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PARKING SYSTEM ASSESSMENT

CITY OF SACRAMENTO SELECTED PARKING ASSETS

SACRAMENTO, CA

Prepared for:
CITY OF SACRAMENTO

APRIL 16, 2014



WALKER
PARKING CONSULTANTS

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EXECUTIVE SUMMARY

Walker Parking Consultants ("Walker") was engaged by the City of Sacramento to assess the following components of the City's parking system:

- City Hall Garage (1,035 spaces)
- Capitol Garage (988 spaces)
- Memorial Garage (1,060 spaces)
- Old Sacramento Garage (878 spaces)
- Tower Bridge Garage (451 spaces)
- Lot 293 (342 spaces)
- Approximately 5,500 metered on-street parking spaces
- Parking enforcement
- Other revenues: real property rental and those generated through parking management opportunities

Our work is within the context of efforts engaged by the City's Parking Services Division to identify opportunities to enhance revenue, reduce expenses, improve level of service and value the employees who operate the City's parking system. Downtown Plaza Garages, retail spaces at 312 K Street and 324 K Street and Lots X and Y are excluded.

KEY FINDINGS

This section provides an overview of historic performance, current market conditions and potential impacts on future demand.

HISTORIC PERFORMANCE

From fiscal year ending ("FYE") 2009 to 2013, parking system revenues (not including the Downtown Plaza Garages, Lot X, Lot Y and 312/324 K Street) were essentially flat while expenses went up slightly by 1.5%. In FYE 2013, revenues totaled approximately \$26.4 million while expenses totaled \$12.1 million (both not including the Downtown Plaza Garages, Lot X, Lot Y and 312/324 K Street). On the revenue side, nearly 50% was attributed to off-street parking facilities (\$13.2 million), approximately 29% to enforcement (\$7.7 million), approximately 17% to on-street meters (\$4.6 million) and the remaining 4% to real property rental (\$1.0 million). On the expense side, over 60% (\$7.3 million) was attributed to employee expenses, approximately 33% (\$4.0 million) to service and supplies, approximately 7% (\$0.8 million) to other City departments for their assistance in various functions and the remaining approximately 0.5% (\$51,000) to rent on leased parking facilities that the City manages. Total net income in FYE 2013 was \$14.3 million before accounting for capital expenditures.

CURRENT MARKET CONDITIONS

During August and September 2013, we collected occupancy and rate information around Downtown in an area bounded by the Sacramento River on the west, E Street on the north, 18th Street on the east and Q Street on the south. Overall, for the 183 blocks studied in the Downtown area, on-street parking occupancy was approximately 70% on a weekday

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daytime. Hot spots where most on-street parking was between 85% to 100% utilized include Old Sacramento, the area around the Capitol Building/Capitol Park, south and east of the Capitol Mall shopping center, and places where on-street parking is time restricted but not metered, such as G Street east of 13th Street and 14th Street north of J Street.

The on-street meter rate is \$0.25 for 12 minutes which is equivalent to a \$1.25 per hour. Most meters are limited to two hours although there are ten-hour meters on the periphery of the Downtown area. These meters charge from \$3.00 to \$6.00 for 10 hours.

The total inventory of off-street parking lots and garages surveyed in the Downtown area is 28,684 parking spaces of which 9,907 are operated by the City of Sacramento. Of the spaces operated by the City, 4,754 are in facilities that were the focus of our effort. Within the off-street parking lots and structures that were publicly available for occupancy counts, 72% of parking spaces were occupied on a weekday during the daytime.

Rates in the Downtown area averaged \$4.17 for one hour, \$7.75 for two hours, \$16.49 for a daily maximum and \$145.65 for a monthly permit. Facilities that are City-owned were not included in these figures.

Occupancy data was collected in other areas of the Central City. In these other areas, blocks with the highest occupancy were along and adjacent to 19th Street between K Street and N Street, along and adjacent to I and J Streets between 21st and 29th Streets, the Capitol corridor between 17th and 21st Streets, 19th Street between Q and T Streets, areas along and adjacent to S Street between 16th and 18th Streets and blocks in the southwestern edge of the Central City area.

IMPACTS ON FUTURE DEMAND

The Sacramento Council of Governments ("SACOG"), projects that the population of the greater Sacramento area, which encompasses El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba Counties, which was 2,319,348 in 2010 will increase by 39% to 3,232,589 by 2030 and by 70% to 3,952,098 by 2050. SACOG also estimates that the number of jobs in the Sacramento Area will increase by approximately 2.3% per year between 2000 and 2030.

In the Central City area, there are 35 projects in the development pipeline which would add nearly 25,000 residential units, 3,600 hotel rooms, 2.0 million square feet of retail space and 8.8 million square feet of office space over 25 years based on full build-out. In October 2013, the City Council approved changes to its parking zoning requirements, removing minimum parking requirements in some areas of the Central City and reducing them in others.

RECOMMENDATIONS

Our recommendations fall under the categories of technology, organizational restructuring, policy, enforcement and parking management. They are identified by brackets containing bold text. In order to implement the recommendations, several City parking policies will need to be modified.

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NEW TECHNOLOGY

To achieve the goals outlined earlier, the City's Parking Services Division has proposed a modernization of its parking system. The key new or updated technology components are as follows:

- Up to 6,000 new on-street single-space smart meters from IPS;
- Eleven new mobile license plate recognition ("LPR") systems from Genetec to assist with parking enforcement; and
- New Parking Access and Revenue Control System ("PARCS") equipment for each of the five garages.

[Technology-1] We recommend implementing these aforementioned technologies. **[Technology-2]** Specifically as it relates to credit card payment in garages, we recommend that more machines be installed that only accept credit cards, due to the high and increasing percentage of garage parkers who pay by credit card.

STAFFING RECLASSIFICATION AND REORGANIZATION

[Staffing-1] With incorporation of new technology, we would recommend a study to examine reclassification of some job functions in order to increase overall efficiency. **[Staffing-2]** The study should assess formation of a combined classification of Off-Street Maintenance/Custodians and On-Street Parking Meter Repair Staff to one "Parking Technician" classification. Doing so will provide a higher level of service to maintain and repair systems within the Parking Services Division as these staff members will be able to service both garage systems and on-street meters. **[Staffing-3]** The study should also assess formation of a combined classification of Off-Street Parking Lot Attendants and On-Street Parking Meter Collection Staff to one "Parking Revenue Technician" classification. Doing so will provide a higher level of service to collect revenue within the Parking Division as staff may be assigned to areas of greatest need based on business requirements. Staffing should be flexible and as demand-based as possible going forward, in order to provide a high level of service to customers and to offer growth opportunities for employees through increased breadth of work. **[Staffing-4]** In addition, management staff should be reallocated to align with the strengths of each manager around the key desired core functions which are Employee Services and Operations, Fiscal Oversight, Business Development and Client Relations, Technology and Infrastructure and Policy and Strategic Planning.

OFF-STREET PARKING

[Off-Street-1] Given the increased use of technology in City garages, we recommend a demand-based approach to staffing, which is one that the City has increasingly adopted. **[Off-Street-2]** In order to better balance supply with demand, we recommend that the City increase rates to market, to be phased in over multiple years. With the addition of the proposed Entertainment and Sports Complex ("ESC"), the number of special events in the Downtown area would increase. **[Off-Street-3]** We recommend that monthly parking permits incorporate black-out periods, which would require that monthly parkers pay special event rates to park during special events. There are currently discounted rates offered for employees whose hourly wages are below a certain threshold. In addition, patrons who

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obtain merchant validations are entitled a discount up to the total value of the validation coupons presented. **[Off-Street-4]** We recommend that rate adjustments to the Downtown Employee Parking Program ("DEPP") be considered as these are significantly below market currently (\$0.25 per 30 minutes versus posted garage rates of \$1.25 or \$1.50 per 30 minutes). These may be structured as a discount to posted garage rates. **[Off-Street-5]** We also recommend that adjustments to the merchant validation program be considered as the current dollar value-based system is more prone to abuse than perhaps a time value-based system.

Electric Vehicle Policy

Current electric vehicle ("EV") policy provides free monthly parking for EVs in each garage until total transactions due to EVs exceeds 5% in a given garage. Once EV transactions at a garage exceed 5%, then monthly parking for EVs at that garage would become 50% of the market rate. **[Off-Street-6]** We would recommend that City policy be clarified, specifically the definition of a transaction. **[Off-Street-7]** In addition, providing free or discounted parking impacts the City's ability to effectively manage their entire parking supply so we would recommend that the City consider restructuring this benefit. However, the City should consider maintaining preferred parking areas within its garages for EVs. In general, we recommend that the City's EV policy be revisited to include a comprehensive examination of both on-street and off-street parking, and to ensure that City EV policy is synchronized with County, State and private operator EV parking policies.

ON-STREET PARKING

[On-Street-1] As a tool to help better manage the City's on-street parking supply, we recommend that rates at metered spaces be adjusted periodically based on demand. **[On-Street-2]** In addition, time limits at metered spaces should be periodically assessed to ensure that the spaces are turning over with enough frequency to satisfy local businesses. **[On-Street-3]** Some spaces in the Central City area with no restrictions may require implementation of time limits to regulate turnover. We would recommend that time limits be implemented on block faces that regularly exceed 85% occupancy and that block faces be added to a watch list for time limit implementation when occupancy regularly exceeds 70%.

Disabled Placard Policy

State of California law currently allows drivers with disabled placards to park for free on the street for an unlimited period of time. We believe abuse of this policy currently exists and may increase if on-street meter parking rates are increased. **[On-Street-4]** Given that, we recommend that the City of Sacramento works with other municipalities in the state to propose legislation that ensures accessibility for disabled parkers. We believe this may be compromised currently as drivers abusing the disabled parking policy may be occupying designated disabled parking spaces, limiting availability for drivers with disabilities who most require easy access to destinations.

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ENFORCEMENT

We believe that implementing mobile LPR technology as previously described would increase Parking Enforcement Officer (“PEO”) productivity. In addition, we would recommend the following as additional ways to improve serviceability and professional growth for PEOs.

- **[Enforcement-1]** Periodically assess beats based on citation data from each beat and input from PEOs.
- **[Enforcement-2]** Some spaces with no restrictions may require implementation of time limits to regulate turnover. Examine variety of citations written by PEOs to ensure there is a match between the beat assignment and an individual PEO's strengths and/or to identify any gaps in an individual PEO's training.
- **[Enforcement-3]** PEOs should vary how they cover their beat to avoid providing predictability to regular parkers who may constantly re-park their vehicles (i.e. every two hours if there are two hour time limits).

PARKING MANAGEMENT

The City's Parking Services Division currently manages parking for other public agencies and also some private sector entities in the City limits. **[Parking Management-1]** Through the pursuit of additional opportunities, having additional parking under City management would provide greater ability to manage parking supply in impacted areas.

With the latest technology and the data available from it, City staff will have more guidance with regard to managing the overall parking system than ever before. **[Parking Management-2]** We recommend that City staff be given the required flexibility to effectively manage the parking system. Specifically, this should include the ability to adjust on-street and off-street rates as needed up or down, to adjust on-street time limits up or down and to implement on-street time limits on blocks where these do not currently exist. Any actions by City staff would be effective only after a designated public notice period.

OPERATING FINANCIAL PROJECTIONS

We developed 50-year projections using a set of assumptions which incorporate the findings and recommendations as well as other data such as capital expenditures for maintaining structural and mechanical systems in each garage. In nominal dollars, the system is projected to generate approximately \$2.140 billion in net cash flow (after all capital expenditures are considered) over the 50-year period with a projected \$22.4 million in year 5 and \$29.8 million in year 10.

REPORT



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INTRODUCTION

BACKGROUND

A portion of revenue generated by the City of Sacramento's parking system is set to be pledged for a period of 30 years to pay back bonds that will be used to finance a portion of the planned Downtown Entertainment and Sports Complex ("ESC"). This 17,500-seat venue would host a multitude of events including all home games for the National Basketball Association's Sacramento Kings. In order to support this commitment, the City's Parking Services Division is examining a series of changes to its operation that could enhance revenue, lower expenses, improve the level of service for customers and valuing the employees who operate the parking system. These changes would cover the following assets and services:

- City Hall Garage (1,035 spaces)
- Capitol Garage (988 spaces)
- Memorial Garage (1,060 spaces)
- Old Sacramento Garage (878 spaces)
- Tower Bridge Garage (451 spaces)
- Lot 293 (342 spaces)
- Approximately 5,500 metered on-street parking spaces
- Parking enforcement
- Revenues generated through parking management opportunities

As part of the ESC Term Sheet with the ESC operating entity Sacramento Basketball Holdings, LLC ("SBH"), during the term of the management agreement (35 years with two optional 5-year extensions), SBH shall, through a parking management agreement with the City, operate, maintain, and repair the Downtown Plaza parking facilities commonly referred to as Downtown Plaza Parking East, Downtown Plaza Parking Central, and Downtown Plaza Parking West (collectively, Downtown Plaza Parking). SBH shall provide at least 1,000 parking spaces for premium seat holders at the Downtown Plaza Parking ("DT Premium Seating Parking"). The Sacramento Kings shall retain 100% of net parking revenue generated during Kings events by the remaining parking spaces that are not considered DT Premium Seating Parking spaces at the Downtown Plaza Parking ("DT General Parking"). SBH shall retain 100% of net parking revenue generated during non-Kings Events and non-ESC Events by the DT General Parking. The operating, maintenance, and repair standards shall be determined in the definitive legal documents.

The City shall not be required to construct any new parking structures for the ESC. The City shall retain net parking revenues from all other City-owned or controlled parking garages and lots.

Additionally, the City shall transfer and convey the following City-owned parcels of land currently under the Parking Services Division to SBH, free and clear of any liens.

- 3rd Street and Capitol Mall (Lot X)
- 2nd Street and O Street (Lot Y)
- 312/324 K Street

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OUTLINE

The report starts with an overview of historic performance of the parking system. An assessment of current market conditions (inventory, occupancy and rates on-street and off-street) follows. Then we provide a review of potential future demand drivers such as growth projections and development pipeline. Next we provide an operational review of the parking system, including an assessment of the proposed parking system modernization effort. This leads into a discussion of parking system enhancement opportunities, which sets the background for the assumptions that we used to develop operating financial projections.

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HISTORIC SYSTEM PERFORMANCE

This section discusses historic parking system performance. Given that the Downtown Plaza garages are being leased out and Lot X, Lot Y and 312/324 K Street are being conveyed, these facilities have been removed from the data. These figures include revenues and expenses for Lot D and some smaller lots that the City operates, but are not the focus of our analysis. These figures also include revenue and expenses related to parking management for third parties such as Lot 297, county parks and the Metro Lot. Also, in lieu and cost plan components, which account for taxes not paid by Parking Services as well as citywide overhead costs, and interest revenue have not been included in our analysis.

Despite prolonged economic weakness due to the most recent recession in 2009, the City's parking system has managed to maintain revenue levels while expenses have increased moderately. The following table illustrates the system's financial performance from fiscal year ending ("FYE") 2009 to 2013. Note the City's fiscal year is July 1st until June 30th of the following year. For example, FYE 2009 refers to the period running July 1, 2008 until June 30, 2009.

Table 1: Selected City Parking Assets Net Operating Results (Fiscal Year Ending 2009 to 2013)

	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013	FYE 09-13 CAGR	FYE 13 Distribution
Revenue							
On-Street Meters	\$4,492,714	\$4,529,014	\$4,622,231	\$4,628,560	\$4,550,549	0.3%	17.2%
Enforcement	\$8,222,408	\$8,399,189	\$7,546,010	\$8,263,016	\$7,719,480	-1.6%	29.2%
Off-Street Parking	\$12,480,897	\$13,089,246	\$12,861,002	\$13,855,587	\$13,163,524	1.3%	49.8%
Real Property Rental	\$1,419,461	\$1,226,116	\$963,979	\$629,978	\$997,452	-8.4%	3.8%
Total Revenue	\$26,615,480	\$27,243,565	\$25,993,222	\$27,377,141	\$26,431,005	-0.2%	100.0%
Expense							
Employee Serv - All	\$7,535,884	\$8,377,181	\$7,695,432	\$7,438,628	\$7,298,347	-0.8%	59.5%
Service & Supplies	\$3,889,042	\$3,840,795	\$3,735,552	\$3,943,215	\$3,957,979	0.4%	32.3%
Revenue Division Control	\$0	\$0	\$0	\$771,000	\$771,000	n/a	6.3%
Rental Expenses	\$0	\$46,483	\$64,916	\$123,149	\$192,400	n/a	1.6%
Contribution to EDD for Rental Support	\$0	\$0	\$0	\$0	\$50,000	n/a	0.4%
Total Expense	\$11,424,926	\$12,264,459	\$11,495,900	\$12,275,992	\$12,269,726	1.8%	100.0%
Net Operating Results	\$15,190,555	\$14,979,106	\$14,497,321	\$15,101,149	\$14,161,279	-1.7%	

Source: City of Sacramento, 2013

Net operating results declined approximately 1.7% during this period on an annual compounded basis. In FYE 2013, approximately half the revenues were generated by off-street parking, another 29% from enforcement, 17% from on-street meters and the remaining 4% from real property rental.

The bulk of expenses in FYE 2013 were attributed to labor, comprising nearly 60%. Service and supplies accounted for another 32%. Revenue division control was the only other significant expense accounting for over 6%. This is the contribution that Parking Services pays to the Revenue Services Division for their handling of parking citation collections and payments and other on-street functions such as residential and visitor permit sales, as well as off-street functions such as monthly hang tag sales, discounted employee parking program administration, and general front counter assistance to Parking Services customers. Rental

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Expenses, which are costs paid to maintain the retail spaces, and Contribution to Economic Development Department (“EDD”) for Rental Support, which are expenses paid to the City’s Economic Development Department for their assistance in helping Parking Services lease out retail space in the parking garages, together account for approximately 2% of expenses.

ON-STREET

Like the system as a whole, on-street meter revenue has been flat in the period from FYE 2009 to 2013. During this period, expenses declined slightly resulting in a small increase in net operating results of 1.1% on an annual compounded basis.

Table 2: On-Street Net Operating Results (Fiscal Year Ending 2009 to 2013)

	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013	FYE 09-13 CAGR	FYE 13 Distribution
Revenue							
Meter Coin Revenue	\$3,562,461	\$3,485,606	\$3,484,194	\$3,385,236	\$3,229,984	-2.4%	71.0%
Meter CC Revenue	\$808,923	\$932,669	\$1,040,359	\$1,153,102	\$1,243,678	11.4%	27.3%
Meter Subtotal	\$4,371,384	\$4,418,275	\$4,524,553	\$4,538,338	\$4,473,662	0.6%	98.3%
Debit Card Revenue	\$121,330	\$110,739	\$97,678	\$90,222	\$76,887	-10.8%	1.7%
Total Revenue	\$4,492,714	\$4,529,014	\$4,622,231	\$4,628,560	\$4,550,549	0.3%	100.0%
Expense							
Employee Serv - Field Opr.	\$553,597	\$639,681	\$562,758	\$467,585	\$496,844	-2.7%	45.8%
Employee Serv - Admin.	\$247,868	\$204,484	\$171,198	\$167,180	\$148,057	-12.1%	13.7%
Service & Supplies	\$376,961	\$378,457	\$493,438	\$513,805	\$439,748	3.9%	40.5%
Total Expense	\$1,178,426	\$1,222,622	\$1,227,394	\$1,148,570	\$1,084,649	-2.1%	100.0%
Net Operating Results	\$3,314,288	\$3,306,392	\$3,394,837	\$3,479,990	\$3,465,900	1.1%	

Source: City of Sacramento, 2013

Meter coin revenue, which accounted for approximately 71% of on-street revenue in FYE 2013, declined in this period while meter credit card revenue, which accounted for approximately 27% of on-street revenue in FYE 2013, increased. There were minimal changes to the allocation of single-space meters, that accept only coins and meter debit cards, versus multi-space meters that accept coins and credit cards. This trend is consistent with meter method of payment revenue trends elsewhere as drivers are becoming more comfortable using credit cards to pay. Debit card revenue is from the purchase of meter debit cards that drivers may use to pay for parking at meters. This source of revenue, which only accounted for approximately 2% of on-street revenue in FYE 2013, declined during the FYE 2009 to 2013 period likely due to a shift towards credit card use.

In FYE 2013, employee expenses in total accounted for approximately 60% of expenses while the remaining 40% was due to service and supplies expenses.

