,547	\$ 32,876
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular 135	\$ 7,695	0.77	\$ 91,065	133	\$ 62.50	\$ 99,852	\$ 89,867	\$ 71.50	\$ 102,808	\$ 100,752	\$ 78.50	\$ 110,615	\$ 109,509
			\$ 64	reserved 35	\$ 2,240	0.23	\$ 26,509	35	\$ 70.50	\$ 29,201	\$ 26,281	\$ 83.00	\$ 30,941	\$ 30,322	\$ 91.50	\$ 33,427	\$ 33,093
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular 243	\$ 12,393	0.60	\$ 137,632	225	\$ 62.50	\$ 168,667	\$ 151,800	\$ 71.50	\$ 173,660	\$ 170,186	\$ 78.50	\$ 186,848	\$ 184,979
			\$ 57	reserved 116	\$ 6,612	0.32	\$ 73,431	107	\$ 70.50	\$ 90,822	\$ 81,740	\$ 83.00	\$ 96,233	\$ 94,308	\$ 91.50	\$ 103,966	\$ 102,926
			\$ 15	roof 115	\$ 1,725	0.08	\$ 19,157	106	\$ 18.00	\$ 22,989	\$ 20,690	\$ 19.50	\$ 22,414	\$ 22,414	\$ 23.50	\$ 27,012	\$ 27,012
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000	
	\$ 857,252	\$ 868,881					\$ 866,725		\$ 1,090,099	\$ 1,046,015		\$ 1,154,770	\$ 1,146,076		\$ 1,330,425	\$ 1,325,406	

⁽¹⁾ Excludes spaces reserved on contract with state (10 in G3, 40 in G9); states pays part of operation expenses, no individual permit rate.

⁽²⁾ Assumes some patrons either move from more expensive to less expensive facilities or leave altogether to find alternatives. Cheaper facilities show no reduction because they are losing cars but picking up cars as well.

⁽³⁾ Garages 1 and 3 will have same rates, as will 5, 9, and 12. First increase is 10% for Garage #9 (slightly higher for 5 and 12, to match 9) and 30% for 1 and 3 to bring them closer to market rate. Second increase shown is 25% for 9, 5, 12, 40% for rest; rate, not first increase (i.e., it is an alternative to the first increase, not a subsequent raise).

Rate Increase Impact - Permit Parking

Standardize Rates and Increase Roof Rate^(3,4)

	Actual 01-02	Actual '03	Rate	Spaces	Rev.Space	% of total	Est. Actual	# of Permits	10% - 30%			25% - 40%			+10% - 20%			
									inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue	w/shift ⁽²⁾	20%	Revenue	w/shift ⁽²⁾	
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular	524	\$ 18,340	0.87	\$ 193,143	460	\$ 45.50	\$ 251,085	\$251,085	\$ 49.00	\$ 270,400	\$ 270,400	\$ 59.00	\$ 325,583	\$ 325,583
			\$ 45	reserved	0	\$ -	-	\$ -	-	\$ -	\$ -	\$ -	\$ -	\$ 75.50	\$ -	\$ -	\$ -	\$ -
			\$ 15	roof	178	\$ 2,670	0.13	\$ 28,118	156	\$ 27.50	\$ 51,550	\$51,550	\$ 32.50	\$ 60,923	\$ 60,923	\$ 36.00	\$ 67,484	\$ 67,484
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular	600	\$ 19,800	0.91	\$ 227,438	574	\$ 45.50	\$ 313,589	\$313,589	\$ 49.00	\$ 337,711	\$ 337,711	\$ 59.00	\$ 406,632	\$ 406,632
			\$ 15	reserved	10	\$ -	-	\$ -	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				roof	125	\$ 1,875	0.09	\$ 21,538	120	\$ 27.50	\$ 39,486	\$39,486	\$ 32.50	\$ 46,665	\$ 46,665	\$ 36.00	\$ 51,691	\$ 51,691
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved	36	\$ 2,052	1.00	\$ 23,694	35	\$ 70.50	\$ 29,306	\$26,375	\$ 83.00	\$ 31,052	\$ 30,431	\$ 91.50	\$ 33,547	\$ 32,876
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular	135	\$ 7,695	0.77	\$ 91,065	133	\$ 62.50	\$ 99,852	\$89,867	\$ 71.50	\$ 102,808	\$ 100,752	\$ 78.50	\$ 110,615	\$ 109,509
			\$ 64	reserved	35	\$ 2,240	0.23	\$ 26,509	35	\$ 70.50	\$ 29,201	\$26,281	\$ 83.00	\$ 30,941	\$ 30,322	\$ 91.50	\$ 33,427	\$ 33,093
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular	243	\$ 12,393	0.60	\$ 137,632	225	\$ 62.50	\$ 168,667	\$151,800	\$ 71.50	\$ 173,660	\$ 170,186	\$ 78.50	\$ 186,848	\$ 184,979
			\$ 57	reserved	116	\$ 6,612	0.32	\$ 73,431	107	\$ 70.50	\$ 90,822	\$81,740	\$ 83.00	\$ 96,233	\$ 94,308	\$ 91.50	\$ 103,966	\$ 102,926
			\$ 15	roof	115	\$ 1,725	0.08	\$ 19,157	106	\$ 27.50	\$ 35,122	\$31,609	\$ 32.50	\$ 37,357	\$ 37,357	\$ 36.00	\$ 41,380	\$ 41,380
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000	\$25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000		
	\$ 857,252	\$ 868,881					866,725.00		\$ 1,133,680	\$1,088,383		\$1,212,748	\$ 1,204,054		\$ 1,386,173	\$ 1,381,154		

Standardize Rates and Eliminate Roof Rate⁽³⁾

	Actual 01-02	Actual '03	Rate	Spaces	Rev.Space	% of total	Est. Actual	# of Permits	10% - 30%			25% - 40%			+10% - 20%			
									inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue	w/shift ⁽²⁾	20%	Revenue	w/shift ⁽²⁾	
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular	524	\$ 18,340	0.87	\$ 193,143	460	\$ 45.50	\$ 251,085	\$263,640	\$ 49.00	\$ 283,920	\$ 298,116	\$ 59.00	\$ 358,956	\$ 358,956
			\$ 45	reserved	0	\$ -	-	\$ -	-	\$ -	\$ -	\$ -	\$ -	\$ 75.50	\$ -	\$ -	\$ -	\$ -
			\$ 15	roof	178	\$ 2,670	0.13	\$ 28,118	156	\$ 45.50	\$ 85,292	\$89,557	\$ 49.00	\$ 96,446	\$ 101,268	\$ 59.00	\$ 121,935	\$ 121,935
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular	600	\$ 19,800	0.91	\$ 227,438	574	\$ 45.50	\$ 313,589	\$329,269	\$ 49.00	\$ 354,597	\$ 372,327	\$ 59.00	\$ 448,312	\$ 448,312
			\$ 15	reserved	10	\$ -	-	\$ -	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
				roof	125	\$ 1,875	0.09	\$ 21,538	120	\$ 45.50	\$ 65,331	\$68,598	\$ 49.00	\$ 73,874	\$ 77,568	\$ 59.00	\$ 93,398	\$ 93,398
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved	36	\$ 2,052	1.00	\$ 23,694	35	\$ 70.50	\$ 29,306	\$26,375	\$ 83.00	\$ 31,052	\$ 30,431	\$ 91.50	\$ 33,547	\$ 32,876
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular	135	\$ 7,695	0.77	\$ 91,065	133	\$ 62.50	\$ 99,852	\$89,867	\$ 71.50	\$ 102,808	\$ 100,752	\$ 78.50	\$ 110,615	\$ 109,509
			\$ 64	reserved	35	\$ 2,240	0.23	\$ 26,509	35	\$ 70.50	\$ 29,201	\$26,281	\$ 83.00	\$ 30,941	\$ 30,322	\$ 91.50	\$ 33,427	\$ 33,093
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular	243	\$ 12,393	0.60	\$ 137,632	225	\$ 62.50	\$ 168,667	\$151,800	\$ 71.50	\$ 173,660	\$ 170,186	\$ 78.50	\$ 186,848	\$ 184,979
			\$ 57	reserved	116	\$ 6,612	0.32	\$ 73,431	107	\$ 70.50	\$ 90,822	\$81,740	\$ 83.00	\$ 96,233	\$ 94,308	\$ 91.50	\$ 103,966	\$ 102,926
			\$ 15	roof	115	\$ 1,725	0.08	\$ 19,157	106	\$ 62.50	\$ 79,822	\$71,840	\$ 71.50	\$ 82,185	\$ 80,541	\$ 78.50	\$ 88,426	\$ 87,542
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000	\$25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000		
	\$ 857,252	\$ 868,881					866,725		\$ 1,237,968	\$1,223,966		\$1,350,714	\$ 1,380,818		\$ 1,604,431	\$ 1,598,527		

⁽¹⁾ Excludes spaces reserved on contract with state (10 in G3, 40 in G9); states pays part of operation expenses, no individual permit rate.

⁽²⁾ Assumes some patrons either move from more expensive to less expensive facilities or leave altogether to find alternatives. Cheaper facilities show no reduction because they are losing cars but picking up cars as well.

⁽³⁾ Garages 1 and 3 will have same rates, as will 5, 9, and 12. First increase is 10% for Garage #9 (slightly higher for 5 and 12, to match 9) and 30% for 1 and 3 to bring them closer to market rate. Second increase shown is 25% for 9, 5, 12, 40% for rest; rate, not first increase (i.e., it is an alternative to the first increase, not a subsequent raise).

⁽⁴⁾ Roof rate increases at greater percentage than other areas initially.



APPENDIX G:
SENSITIVITY ANALYSIS



Summary - Rate Increase Impact (Worst Case Scenario)

	Last Increase	2003 (actual)	FY 03-04 ⁽⁴⁾	FY 04-05 ⁽⁵⁾	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10
RATES:									
Meters	8/01	50¢	75¢	no chg	\$1	no chg	no chg	\$1.10	no chg
Attended	98-99	⁽¹⁾ 50¢ after 1 hr	50¢ no free	no chg	60¢	no chg	no chg	70¢	no chg
Permits									
covered	91-92	\$33-\$57	\$49-\$69	no chg	\$54-\$76	no chg	no chg	\$67-\$84	no chg
reserved	91-92	\$45-\$64	\$63-\$77	no chg	\$70-\$85	no chg	no chg	\$86-\$94	no chg
roof	98-99	\$15	\$49-\$69		\$54-\$76			\$67-\$84	
Total									
REVENUES:									
Existing Meters		\$ 892,749	\$ 956,075	\$ 1,272,703	\$ 1,629,060	\$ 1,629,060	\$ 1,629,060	\$ 1,791,966	\$ 1,791,966
Existing Attended		\$ 481,183	\$ 532,840	\$ 791,125	\$ 930,347	\$ 930,347	\$ 930,347	\$ 1,052,704	\$ 1,052,704
Existing Permits		\$ 868,881	\$ 929,883	\$ 1,234,896	\$ 1,412,214	\$ 1,412,214	\$ 1,412,214	\$ 1,553,436	\$ 1,553,436
Existing Other ⁽²⁾		\$ 13,474	\$ 13,743	\$ 14,018	\$ 14,299	\$ 14,585	\$ 14,876	\$ 15,174	\$ 15,477
New Garage					\$ 25,736	\$ 29,293	\$ 29,293	\$ 29,293	\$ 32,404
Revenue Subtotal		\$ 2,256,287	\$ 2,432,542	\$ 3,312,743	\$ 3,985,920	\$ 3,986,206	\$ 3,986,498	\$ 4,413,279	\$ 4,413,583
EXPENSES:									
Expenses - Existing System ⁽³⁾		\$(2,165,017)	\$(2,229,968)	\$(2,296,867)	\$(2,365,773)	\$(2,436,746)	\$(2,509,848)	\$(2,585,144)	\$(2,662,698)
Expenses - New Garage					\$ (414,190)	\$ (426,616)	\$ (439,414)	\$ (452,597)	\$ (466,174)
Expense Subtotal		\$(2,165,017)	\$(2,229,968)	\$(2,296,867)	\$(2,779,963)	\$(2,863,361)	\$(2,949,262)	\$(3,037,740)	\$(3,128,872)
Net Operating Income		\$ 91,270	\$ 202,574	\$ 1,015,876	\$ 1,205,957	\$ 1,122,845	\$ 1,037,235	\$ 1,375,539	\$ 1,284,711
Debt Service on Bonds					\$(1,200,000)	\$(1,200,000)	\$(1,200,000)	\$(1,200,000)	\$(1,200,000)
Net Income		\$ 91,270	\$ 202,574	\$ 1,015,876	\$ 5,957	\$ (77,155)	\$ (162,765)	\$ 175,539	\$ 84,711

(1) Actually a decrease for stays over 90 minutes.

(2) Includes residential permits, tokens, meter cover rental, validation coupons, and misc. fees/charges. Assumed to grow at 2% per year.

(3) 2003 expenses are actual (\$2,648,751) less one-time cost of garage equipment (\$209,467) and T&P Administration reimbursement of \$274,267, per 1-16-04 memo from City staff.