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ENFORCEMENT

Enforcement revenue declined slightly in the period FYE 2009 to 2013 while expenses increased resulting in an approximately 12% compound annual decline in net operating results.

Table 3: Enforcement Net Operating Results (Fiscal Year Ending 2009 to 2013)

	FY 09	FY 10	FY 11	FY 12	FY 13	FYE 09-13 CAGR	FYE 13 Distribution
Total Revenue	\$8,222,408	\$8,399,189	\$7,546,010	\$8,263,016	\$7,719,480	-1.6%	100.0%
Expense							
Employee Serv - Field Opr.	\$2,652,933	\$3,261,352	\$2,903,937	\$2,910,122	\$3,053,117	3.6%	64.3%
Employee Serv - Administration	\$58,375	\$72,912	\$149,003	\$146,254	\$131,295	22.5%	2.8%
Service & Supplies	\$522,287	\$647,145	\$454,853	\$781,610	\$794,052	11.0%	16.7%
Revenue Division Control	\$0	\$0	\$0	\$771,000	\$771,000	n/a	16.2%
Total Expense	\$3,233,595	\$3,981,409	\$3,507,793	\$4,608,986	\$4,749,464	10.1%	100.0%
Net Operating Results	\$4,988,814	\$4,417,780	\$4,038,217	\$3,654,030	\$2,970,016	-12.2%	

Source: City of Sacramento, 2013

In FYE 2013, employee expenses totaled approximately 67% of total expenses, while service and supplies accounted for another 17% and Revenue Division Control accounted for 16%.

The following table shows citation issuance, payment and average revenue per paid citation over the period FYE 2009 to 2013.

Table 4: Citation Trends (Fiscal Year Ending 2009 to 2013)

	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013	FYE 09-13 CAGR
Total Citations Issued	209,803	214,723	184,213	168,992	165,371	-5.8%
Total Citations Paid	184,893	186,176	146,186	132,850	128,629	-8.7%
Percent of Citations Paid	88.1%	86.7%	79.4%	78.6%	77.8%	-3.1%
Total Enforcement Revenue	\$8,222,408	\$8,399,189	\$7,546,010	\$8,263,016	\$7,719,480	-1.6%
Adjusted Enforcement Revenue ¹	\$8,222,408	\$8,399,189	\$7,546,010	\$7,492,016	\$6,948,480	-4.1%
Average Revenue per Citation Paid	\$44.47	\$45.11	\$51.62	\$56.39	\$54.02	5.0%

Note:

1) Revenue net of Revenue Division Control expenses, which were introduced in FYE 2012.

Source: City of Sacramento, 2013

Total citations issued during the period declined by approximately 6% on an annual compounded basis. This is consistent with citation issuance trends statewide. The percent of citations paid in FYE 2013 as a percent of those issued in FYE 2013 was approximately 78%, which is equivalent to an approximate 3% decline on an annual compounded basis during the FYE 2009 to 2013 period.

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Total revenue declined slightly during the period or approximately 2% on an annual compounded basis. However the average revenue per citation paid increased by 5% on an annual compounded basis.

Average revenue per paid citation is net of the \$12.50 fee assessed by the State of California. It reflects revenues collected in a given fiscal year and therefore will not match with revenues from citations issued in a given fiscal year as there may be a several year delay from the time of citation issuance until payment.

OFF-STREET

During the period FYE 2009 to 2013, off-street revenue was essentially flat while expenses declined approximately 2% on an annual compounded basis resulting in an improvement in net operating results of over 3% on an annual compounded basis. The following table shows historic performance of the parking system, excluding Downtown Plaza garages, Lot X, Lot Y and 312/324 K Street.

Table 5: Off-Street Net Operating Results (Fiscal Year Ending 2009 to 2013)

	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013	FYE 09-13 CAGR	FYE 13 Distribution
Revenue							
Parking	\$12,480,897	\$13,089,246	\$12,861,002	\$13,855,587	\$13,163,524	1.3%	93.0%
Real Property Rental	\$1,419,461	\$1,226,116	\$963,979	\$629,978	\$997,452	-8.4%	7.0%
Total Revenue	\$13,900,358	\$14,315,362	\$13,824,981	\$14,485,565	\$14,160,976	0.5%	100.0%
Expense							
Employee Serv - All	\$4,023,111	\$4,198,752	\$3,908,536	\$3,747,487	\$3,469,034	-3.6%	53.9%
Service & Supplies	\$2,989,794	\$2,815,193	\$2,787,261	\$2,647,800	\$2,724,179	-2.3%	42.3%
Rental Expenses	\$0	\$46,483	\$64,916	\$123,149	\$192,400	n/a	3.0%
Contribution to EDD for Rental Support	\$0	\$0	\$0	\$0	\$50,000	n/a	0.8%
Total Expense	\$7,012,905	\$7,060,428	\$6,760,713	\$6,518,436	\$6,435,613	-2.1%	100.0%
Net Operating Results	\$6,887,453	\$7,254,934	\$7,064,267	\$7,967,129	\$7,725,363	2.9%	

Source: City of Sacramento, 2013

In FYE 2013, the vast majority of revenue (93%) came from parking while the remaining 7% was from real property rental. Parking revenue increased over 1% on an annual compounded basis during the FYE 2009 to 2013 period while real property rental revenue declined over 8% on an annual compounded basis.

The majority of expenses in FYE 2013 were due to employee expenses, comprising approximately 54%. Service and supplies accounted for approximately 42% with a very small portion of expenses due to rental and contribution to EDD for rental support.

The following table details transient transaction and revenue trends in the five garages that the City will retain control over.

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Table 6: Transient Transaction and Revenue Trends for Five Garages (Fiscal Year Ending 2009 to 2013)

Transient Transactions

Garage	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013	FYE 09-13 CAGR
Capitol	268,966	261,243	244,812	232,633	240,294	-2.8%
City Hall	118,084	110,177	105,888	99,868	107,939	-2.2%
Memorial	109,874	119,091	111,500	107,972	112,579	0.6%
Old Sacramento	248,166	262,197	274,565	201,105	195,726	-5.8%
Tower Bridge	246,655	245,870	248,699	180,354	179,869	-7.6%
Total	991,745	998,578	985,464	821,932	836,407	-4.2%
Year over Year		0.7%	-1.3%	-16.6%	1.8%	

Transient Revenue

Garage	FYE 2009	FYE 2010	FYE 2011	FYE 2012	FYE 2013	FYE 09-13 CAGR
Capitol	\$1,764,165	\$1,703,669	\$1,624,446	\$1,602,805	\$1,666,486	-1.4%
City Hall	\$760,528	\$769,651	\$762,416	\$830,097	\$888,659	4.0%
Memorial	\$760,777	\$803,717	\$752,905	\$696,808	\$719,416	-1.4%
Old Sacramento	\$1,031,575	\$1,084,539	\$1,152,153	\$1,262,674	\$1,229,679	4.5%
Tower Bridge	\$1,158,810	\$1,195,479	\$1,290,710	\$1,311,903	\$1,164,003	0.1%
Total	\$5,475,856	\$5,557,055	\$5,582,629	\$5,704,286	\$5,668,243	0.9%
Year over Year		1.5%	0.5%	2.2%	-0.6%	
Average Ticket	\$5.52	\$5.56	\$5.66	\$6.94	\$6.78	4.3%

Source: City of Sacramento, 2013

During the FYE 2009 to 2013 period, transactions declined in all garages except Memorial which increased slightly. Together the five garages experienced a decline of over 4% on an annual compounded basis. However revenues increased slightly during this period by approximately 1% on an annual compounded basis. City Hall and Old Sacramento both saw transient revenue increases equaling or exceeding 4% on an annual compounded basis. Average ticket values increased from \$5.52 to \$6.78 during the period, or over 4% on an annual compounded basis.

Recent monthly permit sales data for the five garages covering the period from June 2013 to August 2013 is shown in the following table.

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Table 7: Monthly Permit Sales for the Five Garages (June 2013 to August 2013)

Access Profile	Garage	Monthly Rate	Jun-13	Jul-13	Aug-13	Jun-13 to Aug-13 Average
CG120	Capitol Garage	\$222.00	9	9	9	9
CG110	Capitol Garage	\$203.50	154	154	153	154
CG	Capitol Garage	\$185.00	538	535	543	539
CGCP	Capitol Garage	\$138.75	18	19	19	19
CH120	City Hall Garage	\$232.80	38	38	38	38
CHEPA	City Hall Garage	\$185.00	750	700	700	717
CH	City Hall Garage	\$185.00	135	132	135	134
CHCP	City Hall Garage	\$138.75	13	12	11	12
CHD2	City Hall Garage	\$125.00	1	1	1	1
MG120	Memorial Garage	\$162.00	183	184	184	184
MG	Memorial Garage	\$135.00	100	93	97	97
MGCP	Memorial Garage	\$101.25	7	7	7	7
MGD	Memorial Garage	\$94.50	66	66	61	64
OS	Old Sac Garage	\$115.00	225	223	230	226
OSCP	Old Sac Garage	\$86.25	6	6	6	6
OSD	Old Sac Garage	\$80.00	62	62	60	61
TB	Tower Bridge Garage	\$130.00	81	83	84	83
TBCP	Tower Bridge Garage	\$97.50	2	2	2	2

Source: City of Sacramento, 2013

There was little variation in monthly permit sales except the State of California Environmental Protection Agency reduced its monthly permit requirement from 750 to 700 at City Hall Garage between June and July 2013.

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CURRENT MARKET CONDITIONS

As part of Walker's scope, we examined current market conditions for on- and off-street parking in the Downtown area, which incorporates rate and occupancy surveys. We also examined on-street areas outside of the Downtown core for potential on-street meter expansion.

DOWNTOWN AREA

Walker reviewed all publicly available parking structures as well as on-street parking available within the Downtown area. For the on- and off-street market analysis, the study area includes approximately 180 blocks, and is generally bound by E Street to the north, 18th Street to the east, Q Street to the south and the Sacramento River to the west, as shown in Figure 1.

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Figure 1: Downtown Sacramento On- and Off-Street Parking Study Area



Source: Walker Parking Consultants, 2013

As shown in Figure 1, the downtown study area has been split into four sub-areas, whose meeting point is at 9th Street and L Street, for the purpose of graphical representation of inventory and occupancy information in later figures for clarity.

An inventory of the number of on-street parking spaces in the study area has been provided by the City. The number of parking spaces at publicly available off-street parking facilities was collected the week of August 19, 2013. Occupancy counts were conducted in the study area on Thursday August 22, 2013 from 10:00 AM to 4:00 PM as this captures periods of highest occupancy in a Downtown area.

The following table shows the distribution of off-street parking spaces by operator designation.

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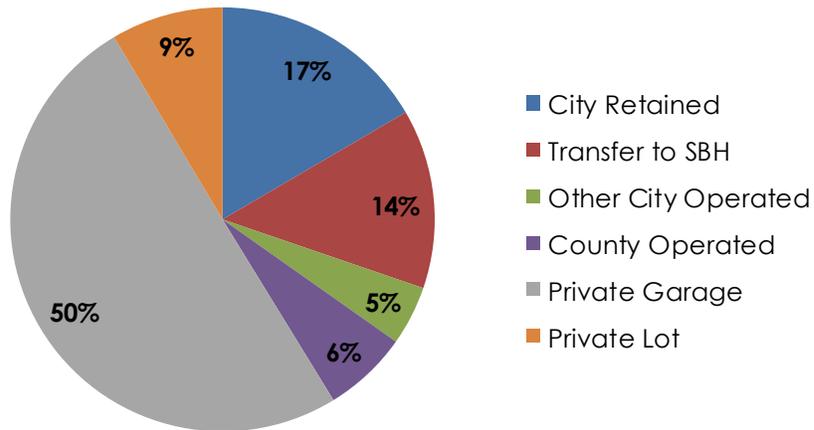
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Figure 2: Distribution of Off-Street Parking in Downtown Sacramento

Operator Designation	Spaces	% of Total
City Retained	4,754	17%
Transfer to SBH	3,923	14%
Other City Operated	1,298	5%
County Operated	1,854	6%
Private Garage	14,408	50%
Private Lot	2,447	9%
Total	28,684	100%



Source: Walker Parking Consultants, 2013

In the Downtown area, private operators control the majority of the off-street parking supply. The City of Sacramento owns approximately 8,700 off-street spaces and operates another approximately 1,300. The approximately 3,900 spaces that would be transferred to SBH are in the Downtown Plaza Garages, Lot X and Lot Y. Many of the County-operated facilities and some of the privately-operated facilities are not currently open to the general public.

Figure 3, Figure 4, Figure 5, and Figure 6 show existing parking inventory at publicly available off-street parking lots and structures as well as observed occupancy at both on- and off-street facilities in Areas 1-4.

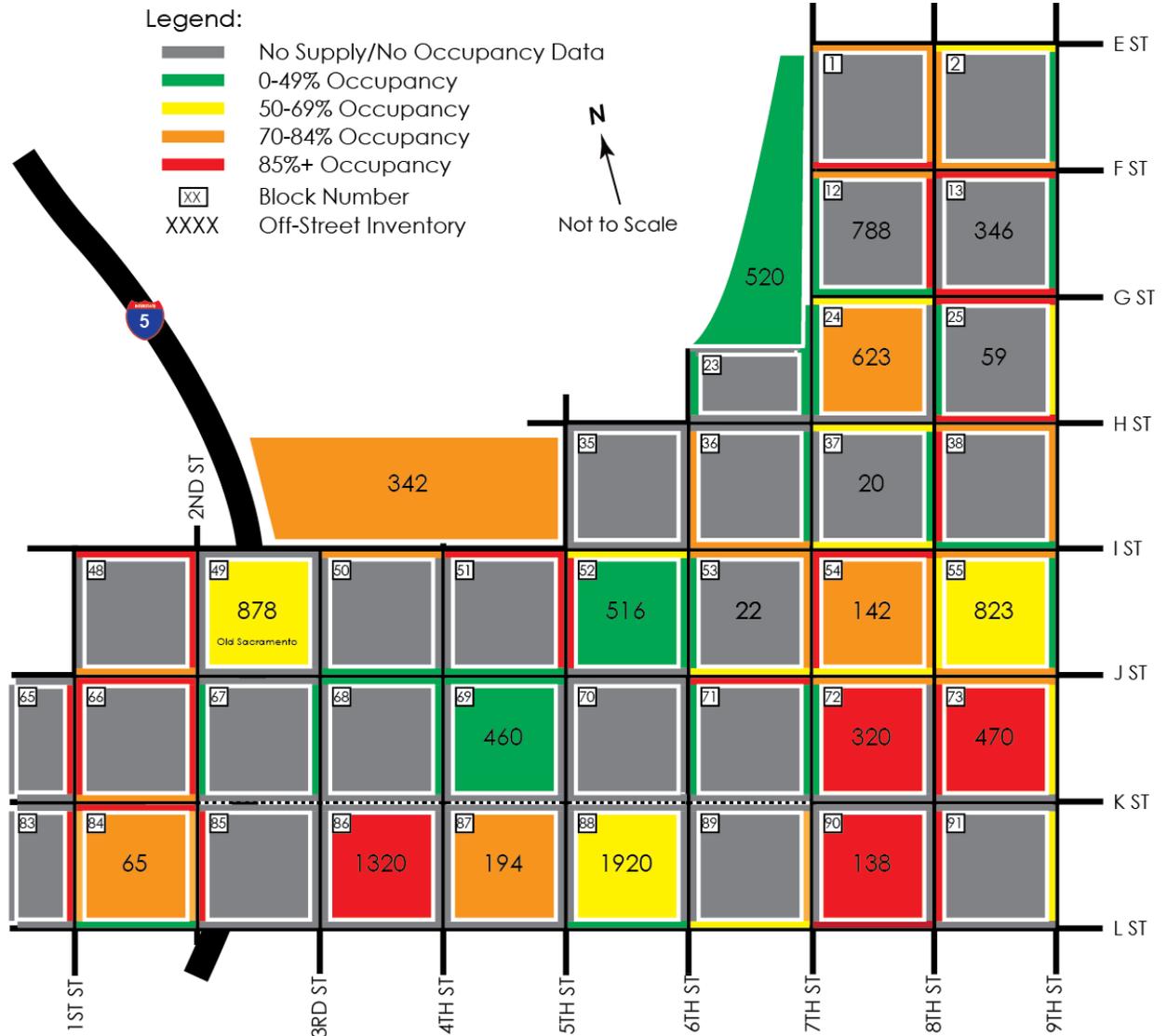
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Figure 3: Area 1 – Existing Parking Inventory and Occupancy



Source: Walker Parking Consultants, 2013

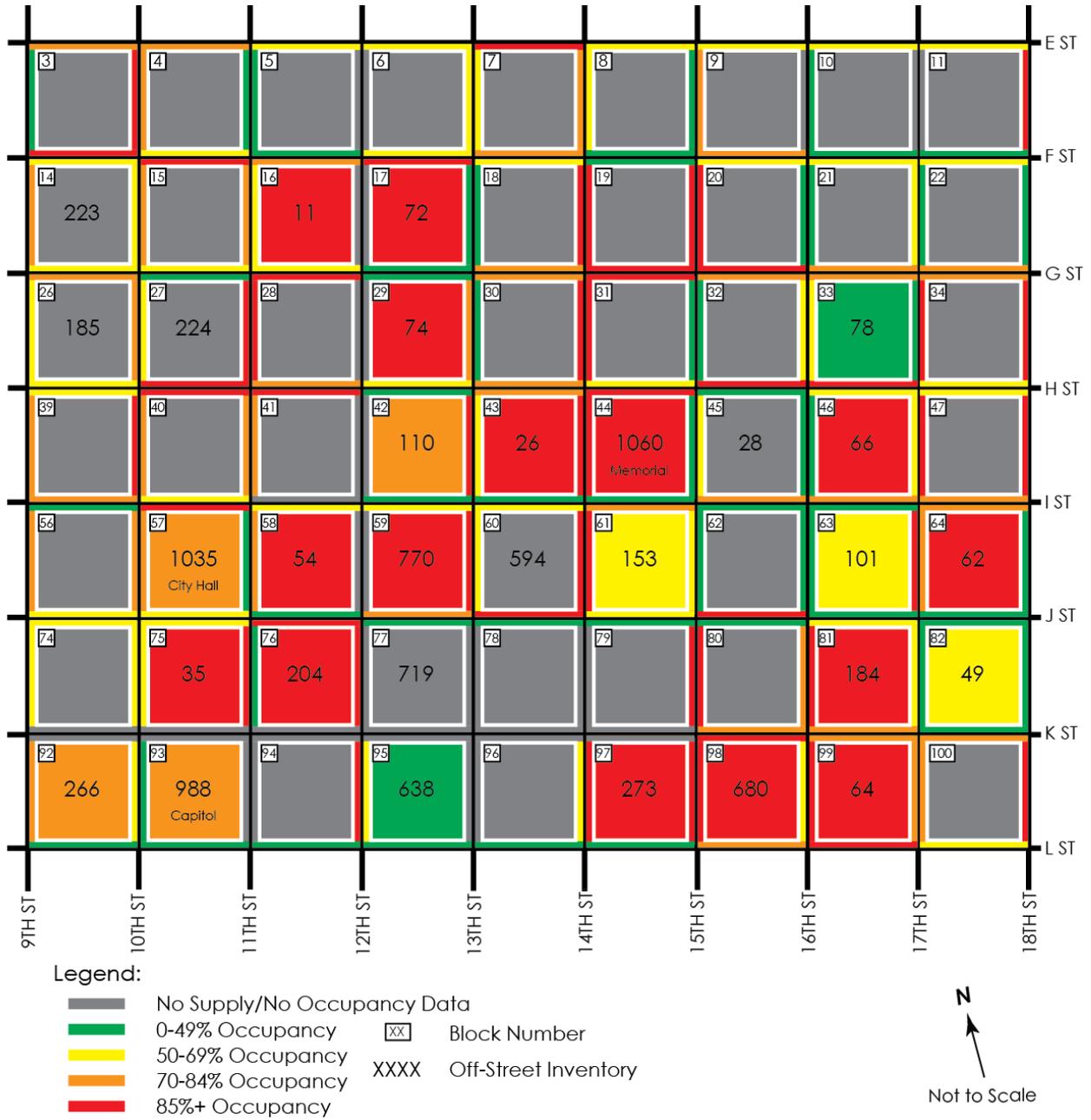
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Figure 4: Area 2 – Existing Parking Inventory and Occupancy



Source: Walker Parking Consultants, 2013

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Figure 5: Area 3 – Existing Parking Inventory and Occupancy



Source: Walker Parking Consultants, 2013

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Figure 6: Area 4 – Existing Parking Inventory and Occupancy



Source: Walker Parking Consultants, 2013

ON-STREET

There are a total of approximately 5,500 parking meters within the City's parking system. Approximately 3,300 of these are in the Downtown study area. Rates at parking meters are generally \$0.25 every 12 minutes with time limits that vary by location, typically two hours. Some areas on the Downtown periphery have 10 hour meters that offer all day parking for \$3.00 to \$6.00.

Parking meters are enforced seven days a week in the Old Sacramento area, from 10:00 AM to 8:00 PM, excluding holidays. Parking meters are enforced six days a week in the rest of the Downtown Sacramento area, from 8:00 AM to 6:00 PM, excluding Sundays and meter

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holidays. Most metered areas offer free parking on the following holidays: New Years Day, Memorial Day, Independence Day, Labor Day, Thanksgiving and Christmas.

The on-street meter rate of \$0.25 for 12 minutes is equivalent to a \$1.25 per hour charge, which is substantially lower than short-term parking fees charged at most off-street lots and garages throughout Downtown. However, some off-street locations offer validation programs that effectively discount the short-term fee actually collected from patrons, whereas there are no discounts for on-street parking.

Overall, for the 183 blocks studied in Downtown, peak on-street parking occupancy was approximately 70%. Hot spots where most on-street parking was between 85% to 100% utilized include Old Sacramento, the area around the Capitol Building/Capitol Park, south and east of the Capitol Mall shopping center, and places where on-street parking is time restricted but not metered, such as G Street east of 13th Street and 14th Street north of J Street.

Observed occupancy around the Memorial Auditorium and Convention Center was on the lower end with several block faces under 50%, and higher around City Hall with most block faces over 70% occupancy. As discussed above, occupancy in Old Sacramento and near the State Capitol was high with many block faces at least 85%. Occupancy south of Downtown Plaza was a mix with some block faces under 50% and others at least 85%, but occupancy on J Street just north of the mall was low with block face occupancies under 50%.

OFF-STREET

The total inventory of off-street parking lots and garages surveyed in the Downtown area is 28,684 parking spaces of which 9,907 are operated by the City of Sacramento. Within the off-street parking lots and structures that were publicly available for occupancy counts, 72% of parking spaces were occupied during the peak period of parking occupancy.

A summary of weighted average rates observed in the downtown area follows.

Table 8: Weighted Average Rates in Downtown Area

0-30 Minutes	31-60 Minutes	1-2 Hours	Daily Max	Early Bird	Monthly Regular	Monthly Reserved
\$2.82	\$4.17	\$7.75	\$16.49	\$8.17	\$145.65	\$189.08

Source: Walker Parking Consultants, 2013

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Figure 7: Map of City of Sacramento Parking (Owned and Managed)



Source: City of Sacramento

Capitol Garage

Constructed in 1969, this structure is located directly across the street from the California State Capitol Building. Vehicular traffic enters the garage from 10th Street and exits onto 11th Street, then must turn west onto L Street. As with several other City parking structures, the Capitol Garage has a retail wrap with businesses along L street.

The Capitol Garage contains 988± spaces and the posted rates are as follows:

- \$1.50 each 30 minutes;
- \$20.00 daily maximum rate;
- No early bird rate;
- \$5.00 maximum night/weekend rate (5:00 PM – 6:00 AM daily, all day on weekends).

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The following monthly rates were in place at the Capitol Garage as of November 2013.

Type	Rate
Regular	\$185.00
Car Pool	\$138.75

A snapshot of the local competitive submarket within a three-block walk from the Capitol Garage includes the locations shown in Table 9.

Table 9: Capitol Garage Submarket

Name/Address	Garage/Lot	Owner/Operator	0-30 Minutes	31-60 Minutes	1-2 Hours	Daily Max	Early Bird	Monthly Regular	Monthly Reserved	Capacity	Occ.
Capitol Garage	Garage	City/City	\$1.50	\$3.00	\$6.00	\$20.00		\$185.00		988	82%
City Hall Garage 1000 - I Street	Garage	City/City	\$1.50	\$3.00	\$6.00	\$18.00		\$185.00		1,035	80%
North side of J between 10th & 11th	Lot	Private/Priority Parking	\$2.00	\$4.00	\$8.00	\$14.00	\$10.00			54	89%
Renaissance Tower - 801 K St	Garage	Private/Ace Parking	\$2.00	\$4.00	\$8.00	\$20.00	\$9.00	\$170.00	\$200.00	470	90%
1014 J St	Lot	Private/Priority Parking	\$9.00	\$9.00	\$9.00	\$9.00				35	100%
Cathedral Building	Garage	Private/ABM Parking	\$1.75	\$3.50	\$7.00	\$15.00		\$140.00	\$160.00	204	95%
1201 K St Sheraton	Garage	Private/Ace Parking	\$3.00	\$3.00	\$4.00	\$15.00		\$75.00		283	
Esquire Plaza - 1215 K St	Garage	Private/ABM Parking	\$3.50	\$5.25	\$10.50	\$18.00	\$12.00	\$155.00	\$205.00	436	95%
Capitol Place Garage - 915 L St	Garage	Private/Standard Parking	\$4.00	\$6.00	\$12.00	\$20.00	\$12.00	\$185.00	\$285.00	239	74%
Hyatt Sacramento - 1209 L Street	Garage	Private/Central Parking	\$3.50	\$5.25	\$10.50	\$20.00	\$10.00	\$200.00		638	49%
Motor Inn Garage - 812 L Street	Garage	Private/Motor Inn	\$4.00	\$4.00	\$6.00	\$16.00		\$140.00		70	5%
830 L Street	Garage	Private/Priority Parking	\$2.00	\$4.00	\$8.00	\$14.00	\$10.00	\$175.00		185	100%
Weighted Averages			\$2.60	\$4.16	\$8.04	\$17.95	\$10.44	\$169.31	\$210.63		
Submarket Relative to Capitol			\$1.10	\$1.16	\$2.04	(\$2.05)		(\$15.69)			

Source: Walker Parking Consultants, 2013

Transient rates for the first two hours are below the weighted average of the submarket while the daily maximum is at and the monthly rate is slightly above the weighted average of the submarket.

City Hall Garage

The City Hall Garage was constructed in 1990. The structure is located across from Cesar Chavez Park and from Sacramento's City Hall Building at 10th and I Streets. Vehicular traffic enters the garage from either 10th or 11th Streets, and exits onto 11th or I Streets. The garage has a retail wrap on the first floor, primarily along I Street.

The City Hall Garage contains 1,035± spaces and the posted rates are as follows:

- o \$1.50 each 30 minutes;
- o \$20.00 daily maximum rate;
- o No early bird rate;
- o \$5.00 maximum night/weekend rate (5:00 PM – 6:00 AM daily, all day on weekends).

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The following monthly rates were in place at the City Hall garage as of November 2013.

Type	Rate
Regular	\$185.00
Car Pool	\$138.75

A snapshot of the local competitive submarket within a three-block walk from the City Hall Garage includes the locations shown in Table 10.

Table 10: City Hall Garage Submarket

Name/Address	Garage/Lot	Owner/Operator	0-30 Minutes	31-60 Minutes	1-2 Hours	Daily Max	Early Bird	Monthly Regular	Monthly Reserved	Capacity	Occ.
City Hall Garage - 1000 I Street	Garage	City/City	\$1.50	\$3.00	\$6.00	\$20.00		\$185.00		1,035	80%
906 G Street	Garage	Private/Priority Parking	\$2.00	\$4.00	\$8.00	\$15.00	\$9.00	\$150.00	\$175.00	185	
Lot D - 12th & I	Lot	City/City	\$10.00	\$10.00	\$10.00	\$10.00		\$135.00		110	75%
Central Library - 980 9th St	Garage	Private/Standard Parking	\$3.50	\$5.25	\$10.50	\$19.25		\$185.00	\$220.00	823	64%
North side of J between 10th & 11th	Lot	Private/Priority Parking	\$2.00	\$4.00	\$8.00	\$14.00	\$10.00			54	89%
900 13th St	Garage	Private/Ace Parking	\$5.00	\$5.00	\$11.00	\$20.00		\$170.00	\$225.00	770	95%
Renaissance Tower - 801 K St	Garage	Private/Ace Parking	\$2.00	\$4.00	\$8.00	\$20.00	\$9.00	\$170.00	\$200.00	470	90%
1014 J St	Lot	Private/Priority Parking	\$9.00	\$9.00	\$9.00	\$9.00				35	100%
Cathedral Building	Garage	Private/ABM Parking	\$1.75	\$3.50	\$7.00	\$15.00		\$140.00	\$160.00	204	95%
1201 K St Sheraton	Garage	Private/Ace Parking	\$3.00	\$3.00	\$4.00	\$15.00		\$75.00		283	
Esquire Plaza - 1215 K St	Garage	Private/ABM Parking	\$3.50	\$5.25	\$10.50	\$18.00	\$12.00	\$155.00	\$205.00	436	95%
Capitol Place Garage - 915 L St	Garage	Private/Standard Parking	\$4.00	\$6.00	\$12.00	\$20.00	\$12.00	\$185.00	\$285.00	239	74%
Capitol Garage	Garage	City/City	\$1.50	\$3.00	\$6.00	\$18.00		\$185.00		988	82%
Weighted Averages			\$3.21	\$4.50	\$8.73	\$18.12	\$10.50	\$166.37	\$214.53		
Submarket Relative to City Hall			\$1.71	\$1.50	\$2.73	(\$1.88)		(\$18.63)			

Source: Walker Parking Consultants, 2013

Transient rates for the first two hours are below the weighted average of the submarket while the daily maximum is at and the monthly rate is slightly above the weighted average of the submarket.

Memorial Garage

Constructed in 2001, this is the newest City structure. The exterior architecture is a brick façade and the garage features a retail wrap along the north side of the building. Vehicular traffic enters and exits the garage from either 14th or 15th Streets.

Posted rates for the Memorial Garage are as follows:

- \$1.50 each 30 minutes;
- \$15.00 daily maximum rate;
- \$5.00 maximum night/weekend rate (5:00 PM – 6:00 AM daily, all day on weekends);
- \$6.00 Early Bird rate (in by 9:30 AM exit after 4:00 PM).

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The following monthly rates were in place at the Memorial garage as of November 2013.

Type	Rate
Regular	\$135.00
Car Pool	\$101.25
City Employee	\$94.50

A snapshot of the local competitive submarket within a three-block walk from the Memorial Garage includes the locations shown in Table 11.

Table 11: Memorial Garage Submarket

Name/Address	Garage/Lot	Owner/Operator	0-30 Minutes	31-60 Minutes	1-2 Hours	Daily Max	Early Bird	Monthly Regular	Monthly Reserved	Capacity	Occ.
Memorial Garage	Garage	City/City	\$1.50	\$3.00	\$6.00	\$15.00	\$6.00	\$135.00		1,060	100%
Covell Building - 777 12th St	Garage	Private/Standard Parking	\$1.50	\$3.00	\$6.00	\$14.00	\$10.00			74	95%
701 16th St	Lot	Private/Priority Parking	\$3.00	\$3.00	\$3.00	\$8.00	\$6.00			78	40%
Lot D - 12th & I	Lot	City/City	\$10.00	\$10.00	\$10.00	\$10.00		\$135.00		110	75%
1319 I Street	Lot	Private/Priority Parking	\$7.00	\$7.00	\$7.00	\$7.00				26	95%
1601 I Street	Lot	Private/Priority Parking	\$8.00	\$8.00	\$8.00	\$8.00	\$6.00			66	90%
900 13th St	Garage	Private/Ace Parking	\$5.00	\$5.00	\$11.00	\$20.00		\$170.00	\$225.00	770	95%
1414 I Street	Lot	Private/Priority Parking	\$10.00	\$10.00	\$10.00	\$10.00		\$150.00		153	60%
1601 J Street	Lot	Private/Priority Parking	\$5.00	\$5.00	\$5.00	\$10.00				46	59%
1616 I Street	Garage	Private/Priority Parking	\$8.00	\$8.00	\$8.00	\$8.00				55	50%
Weighted Averages			\$5.95	\$6.03	\$9.55	\$15.46	\$7.36	\$163.31	\$225.00		
Submarket Relative to Memorial			\$4.45	\$3.03	\$3.55	\$0.46	\$1.36	\$28.31			

Source: Walker Parking Consultants, 2013

Transient rates for the first two hours are substantially below the weighted average of the submarket. This is largely due to the prevalence of competing facilities that charge flat daily rates as the daily maximum is in line with the submarket. The monthly rate is below the weighted average of the submarket.

Old Sacramento Garage

The Old Sacramento Garage was constructed in 1980 and is located beneath Interstate 5 with primary vehicular access on I Street with a secondary access point located on 3rd Street. As its name implies, the facility primarily serves employees and visitors of the Old Sacramento Historic District, which contains dining, entertainment, lodging, and several museums as well as overflow parking for the nearby Sacramento Amtrak Station

The structure contains three levels plus an adjacent surface parking lot (K Street Lot), which is accessed from the first level of the garage. In total, the garage contains 878± spaces. The posted rates are as follows:

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- \$1.25 per 30 minutes for the first 2 hours (which is soon changing to \$1.50 per 30 minutes);
- \$1.00 per 30 minutes, thereafter (which is soon changing to \$1.50 per 30 minutes);
- \$13.00 daily maximum rate;
- \$7.00 maximum night rate (5:00 PM – 6:00 AM);
- \$4.00 early bird rate (in by 7:30 AM out after 5:30 PM).

Customers can pay at one of several pay-on-foot stations located throughout the facility; additionally, an exit-cashier is available during staffed hours to accept customer payments. The following monthly rates were in place at the Old Sacramento Garage as of November 2013:

Type	Rate
Regular	\$115.00
Car Pool	\$86.25
Amtrak	\$80.00

Of the City-owned parking garages, Old Sacramento is located in one of the more competitive locations, as it is located near the Downtown Plaza, the Railyard property and the Old Sacramento retail district. Additionally, only a few private facilities compete for parking demand in this immediate market area. A snapshot of the local competitive submarket within a three-block walk of the Old Sacramento Garage includes several other City-operated facilities such as the Amtrak Lot and the Downtown Plaza West and Central Garages. Table 12 contains a list of competing facilities within the Old Sacramento submarket.

Table 12: Old Sacramento Garage Submarket

Name/Address	Garage/Lot	Owner/Operator	0-30 Minutes	31-60 Minutes	1-2 Hours	Daily Max	Early Bird	Monthly Regular	Monthly Reserved	Capacity	Occ.
Old Sacramento Garage (2nd & I)	Garage	City/City	\$1.25	\$2.50	\$5.00	\$13.00	\$4.00	\$115.00		878	55%
Old Town Sacramento Lot 100 Block of L St	Lot	Private/Standard Parking	\$2.50	\$2.50	\$5.00	\$12.00		\$110.00		65	77%
Lot 293 - Amtrak Lot	Lot	City/City	\$2.00	\$3.00	\$6.00	\$10.00		\$120.00	\$175.00	342	79%
Downtown Plaza Central	Garage	City/City	\$1.25	\$2.50	\$5.00	\$15.00				460	28%
Downtown Plaza West	Garage	City/City	\$1.25	\$2.50	\$5.00	\$15.00	\$6.00	\$135.00		1,320	90%
Weighted Averages			\$1.40	\$2.58	\$5.16	\$14.13	\$6.00	\$131.09	\$175.00		
Submarket Relative to Old Sacramento			\$0.15	\$0.08	\$0.16	\$1.13	\$2.00	\$16.09			

Source: Walker Parking Consultants, 2013

Due to the limited number of private facilities in this market, it is difficult to judge whether the City's monthly rate for this facility is competitive. Given the large supply of City-controlled parking within the Old Sacramento submarket, the City has historically been able to drive the market.

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Tower Bridge Garage

Constructed in 1975, the Tower Bridge Garage is located on the south end of Old Town Sacramento. This structure offers public parking for daytime and nighttime visitors to Old Town as well as to area employees. Vehicular access to the garage is available from Tower Bridge/Capitol Mall, a major east-west surface street in Downtown; one of only three points connecting Sacramento and West Sacramento. A secondary vehicular access point for the garage is located on the west side of the structure from Neasham Circle; additionally, all traffic exits on the north side of the garage onto Neasham Circle.

The structure contains 451± spaces and the posted rates are as follows:

- o \$1.50 per 30 minutes;
- o \$15.00 daily maximum rate;
- o \$9.00 maximum night rate (4 PM - 6 AM).

Customers can pay at one of several pay on foot stations located throughout the facility; additionally, an exit-cashier is also available to accept customer payments. According to the City, the following monthly rates were in place at the Tower Bridge Garage as of November 2013:

Type	Rate
Regular	\$130.00
Car Pool	\$97.50

A snapshot of the local competitive market within a three-block walk of the Tower Bridge Garage includes several other City-operated facilities such as Lot X and the Downtown Plaza West garages. A handful of other private off-street facilities are within walking distance. Table 13 contains a list of competing facilities within the Tower Bridge submarket.

Table 13: Tower Bridge Garage Submarket

Name/Address	Garage/Lot	Owner/Operator	0-30 Minutes	31-60 Minutes	1-2 Hours	Daily Max	Early Bird	Monthly Regular	Monthly Reserved	Capacity	Occ.
Tower Bridge Garage	Garage	City/City	\$1.50	\$3.00	\$6.00	\$15.00		\$130.00		451	37%
Old Town Sacramento Lot 100 Block of L St	Lot	Private/Standard Parking	\$2.50	\$2.50	\$5.00	\$12.00		\$110.00		65	77%
Lot X - Crocker Park Lot	Lot	City/City	\$10.00	\$10.00	\$10.00	\$10.00		\$105.00		181	83%
300 Capitol Mall	Garage	Private/Ace Parking	\$3.50	\$5.25	\$10.50	\$19.00	\$6.50	\$165.00	\$185.00	781	85%
Downtown Plaza West	Garage	City/City	\$1.25	\$2.50	\$5.00	\$15.00	\$6.00	\$135.00		1,320	90%
Weighted Averages			\$2.71	\$3.99	\$7.22	\$15.86	\$6.19	\$141.98	\$185.00		
Submarket Relative to Tower Bridge			\$1.21	\$0.99	\$1.22	\$0.86		\$11.98			

Source: Walker Parking Consultants, 2013

Similar to Old Sacramento, the limited number of private facilities in this submarket makes it difficult to judge whether the City's monthly rate for this facility is competitive. However, it does appear that private competitors are charging higher rates for transient parking.

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Note that certain employees and volunteers who earn less than \$12.00 per hour may participate in the Downtown Employee Parking Program ("DEPP"). DEPP participants are issued an access card for a specific garage and are charged \$0.25 per half hour for parking. DEPP-eligible garages are Capitol, Memorial and Old Sacramento. Part-time employees working in the Downtown area who work 30 hours or less per week and make less than \$20.00 per hour are eligible to a discounted hourly rate of \$0.50 per half hour for parking under the Part-Time Employee Parking ("P-TEP") program. P-TEP participants may park in Capitol, Memorial, Old Sacramento and Tower Bridge.

MIDTOWN AND OTHER AREAS

In addition to surveying occupancy in the Downtown area, we also performed occupancy counts in Midtown and other areas in the Central City area. The Central City is roughly defined as the area bounded by the American River to the north, Sacramento River to the west, Broadway on the south and Alhambra Boulevard on the east. Areas where additional occupancy counts were conducted were informed by guidance from the City's Parking Services Division regarding activity hotspots and potential areas for meter expansion.

Figure 8 shows results of occupancy counts conducted along several commercial corridors and side streets in Midtown on August 22, 2013 from 8:00 PM to 9:00 PM. Counts were also conducted the following day around lunch time from 12:00 PM to 1:00 PM. However, counts from the evening of August 22nd were higher than those from midday on August 23rd likely due to the high concentration of restaurants and nightlife in the area.

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Figure 8: Occupancy in Midtown Area (Evening August 22, 2013)



Source: Walker Parking Consultants, 2013

Areas with the highest occupancy were along and adjacent to 19th Street between K Street and N Street and along and adjacent to I and J Streets between 21st and 29th Streets.

Figure 9 illustrates additional occupancy counts performed in Midtown and an area to the south on September 25 from 12:30 PM to 1:30 PM.