Rate Increase Impact - Metered Parking



No Free Hour	ACTUAL		ACTUAL 2003	\$0.60	\$0.70	\$0.75	\$0.90	\$1.00	\$1.10
	2000-01	2001-02							
	\$.25/hr	as of Aug \$.50/hr							
3657 Lot 2	NA	\$ 125,814	\$ 128,968	\$ 153,214	\$ 171,600	\$ 183,857	\$ 211,803	\$ 235,337	\$ 253,693
3666 Lot 4	\$ 10,395	\$ 16,800	\$ 21,813	\$ 25,914	\$ 29,024	\$ 31,097	\$ 35,823	\$ 39,804	\$ 42,908
3667 Lot 7	\$ 65,547	\$ 78,909	\$ 75,170	\$ 89,302	\$ 100,018	\$ 107,162	\$ 123,451	\$ 137,168	\$ 147,867
3668 Lot 10	\$ 43,495	\$ 66,309	\$ 67,066	\$ 79,674	\$ 89,235	\$ 95,609	\$ 110,142	\$ 122,380	\$ 131,926
3669 Lot 11	\$ 42,414	\$ 64,345	\$ 66,883	\$ 79,457	\$ 88,992	\$ 95,348	\$ 109,841	\$ 122,046	\$ 131,566
3699 Lot D	\$ 12,815	\$ 23,171	\$ 25,981	\$ 30,865	\$ 34,569	\$ 37,039	\$ 42,668	\$ 47,409	\$ 51,107
3651 Central Parking	\$ 230,412	\$ 344,235	\$ 407,194	\$ 483,746	\$ 541,796	\$ 580,496	\$ 668,731	\$ 743,035	\$ 800,991
3654 Railroad Square	\$ 57,329	\$ 91,700	\$ 99,674	\$ 118,413	\$ 132,622	\$ 142,095	\$ 163,694	\$ 181,882	\$ 196,069
	\$ 462,407	\$ 811,283	\$ 892,749	\$ 1,060,586	\$ 1,187,856	\$ 1,272,703	\$ 1,466,154	\$ 1,629,060	\$ 1,756,126

With Free Hour	ACTUAL		ACTUAL 2003	Rate \$0.60	\$0.70	\$0.75	\$0.90	\$1.00	\$1.10
	2000-01	2001-02							
	\$.25/hr	as of Aug \$.50/hr							
3657 Lot 2	NA	\$ 125,814	\$ 128,968	\$ 123,809	\$ 140,111	\$ 148,618	\$ 165,857	\$ 180,600	\$ 194,687
3666 Lot 4	\$ 10,395	\$ 16,800	\$ 21,813	\$ 20,940	\$ 23,698	\$ 25,136	\$ 28,052	\$ 30,546	\$ 32,928
3667 Lot 7	\$ 65,547	\$ 78,909	\$ 75,170	\$ 72,163	\$ 81,665	\$ 86,623	\$ 96,671	\$ 105,264	\$ 113,475
3668 Lot 10	\$ 43,495	\$ 66,309	\$ 67,066	\$ 64,383	\$ 72,861	\$ 77,284	\$ 86,249	\$ 93,916	\$ 101,241
3669 Lot 11	\$ 42,414	\$ 64,345	\$ 66,883	\$ 64,208	\$ 72,662	\$ 77,073	\$ 86,014	\$ 93,659	\$ 100,965
3699 Lot D	\$ 12,815	\$ 23,171	\$ 25,981	\$ 24,942	\$ 28,226	\$ 29,939	\$ 33,412	\$ 36,382	\$ 39,220
3651 Central Parking	\$ 230,412	\$ 344,235	\$ 407,194	\$ 390,906	\$ 442,376	\$ 469,234	\$ 523,665	\$ 570,213	\$ 614,690
3654 Railroad Square	\$ 57,329	\$ 91,700	\$ 99,674	\$ 95,687	\$ 108,286	\$ 114,860	\$ 128,184	\$ 139,578	\$ 150,465
	\$ 462,407	\$ 811,283	\$ 892,749	\$ 857,039	\$ 969,883	\$ 1,028,768	\$ 1,148,105	\$ 1,250,159	\$ 1,347,672

Differential Rate No Free Hour	ACTUAL		ACTUAL 2003	Core/Periph. \$.75/\$.50	Core/Periph. \$.85/\$.60	Core/Periph. \$1.00/\$.75	Core/Periph. \$1.10/\$.85
	2000-01	2001-02					
	\$.25/hr	as of Aug \$.50/hr					
3657 Lot 2	NA	\$ 125,814	\$ 128,968	\$ 183,857	\$ 199,977	\$ 235,337	\$ 253,693
3666 Lot 4	\$ 10,395	\$ 16,800	\$ 21,813	\$ 31,097	\$ 33,823	\$ 39,804	\$ 42,908
3667 Lot 7	\$ 65,547	\$ 78,909	\$ 75,170	\$ 107,162	\$ 116,558	\$ 137,168	\$ 147,867
3668 Lot 10	\$ 43,495	\$ 66,309	\$ 67,066	\$ 95,609	\$ 103,992	\$ 122,380	\$ 131,926
3669 Lot 11	\$ 42,414	\$ 64,345	\$ 66,883	\$ 95,348	\$ 103,709	\$ 122,046	\$ 131,566
3699 Lot D	\$ 12,815	\$ 23,171	\$ 25,981	\$ 37,039	\$ 40,286	\$ 47,409	\$ 51,107
3651 CP Core	\$ 230,412	\$ 344,235	\$ 198,813	\$ 283,427	\$ 308,278	\$ 348,173	\$ 375,331
CP Periphery			\$ 208,381	\$ 208,381	\$ 240,055	\$ 265,712	\$ 295,118
3654 Railroad Square	\$ 57,329	\$ 91,700	\$ 99,674	\$ 142,095	\$ 154,554	\$ 181,882	\$ 196,069
	\$ 462,407	\$ 811,283	\$ 892,749	\$ 1,184,016	\$ 1,301,234	\$ 1,499,911	\$ 1,625,584

Differential Rate With Free Hour	ACTUAL		ACTUAL 2003	Core/Periph. \$.75/\$.50	Core/Periph. \$.85/\$.60	Core/Periph. \$1.00/\$.75	Core/Periph. \$1.10/\$.85
	2000-01	2001-02					
	\$.25/hr	as of Aug \$.50/hr					
3657 Lot 2	NA	\$ 125,814	\$ 128,968	\$ 148,618	\$ 165,857	\$ 180,600	\$ 194,687
3666 Lot 4	\$ 10,395	\$ 16,800	\$ 21,813	\$ 25,136	\$ 28,052	\$ 30,546	\$ 32,928
3667 Lot 7	\$ 65,547	\$ 78,909	\$ 75,170	\$ 86,623	\$ 96,671	\$ 105,264	\$ 113,475
3668 Lot 10	\$ 43,495	\$ 66,309	\$ 67,066	\$ 77,284	\$ 86,249	\$ 93,916	\$ 101,241
3669 Lot 11	\$ 42,414	\$ 64,345	\$ 66,883	\$ 77,073	\$ 86,014	\$ 93,659	\$ 100,965
3699 Lot D	\$ 12,815	\$ 23,171	\$ 25,981	\$ 29,939	\$ 33,412	\$ 36,382	\$ 39,220
3651 CP Core	\$ 230,412	\$ 344,235	\$ 198,813	\$ 229,104	\$ 241,475	\$ 278,407	\$ 300,123
CP Periphery			\$ 208,381	\$ 208,381	\$ 200,046	\$ 240,130	\$ 253,097
3654 Railroad Square	\$ 57,329	\$ 91,700	\$ 99,674	\$ 114,860	\$ 128,184	\$ 139,578	\$ 150,465
	\$ 462,407	\$ 811,283	\$ 892,749	\$ 997,019	\$ 1,065,962	\$ 1,198,483	\$ 1,286,202

Notes: Free Hour scenarios adjust revenue to account for loss to off-street parking facilities.
 Differential Rate assumes meters will be more expensive in central downtown, cheaper on periphery.



Rate Increase Impact - Attended Parking

At Current Rate Structure:

	ACTUAL		Spaces	Occupied Hrs/Yr	\$0.60	\$0.70	\$0.80	\$0.90	\$1.00
	2003	Rate							
Attended Parking									
3685 Garage 1	53,868.00	0.50	115	107,736	\$ 64,642	\$ 73,907	\$ 81,879	\$ 89,205	\$ 99,117
3692 Garage 3	58,060.00	0.50	96	116,120	\$ 69,672	\$ 79,658	\$ 88,251	\$ 96,147	\$ 106,830
3694 Garage 5	157,003.00	0.50	172	314,006	\$ 188,404	\$ 215,408	\$ 238,645	\$ 259,997	\$ 288,886
3696 Garage 9	176,841.00	0.50	248	353,682	\$ 212,209	\$ 242,626	\$ 268,798	\$ 292,849	\$ 325,387
3698 Garage 12	35,411.00	0.50	246	70,822	\$ 42,493	\$ 48,584	\$ 53,825	\$ 58,641	\$ 65,156
Lot 2	NA								
	<u>481,183.00</u>			<u>962,366</u>	<u>\$ 577,420</u>	<u>\$ 660,183</u>	<u>\$ 731,398</u>	<u>\$ 796,839</u>	<u>\$ 885,377</u>



Rate Increase Impact - Attended Parking

Eliminating Free Hour:

Hr.	Tkts ⁽¹⁾	% of total	% of total				Drop Free Hour		Increase to 60¢			
			excl. 1 hr	vehicle-hrs	vehicles	rate	revenue	Revenue	Adjusted ⁽²⁾	Rate	Rev.	Adjusted ⁽²⁾
1	4,332	0.32			0	-	-	118,257	\$ 109,979	\$ 0.60	\$ 131,975	\$ 129,335
2	2,672	0.20	0.294	282,980	282,980	\$ 0.50	\$ 141,490	282,980	\$ 263,172	\$ 1.20	\$ 315,806	\$ 309,490
3	2,267	0.17	0.249	240,088	120,044	\$ 1.00	\$ 120,044	180,066	\$ 167,462	\$ 1.80	\$ 200,954	\$ 196,935
4	1,241	0.09	0.137	131,429	43,810	\$ 1.50	\$ 65,715	87,619	\$ 81,486	\$ 2.40	\$ 97,783	\$ 95,828
5	957	0.07	0.105	101,352	25,338	\$ 2.00	\$ 50,676	63,345	\$ 58,911	\$ 3.00	\$ 70,693	\$ 69,279
6	429	0.03	0.047	45,434	9,087	\$ 2.50	\$ 22,717	27,260	\$ 25,352	\$ 3.60	\$ 30,422	\$ 29,814
7	318	0.02	0.035	33,678	5,613	\$ 3.00	\$ 16,839	19,646	\$ 18,270	\$ 4.20	\$ 21,924	\$ 21,486
8	339	0.03	0.037	35,902	5,129	\$ 3.50	\$ 17,951	20,515	\$ 19,079	\$ 4.80	\$ 22,895	\$ 22,437
9	435	0.03	0.048	46,069	5,759	\$ 4.00	\$ 23,035	25,914	\$ 24,100	\$ 5.40	\$ 28,920	\$ 28,341
10	312	0.02	0.034	33,043	3,671	\$ 4.50	\$ 16,521	18,357	\$ 17,072	\$ 6.00	\$ 20,486	\$ 20,077
11	77	0.01	0.008	8,155	815	\$ 5.00	\$ 4,077	4,485	\$ 4,171	\$ 6.60	\$ 5,005	\$ 4,905
12	19	0.00	0.002	2,012	183	\$ 5.50	\$ 1,006	1,098	\$ 1,021	\$ 7.20	\$ 1,225	\$ 1,200
13	10	0.00	0.001	1,059	88	\$ 6.00	\$ 530	574	\$ 534	\$ 7.80	\$ 640	\$ 627
14	5	0.00	0.001	530	41	\$ 6.50	\$ 265	285	\$ 265	\$ 8.40	\$ 318	\$ 312
16	1	0.00	0.000	106	8	\$ 7.00	\$ 53	57	\$ 53	\$ 8.50	\$ 60	\$ 59
21	1	0.00	0.000	106	7	\$ 7.50	\$ 50	53	\$ 49	\$ 8.50	\$ 56	\$ 55
24	4	0.00	0.000	424	20	\$ 7.50	\$ 151	161	\$ 150	\$ 8.50	\$ 170	\$ 167
13,419		1.00	1.00	962,366	502,593		\$ 481,119	\$ 850,673	\$ 791,125		\$ 949,334	\$ 930,347

(1) From G5/G9 length of stay analysis.

502,593 = 68% of tkts

739,107 = total

236,514 = # of 0-1 hr. tkts

(2) Adjusted for loss of volume to free alternatives. Adjustment = 1% to 7%, depending on scale of increase.



Rate Increase Impact - Attended Parking

Eliminating Free Hour:

Hr.	Tkts ⁽¹⁾	% of total	% of total		vehicles	rate	Adjusted ⁽²⁾	Increase to 70¢			Increase to 75¢		
			excl. 1 hr	vehicle-hrs				Rate	Rev.	Adjusted ⁽²⁾	Rate	Rev.	Adjusted ⁽²⁾
1	4,332	0.32			0	-	-	\$ 0.70	\$ 150,891	\$ 146,365	\$ 0.75	\$ 156,819	\$ 155,251
2	2,672	0.20	0.294	282,980	282,980	\$ 0.50	\$ 141,490	\$ 1.40	\$ 361,072	\$ 350,239	\$ 1.50	\$ 375,256	\$ 371,504
3	2,267	0.17	0.249	240,088	120,044	\$ 1.00	\$ 120,044	\$ 2.10	\$ 229,757	\$ 222,865	\$ 2.25	\$ 238,784	\$ 236,396
4	1,241	0.09	0.137	131,429	43,810	\$ 1.50	\$ 65,715	\$ 2.80	\$ 111,799	\$ 108,445	\$ 3.00	\$ 116,191	\$ 115,029
5	957	0.07	0.105	101,352	25,338	\$ 2.00	\$ 50,676	\$ 3.50	\$ 80,826	\$ 78,401	\$ 3.75	\$ 84,001	\$ 83,161
6	429	0.03	0.047	45,434	9,087	\$ 2.50	\$ 22,717	\$ 4.20	\$ 34,783	\$ 33,739	\$ 4.50	\$ 36,149	\$ 35,788
7	318	0.02	0.035	33,678	5,613	\$ 3.00	\$ 16,839	\$ 4.90	\$ 25,067	\$ 24,315	\$ 5.25	\$ 26,052	\$ 25,791
8	339	0.03	0.037	35,902	5,129	\$ 3.50	\$ 17,951	\$ 5.60	\$ 26,177	\$ 25,392	\$ 6.00	\$ 27,205	\$ 26,933
9	435	0.03	0.048	46,069	5,759	\$ 4.00	\$ 23,035	\$ 6.30	\$ 33,065	\$ 32,073	\$ 6.75	\$ 34,364	\$ 34,020
10	312	0.02	0.034	33,043	3,671	\$ 4.50	\$ 16,521	\$ 7.00	\$ 23,423	\$ 22,720	\$ 7.50	\$ 24,343	\$ 24,100
11	77	0.01	0.008	8,155	815	\$ 5.00	\$ 4,077	\$ 7.70	\$ 5,723	\$ 5,551	\$ 8.25	\$ 5,948	\$ 5,888
12	19	0.00	0.002	2,012	183	\$ 5.50	\$ 1,006	\$ 8.40	\$ 1,400	\$ 1,358	\$ 8.50	\$ 1,375	\$ 1,361
13	10	0.00	0.001	1,059	88	\$ 6.00	\$ 530	\$ 8.50	\$ 684	\$ 663	\$ 8.50	\$ 663	\$ 657
14	5	0.00	0.001	530	41	\$ 6.50	\$ 265	\$ 8.50	\$ 316	\$ 306	\$ 8.50	\$ 306	\$ 303
16	1	0.00	0.000	106	8	\$ 7.00	\$ 53	\$ 8.50	\$ 59	\$ 57	\$ 8.50	\$ 57	\$ 56
21	1	0.00	0.000	106	7	\$ 7.50	\$ 50	\$ 8.50	\$ 55	\$ 53	\$ 8.50	\$ 53	\$ 53
24	4	0.00	0.000	424	20	\$ 7.50	\$ 151	\$ 8.50	\$ 167	\$ 162	\$ 8.50	\$ 162	\$ 160
		13,419	1.00	1.00	962,366	502,593	\$ 481,119	\$ 1,085,262	\$ 1,052,704	\$ 1,127,727	\$ 1,116,450		