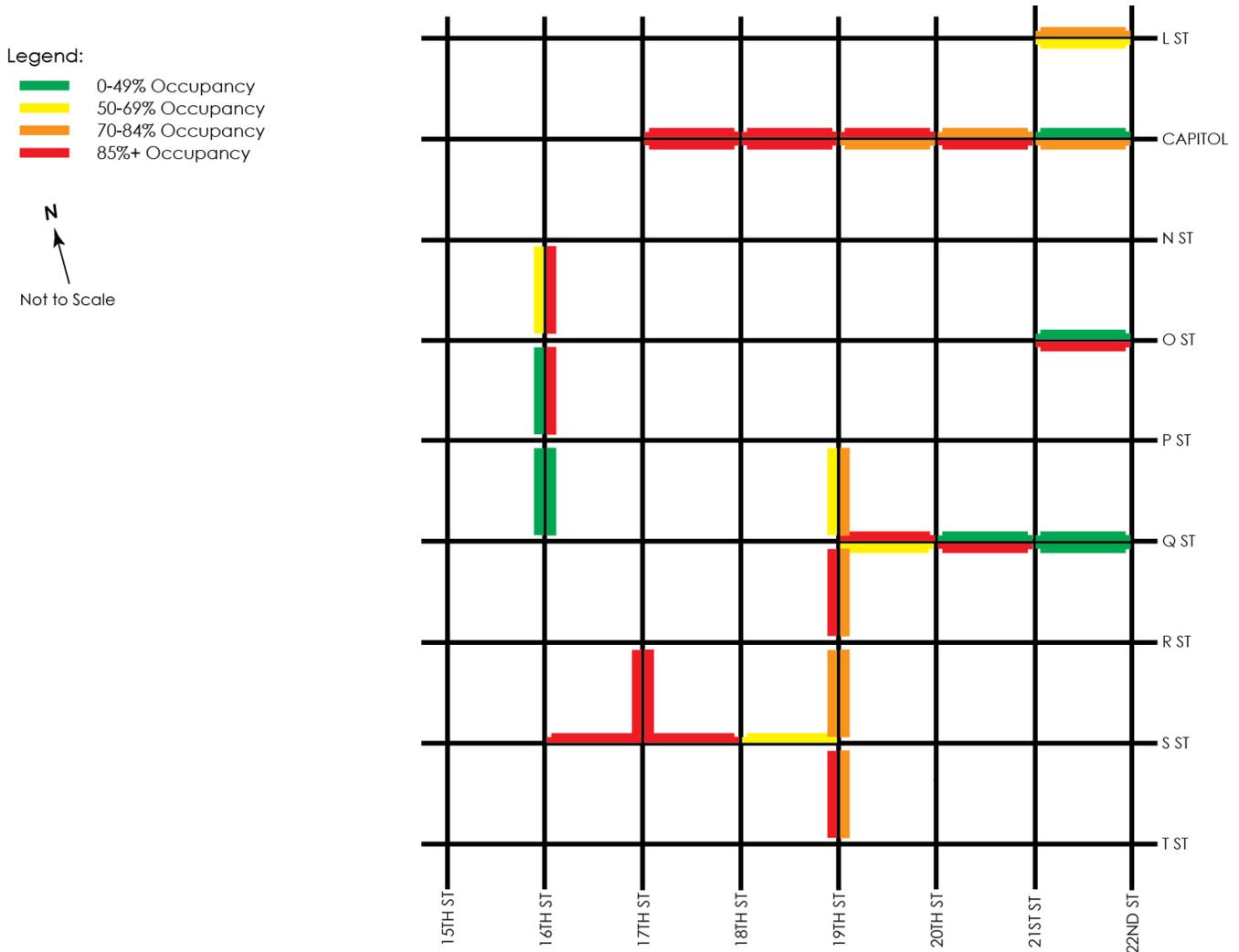
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Figure 9: Occupancy in Midtown and Areas to the South (Midday September 25, 2013)



Source: Walker Parking Consultants, 2013

The Capitol corridor between 17th and 21st Streets, 19th Street between Q and T Streets and the area along and adjacent to S Street between 16th and 18th Streets exhibited the highest occupancies during the period in which the counts were conducted.

Figure 10 and Figure 11 show results of occupancy counts conducted in other areas in the Central City on September 26, 2013 between 2:00 PM and 4:00 PM.

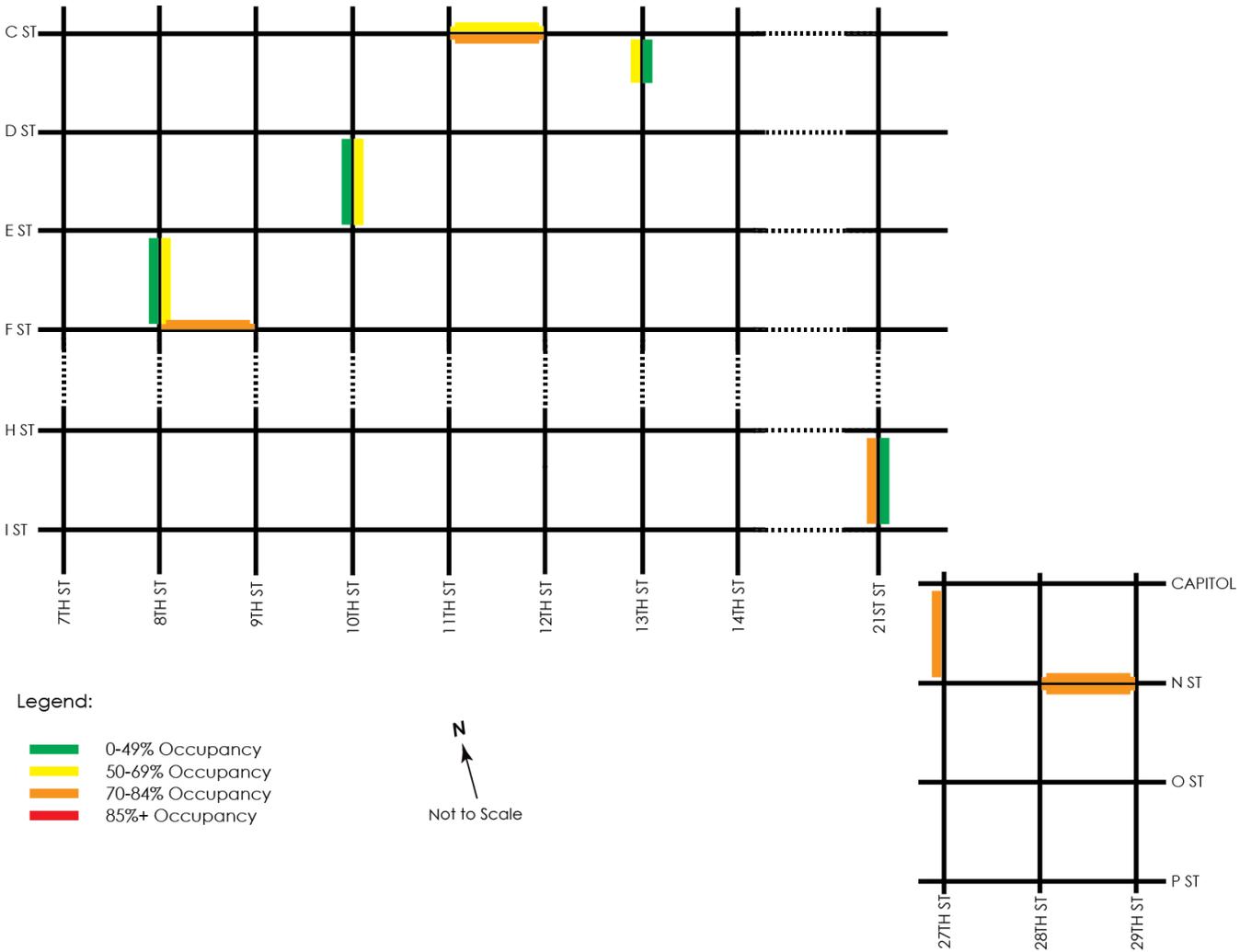
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Figure 10: Occupancy in Various Areas within Central City (Afternoon September 26, 2013)



Source: Walker Parking Consultants, 2013

The areas shown on Figure 10 experienced some higher occupancy but not extremely high conditions of 85% and higher.

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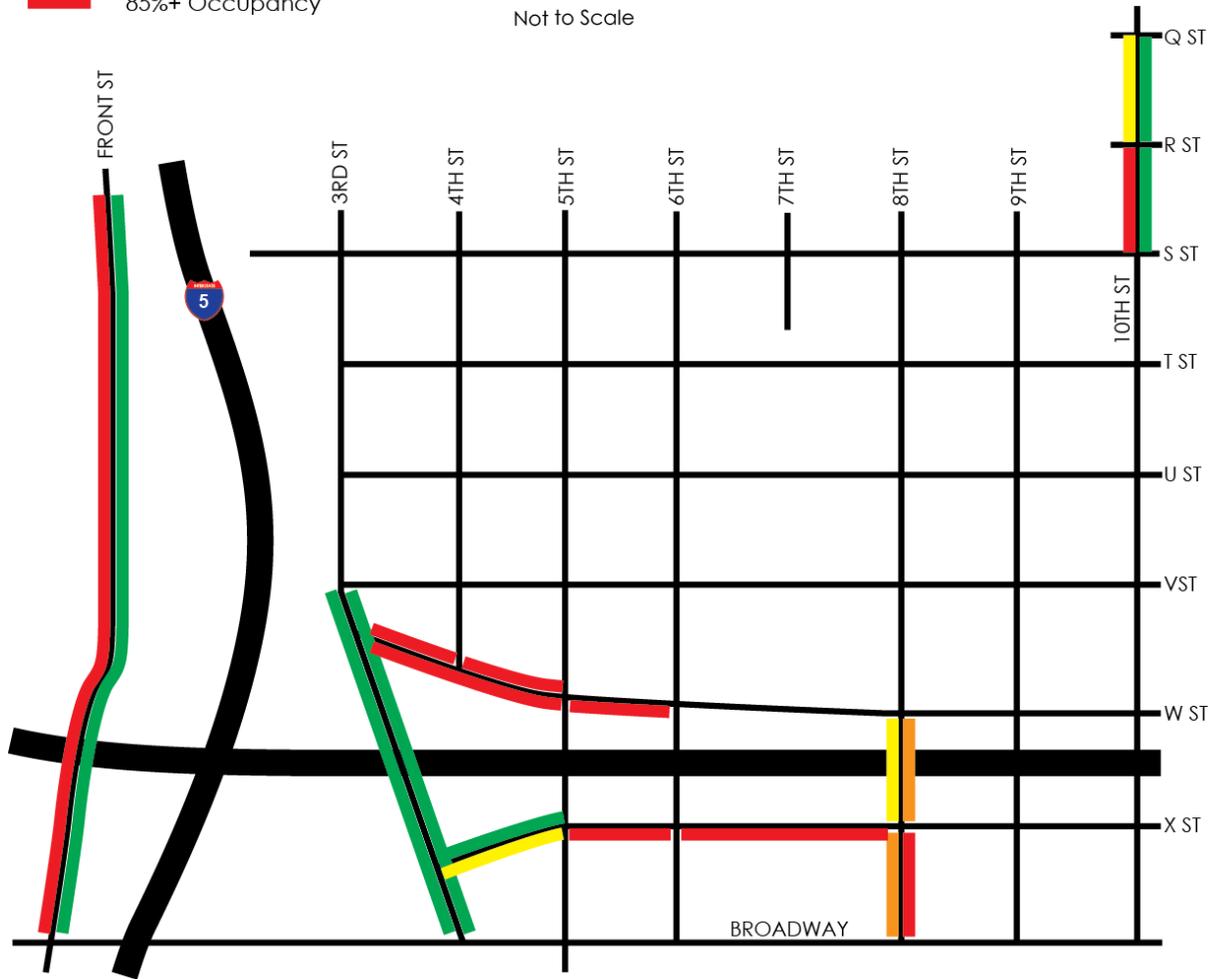
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Figure 11: Occupancy in Southwestern Central City Area (Afternoon September 26, 2013)

Legend:

- 0-49% Occupancy
- 50-69% Occupancy
- 70-84% Occupancy
- 85%+ Occupancy

Not to Scale



Source: Walker Parking Consultants, 2013

Some blocks in the southwestern edge of the Central City area experienced very high occupancies over 85%. This was likely due to lack of time restrictions and possibly also nearby parking meters, such as those around Southside Park (bounded by 6th, 8th, T and W Streets). One or both of these factors encouraged drivers to park on nearby blocks.

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POTENTIAL IMPACTS ON FUTURE DEMAND

The City of Sacramento and the region are expected to grow in the coming decades. Numerous development projects in the Central City area are in the pipeline. And recent changes to the zoning code may result in a shift to reliance on existing parking supply to support parking demand at new developments.

POPULATION AND HOUSING PROJECTIONS

According to the Sacramento Council of Governments ("SACOG"), the population of the greater Sacramento area, which encompasses El Dorado, Placer, Sacramento, Sutter, Yolo and Yuba Counties, grew approximately 21% between 1990 and 2000 and 20% between 2000 and 2010, making it one of the fastest growing areas in the State of California. The population in the greater Sacramento region was 2,319,348 in 2010¹. SACOG forecasts that the population in the region will increase to 3,232,589 by 2030 and 3,952,098 by 2050².

The City of Sacramento's population was approximately 473,509 as of January 1, 2013³. The City's population grew by 10.2% between 1990 and 2000, and by 14.6% between 2000 and 2010. Table 14 summarizes current population and housing information for the City of Sacramento.

Table 14: City of Sacramento Population and Housing Supply

	1990	2000	2010	Change 1990-2000	% Change 1990-2000	Change 2000-2010	% Change 2000-2010
Population	369,365	407,018	466,488	37,653	10.2%	59,470	14.6%
Housing Units	153,362	163,957	190,911	10,595	6.9%	26,954	16.4%

Source: California Department of Finance, 2013 (Table E-1 Population Estimates for Cities, Counties and the State – January 1, 2012 and 2013)

The City's 2030 General Plan assumes that the City will add approximately 97,000 new housing units and 197,000 new residents within the next 20 years. The *City of Sacramento 2030 General Plan Master Environmental Impact Report (City of Sacramento, March 3, 2009)* contains population data projections for each of the 10 Community Plan Areas. Table 15 shows the population data for the Central City area contained in the General Plan Master EIR.

¹ Sacramento Area Council of Governments, 2012. *California State Department of Finance Population and Housing Estimates 1990-2012*. June 8, 2012.

² Sacramento Area Council of Governments, 2005. *Projections of Employment, Population, Households, and Household Income in the SACOG Region for 2000-2050*. September 15, 2005. P.2.

³ Department of Finance, 2013. *California Department of Finance, Demographic Research Unit. Table E-1 Population Estimates for Cities, Counties, and the State – January 1, 2012 and 2013*.

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Table 15: Central City Community Plan Area Population Projection

	1980	1990	2000	Change 1980-1990	% Change 1980-1990	Change 1990-2000	% Change 1990-2000
Population	28,956	33,080	32,764	4,124	14.2%	-316	-1.0%

Source: City of Sacramento 2030 General Plan Master Environmental Impact Report (March 3, 2009)

The SACOG projections from 2001 projected the population of the Central City Community Plan Area to be 51,894 in 2025 an increase of 36.9% between 2000 and 2025, which computes to an annualized growth rate of approximately 1.9% from the year 2000 population level.

EMPLOYMENT PROJECTIONS

The City of Sacramento's current employment base is 296,250⁴. SACOG estimates that the number of jobs in the Sacramento Area will increase by approximately 2.3% per year between 2000 and 2030. The City of Sacramento is a regional employment center, and can be expected to see similar or greater employment growth than the region as a whole. General Plan policies require that cumulative development in the City not exceed 474,000 total employees by 2030. To achieve the maximum allowable employment density in the General Plan from current levels, employment in the City of Sacramento would have to increase 2.9% per year between 2014 and 2030.

Table 16 shows the 2030 Sacramento General Plan Growth assumptions for the City as a whole.

Table 16: 2030 Sacramento General Plan Growth Assumptions

	Existing (2005)	2005-2030 Net New Growth	Forecast 2030
Total Residential Units	179,000	97,000	276,000
Attached	60,000	75,000	135,000
Detached	119,000	22,000	141,000
Jobs	339,000	136,000	475,000
Population	446,000	195,000	641,000

Source: City of Sacramento 2030 General Plan Master Environmental Impact Report (March 3, 2009)

⁴ City of Sacramento, 2013. *City of Sacramento Economic Development Department Key Demographics* <http://portal.cityofsacramento.org/Economic-Development/Community-Profile-Demographics/Key-Demographics>. Accessed December 30, 2013.

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NEW DEVELOPMENT

A significant amount of development is planned in the Central City area. The following table illustrates the development by timing (within the next five years, five to ten years, 10 to 25 years and up to 25 years) based on estimates from the City's Planning Division. Within each time period, there are details by type of use: single-family and multi-family residential units, hotel rooms, retail square footage, office square footage and industrial square footage.

Table 17: Central City Area Development Pipeline

Timing (Years)	Projects	Residential Units		Hotel Rooms	Square Footage		
		SF	MF		Retail	Office	Industrial
0-5	14	167	583	0	145,835	32,100	0
5-10	5	36	897	250	-219,576	555,172	0
10-25	11	0	21,701	3,328	1,911,100	7,497,465	0
25	5	0	1,465	0	131,857	668,195	100,000
Total	35	203	24,646	3,578	1,969,216	8,752,932	100,000

Sources: City of Sacramento Planning Division, 2013; Sacramento Entertainment and Sports Center & Related Development Draft Environmental Impact Report (December 2013)

There are 35 new projects, some of which are to be located in planned districts such as the Railyards and the remaining portion of the River District. While the vast majority of the scale falls within the 10 to 25 year period, there are several smaller projects slated for development in the next five years. We have assumed that the ESC-adjacent development, which is planned to consist of 550 residential units, 250 hotel rooms, a net addition of 198,332 square feet of office and a net reduction of 231,275 square feet of retail, would occur in the five to ten year period.

PARKING ZONING REQUIREMENTS

On October 31, 2013 the Sacramento City Council approved changes to its parking zoning requirements, effective December 30, 2013. The updated parking requirements are also reflected in the new City of Sacramento Planning and Development Code, adopted by City Council on April 9, 2013 and effective September 30, 2013.

For the purpose of vehicle and bicycle parking requirements, the City of Sacramento has been organized into four parking districts based on General Plan urban form types. The four types are Central Business District and Arts & Entertainment District, Urban, Traditional, and Suburban. In general, the newly established parking requirements for all of the parking districts have been relaxed. Table 18 shows the City's parking requirement for select land uses, for each of the parking districts in the City.