(1) From G5/G9 length of stay analysis.

502,593 = 68% of tkts

739,107 = total

236,514 = # of 0-1 hr. tkts

(2) Adjusted for loss of volume to free alternatives. Adjustment = 1% to 7%, depending on scale of increase.



Rate Increase Impact - Attended Parking

Eliminating Free Hour:

Hr.	Tkts ⁽¹⁾	% of total	% of total				Increase to 85¢			Increase to \$1			
			excl. 1 hr	vehicle-hrs	vehicles	rate	revenue	Rate	Rev.	Adjusted ⁽²⁾	Rate	Rev.	Adjusted ⁽²⁾
1	4,332	0.32			0	-	-	\$ 0.85	\$ 175,951	\$ 170,673	\$ 1.00	\$ 200,791	\$ 190,752
2	2,672	0.20	0.294	282,980	282,980	\$ 0.50	\$ 141,490	\$ 1.70	\$ 421,038	\$ 408,407	\$ 2.00	\$ 480,478	\$ 456,454
3	2,267	0.17	0.249	240,088	120,044	\$ 1.00	\$ 120,044	\$ 2.55	\$ 267,915	\$ 259,878	\$ 3.00	\$ 305,739	\$ 290,452
4	1,241	0.09	0.137	131,429	43,810	\$ 1.50	\$ 65,715	\$ 3.40	\$ 130,366	\$ 126,455	\$ 4.00	\$ 148,771	\$ 141,332
5	957	0.07	0.105	101,352	25,338	\$ 2.00	\$ 50,676	\$ 4.25	\$ 94,249	\$ 91,421	\$ 5.00	\$ 107,555	\$ 102,177
6	429	0.03	0.047	45,434	9,087	\$ 2.50	\$ 22,717	\$ 5.10	\$ 40,560	\$ 39,343	\$ 6.00	\$ 46,286	\$ 43,971
7	318	0.02	0.035	33,678	5,613	\$ 3.00	\$ 16,839	\$ 5.95	\$ 29,230	\$ 28,353	\$ 7.00	\$ 33,357	\$ 31,689
8	339	0.03	0.037	35,902	5,129	\$ 3.50	\$ 17,951	\$ 6.80	\$ 30,524	\$ 29,609	\$ 8.00	\$ 34,834	\$ 33,092
9	435	0.03	0.048	46,069	5,759	\$ 4.00	\$ 23,035	\$ 7.65	\$ 38,556	\$ 37,400	\$ 9.00	\$ 44,000	\$ 41,800
10	312	0.02	0.034	33,043	3,671	\$ 4.50	\$ 16,521	\$ 8.50	\$ 27,313	\$ 26,493	\$ 9.00	\$ 28,052	\$ 26,649
11	77	0.01	0.008	8,155	815	\$ 5.00	\$ 4,077	\$ 8.50	\$ 6,067	\$ 5,885	\$ 9.00	\$ 6,231	\$ 5,919
12	19	0.00	0.002	2,012	183	\$ 5.50	\$ 1,006	\$ 8.50	\$ 1,361	\$ 1,320	\$ 9.00	\$ 1,398	\$ 1,328
13	10	0.00	0.001	1,059	88	\$ 6.00	\$ 530	\$ 8.50	\$ 657	\$ 637	\$ 9.00	\$ 674	\$ 641
14	5	0.00	0.001	530	41	\$ 6.50	\$ 265	\$ 8.50	\$ 303	\$ 294	\$ 9.00	\$ 311	\$ 296
16	1	0.00	0.000	106	8	\$ 7.00	\$ 53	\$ 8.50	\$ 56	\$ 55	\$ 9.00	\$ 58	\$ 55
21	1	0.00	0.000	106	7	\$ 7.50	\$ 50	\$ 8.50	\$ 53	\$ 51	\$ 9.00	\$ 54	\$ 51
24	4	0.00	0.000	424	20	\$ 7.50	\$ 151	\$ 8.50	\$ 160	\$ 155	\$ 9.00	\$ 164	\$ 156
13,419		1.00	1.00	962,366	502,593		\$ 481,119		\$ 1,264,358	\$ 1,226,428		\$ 1,438,751	\$ 1,366,814

(1) From G5/G9 length of stay analysis. 502,593 = 68% of tkts
739,107 = total
236,514 = # of 0-1 hr. tkts

(2) Adjusted for loss of volume to free alternatives. Adjustment = 1% to 7%, depending on scale of increase.

Rate Increase Impact - Permit Parking

Basic Scenario:

	Actual 01-02	Actual 02-03	Rate	Spaces	Rev-Space	% of total	Est. Actual	# of Permits	20% inc.			30% inc.			+10%		
									Revenue	w/shift ⁽²⁾		Revenue	w/shift ⁽²⁾		Revenue	w/shift ⁽²⁾	
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular 524	\$ 18,340	0.87	\$ 193,143	460	\$ 42.00	\$ 231,771	\$ 220,183	\$ 45.50	\$ 238,531	\$ 233,761	\$ 50.00	\$ 256,880	\$ 258,164
			\$ 45	reserved 0	\$ -			\$ 54.00	\$ -		\$ 58.50	\$ -		\$ 64.50	\$ -		
			\$ 15	roof 178	\$ 2,670	0.13	\$ 28,118	156	\$ 18.00	\$ 33,742	\$ 32,055	\$ 19.50	\$ 34,726	\$ 34,032	\$ 21.50	\$ 37,522	\$ 37,710
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular 600	\$ 19,800	0.91	\$ 227,438	574	\$ 39.50	\$ 272,237	\$ 258,625	\$ 43.00	\$ 281,541	\$ 275,910	\$ 47.50	\$ 304,785	\$ 306,308
			\$ 15	reserved 10	\$ -			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		
			\$ 57	roof 125	\$ 1,875	0.09	\$ 21,538	120	\$ 18.00	\$ 25,845	\$ 24,553	\$ 19.50	\$ 26,599	\$ 26,067	\$ 21.50	\$ 28,741	\$ 28,884
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved 36	\$ 2,052	1.00	\$ 23,694	35	\$ 68.50	\$ 28,474	\$ 24,203	\$ 74.00	\$ 26,147	\$ 24,839	\$ 81.50	\$ 27,357	\$ 25,989
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular 135	\$ 7,695	0.77	\$ 91,065	133	\$ 68.50	\$ 109,438	\$ 93,022	\$ 74.00	\$ 100,491	\$ 95,467	\$ 81.50	\$ 105,142	\$ 99,885
			\$ 64	reserved 35	\$ 2,240	0.23	\$ 26,509	35	\$ 77.00	\$ 31,894	\$ 27,109	\$ 83.00	\$ 29,222	\$ 27,761	\$ 91.50	\$ 30,604	\$ 29,074
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular 243	\$ 12,393	0.60	\$ 137,632	225	\$ 61.00	\$ 164,619	\$ 139,926	\$ 66.50	\$ 152,542	\$ 144,915	\$ 73.00	\$ 159,080	\$ 151,126
			\$ 57	reserved 116	\$ 6,612	0.32	\$ 73,431	107	\$ 68.50	\$ 88,245	\$ 75,009	\$ 74.00	\$ 81,031	\$ 76,980	\$ 81.50	\$ 84,782	\$ 80,543
			\$ 15	roof 115	\$ 1,725	0.08	\$ 19,157	106	\$ 18.00	\$ 22,989	\$ 22,989	\$ 19.50	\$ 24,904	\$ 24,904	\$ 21.50	\$ 27,459	\$ 27,459
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000	
	\$ 857,252	\$ 868,881					\$ 866,725		\$ 1,034,254	\$ 942,674		\$ 1,020,735	\$ 989,635		\$ 1,087,350	\$ 1,070,141	

Increase Roof Rate:

	Actual 01-02	Actual 02-03	Rate	Spaces	Rev-Space	% of total	Est. Actual	# of Permits	20% inc.			30% inc.			+10%		
									Revenue	w/shift ⁽²⁾		Revenue	w/shift ⁽²⁾		Revenue	w/shift ⁽²⁾	
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular 524	\$ 18,340	0.87	\$ 193,143	460	\$ 42.00	\$ 231,771	\$ 220,183	\$ 45.50	\$ 238,531	\$ 233,761	\$ 50.00	\$ 256,880	\$ 258,164
			\$ 45	reserved 0	\$ -			\$ 54.00	\$ -		\$ 58.50	\$ -		\$ 64.50	\$ -		
			\$ 15	roof 178	\$ 2,670	0.13	\$ 28,118	156	\$ 27.50	\$ 51,550	\$ 48,973	\$ 32.50	\$ 57,877	\$ 56,719	\$ 35.75	\$ 62,391	\$ 62,703
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular 600	\$ 19,800	0.91	\$ 227,438	574	\$ 39.50	\$ 272,237	\$ 258,625	\$ 43.00	\$ 281,541	\$ 275,910	\$ 47.50	\$ 304,785	\$ 306,308
			\$ 15	reserved 10	\$ -			\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		
			\$ 57	roof 125	\$ 1,875	0.09	\$ 21,538	120	\$ 27.50	\$ 39,486	\$ 37,512	\$ 32.50	\$ 44,332	\$ 43,445	\$ 35.75	\$ 47,790	\$ 48,029
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved 36	\$ 2,052	1.00	\$ 23,694	35	\$ 68.50	\$ 28,474	\$ 24,203	\$ 74.00	\$ 26,147	\$ 24,839	\$ 81.50	\$ 27,357	\$ 25,989
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular 135	\$ 7,695	0.77	\$ 91,065	133	\$ 68.50	\$ 109,438	\$ 93,022	\$ 74.00	\$ 100,491	\$ 95,467	\$ 81.50	\$ 105,142	\$ 99,885
			\$ 64	reserved 35	\$ 2,240	0.23	\$ 26,509	35	\$ 77.00	\$ 31,894	\$ 27,109	\$ 83.00	\$ 29,222	\$ 27,761	\$ 91.50	\$ 30,604	\$ 29,074
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular 243	\$ 12,393	0.60	\$ 137,632	225	\$ 61.00	\$ 164,619	\$ 139,926	\$ 66.50	\$ 152,542	\$ 144,915	\$ 73.00	\$ 159,080	\$ 151,126
			\$ 57	reserved 116	\$ 6,612	0.32	\$ 73,431	107	\$ 68.50	\$ 88,245	\$ 75,009	\$ 74.00	\$ 81,031	\$ 76,980	\$ 81.50	\$ 84,782	\$ 80,543
			\$ 15	roof 115	\$ 1,725	0.08	\$ 19,157	106	\$ 27.50	\$ 35,122	\$ 35,122	\$ 32.50	\$ 41,507	\$ 41,507	\$ 35.75	\$ 45,658	\$ 45,658
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000	
	\$ 857,252	\$ 868,881					\$ 866,725		\$ 1,077,836	\$ 984,683		\$ 1,078,222	\$ 1,046,304		\$ 1,149,468	\$ 1,132,479	

⁽¹⁾ Excludes spaces reserved on contract with state (10 in G3, 40 in G9); states pays part of operation expenses, no individual permit rate.

⁽²⁾ Assumes some patrons either move from more expensive to less expensive facilities or leave altogether to find alternatives. Cheaper facilities show no reduction because they are losing cars but picking up cars as well.

⁽³⁾ Roof rate increases at greater percentage than other areas initially.

Rate Increase Impact - Permit Parking

Eliminate Roof Rate:

	Actual 01-02	Actual 02-03	Rate	Spaces	Rev-Space	% of total	Est. Actual	# of Permits	20% inc. Revenue w/shiff ⁽²⁾	30% inc. Revenue w/shiff ⁽²⁾	+10% Revenue w/shiff ⁽²⁾
Garage 1	\$ 233,845	\$ 221,261	\$ 35 \$ 45 \$ 15	regular 524 reserved 0 roof 178	\$ 18,340 \$ - \$ 2,670	0.87 - 0.13	\$ 193,143 - \$ 28,118	460 - 156	\$ 42.00 \$ 231,771 \$ 220,183 \$ 54.00 \$ - \$ 42.00 \$ 78,731 \$ 74,795	\$ 45.50 \$ 238,531 \$ 233,761 \$ 58.50 \$ - \$ 45.50 \$ 81,028 \$ 79,407	\$ 50.00 \$ 256,880 \$ 258,164 \$ 64.50 \$ - \$ 50.00 \$ 87,261 \$ 87,697
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33 \$ 15	regular 600 reserved 10 roof 125	\$ 19,800 - \$ 1,875	0.91 - 0.09	\$ 227,438 - \$ 21,538	574 - 120	\$ 39.50 \$ 272,237 \$ 258,625 \$ - \$ - \$ 39.50 \$ 56,716 \$ 53,880	\$ 43.00 \$ 281,541 \$ 275,910 \$ - \$ - \$ 43.00 \$ 58,654 \$ 57,481	\$ 47.50 \$ 304,785 \$ 306,308 \$ - \$ - \$ 47.50 \$ 63,497 \$ 63,814
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved 36	\$ 2,052	1.00	\$ 23,694	35	\$ 68.50 \$ 28,474 \$ 24,203	\$ 74.00 \$ 26,147 \$ 24,839	\$ 81.50 \$ 27,357 \$ 25,989
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57 \$ 64	regular 135 reserved 35	\$ 7,695 \$ 2,240	0.77 0.23	\$ 91,065 \$ 26,509	133 35	\$ 68.50 \$ 109,438 \$ 93,022 \$ 77.00 \$ 31,894 \$ 27,109	\$ 74.00 \$ 100,491 \$ 95,467 \$ 83.00 \$ 29,222 \$ 27,761	\$ 81.50 \$ 105,142 \$ 99,885 \$ 91.50 \$ 30,604 \$ 29,074
Garage 12	\$ 215,202	\$ 230,220	\$ 51 \$ 57 \$ 15	regular 243 reserved 116 roof 115	\$ 12,393 \$ 6,612 \$ 1,725	0.60 0.32 0.08	\$ 137,632 \$ 73,431 \$ 19,157	225 107 106	\$ 61.00 \$ 164,619 \$ 139,926 \$ 68.50 \$ 88,245 \$ 75,009 \$ 61.00 \$ 77,906 \$ 66,220	\$ 66.50 \$ 152,542 \$ 144,915 \$ 74.00 \$ 81,031 \$ 76,980 \$ 66.50 \$ 72,191 \$ 68,581	\$ 73.00 \$ 159,080 \$ 151,126 \$ 81.50 \$ 84,782 \$ 80,543 \$ 73.00 \$ 75,285 \$ 71,521
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000 \$ 25,000	\$ 25,000 \$ 25,000	\$ 25,000 \$ 25,000
	\$ 857,252	\$ 868,881					\$ 866,725		\$ 1,165,032 \$ 1,057,972	\$ 1,146,378 \$ 1,110,102	\$ 1,219,671 \$ 1,199,120

Standardize Rates:⁽³⁾

	Actual 01-02	Actual 02-03	Rate	Spaces	Rev-Space	% of total	Est. Actual	# of Permits	10% - 30% inc. Revenue w/shiff ⁽²⁾	25% - 40% inc. Revenue w/shiff ⁽²⁾	+10% - 20% Revenue w/shiff ⁽²⁾
Garage 1	\$ 233,845	\$ 221,261	\$ 35 \$ 45 \$ 15	regular 524 reserved 0 roof 178	\$ 18,340 \$ - \$ 2,670	0.87 - 0.13	\$ 193,143 - \$ 28,118	460 - 156	\$ 45.50 \$ 251,085 \$ 238,531 \$ 58.50 \$ - \$ 18.00 \$ 33,742 \$ 32,055	\$ 49.00 \$ 256,880 \$ 251,742 \$ 63.00 \$ - \$ 19.50 \$ 34,726 \$ 34,032	\$ 59.00 \$ 303,118 \$ 304,634 \$ 75.50 \$ - \$ 23.50 \$ 41,013 \$ 41,218
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33 \$ 15	regular 600 reserved 10 roof 125	\$ 19,800 - \$ 1,875	0.91 - 0.09	\$ 227,438 - \$ 21,538	574 - 120	\$ 45.50 \$ 313,589 \$ 297,910 \$ - \$ - \$ 18.00 \$ 25,845 \$ 24,553	\$ 49.00 \$ 320,826 \$ 314,409 \$ - \$ - \$ 19.50 \$ 26,599 \$ 26,067	\$ 59.00 \$ 378,574 \$ 380,467 \$ - \$ - \$ 23.50 \$ 31,414 \$ 31,571
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved 36	\$ 2,052	1.00	\$ 23,694	35	\$ 70.50 \$ 29,306 \$ 24,910	\$ 83.00 \$ 29,327 \$ 27,860	\$ 91.50 \$ 30,713 \$ 29,178
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57 \$ 64	regular 135 reserved 35	\$ 7,695 \$ 2,240	0.77 0.23	\$ 91,065 \$ 26,509	133 35	\$ 62.50 \$ 99,852 \$ 84,874 \$ 70.50 \$ 29,201 \$ 24,821	\$ 71.50 \$ 97,096 \$ 92,241 \$ 83.00 \$ 29,222 \$ 27,761	\$ 78.50 \$ 101,272 \$ 96,208 \$ 91.50 \$ 30,604 \$ 29,074
Garage 12	\$ 215,202	\$ 230,220	\$ 51 \$ 57 \$ 15	regular 243 reserved 116 roof 115	\$ 12,393 \$ 6,612 \$ 1,725	0.60 0.32 0.08	\$ 137,632 \$ 73,431 \$ 19,157	225 107 106	\$ 62.50 \$ 168,667 \$ 143,367 \$ 70.50 \$ 90,822 \$ 77,199 \$ 18.00 \$ 22,989 \$ 22,989	\$ 71.50 \$ 164,012 \$ 155,811 \$ 83.00 \$ 90,886 \$ 86,342 \$ 19.50 \$ 24,904 \$ 24,904	\$ 78.50 \$ 171,065 \$ 162,512 \$ 91.50 \$ 95,184 \$ 90,425 \$ 23.50 \$ 30,013 \$ 30,013
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000 \$ 25,000	\$ 25,000 \$ 25,000	\$ 25,000 \$ 25,000
	\$ 857,252	\$ 868,881					\$ 866,725		\$ 1,090,099 \$ 996,208	\$ 1,099,478 \$ 1,066,170	\$ 1,237,971 \$ 1,220,300

⁽¹⁾ Excludes spaces reserved on contract with state (10 in G3, 40 in G9); states pays part of operation expenses, no individual permit rate.

⁽²⁾ Assumes some patrons either move from more expensive to less expensive facilities or leave altogether to find alternatives. Cheaper facilities show no reduction because they are losing cars but picking up cars as well.

⁽³⁾ Garages 1 and 3 will have same rates, as will 5, 9, and 12. First increase is 10% for Garage #9 (slightly higher for 5 and 12, to match 9) and 30% for 1 and 3 to bring them closer to market rate. Second increase shown is 25% for 9, 5, 12, 40% for rest;

Rate Increase Impact - Permit Parking

Standardize Rates and Increase Roof Rate^(3,4)