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Table 18: Central City Parking District Parking Requirements by Land Use

Land Use	Central Business/ Arts District	Urban District	Traditional District	Suburban
Single-Unit Duplex Dwelling	No Minimum	1/du	1/du	1/du
Multi-Unit Dwellings	No Minimum	0.5/du	1/du	1.5/du
Commercial Services	No Minimum	1/2,000sf	1/500sf	1/500sf
Hotel	No Minimum	No Minimum	0.25/room	0.50/room
Office (incl. Medical Office)	Min: none Max: 2/1,000 sf	Min: 1/2,000sf Max: 4/1,000sf	Min: 1/500sf Max: 4/1,000sf	Min: 1/400sf Max: 4/1,000sf
Restaurant/Brewpub	No Minimum	1/2,000sf	1/500sf	1/125sf
Retail Stores	No Minimum	1/2,000sf	1/500sf	1/400sf
Athletic Club/Fitness Studio	No Minimum	1/333sf	1/250sf	1/167sf
Assembly Hall	No Minimum	1/6 occupants	1/5 occupants	1/4 occupants
Hospital	No Minimum	1/bed	1/bed	1/bed

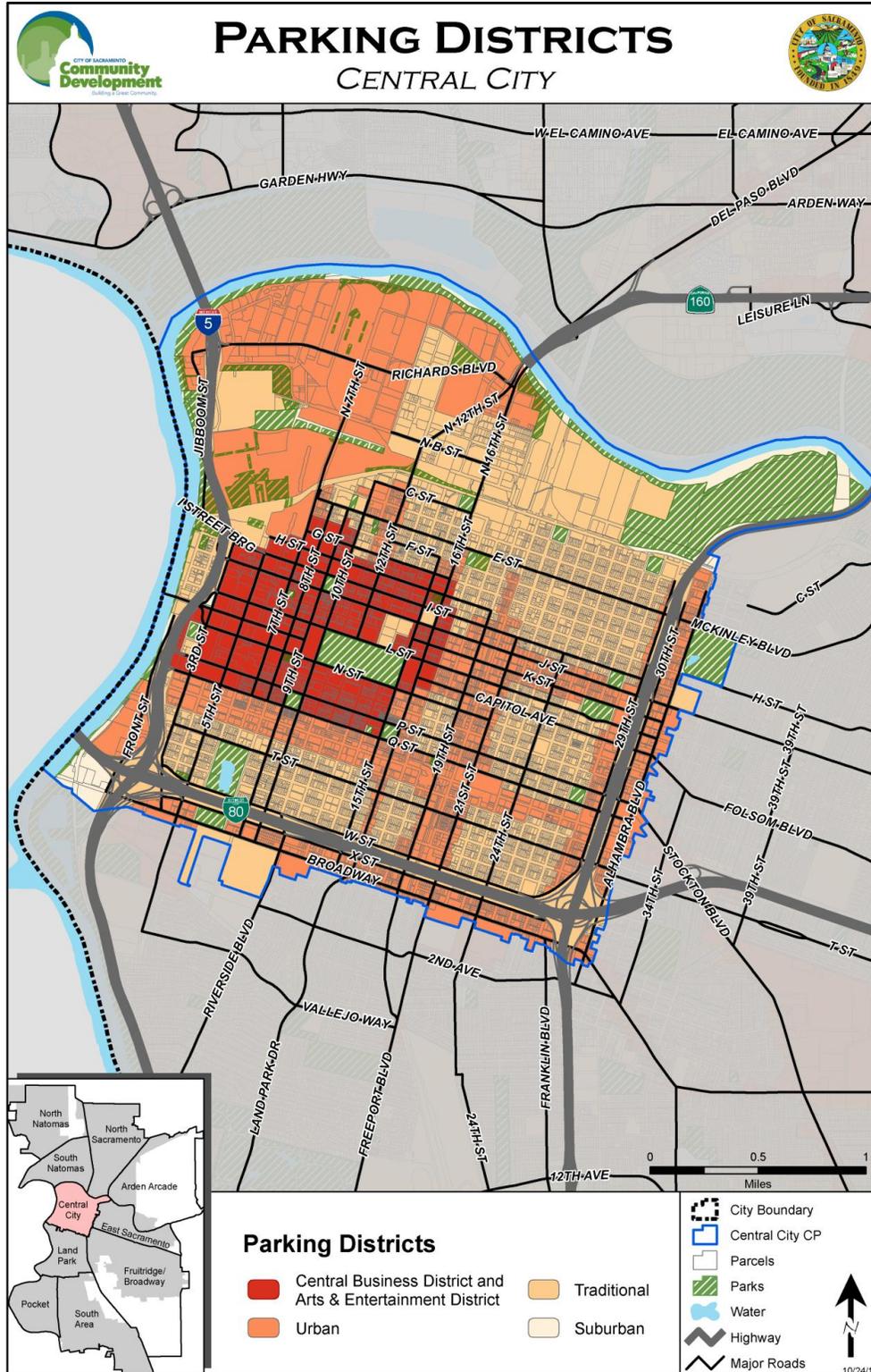
Note: du = dwelling unit, sf = gross square feet of building area

Source: City of Sacramento, 2013

The following figure shows the parking district designations for the Central City area of the City of Sacramento

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Figure 12: Parking Districts – Central City



Source: City of Sacramento, 2013

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As shown in Figure 12, most of Downtown is part of the Central Business District and Arts & Entertainment district while much of Midtown is in the Urban and Traditional districts for the purposes of parking requirements.

With the implementation of the new parking requirements in 2013, there are currently no minimum vehicle parking requirements for any land use in the Central Business District and Arts & Entertainment district. Additionally, the office land use category has a parking maximum of 2 parking spaces per 1,000 gross square feet of building area.

The elimination of minimum parking standards in the Central Business District and Arts & Entertainment district represents an opportunity for all parking owners as it unbundles parking from development. As new development occurs in Downtown Sacramento, developers will have the flexibility to decide on the quantity of parking to provide on-site based on factors such as financial and site feasibility. Some may choose to provide parking on-site, while others may take advantage of the existing parking supply in the Downtown area, which would likely drive more demand and/or higher prices for the existing parking.

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PARKING SYSTEM OPERATION ANALYSIS

Walker assessed individual functions within the overall parking system. These were assessed in the context of the proposed parking system modernization. This section describing our analysis begins with a review of the proposed parking system modernization followed by a more detailed assessment along with recommendations for each function.

Changes to current City of Sacramento parking policies will be required to implement some of the recommendations. Our recommendations assume that any necessary changes to City parking policies would be made.

PROPOSED PARKING SYSTEM MODERNIZATION

In order to ensure stable future revenues and net operating income, the Parking Services Division recognizes that the parking system requires modernization. A necessary outcome of modernization is creating an organization that provides a high level of service to local residents and visitors to the City as well as valuing the employees that comprise the organization. Residents and visitors should be able to find a parking space when one is desired and Parking Services employees should take pride and ownership in performing their assignments. Key to the modernization is implementation of new technology and creating more staff serviceability within the existing organization.

IMPLEMENTING NEW TECHNOLOGY

Parking modernization includes implementing new technology, which consists of up to 6,000 new on-street single-space smart meters from IPS, 11 new mobile license plate recognition ("LPR") systems manufactured by Genetec to assist with parking enforcement and new Parking Access and Revenue Control System ("PARCS") equipment for each of the five garages. **[Technology-1]** We recommend implementing this new technology as it will provide higher levels of service to customers, increased employee productivity and improved revenue controls.

New single-space smart meters will benefit the City through improved operating efficiency and revenue generation opportunities as well as drivers by offering a higher level of service. Revenue collection will be streamlined as the new meters will accept credit cards, reducing the volume of coins inserted into the meter. In addition, the smart meters will notify staff members when collection is required so regular collection routes are no longer necessary. Smart meters will have the capability to support real-time rate adjustments which, for example, may be used to adjust rates for ESC special events. Parking enforcement serviceability may be improved as Parking Enforcement Officers ("PEOs") can more effectively identify violators based on a flashing indicator light, rather than checking receipts affixed to vehicle windows. Drivers have the convenience of paying at their space and by credit card which would likely increase payment compliance.

LPR units mounted on PEO vehicles would enable PEOs to more efficiently perform their jobs. Digital chalking replaces manual chalking, which enables greater coverage in detecting

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parkers who overstay time limits. Scofflaw parking violators (currently those with five or more outstanding parking citations) may be more easily identified and booted. Also, occupancy data may be collected which would provide the City with data to inform changes in parking management and policy.

New PARCS equipment in garages would upgrade existing access control and revenue collection systems with current technology, as the existing equipment is approaching or has reached the end of its useful life. This would allow the City to maintain the existing level of automation in the garages. **[Technology-2]** Given the increasing trend toward credit card payments, we would recommend swapping some pay-on-foot machines that accept cash and credit cards with more machines that accept only credit cards.

STAFFING RECLASSIFICATION AND REORGANIZATION

With the deployment of newer technology, some current job specifications would become outdated. **[Staffing-1]** We recommend a study of current and future core job functions within each parking employee classification to ensure that Parking Services Division staff functions efficiently.

[Staffing-2] The study should assess formation of a combined classification of Off-Street Maintenance/Custodians and On-Street Parking Meter Repair Staff to one "Parking Technician" classification. Doing so will provide a higher level of service to maintain and repair systems within the Parking Services Division as these staff members will be able to service both garage systems and on-street meters.

[Staffing-3] The study should also assess formation of a combined classification of Off-Street Parking Lot Attendants and On-Street Parking Meter Collection Staff to one "Parking Revenue Technician" classification. Doing so will provide a higher level of service to collect revenue within the Parking Division as staff may be assigned to areas of greatest need based on business requirements.

The City's Parking Services Division has indicated that additional Relief PEOs with a non-career designation are expected to be hired. This would provide more flexibility in beat assignments and hours staffed. It will also allow for proper coverage of beat assignments when employees are on vacation or out ill. Creating more staffing flexibility provides opportunities for employees to grow within the organization, which in turn will help employees feel appreciated and valued all the while increasing service levels within the Parking Services Division.

[Staffing-4] Management staff should be reallocated to align with the strengths of each manager. This will increase operating efficiency for managers and allow leadership to employ managers with the strengths and skillsets needed to operate effectively. The key core functions desired are as follows:

- Employee Services and Operations
- Fiscal Oversight
- Business Development and Client Relations
- Technology and Infrastructure

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- Policy and Strategic Planning

By implementing these changes, there is potential to increase revenue and reduce expenses, while at the same time providing an increased level of service to customers and developing a more productive workforce through investments in employee development.

OFF-STREET PARKING

The five City garages analyzed as part of our effort (Capitol, City Hall, Memorial, Old Sacramento and Tower Bridge) are equipped with automated PARCS equipment that utilizes pay-on-foot stations. Transient parkers take a ticket from a ticket dispenser in order to raise the gate arm and enter the garage. In order to pay before exiting, a parker inserts his/her ticket into a pay-on-foot station where he/she may pay with cash or a credit card. Upon payment, the ticket is validated for a single exit and returned to the parker. To exit the garage, the parker inserts the encoded ticket into an exit station after which the gate arm raises letting the parker drive out. Monthly parkers are issued proximity key cards which are tapped at entry and exit readers to enter and exit the garage. Merchant validations, which are currently \$0.50 for \$5.00 in value, are presented as coupons at exit. Each garage also has at least one exit lane with a cashier station that is staffed during periods of higher activity, except Memorial Garage.

The PARCS equipment and method of operation employed by the City in its garages have become increasingly common. **[Off-Street-1]** The City has increasingly shifted towards a demand-based approach to staffing each garage, which is one we recommend. This provides flexibility to reallocate Parking Attendants to a garage with more activity, such as one serving a special event.

In addition to the five garages, there is one surface lot, Lot 293, which has been considered but incremental net operating income would go towards capital improvement funds for the Intermodal Facility. Transient parkers must use pay-by-space machines, where they enter the space number and pay for the estimated duration of stay with either cash or credit card. Transient parkers may also add additional time by using the pay-by-cell feature where they dial in or use the smartphone application, specify the space number and the additional time to add. Monthly parkers are issued hangtag permits which they must display.

[Off-Street-2] In order to effectively manage demand at each facility, we recommend that the City consider adjusting rates to market, in cases where they are not currently, for transient and monthly parkers. This would enable the City to better balance supply and demand in each facility and minimize the potential for increased congestion on the street as drivers may queue to enter a facility that is priced below others in the area. The rate changes may be phased in over a period of multiple years. **[Off-Street-3]** Given that special event parking will be far more frequent after the planned ESC opens, we recommend that monthly parking permits incorporate black-out periods during special events, which would require that monthly parkers pay the special event rate to park during a special event.

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[Off-Street-4] We recommend that rate adjustments to the DEPP program be considered as these are significantly below market currently at \$0.25 per 30 minutes. DEPP rates may be set as a discount to posted City garage rates. **[Off-Street-5]** We also recommend that adjustments to the merchant validation program be considered. Currently it is dollar value-based and a merchant only pays 10% of the actual value. Shifting to a time-based value at a discounted price may prevent potential abuse of merchant validation program while achieving its desired intent.

In our review of the off-street parking operation, we learned about the City's electric vehicle ("EV") parking policy. This was contained in the report "Parking Facilities Division Electric Vehicle Policy Revision" dated October 27, 2000. It states the following on page 2:

Current City policy allows all electric vehicles, whether owned by or leased to corporations, government agencies, or individuals to park at no cost in City parking garages. When patronage at any individual garage exceeds five percent (5%) of overall parking transactions in that garage, however, EV's will no longer park for free in that City garage but will receive a fifty percent (50%) discount off of regular parking rates.

In December 2013, approximately 400 EVs had free parking in a City facility. At a rate of \$185 a month this is nearly \$900,000 when annualized over an entire year. **[Off-Street-6]** We would recommend that City policy be clarified, specifically the definition of a transaction. **[Off-Street-7]** In addition, providing free or discounted parking impacts the City's ability to effectively manage their entire parking supply so we would recommend that the City consider restructuring this benefit. EVs with free or discounted parking may demand more parking compared to those paying full price. Should the City employ a strategy of using parking pricing to regulate parking demand, this would impact the City's ability to effectively do so. And it may penalize non-EV drivers as potentially higher demand from EV drivers pushes up parking rates for non-EV drivers as a way to manage total demand in a given garage. The City should consider maintaining preferred parking areas within its garages for EVs. In general, we recommend that the City's EV policy be revisited to include a comprehensive examination of both on-street and off-street parking, and to ensure that City EV policy is synchronized with County and State EV parking policies.

ON-STREET PARKING

The current on-street parking system utilizes single-space meters and multi-space meters to regulate turnover in the highest activity areas in the Central City. There are approximately 3,800 single-space meters and 1,700 spaces regulated by approximately 300 multi-space meters. Single space meters accept coins and parking meter debit cards. Debit cards may be purchased in \$50 and \$100 increments. A \$10 administrative fee is required for new cards. Multi-space meters accept coins and credit cards. After paying at a multi-space meter, the driver must take the receipt back to his/her car and affix it along the roadside window. Any unused time may be applied in other spaces with the same parking rates.

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Meter revenue is collected on a regular basis along 14 different routes. Meter collection staff collects coins using specialized carts which are brought to a central facility for counting before being picked up for deposit by an armored car company.

As previously outlined, there are several benefits associated with implementing single-space smart meters.

1. Ease of use for parkers as single-space smart meters will accept credit cards for payment in addition to coins. In addition, the meter is adjacent to the parking space which is more convenient for parkers than the current multi-space pay stations.
2. Rates for single-space smart meters may be adjusted in real-time which would allow the City to change rates to accommodate special events and would simplify implementation of any future rate changes.
3. A single-space smart meter will notify City staff when its coin box is full or if it not operational.
4. Single-space smart meters would be easier for PEOs to enforce than existing multi-space meters. Identifying a blinking red light which indicates an expired meter is simpler than reading a valid paid to time on a multi-space meter receipt.

Experience from other cities suggests a significant increase in paid utilization and hence meter revenue when smart meters are implemented. The increase in utilization can be attributed to increased compliance, overpayment, reduced meter downtime and elimination of shrinkage.

Table 19: Example Revenue Increases after Implementation of Smart Meters

City	Increase
Philadelphia, PA	30%
Syracuse, NY	75%
Calgary, Alberta	25%
Portland, OR	40%
Houston, TX	52%
Average	44%

Source: Walker Parking Consultants, 2013

A properly functioning on-street system should provide availability to drivers who seek parking. **[On-Street-1]** As a tool to help better manage the City's on-street parking supply, we recommend that rates at metered spaces be adjusted periodically based on demand. **[On-Street-2]** Time limits at metered spaces should be periodically assessed to ensure that the spaces are turning over with enough frequency to satisfy local businesses.

In addition to approximately 5,500 metered spaces, there are non-metered parking spaces in the Central City area. There are 9,600 spaces in residential areas regulated by residential parking permits while another 6,600 have no restrictions. **[On-Street-3]** Some spaces with no restrictions may require implementation of time limits to regulate turnover. Eventually some of these spaces may be candidates for parking meters as the Central City area continues to develop and new nodes of activity emerge.

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State of California law currently allows drivers with disabled placards to park for free on the street for an unlimited period of time. Like other cities throughout the state, we believe abuse of this policy exists currently and may increase if on-street meter parking rates are increased. **[On-Street-4]** Given that, we recommend that the City of Sacramento works with other municipalities in the state to propose legislation that enhances accessibility for disabled parkers. We believe this may be compromised currently as drivers abusing the disabled parking policy may be occupying designated disabled parking spaces and limiting availability for drivers with disabilities who most require easy access to destinations.

Ultimately disabled parking is an issue about accessibility, not ability to pay. Those who cannot physically operate a meter and/or fall below an income threshold due to their disability may continue to be exempted from having to pay. Such a system would be similar to what other states such as Michigan and Illinois have done.

To assess the incidence of disabled placard usage, City staff performed counts of cars with disabled placards on January 17, 2014 and January 22, 2014 in the late morning and early afternoon (beginning at 10:00 AM and 2:00 PM respectively). The areas where the counts were performed cover nearly 1,000 metered spaces in the Central City area. Results are detailed on the following table.

Table 20: Disabled Placard Counts on January 17, 2014 and January 22, 2014

Street	From	To	Metered Spaces	1/17/2014 AM		1/17/2014 PM		1/22/2014 AM		1/22/2014 PM	
				Vehicles	Disabled Placard						
J St.	15th St.	29th St.	255	89	26	123	29	99	27	103	27
L St.	9th St.	15th St.	72	86	37	80	30	88	41	90	37
N St.	9th St.	15th St.	114	136	57	138	38	137	55	106	38
P St.	3rd St.	12th St.	164	163	69	130	50	149	69	131	57
R St.	2nd St.	8th St.	127	91	19	80	26	80	26	64	16
9th St.	E St.	J St.	81	80	18	81	17	73	17	82	16
21st St.	I St.	Q St.	157	56	9	67	13	58	9	51	3
Total			970	701	235	699	203	684	244	627	194
			% of Parked Vehicles		34%		29%		36%		31%
			% of Total Spaces		24%		21%		25%		20%

Source: City of Sacramento, 2014

The data from January 17 and January 22 suggest that 20% to 25% of spaces are occupied by parkers with disabled placards.

Based on our experience in other California cities, when on-street parking rates have increased, there has been an increase in parkers with disabled placards. The ability for disabled placard holders to park for free for an unlimited period of time limits the effectiveness of parking rate changes as a way to manage turnover and parking demand in commercial areas.

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ENFORCEMENT

Parking enforcement is handled by 43 full-time equivalent ("FTE") ticket-writing PEOs. They cover 21 different beats mostly located within the Central City area. Their role is to promote compliance of parking regulations, which would be unnecessary if all parkers would comply. However, there is not full compliance of parking regulations by parkers, thereby necessitating the PEO role. Currently, PEOs are handling enforcement manually. As a means to identify those who overstay time limits, tires are chalked manually by PEOs. Ticket-writing is largely a manual process as limited information is pre-populated.

Based on data from FYE 2012, violations were greatest in the categories of expired meters, no parking during certain hours and for parking in residential permit areas without a valid permit. The following table shows the top eight citation categories which accounted for nearly 90% of all citations.

Table 21: Top Eight Citation Categories from Fiscal Year Ending 2012

Citation Description	Count	% of Total
METER EXPIRED	63,217	37.4%
NO PARKING CERTAIN HOURS	32,252	19.1%
RESIDENTIAL PERMIT PARKING	25,108	14.9%
POSTED NO PARKING	9,039	5.3%
OVERTIME (POSTED TIME LIMITS)	8,058	4.8%
PARKING ON CITY PROPERTY	7,880	4.7%
OVER LINES IN PARKING SPACE	3,430	2.0%
PARKING ON SIDEWALK	2,431	1.4%

Source: City of Sacramento, 2013

Data from the twelve-month period March 2013 to February 2014 indicates a similar distribution of citations. We examined how citation fines for the highest issued category, Meter Expired, compared to Western United States peer cities.

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Table 22: Comparison of Meter Expired Fine to Western United States Peer Cities

City	Fine for Meter Expired	% of Average
Denver	\$25.00	55%
Oakland	\$58.00	128%
Phoenix	\$31.00	69%
Portland	\$39.00	86%
San Francisco	\$74.00	164%
Seattle	\$44.00	97%
Peer Average	\$45.17	100%
Sacramento	\$42.50	94%

Source: Walker Parking Consultants, 2013

Note that Sacramento and San Francisco's fine amounts include a \$12.50 fee imposed by the State of California. Sacramento's fine for Meter Expired, while lower than Bay Area peers Oakland and San Francisco, is on par with the group of Western United States peer cities.

On the basis of ticket-writing PEO efficiency, we believe the City may lag Western United States peers.

Table 23: Tickets Written per PEO-Hour across Western United States Cities (2005)

City	Tickets Written/ PEO/Year	Tickets Written/ PEO-Hour
Denver	10,000	5.3
Phoenix	5,500	2.9
San Francisco	8,333	4.4
Seattle	7,730	4.1
Peer Average	7,891	4.2
Sacramento	5,676	3.0

Note: Assumes 1,880 hours per year (235 days)

Source: City of Seattle Response to the Statement of Legislative Intent: Parking Enforcement Effectiveness (September 21, 2005)

Recent data from the City suggests a ticket-writing rate from FYE 2013 of approximately 2.0 tickets per PEO-hour. The decline from 2005 levels, consistent with trends in other cities throughout the state, could be attributed to several factors including economic conditions, increased payment compliance with implementation of multi-space meters and operational

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issues. In addition there was a high rate of void tickets issued in FYE 2013 totaling approximately 30% of total valid tickets issued.

We would recommend the following be considered as ways to improve serviceability of the parking enforcement operation.

- **[Enforcement-1]** Periodically assess beats based on citation data from each beat and input from PEOs. Some beats may not have the same level of activity and therefore may not require the same level of PEO staffing. To the extent that occupancy data are available, compare occupancy to ticket-writing over the course of one or more days. Areas with highest occupancy are likely to be areas with the most parking violators. Reallocating PEOs to areas of higher activity would help to ensure proper functioning of the parking supply. In some cases, this may be as simple as having PEOs adjust when they take lunch breaks so they can write tickets during periods of highest parking demand.
- **[Enforcement-2]** Examine variety of citations written by PEOs to ensure there is a match between the beat assignment and an individual PEO's strengths and/or to identify any gaps in an individual PEO's training. Some PEOs may have an aptitude towards writing certain types of tickets and should be assigned to beats where those tickets are written. Conversely, there may be a gap in a PEO's training which may lead to difficulty identifying certain violations or reluctance to enforce certain violations.
- **[Enforcement-3]** PEOs should vary how they cover their beat to avoid providing predictability to regular parkers who may constantly re-park their vehicles (i.e. every two hours if there are two hour time limits). This could be assessed using GIS by plotting locations of citations written by PEOs over the course of a week. We would recommend displaying in one- or two-hour snapshots with a different color for each day of the week. This may also identify any large time gaps in citation writing, which parkers overstaying posted time limits may take advantage of.

As mentioned earlier, we believe implementation of LPR units mounted on PEO vehicles to assist in parking enforcement should improve PEO serviceability. It will allow for digital chalking of vehicles which will provide accurate location and length of stay readings making it much easier for PEOs to identify and cite violators. The speed by which enforcement may be done is considerably higher using LPR (we estimate 20 miles per hour on average) compared to walking (we estimate 3 miles per hour on average) or utilizing a three-wheeled cart (we estimate 10 miles per hour). LPR can readily identify scofflaw parkers (those with five or more outstanding citations), who may then have an immobilizing boot placed on their vehicle. Stolen cars and other "be on the lookout" plates may be readily identified. Unregistered plates may also be identified. Permit programs may eventually become license plate based, saving on expenses to administer these programs and improving effectiveness in identifying violators. An additional benefit is occupancy data may be collected while PEOs drive their beats, providing the City with actionable data for making changes to parking policies.

Improved PEO serviceability should result in a parking system that functions more effectively as parking spaces would turn over at desired rates (i.e. those at or below posted time limits). By providing better access for short-term transient parkers (e.g. shoppers, diners, office visitors, tourists), the Central City area should experience increased economic vitality.

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PARKING MANAGEMENT

The City's Parking Services Division currently manages parking for other public agencies and also some private sector entities in the Central City area. **[Parking Management-1]** Having additional parking under City management provides greater ability to manage parking supply and demand in the Central City area. For example, the City may open some of the managed facilities on evenings and weekends when there may be high demand due to special events. Providing readily available supply under a cohesive system may ease traffic congestion and also improve overall level of service to parkers. The City's ability to enforce parking in managed facilities further increases the effectiveness of the extended parking system (City's facilities plus those managed by the City).

The concept of managing a parking system is important and should not be understated. With the latest technology and the data available from it, City staff will have more guidance with regard to managing the overall parking system than ever before. **[Parking Management-2]** We recommend that City staff be given flexibility required to effectively manage the parking system. Specifically, this should include the ability to adjust on-street and off-street rates as needed up or down, to adjust on-street time limits up or down and to implement on-street time limits on blocks where they are not currently. Any actions by City staff would only go into effect after a designated public notice period, if required by City code.

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PARKING SYSTEM ENHANCEMENT

Based on our review of current Parking Services performance and parking system as well as proposed changes, we have developed a list of revenue enhancement and expense reduction opportunities.

REVENUE GENERATION OPPORTUNITIES CONSIDERED

The following is a list of revenue generation opportunities that we incorporated into our analysis.

- Installation of additional on-street meters in areas where demand warrants, as this would help ensure turnover of spaces;
- Special events at ESC which would be a net increase in parking demand to the Downtown area and would lead to greater on- and off-street parking revenue as well as citations revenue;
- Additional parking management opportunities that result in increased revenue by collecting management fees and citation revenue from enforcement opportunities;
- Improved enforcement productivity through improved management of enforcement operation;
- Improved enforcement productivity assisted by new Genetec (AutoVu) equipment, which can digitally chalk vehicles to easily identify those who overstay time limits;
- Improved enforcement productivity through simplicity in enforcing single space smart meters as these require looking for flashing red lights versus walking up, reading and interpreting parking receipts affixed to windows;
- Planned off-street garage rate increases to match rates in each garage's submarket; and
- Planned meter rate increases to encourage proper turnover of cars, plus extended hours of operation in some meter routes.

ADDITIONAL POTENTIAL REVENUE GENERATION OPPORTUNITIES

There are additional revenue generation opportunities that are available but have not been explicitly incorporated into our analysis.

- Addition of time zones in areas with high occupancy and no current parking regulations;
- Improved scofflaw identification with use of LPR equipment, as matches against scofflaw database can be made in real-time;
- Better cash handling made possible by intelligent cash collection smart carts and installation of electronic key system which would remove requirement to count money daily. This will increase accountability and reduce risk; and
- Revise City's current EV parking policy.

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EXPENSE MITIGATION OPPORTUNITIES

The following changes that we have incorporated in our analysis do not result in explicit material expense reductions. However they allow the Parking Services Division more flexibility in staffing to meet customer demand without incurring additional overtime expense while simultaneously offering a higher level of service to customers. Effectively, they allow Parking Services to capture additional revenue without incurring additional labor expense. And labor accounts for the majority of Parking Services expenses.

- Creating shared labor pool for both on- and off-street meter technician functions to improve productivity and provide a higher level of service to customers;
- Allocation of coin counting staff to other roles after smart collection system (carts and electronic keys) is implemented, which will improve productivity and provide a higher level of service to customers; and
- Ability to allocate Parking Services resources across multiple parking management clients.

POTENTIAL RISKS/THREATS

There are potential risks and threats to achieving additional revenue and expense mitigation.

- Increased expenses with rollout of smart meters system-wide (connectivity fees, interchange fees, credit card fees);
- Ability to reallocate staff effectively to support increased productivity and enhance level of service;
- Ability to grow management opportunities side of the business; and
- Long-term demand for parking as transportation mode share shifts from single-occupant vehicles to other modes such as public transit, rideshare, walking and biking.

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PARKING SYSTEM FINANCIAL PROJECTION ASSUMPTIONS

A 50-year financial projection has been developed to model the parking system's performance. The projection starts in FYE 2014 (year 1) and continues through FYE 2063 (year 50). When not stated, years are represented as fiscal year ending. The baseline projection (Case 1) incorporates assumptions about parking system modernization including incorporating new technology and staffing reorganization/reclassification in order to be most responsive to customer demand while creating the most staffing efficiency for the Parking Services Division.

GLOBAL ASSUMPTIONS

A list of key global operating assumptions follows.

- Inflation and capital expenditure escalation rates have been set to 2.5% per year.
- Labor rates are based on budgeted FYE 2014 values and with modifications by the City in cases where positions were combined to create new job classifications.
- Staffing levels by position in year 1 have been provided by the City and are lower than budgeted. Year 1 staffing levels are assumed to continue throughout the 50-year projection period unless otherwise noted with a labor rate escalation factor each year. This is assumed to be 2.5%.
- A staffing benefits burden totaling 44.1% of wages, based on budgeted FYE 2014 data, has been applied to all labor rates. This covers payroll tax, health insurance, pension contributions and workers compensation. This value has been escalated 2.5% every 5 years starting in year 6. It would increase to 55.1% in years 46 to 50.

Note that where we've assumed rate changes, the rate is in effect the entire year so from an operational standpoint, the rate change would be implemented on the first of the year or in the prior year.

OFF-STREET ASSUMPTIONS

There are six off-street facilities included in our projections – five garages (Capitol, City Hall, Memorial, Old Sacramento and Tower Bridge) and one lot (Lot 293). Net operating income from Lot 293 is assumed to be capped going forward to provide capital improvement funds for the Intermodal Facility. This amount was approximately \$493,100 in FYE 2013 and we have assumed this same amount is available in all 50 years of the projection period.

VOLUME/ELASTICITY

Annual increase in transient and monthly volume of 0.20%, which is roughly equivalent to 10.5% compounded over the entire 50-year period. While recent historical data point to a decline in transaction volume since FYE 2007, there was an upturn between FYE 2012 and FYE 2013. The proposed ESC, other proposed new development and long-term growth projections for the region suggest that there should be a long-term increase in travel activity and demand for parking.

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An elasticity of -0.25 which suggests a 2.5% decrease in demand would result from a 10% increase in price. This value is relatively inelastic, as there are some off-street parking substitutes as well as competition from competing transportation modes (i.e. public transit, walking/biking). This value is based on our experience and observations in other markets.

PRICING

Our pricing assumptions by garage follow. These are informed by pricing at competing garages in each submarket.

Table 24: Baseline Scenario Off-Street Rate Increases

	Year 1	Year 2	Year 3	Year 4	Year 5
Capitol					
Transient	none	Increase to \$2.00 per 30 minutes	none	Increase by \$0.50 per 30 minutes	none
Monthly	none	none	none	Increase all monthly rates by \$5.00	none
Evening/Weekend	none	none	none	Increase maximum rate from \$5.00 to \$6.00	none
City Hall					
Transient	none	Increase to \$2.00 per 30 minutes	none	Increase all transient rates by \$0.50 per 30 minutes	none
Monthly	none	none	none	Increase all monthly rates by \$5.00	none
Evening/Weekend	none	none	none	Increase maximum rate from \$5.00 to \$6.00	none
Memorial					
Transient	none	Increase to \$2.00 per 30 minutes with \$16.00 daily maximum	none	Increase by \$0.50 per 30 minutes	none
Monthly	none	Increase all monthly rates by \$15.00	none	Increase all monthly rates by \$15.00	none
Early Bird	none	Increase by \$1.00 to \$7.00	none	none	none
Evening/Weekend	none	none	none	Increase maximum rate by \$1.00 to \$6.00	none
Old Sacramento					
Transient	none	Increase to \$1.50 per 30 minutes with \$15.00 daily maximum	none	Increase to \$2.00 per 30 minutes with \$16.00 daily maximum	none
Monthly	none	Increase all monthly rates by \$10.00	none	Increase all monthly rates by \$10.00	none
Early Bird	none	Increase from \$4.00 to \$5.00	none	Increase from \$5.00 to \$6.00	none
Evening/Weekend	none	Increase maximum rate from \$6.00 to \$7.00	none	Increase maximum rate from \$7.00 to \$8.00	none
Tower Bridge					
Transient	none	Increase to \$2.00 per 30 minutes with \$16.00 daily maximum	none	Increase all rates by \$0.50 per 30 minutes	none
Monthly	none	Increase all monthly rates by \$5.00	none	none	none
Evening/Weekend	none	none	none	Increase maximum rate from \$9.00 to \$10.00	none

Source: Walker Parking Consultants, 2013

Starting in year 6, transient and monthly rates are modeled to increase at 10% every four years. Therefore there would be a 10% rate increase in year 6, then year 10, then year 14 and so on.

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CAPITAL EXPENDITURES

The vast majority of capital expenditures relate to maintaining structural and mechanical systems within each garage. A separate condition assessment report details the nature of these expenditures by garage. We have distributed each five-year projection evenly over the year in which indicated and the subsequent four years. For example, 2014 values are evenly distributed across the five-year period 2014 to 2018. Capital expenditure escalation has been applied.

Periodic replacement of Parking Access and Revenue Control System ("PARCS") equipment is required. We have assumed that this would cost approximately \$2,050,000 (in 2014 dollars) for all five garages with first year of replacement in year 1 and replacement every 10 years thereafter.

EXPENSES

Existing service/supplies expenses for the five garages is carried forward annually. This was approximately \$2,154,200 in FYE 2013 and is escalated by inflation annually.

Rental expenses to cover ground lease payments for some of the managed facilities have been included. This was approximately \$192,400 in FYE 2013 and is escalated by inflation annually.

Expenses are paid to the City's Economic Development Department for their assistance in helping Parking Services lease out retail space in the parking garages. This was \$50,000 in FYE 2013 and is escalated by inflation annually. Note that a new Parking Services FTE would take over this role this beginning July 1, 2014 with the expense assumed to continue going forward and is denoted as Retail Rental Support.

Additional expense related to PARCS equipment is negligible. However there is a savings of approximately \$169,000 in year 1 due to the expected inclusion of maintenance and service agreement expenses in the first year.

An annual payment is made to the California Department of Transportation ("Caltrans") for the Old Sacramento garage ground lease. This payment is currently the highest of 5.6% of gross revenue or 14.0% of net operating income. Going forward we have assumed 12.0% of gross revenue, based on information provided by the City, with an increase every 10 years based on compounded annual inflation of 2.5% per year. The baseline from FYE 2013 is assumed to be \$112,600 and only the incremental expense has been applied going forward.

Credit card fees of 6% are assumed on any revenues paid using a credit card. We have assumed that 30% of transient and monthly revenues are paid by credit card in year 1 which increases 5% per year until it reaches 80% in year 11 and carries forward at 80% for the rest of the projection period.

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REAL PROPERTY RENTAL REVENUE

Capitol, City Hall and Memorial garages all have between 18,000 and 22,000 square feet of ground floor commercial space that may be rented to retail and office tenants. Old Sacramento also has a small amount of storage space that is being rented to Old Sacramento Management and has not been included in our analysis as the total annual revenue is negligible.

Our analysis assumes existing tenant rates and grows them annually by the appropriate escalation rate as specified in current leases (typically CPI). Vacant spaces are assumed to rent at the average rent per square foot for occupied space in each garage. A 15% vacancy factor (assumed as a 15% reduction of revenue) and a 10% uncollected receivables factor have been applied.

Expenses for real property rental are assumed to already be incorporated, including expenses paid to the Economic Development Department for rental support (\$50,000 in FYE 2013).

ON-STREET METER ASSUMPTIONS

There are approximately 5,500 parking meters within the City's parking system.

VOLUME/ELASTICITY

Like for the garages, we have assumed an annual increase in volume of 0.20%, which is roughly equivalent to 10.5% compounded over the entire 50-year period. The proposed ESC, other proposed new development and long-term growth projections for the region suggest that there should be a long-term increase in travel activity and demand for parking.

An elasticity of -0.10 which suggests a 1% decrease in demand would result from a 10% increase in price. This value is quite inelastic, as there are no other on-street parking substitutes with competition coming from off-street parking and competing transportation modes (i.e. public transit, walking/biking). This value is based on our experience and observations in other markets.

PRICING

We recommend increasing hourly rates from \$1.25 to \$1.75 in year 2 for all meter routes. For all routes except 3 and 9, which are on the periphery of the Downtown and Midtown areas, we recommend increasing hourly rates to \$2.50 in year 3 and \$3.00 in year 4.

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Table 25: Proposed On-Street Meter Rates

Route	2014	2015	2016	2017	2018
1	1.25	1.75	2.50	3.00	3.00
2	1.25	1.75	2.50	3.00	3.00
3	1.25	1.75	1.75	1.75	1.75
4	1.25	1.75	2.50	3.00	3.00
5	1.25	1.75	2.50	3.00	3.00
6	1.25	1.75	2.50	3.00	3.00
7	1.25	1.75	2.50	3.00	3.00
8	1.25	1.75	2.50	3.00	3.00
9	1.25	1.75	1.75	1.75	1.75
10	1.25	1.75	2.50	3.00	3.00
11	1.25	1.75	2.50	3.00	3.00
12	1.25	1.75	2.50	3.00	3.00
13	1.25	1.75	2.50	3.00	3.00
14	1.25	1.75	2.50	3.00	3.00

Source: Walker Parking Consultants, 2013

Rates would increase at 2.5% per year starting in year 6 and would increase by \$0.25 once the next \$0.25 increment is passed. For example, the next increment would be reached in year 9 for all routes except 3 and 9 resulting in an increase from \$3.00 to \$3.25 per hour. The rate increases are informed by location within the city.

METER SYSTEM EXPANSION

Based on our review of proposed new meters developed by the City, we recommend adding 553 meters throughout Downtown and Midtown. The recommended expansion is based on occupancy counts conducted on these and nearby streets, (using 70% as a threshold) as well as proximity to commercial areas. We have assumed these new meters would be phased in during years 2 to 6. The meters would be placed in existing routes, with the vast majority of them being placed within routes 1, 3 and 14. Note that some areas with high occupancy do not have time limit restrictions. We recommend that time limit restrictions be implemented prior to any new meters being installed.

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Table 26: Proposed Meter Expansion

Route	Location	Current Meters	Additional Meters						Total	New Total
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6		
1	Midtown	560	0	0	124	0	0	0	124	684
2	Downtown - south and west of Capitol	561	0	0	0	0	35	0	35	596
3	Midtown and east of I-80	454	0	0	0	113	0	0	113	567
4	Downtown - western area	450	0	0	0	0	0	0	0	450
5	Downtown - south of Capitol	333	0	0	0	0	0	57	57	390
6	Downtown - northwest near Railyards	429	0	0	0	0	0	30	30	459
7	Downtown - northwest of Capitol	406	0	0	0	0	0	0	0	406
8	Downtown - north and northeast of Capitol	661	0	57	0	0	0	0	57	718
9	Downtown - southwest	667	0	0	0	0	0	28	28	695
10	Downtown - north-central	219	0	0	0	0	0	11	11	230
11	Downtown - western area	198	0	0	0	0	0	0	0	198
12	South of Tower Bridge	19	0	0	0	0	0	0	0	19
13	Old Sacramento	246	0	0	0	0	0	0	0	246
14	Midtown	312	0	0	0	0	98	0	98	410
Total		5,515	0	57	124	113	133	126	553	6,068

Source: Walker Parking Consultants, 2013

We have assumed that new meters added to a route will generate 85% of the revenue that existing meters in that route generate.

HOURS OF OPERATION

Based on our review of existing meter route locations, we recommend increasing daily hours of operation from 10 to 12 hours for meters in routes 1, 6, 7, 8, 12, 13 and 14, which totals approximately 2,600 spaces currently. We have assumed this would go into effect in year 2 (2015). All other routes would be in operation for 10 hours per day. No additional days of operation are assumed.

We have assumed that additional hours of operation will exhibit the same average utilization already experienced in the meter route (i.e. no increase or decrease in utilization during the added hours).

CAPITAL EXPENDITURES

The majority of on-street meters capital expenditures are for the purchase of new smart meters. An initial purchase is made in year 1 to replace all existing single space meters. Existing multi space meters would be moved to periphery locations. Additional single space smart meters would be added when the system is expanded. Existing multi space meters being relocated to periphery locations would be replaced with single space smart meters in year 5. Single space smart meters are assumed to have a 10-year lifespan and each one is assumed to cost \$600 in 2014 dollars.

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In year 1, an intelligent cash collection solution and electronic locks would be purchased. The intelligent cash collection solution would cost \$834,000 in 2014 dollars and the electronic locks would cost \$1,037,000 in 2014 dollars.

EXPENSES

Existing service/supplies expenses are assumed to carry forward and would be escalated by inflation annually. This was approximately \$440,000 in FYE 2013.

Smart meter connectivity fees of \$8.00 per month would apply once single space smart meters go online. We have assumed that the replacement of the approximately 3,800 existing single space meters would be phased in during year 1, with an average of 75% over the course of year which is applied to smart meter connectivity fees in year 1. Smart meter connectivity fees would also apply to smart meters at the new metered spaces as well as replacement of multi-space metered spaces, which we have assumed in year 5. Smart meter supplies are estimated to be \$5.50 per year per meter. These expenses are escalated at 13% every five years.

On-going annual expenses for the intelligent cash collection solution and electronic locks is estimated to be \$10,000 per year (in 2014 dollars) and escalated annually by inflation.