	Actual 01-02	Actual 02-03	Rate	Spaces	Rev.Space	% of total	Est. Actual	# of Permits	10% - 30%			25% - 40%			+10% - 20%				
									inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue	w/shift ⁽²⁾		
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular	524	\$ 18,340	0.87	\$ 193,143	460	\$ 45.50	\$ 251,085	\$ 238,531	\$ 49.00	\$ 256,880	\$ 251,742	\$ 59.00	\$ 303,118	\$ 304,634	
			\$ 45	reserved	0	\$ -	-	-	-	-	\$ 58.50	\$ -	\$ -	\$ 63.00	\$ -	\$ -	\$ 75.50	\$ -	\$ -
			\$ 15	roof	178	\$ 2,670	0.13	\$ 28,118	156	\$ 27.50	\$ 51,550	\$ 48,973	\$ 32.50	\$ 57,877	\$ 56,719	\$ 36.00	\$ 62,828	\$ 63,142	
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular	600	\$ 19,800	0.91	\$ 227,438	574	\$ 45.50	\$ 313,589	\$ 297,910	\$ 49.00	\$ 320,826	\$ 314,409	\$ 59.00	\$ 378,574	\$ 380,467	
			\$ 15	reserved	10	\$ -	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
			\$ 57	roof	125	\$ 1,875	0.09	\$ 21,538	120	\$ 27.50	\$ 39,486	\$ 37,512	\$ 32.50	\$ 44,332	\$ 43,445	\$ 36.00	\$ 48,124	\$ 48,364	
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved	36	\$ 2,052	1.00	\$ 23,694	35	\$ 70.50	\$ 29,306	\$ 24,910	\$ 83.00	\$ 29,327	\$ 27,860	\$ 91.50	\$ 30,713	\$ 29,178	
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular	135	\$ 7,695	0.77	\$ 91,065	133	\$ 62.50	\$ 99,852	\$ 84,874	\$ 71.50	\$ 97,096	\$ 92,241	\$ 78.50	\$ 101,272	\$ 96,208	
			\$ 64	reserved	35	\$ 2,240	0.23	\$ 26,509	35	\$ 70.50	\$ 29,201	\$ 24,821	\$ 83.00	\$ 29,222	\$ 27,761	\$ 91.50	\$ 30,604	\$ 29,074	
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular	243	\$ 12,393	0.60	\$ 137,632	225	\$ 62.50	\$ 168,667	\$ 143,367	\$ 71.50	\$ 164,012	\$ 155,811	\$ 78.50	\$ 171,065	\$ 162,512	
			\$ 57	reserved	116	\$ 6,612	0.32	\$ 73,431	107	\$ 70.50	\$ 90,822	\$ 77,199	\$ 83.00	\$ 90,886	\$ 86,342	\$ 91.50	\$ 95,184	\$ 90,425	
			\$ 15	roof	115	\$ 1,725	0.08	\$ 19,157	106	\$ 27.50	\$ 35,122	\$ 35,122	\$ 32.50	\$ 41,507	\$ 41,507	\$ 36.00	\$ 45,977	\$ 45,977	
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000			
	\$ 857,252	\$ 868,881					866,725.00		\$ 1,133,680	\$ 1,038,218		\$ 1,156,964	\$ 1,122,839		\$ 1,292,460	\$ 1,274,982			

Standardize Rates and Eliminate Roof Rate⁽³⁾

	Actual 01-02	Actual 02-03	Rate	Spaces	Rev.Space	% of total	Est. Actual	# of Permits	10% - 30%			25% - 40%			+10% - 20%				
									inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue	w/shift ⁽²⁾	inc.	Revenue	w/shift ⁽²⁾		
Garage 1	\$ 233,845	\$ 221,261	\$ 35	regular	524	\$ 18,340	0.87	\$ 193,143	460	\$ 45.50	\$ 251,085	\$ 243,302	\$ 49.00	\$ 262,017	\$ 261,912	\$ 59.00	\$ 315,364	\$ 316,941	
			\$ 45	reserved	0	\$ -	-	-	-	-	\$ 58.50	\$ -	\$ -	\$ 63.00	\$ -	\$ -	\$ 75.50	\$ -	\$ -
			\$ 15	roof	178	\$ 2,670	0.13	\$ 28,118	156	\$ 45.50	\$ 85,292	\$ 82,648	\$ 49.00	\$ 89,006	\$ 88,970	\$ 59.00	\$ 107,127	\$ 107,663	
Garage 3 ⁽¹⁾	\$ 257,217	\$ 248,976	\$ 33	regular	600	\$ 19,800	0.91	\$ 227,438	574	\$ 45.50	\$ 313,589	\$ 303,868	\$ 49.00	\$ 327,242	\$ 327,111	\$ 59.00	\$ 393,869	\$ 395,838	
			\$ 15	reserved	10	\$ -	-	-	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
			\$ 57	roof	125	\$ 1,875	0.09	\$ 21,538	120	\$ 45.50	\$ 65,331	\$ 63,306	\$ 49.00	\$ 68,175	\$ 68,148	\$ 59.00	\$ 82,056	\$ 82,466	
Garage 5	\$ 24,738	\$ 23,694	\$ 57	reserved	36	\$ 2,052	1.00	\$ 23,694	35	\$ 70.50	\$ 29,306	\$ 24,910	\$ 83.00	\$ 29,327	\$ 27,860	\$ 91.50	\$ 30,713	\$ 29,178	
Garage 9 ⁽¹⁾	\$ 101,865	\$ 117,574	\$ 57	regular	135	\$ 7,695	0.77	\$ 91,065	133	\$ 62.50	\$ 99,852	\$ 84,874	\$ 71.50	\$ 97,096	\$ 92,241	\$ 78.50	\$ 101,272	\$ 96,208	
			\$ 64	reserved	35	\$ 2,240	0.23	\$ 26,509	35	\$ 70.50	\$ 29,201	\$ 24,821	\$ 83.00	\$ 29,222	\$ 27,761	\$ 91.50	\$ 30,604	\$ 29,074	
Garage 12	\$ 215,202	\$ 230,220	\$ 51	regular	243	\$ 12,393	0.60	\$ 137,632	225	\$ 62.50	\$ 168,667	\$ 143,367	\$ 71.50	\$ 164,012	\$ 155,811	\$ 78.50	\$ 171,065	\$ 162,512	
			\$ 57	reserved	116	\$ 6,612	0.32	\$ 73,431	107	\$ 70.50	\$ 90,822	\$ 77,199	\$ 83.00	\$ 90,886	\$ 86,342	\$ 91.50	\$ 95,184	\$ 90,425	
			\$ 15	roof	115	\$ 1,725	0.08	\$ 19,157	106	\$ 62.50	\$ 79,822	\$ 67,849	\$ 71.50	\$ 77,619	\$ 73,738	\$ 78.50	\$ 80,957	\$ 76,909	
Unatt. Lots	\$ 24,385	\$ 27,156					\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000		\$ 25,000	\$ 25,000			
	\$ 857,252	\$ 868,881					866,725		\$ 1,237,968	\$ 1,141,143		\$ 1,259,602	\$ 1,234,896		\$ 1,433,212	\$ 1,412,214			

⁽¹⁾ Excludes spaces reserved on contract with state (10 in G3, 40 in G9); states pays part of operation expenses, no individual permit rate.

⁽²⁾ Assumes some patrons either move from more expensive to less expensive facilities or leave altogether to find alternatives. Cheaper facilities show no reduction because they are losing cars but picking up cars as well.

⁽³⁾ Garages 1 and 3 will have same rates, as will 5, 9, and 12. First increase is 10% for Garage #9 (slightly higher for 5 and 12, to match 9) and 30% for 1 and 3 to bring them closer to market rate. Second increase shown is 25% for 9, 5, 12, 40% for rest;

⁽⁴⁾ Roof rate increases at greater percentage than other areas initially.