Credit card fees are estimated to be 10% of total revenue paid by credit card. Credit card revenue is estimated to be 60% in year 1 which grows to 85% by year 4 and continues at 85% going forward. It is estimated that approximately 60% of multi space meter revenue is generated by credit card payments.

OTHER REVENUE IMPACTS

An increase in utilization of 15% is assumed for existing single space meters that are replaced with single space smart meters. The increase in utilization is attributed to increased compliance, overpayment, reduced meter downtime and elimination of shrinkage. This value is applied in year 2 after the full implementation of existing meters is expected to be complete. We believe the increase in utilization is conservative relative to results experienced in other cities that have implemented smart meters.

Prepay debit card revenue accounted for approximately \$77,000 in revenue in FYE 2013. With introduction of single space smart meters, we have assumed a phase out with a 50% decrease in revenue in 2014 and no prepay debit card revenue after 2014.

Free on-street parking for parkers with disabled placards may limit availability for drivers with disabilities who most require easy access to destinations. There is also potential uncollected revenue associated with this, which is outlined in the following table. Our analysis assumes that 30% of all parkers have disabled placards. This is based on data collected by the City and this rate of disabled placard parkers is held constant throughout entire projection period. Based on our experience in states with free parking for disabled placard holders, the number of disabled placard parkers would likely increase as parking rates increase. To assess citation

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revenue, we have assumed that 40% of citations per utilized hour would be eligible (meter expired and overtime) based on distribution of citations data (Table 21).

Table 27: Estimated Uncollected Parking Revenue Due to Disabled Placard Use in Select Years

Year	Revenue
1	\$3,282,682
5	\$7,376,202
10	\$8,256,644
20	\$11,114,084
30	\$14,230,466
40	\$18,086,204
50	\$23,249,214

Source: Walker Parking Consultants, 2014

ENFORCEMENT ASSUMPTIONS

Enforcement assumptions cover revenues and expenses related to issuance and collection of citations as well as capital expenditures required to support the enforcement operation.

REVENUE

Enforcement revenue is calculated based on total number of citation-writing PEO FTEs, citation-writing rate of PEOs, total citation fee and percentage of revenue collected.

Currently there are 52 budgeted PEO positions, including supervisors. However, only 43 of these PEOs are patrolling beats and writing citations while the other nine are in administrative or supervisory roles. We have assumed that citation-writing PEOs increase from 43 to 53 over a 20-year period, with an increase of 0.5 FTE per year. The citation-writing rate is estimated to increase by 0.5 per hour worked per PEO each year from 2.0 per hour in year 1 to 3.5 per hour in year 4. This is consistent with peers and also much more achievable with the implementation of LPR equipment to identify parkers who overstay time limits. We have assumed that each ticket-writing PEO FTE works an average of 1,880 hours per year.

We have assumed a collection rate of 80% on paid citations and an increase in average revenue per paid citation of 10% every five years starting in year 6 (approximately 2% per year compounded), in order to keep up with inflation.

EXPENSES

Existing service/supplies expenses are expected to be carried forward and escalated by inflation each year. This totaled approximately \$794,100 in FYE 2013.

Revenue Division Control expense is the contribution that Parking Services pays to the Revenue Services Division for their handling of citation collections and payments and other on-

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street functions such as permit sales, as well as off-street functions such as monthly hang tag sales, discount employee parking program administration, and general front counter assistance for Parking Services customers. This totaled \$771,000 in FYE 2013 and has been escalated each year by inflation.

A maintenance agreement for LPR equipment would take effect in year 2 and escalates at 13% every five years. LPR equipment is expected to be replaced every eight to ten years.

As citation-writing PEOs are added in the future, the additional fully loaded expense per FTE is added. This value is also escalated by appropriate direct labor and burden inflation.

CAPITAL EXPENDITURES

A purchase of LPR equipment is expected in year 1. This purchase would total approximately \$292,400 in 2014 dollars. Starting in year 2, \$6,000 per year in 2014 dollars per citation-writing PEO FTE is allocated to cover capital expenditures, namely vehicles, LPR and handheld equipment. All values are escalated by capital expenditure escalation.

ESC SPECIAL EVENT ASSUMPTIONS

The proposed ESC is expected to open in time for the 2016-2017 NBA season. We have assumed 2017 (year 4) would be its first full year of operation. Assumptions were developed based on estimated attendance and event count figures that will be included in the ESC Environmental Impact Report ("EIR"). There would be 177 annual events totaling 189 days. Estimated attendance would range from 2,000 to 17,500 per event. Events would be held on weekdays during the daytime, weekdays during the evening and on weekends.

Events have been categorized as A, B or C events, depending on total expected parking demand. A events are those with over 5,000 patron cars expected, B events are those with 2,001 to 4,999 patron cars expected and C events are those with 2,000 or fewer cars expected.

We estimate that 75% of event patrons would arrive by car for Sacramento Kings games and 80% for all other events. The lower drive ratio for Kings games accounts for patrons who may already be parked in the Downtown area or who consciously choose a different transportation mode due to higher expected parking rates, congestion, etc. This auto mode share is lower than the one assumed in the Draft EIR.

We have also assumed some capture of employee parking demand from those who are working during events. We utilized the during event staff figures provided in the Draft EIR: 850 for large events, 600 for medium events and 420 for small events. We estimate that 65% of employees would drive. City capture of 24% and the parking rate schedule are consistent with patron parking assumptions.

The EIR analysis estimates that there would be 2.3 passengers per vehicle for Kings games and 2.8 passengers per vehicle for most other events with the exceptions being 1.2 passengers per

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vehicle for civic events and 2.0 passengers per vehicle for trade shows and conventions. These average vehicle occupancy factors are consistent with assumptions in the Draft EIR, except we have assumed a lower average vehicle occupancy for trade shows and conventions. We have also assumed some carpooling amongst employees with 1.2 passengers per vehicle for employee parkers.

We believe a 0.5-mile radius from the ESC is a suitable market area for parking at the ESC. Within this area, the City of Sacramento has approximately 2,000 on-street spaces and 3,350 off-street spaces. The off-street space count does not include Lot 293 as additional revenues from this facility have not been considered in our analysis. Assuming a net reduction of 822 spaces at the Downtown Plaza East and Central garages to accommodate the ESC, the City owns approximately 24% of the parking supply within a 0.5-mile radius.

We have assumed parking rates that are between \$7.72 and \$9.85 per event on a weighted basis, depending on time of day and day of week. Weekday evening and weekend event rates for garages and on-street meters are based on the midpoint of a price range that is specific by garage location, meter location (one of three tiers) and event type. Rates decrease with distance from the ESC and also with overall demand based on event type. Weekday daytime events are assumed to be priced at the prevailing garage and on-street meter transient rates in year 4, assuming a length of stay of 2.5 hours for those who park in garages and 2.0 hours for those who park on the street.

Based on a weighted average of expected City capture of parking demand for each event type, we have estimated an expected demand for each event type. We then distributed the demand across on-street meters and off-street garages to arrive to a final weighted rate for each event type. Distribution of demand considers current occupancy rates.

Given the implementation of smart meters throughout the City's system, we assume that on-street parking would be available at the same rates charged by City off-street facilities.

The special event rate assumptions are outlined in the following table.

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Table 28: ESC Special Event Rate Assumptions

Evening/Weekend Rates in Year 4

	Total Spaces	Weight	Dist.	A Events (Average 1,425)		
				Low	High	Mid
Garage						
City Hall	1,035	3.0%	43	\$8.00	\$10.00	\$9.00
Capitol	988	7.0%	100	\$9.00	\$12.00	\$10.50
Tower Bridge	451	7.0%	100	\$10.00	\$10.00	\$10.00
Old Sacramento	878	7.0%	100	\$9.00	\$12.00	\$10.50
On-Street						
First Tier	220	10.0%	143	\$12.00	\$15.00	\$13.50
Second Tier	894	37.0%	527	\$9.00	\$12.00	\$10.50
Third Tier	848	29.0%	413	\$6.00	\$9.00	\$7.50
Total	5,314	100.0%	1,425	"A" Rate		\$9.85

	Total Spaces	Weight	Dist.	B Events (Average 815)		
				Low	High	Mid
Garage						
City Hall	1,035	0%	0	\$7.00	\$9.00	\$8.00
Capitol	988	0%	0	\$8.00	\$10.00	\$9.00
Tower Bridge	451	0%	0	\$10.00	\$10.00	\$10.00
Old Sacramento	878	5%	41	\$8.00	\$10.00	\$9.00
On-Street						
First Tier	220	18%	147	\$9.00	\$12.00	\$10.50
Second Tier	894	65%	530	\$7.00	\$9.00	\$8.00
Third Tier	848	12%	98	\$5.00	\$7.00	\$6.00
Total	5,314	100%	815	"B" Rate		\$8.26

	Total Spaces	Weight	Dist.	C Events (Average 409)		
				Low	High	Mid
Garage						
City Hall	1,035	0%	0	\$6.00	\$8.00	\$7.00
Capitol	988	0%	0	\$6.00	\$8.00	\$7.00
Tower Bridge	451	0%	0	\$10.00	\$10.00	\$10.00
Old Sacramento	878	0%	0	\$8.00	\$8.00	\$8.00
On-Street						
First Tier	220	36%	147	\$8.00	\$10.00	\$9.00
Second Tier	894	64%	262	\$6.00	\$8.00	\$7.00
Third Tier	848	0%	0	\$4.00	\$6.00	\$5.00
Total	5,314	100%	409	"C" Rate		\$7.72

Weekday Daytime Rates in Year 4 (Average 409)

	City Spaces	Weight	Dist.	Rate
Garage				
City Hall	1,035	5%	20	\$11.25
Capitol	988	5%	20	\$11.25
Tower Bridge	451	30%	123	\$11.25
Old Sacramento	878	40%	164	\$10.00
On-Street				
First Tier	220	0%	0	\$6.00
Second Tier	894	20%	82	\$6.00
Third Tier	848	0%	0	\$6.00
Total	5,314	100%	409	\$9.70

Average Length of Stay

Garage	2.5
On-Street	2.0

Weighted Average On-Street Rate

Route	Meters	Rate/Hr
2	561	\$3.00
4	450	\$3.00
6	429	\$3.00
7	406	\$3.00
8	661	\$3.00
Total	2,507	\$3.00

Source: Walker Parking Consultants, 2013

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Revenues are assumed to escalate consistent with that for off-street rate increases, 10% every four years starting in year 6. This would incorporate both potential rate increases and increases in demand (or capture of demand).

Expenses are expected to be minimal as staff working special events would be drawn from regular hours staffing (i.e. no overtime or additional staff would be required). Therefore expenses would consist of credit card fees and supplies. Revenue generated by credit card is assumed to follow the same assumptions as the average (weighted by number of spaces owned by the City in a 0.5-mile radius) for transient garage and on-street meters. Supplies are estimated to be between \$100 and \$200 per event, depending on event size. These are escalated by 2.5% each year.

Additional citation-writing is assumed to already be incorporated in the citation per PEO FTE-hour rate.

PARKING MANAGEMENT ASSUMPTIONS

We have assumed that each facility under management would generate \$500 per month in revenue (\$6,000 per year in 2014 dollars). This is assumed to escalate at the rate of inflation. In the baseline case, we have assumed that facilities under management would be 10 in year 1, 15 in year 2 and 20 in year 3 and thereafter.

Additional citation-writing is assumed to already be incorporated in the citation per PEO FTE-hour rate.

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PARKING SYSTEM FINANCIAL PROJECTIONS

Projected future performance for the baseline case is shown below with individual annual snapshots over the 50-year projection period.

Table 29: Projected System Performance over 50-Year Projection Period (2014 to 2063)

	Year						
	1 2014	5 2018	10 2023	20 2033	30 2043	40 2053	50 2063
Volume							
Attended Facilities - Transient Volume	841,186	815,711	808,293	834,531	840,257	867,532	873,484
Attended Facilities - Monthly Volume	28,312	28,672	28,412	29,334	29,535	30,494	30,703
On-Street - Utilized Hours	3,612,954	4,465,674	4,578,380	4,670,776	4,765,037	4,861,200	4,959,303
Enforcement - Citations	161,680	296,100	312,550	345,450	348,740	348,740	348,740
Net Revenue							
Off-Street Garages	\$12,322,300	\$14,122,800	\$16,618,400	\$20,725,200	\$27,677,800	\$34,620,800	\$46,243,600
On-Street Meters	\$4,281,300	\$10,545,100	\$11,586,600	\$15,649,100	\$20,512,700	\$26,672,300	\$35,187,400
Enforcement	\$7,762,400	\$14,216,000	\$16,506,400	\$22,075,100	\$26,965,200	\$32,627,900	\$39,479,800
ESC Special Events	\$0	\$1,216,100	\$1,457,000	\$1,759,500	\$2,341,900	\$2,833,700	\$3,771,600
Parking Management	\$60,000	\$132,500	\$149,900	\$191,800	\$245,600	\$314,300	\$402,400
Total Net Revenue	\$24,426,000	\$40,232,500	\$46,318,300	\$60,400,700	\$77,743,200	\$97,069,000	\$125,084,800
Operating Expenses							
Labor	\$7,299,000	\$8,056,800	\$9,185,200	\$11,943,200	\$15,537,500	\$20,224,500	\$26,339,800
Off-Street Garages	\$2,404,000	\$2,923,300	\$3,342,300	\$4,298,900	\$5,561,200	\$7,132,000	\$9,205,700
On-Street Meters	\$752,100	\$1,111,600	\$1,271,400	\$1,625,300	\$2,077,700	\$2,656,000	\$3,395,200
Enforcement	\$1,604,200	\$1,963,000	\$2,405,900	\$3,564,300	\$4,643,500	\$5,970,500	\$7,678,400
Total Operating Expenses	\$12,059,300	\$14,054,700	\$16,204,800	\$21,431,700	\$27,819,900	\$35,983,000	\$46,619,100
Net Operating Income							
Net Revenue Minus Operating Expenses	\$12,366,700	\$26,177,800	\$30,113,500	\$38,969,000	\$49,923,300	\$61,086,000	\$78,465,700
Eligible Lot 293 Net Operating Income	\$493,100	\$493,100	\$493,100	\$493,100	\$493,100	\$493,100	\$493,100
Total Net Operating Income	\$12,859,800	\$26,670,900	\$30,606,600	\$39,462,100	\$50,416,400	\$61,579,100	\$78,958,800
Capital Expenditures							
Total Capital Expenditures	\$9,000,500	\$4,295,300	\$777,800	\$2,445,500	\$1,545,700	\$2,285,800	\$5,032,800
Projected Net Cash Flow							
Total Projected Net Cash Flow	\$3,859,300	\$22,375,600	\$29,828,800	\$37,016,600	\$48,870,700	\$59,293,300	\$73,926,000

Source: Walker Parking Consultants, 2013

DIFFERENCES FROM PRIOR RESULTS

This section outlines differences in key assumptions and results between the current financial projections and those from our prior work (April 2013 financial projections update of our December 2011 report).

Total net operating income over the 50-year projection period is \$2.354 billion compared to \$2.539 billion in the April 2013 financial projections. During the first 30 years, the current financial projections are \$100 million higher than the April 2013 values.

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The results are similar on a net cash flow basis, which incorporates capital expenditures. Total net cash flow over the 50-year projection period is \$2.140 billion compared to \$2.330 billion in the April 2013 financial projections. The current financial projections are \$89 million higher in the first 30 years.

GLOBAL ASSUMPTIONS

The April 2013 projections assumed outsourced labor off-street and City staff for on-street and enforcement. The current financial projections assume existing City staff for both off-street and on-street.

Inflation and capital expenditure escalation rates have been set to 2.5% in the current projections compared to 3.0% in the April 2013 projections.

OFF-STREET

Volume/Elasticity

The current projections assume an annual volume growth of 0.20% which is more conservative than the 0.50% used in the April 2013 projections. The elasticity has also been set to a more conservative -0.25 compared to -0.10 in the April 2013 projections.

Pricing

Price increases in the current projections are higher than in the April 2013 projections. After obtaining updated market rates for transient and monthly parking, the City's rates are further behind the market as compared to our December 2011 report (which served as the basis for the April 2013 projections).

Capital Expenditures

After having an opportunity to perform a thorough review of the condition at the five garages within the scope of this effort (Capitol, City Hall, Memorial, Old Sacramento and Tower Bridge), estimated capital expenditures for the five garages has increased significantly in non-escalated dollars from \$36.1 million to \$67.0 million. A disproportionate share of the \$67.0 million is in the first five years.

Expenses

In the current projections we have assumed a credit card expense of 6.0% of revenue compared with 3.5% in the April 2013 projections.

Old Sacramento ground lease expense is assumed to be higher than it was in the April 2013 projections with an increase of \$116,000 in year 1.

Also note that we have not explicitly included any Lot 293 expenses as we are assuming the current net operating income will be available each year during the projection period.

Real Property Rental Revenue

In the April 2013 projections, we escalated the most recent fiscal year data (FYE 2012) by 3.0% annually. In the current projections, we applied rent escalations as outlined in the current

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leases, assumed vacant space would be rented at a rate based on existing rental rates in each facility and applied a 10% uncollected revenue and 15% vacancy assumption. Therefore, the current projections are more conservative.

ON-STREET

Volume/Elasticity

The current projections assume an annual volume growth of 0.20% which is more conservative than the 0.50% used in the April 2013 projections. The elasticity has also been changed to a more conservatively elastic (greater loss in demand due to price increases) -0.10 compared to -0.05 in the April 2013 projections.

Pricing

The current projections raise meter rates to \$3.00 per hour in year 4 in most meter routes, compared to the April 2013 projections which raised meter rates to \$2.00 per hour.

Meter System Expansion

The current projections assume an addition of 553 meters phased in over a period of five years while the April 2013 projections did not include any additional meters.

Hours of Operation

In the current projections, more meters are assumed to increase from 10 to 12 hours of operation on current operating days compared to the April 2013 projections. The number of meters moving to 12 hours of operation is an increase of nearly 1,300 as compared to the April 2013 projections.

Capital Expenditures

The cost of a single space smart meter is unchanged at \$600 per meter, but the number of meters has increased due to assumptions about meter expansion. There are also capital expenditures noted in year 1 for the intelligent cash collection solution and smart locks which together total approximately \$1.9 million.

Expenses

In the current projections, credit card expenses are assumed to be substantially higher at 10% of revenue compared to 3.5% in the April 2013 projections.

Smart meter connectivity fees are assumed to be \$8.00 per month in the current projections, which is higher compared to the \$6.00 per month used in the April 2013 projections.

Additional operating expenses are included in the current projections to cover repair and maintenance of the intelligent cash collection solution and electronic lock system.

Other Revenue Impacts

Utilization increase with replacement to smart meters is assumed to be a more conservative 15% in the current projections compared to 25% in the April 2013 projections.

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Prepay debit card revenue was not explicitly identified in the April 2013 projections and revenue from this source was incorporated into the meter routes. However this would overstate revenue going forward as in the current projections we have assumed that prepay debit card revenue (in the form of a new prepay debit card equivalent) would phase out over five years.

ENFORCEMENT

Revenues

In the current projections, we changed the methodology by which we calculate enforcement revenue to base it on a PEO citation-writing rate versus a rate per utilized (paid) meter hour used in the April 2013 projections. In addition, the current projections assume an increase in ticket-writing PEO FTEs over the first 20 years and an increase in citation fees of 10% every five years. The April 2013 projections did not assume any change in citation-writing rates but assumed a more aggressive 3% per year increase in citation fees.

Expenses

The current projections assume additional expenses related to the purchase of LPR equipment as well as incremental expense for ticket-writing PEOs.

Capital Expenditures

The current projections assume purchase of LPR equipment in year 1 and a higher on-going annual expense per ticket-writing PEO of \$6,000 compared to \$1,500 per enforcement staff person (whether writing tickets or not) in the April 2013 projections.

ESC SPECIAL EVENTS

A much more thorough and detailed analysis was performed on this compared to the April 2013 projections. As a result, the current projections yielded a higher estimated revenue than the April 2013 projections. Some key differences are a larger number of annual events planned at the ESC, an assumed total parking demand for Kings games that is higher, a higher city capture of the parking demand, but also tempered by lower weighted average parking rates charged by the City. In addition, the April 2013 projections assumed that additional labor expense would be required for special events, whereas our current projections assume that the labor would be working special events as part of its regular work schedule.

PARKING MANAGEMENT

This was not considered in the April 2013 projections so this is new in the current projections.

APPENDIX



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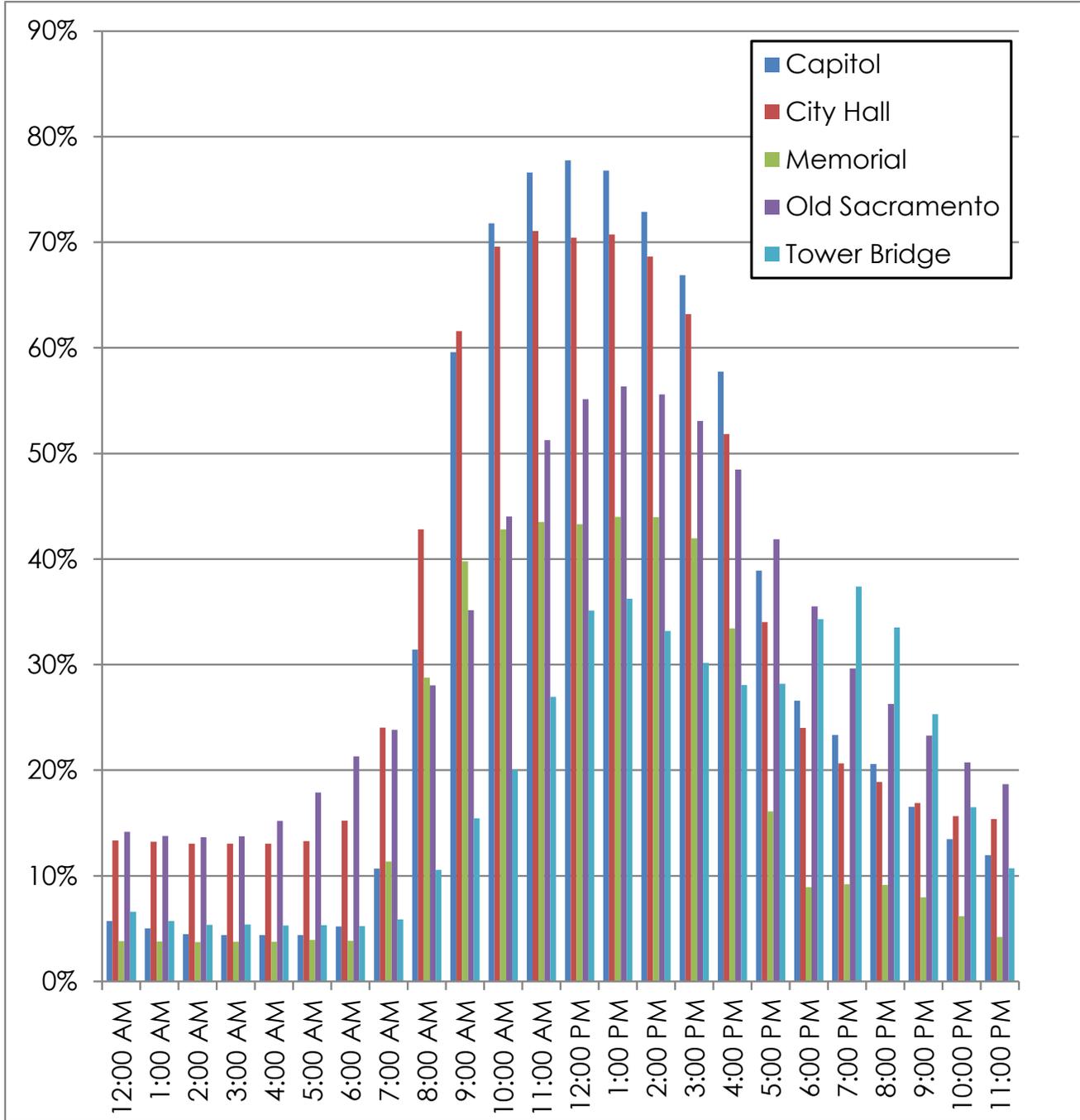
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GARAGE OCCUPANCY – WEEKDAY AVERAGE (JANUARY TO JULY 2013)



Source: City of Sacramento, 2013

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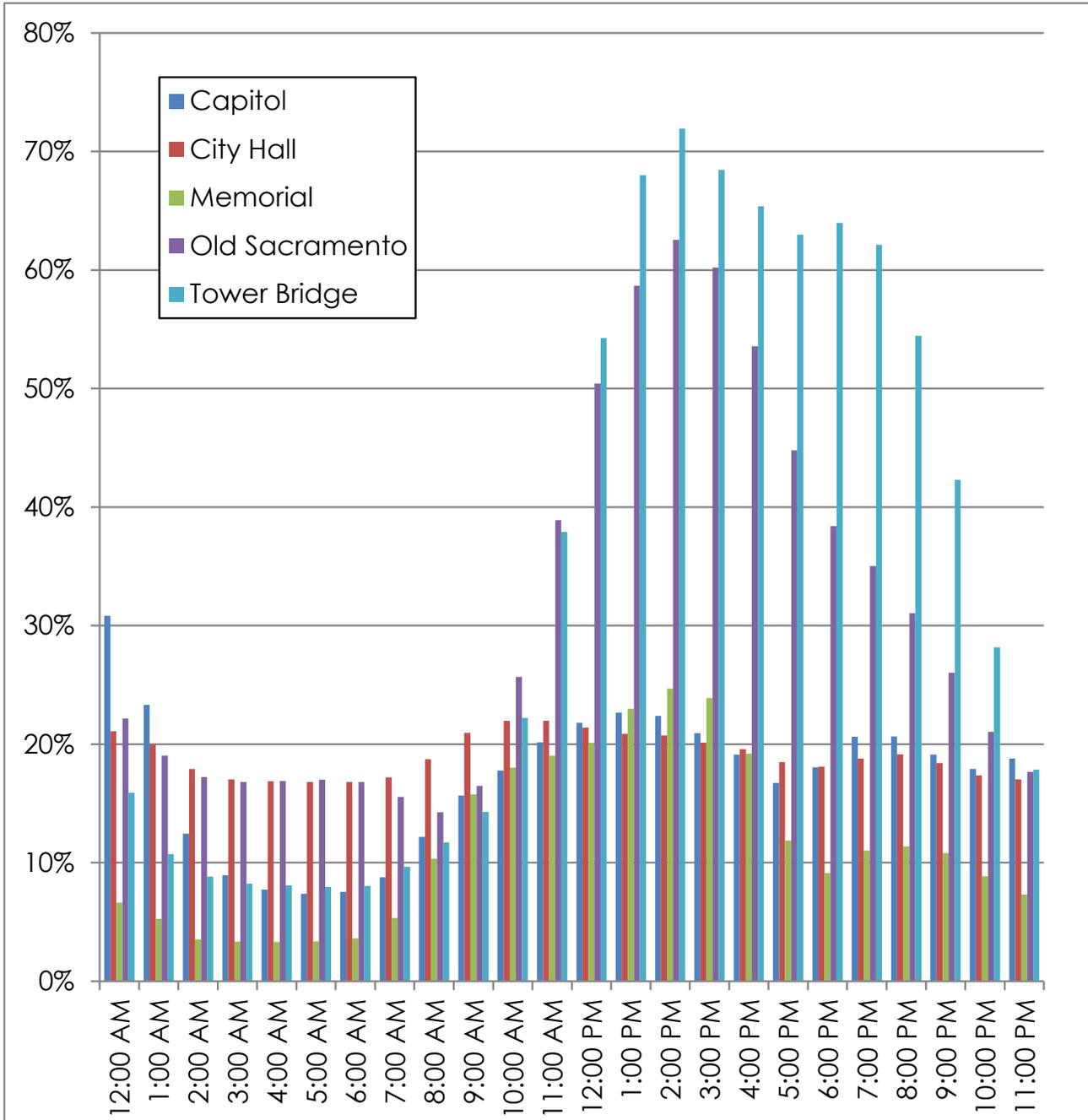
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GARAGE OCCUPANCY – WEEKEND AVERAGE (JANUARY TO JULY 2013)



Source: City of Sacramento, 2013

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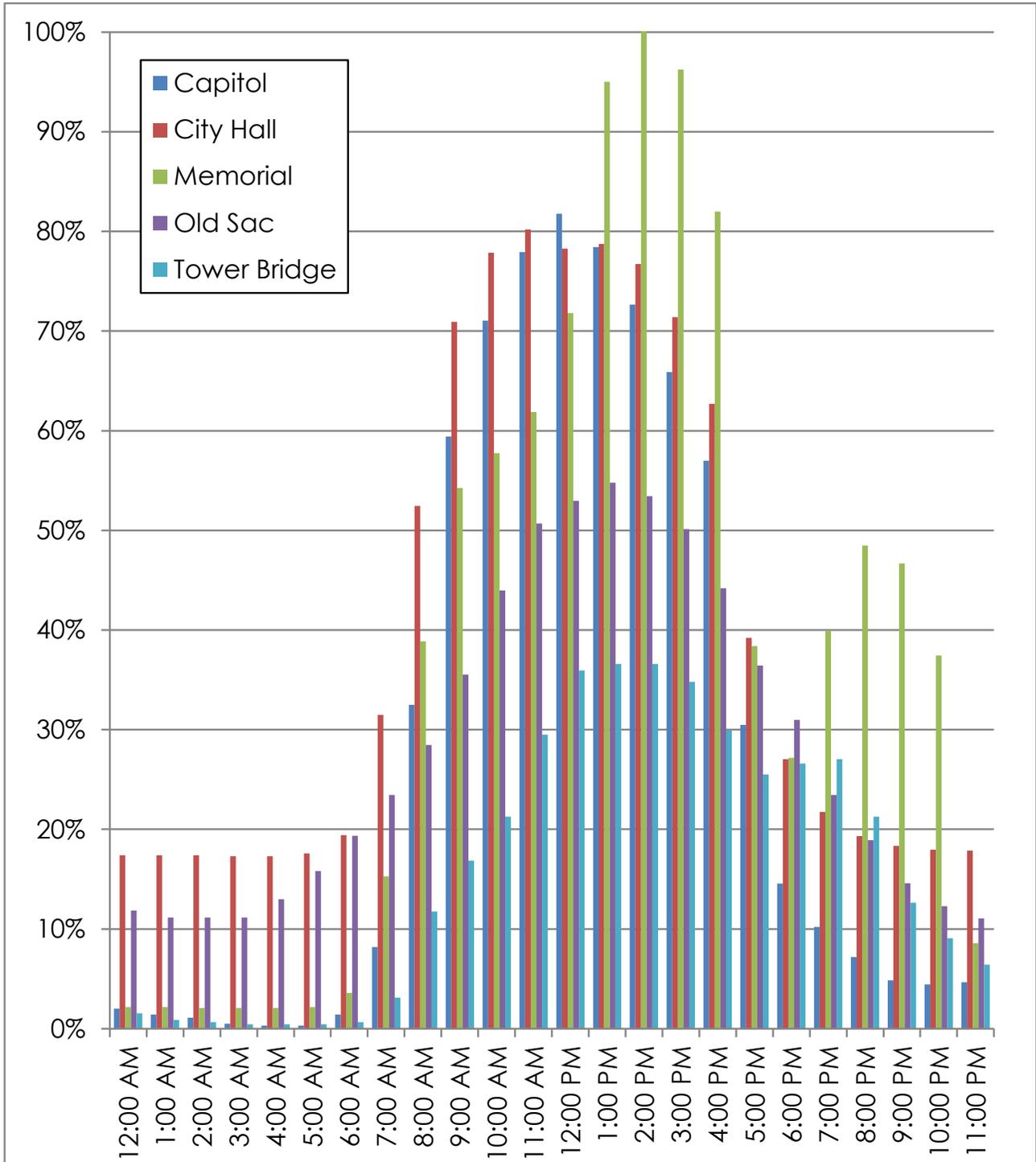
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GARAGE OCCUPANCY – AUGUST 22, 2013



Source: City of Sacramento, 2013

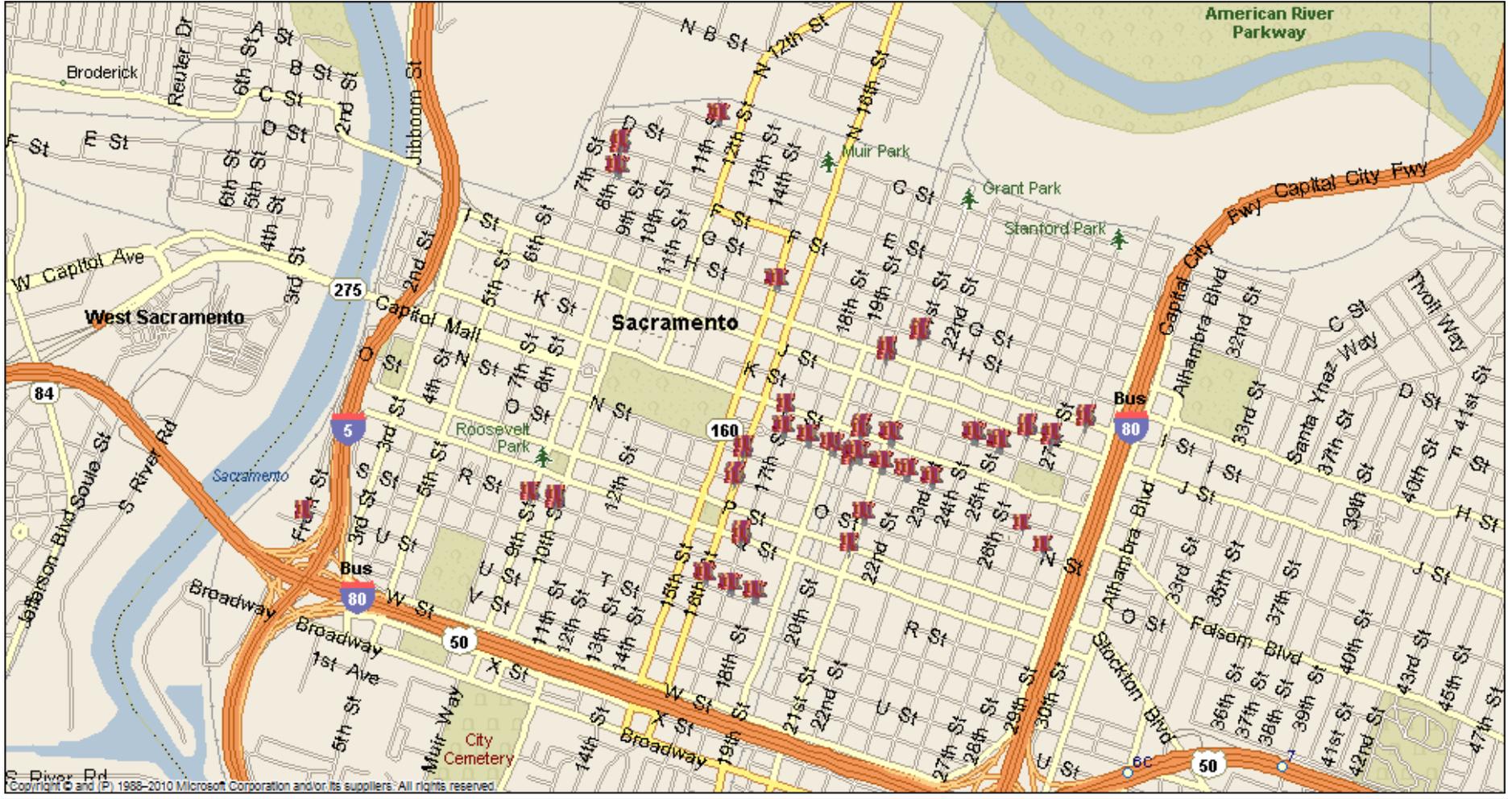
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WALKER-RECOMMENDED METER EXPANSION LOCATIONS



Source: Walker Parking Consultants, 2013; Microsoft MapPoint

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SPECIAL EVENT ASSUMPTION DETAILS – PATRONS

Event Type	Event Daily Attendance	Average Annual Events	Event duration (in days)	Total Days	Weekday 7:30am-5:00pm	Weekday 5:30-11:30pm	Weekend	% Arrive by Car	Passengers/Vehicle	Vehicles/Event (Patrons)	City Capture	Typical City Demand
NBA Preseason	15,500	3	1.0	3	0	2	1	75%	2.3	5,054	24%	1,213
NBA Reg. season (peak attendance)	17,500	5	1.0	5	0	3	2	75%	2.3	5,707	24%	1,370
NBA Reg. season (avg. attendance)	16,750	36	1.0	36	0	18	18	75%	2.3	5,462	24%	1,311
NBA Post season	17,500	3	1.0	3	0	2	1	75%	2.3	5,707	24%	1,370
Other Sporting Events	5,000	16	1.0	16	0	13	3	80%	2.8	1,429	24%	343
Family Ice Shows	6,000	16	0.5	8	0	4	4	80%	2.8	1,714	24%	411
Circus, Premium	7,500	8	0.5	4	1	1	2	80%	2.8	2,143	24%	514
Civic Events	5,000	9	1.0	9	9	0	0	80%	1.2	3,333	24%	800
Trade Shows	4,500	4	3.0	12	4	4	4	80%	2.0	1,800	24%	432
Family Shows	5,200	9	1.0	9	2	2	5	80%	2.8	1,486	24%	357
Conventions	3,750	3	5.0	15	9	0	6	80%	2.0	1,500	24%	360
Other med. events	6,000	8	1.0	8	2	5	1	80%	2.8	1,714	24%	411
Other small events	2,000	10	1.0	10	6	2	2	80%	2.8	571	24%	137
Graduations	5,000	20	1.0	20	16	2	2	80%	2.8	1,429	24%	343
Concerts (small)	5,000	12	1.0	12	0	7	5	80%	2.8	1,429	24%	343
Concerts (med)	10,000	12	1.2	15	0	10	5	80%	2.8	2,857	24%	686
Concerts (large)	15,000	3	1.2	4	0	2	2	80%	2.8	4,286	24%	1,029
Total		177		189	49	77	63					

Source: Walker Parking Consultants, 2013; Sacramento Entertainment and Sports Center & Related Development Draft Environmental Impact Report (December 2013)

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SPECIAL EVENT ASSUMPTION DETAILS – EMPLOYEES

Event Type	Event Daily Attendance	Average Annual Events	Event duration (in days)	Total Days	Weekday 7:30am-5:00pm	Weekday 5:30-11:30pm	Weekend	Total During Event Employees	Passengers/Vehicle	Drive Ratio	Vehicles/Event (Employees)	City Capture	Typical City Demand
NBA Preseason	15,500	3	1.0	3	0	2	1	850	1.2	65%	460	24%	110
NBA Reg. season (peak attendance)	17,500	5	1.0	5	0	3	2	850	1.2	65%	460	24%	110
NBA Reg. season (avg. attendance)	16,750	36	1.0	36	0	18	18	850	1.2	65%	460	24%	110
NBA Post season	17,500	3	1.0	3	0	2	1	850	1.2	65%	460	24%	110
Other Sporting Events	5,000	16	1.0	16	0	13	3	600	1.2	65%	325	24%	78
Family Ice Shows	6,000	16	0.5	8	0	4	4	600	1.2	65%	325	24%	78
Circus, Premium	7,500	8	0.5	4	1	1	2	600	1.2	65%	325	24%	78
Civic Events	5,000	9	1.0	9	9	0	0	420	1.2	65%	228	24%	55
Trade Shows	4,500	4	3.0	12	4	4	4	420	1.2	65%	228	24%	55
Family Shows	5,200	9	1.0	9	2	2	5	420	1.2	65%	228	24%	55
Conventions	3,750	3	5.0	15	9	0	6	420	1.2	65%	228	24%	55
Other med. events	6,000	8	1.0	8	2	5	1	600	1.2	65%	325	24%	78
Other small events	2,000	10	1.0	10	6	2	2	420	1.2	65%	228	24%	55
Graduations	5,000	20	1.0	20	16	2	2	420	1.2	65%	228	24%	55
Concerts (small)	5,000	12	1.0	12	0	7	5	420	1.2	65%	228	24%	55
Concerts (med)	10,000	12	1.2	15	0	10	5	600	1.2	65%	325	24%	78
Concerts (large)	15,000	3	1.2	4	0	2	2	850	1.2	65%	460	24%	110
Total		177		189	49	77	63						

Source: Walker Parking Consultants, 2013; Sacramento Entertainment and Sports Center & Related Development Draft Environmental Impact Report (December 2013)

