GRAND JUNCTION CITY COUNCIL
MONDAY, APRIL 4, 2016

WORKSHOP, 5:00 P.M.
CITY HALL AUDITORIUM
250 N. 5TH STREET

To become the most livable community west of the Rockies by 2025

1. **Insurance Services Office (ISO) Public Protection Classification:** The City recently went through an Insurance Services Office (ISO) Public Protection Classification review and received an upgraded rating. The Fire Department will present information about the ISO Public Protection Classification process, the improved rating, and steps the City can take for further improvement. ***Attachment***
   Supplemental Documents

2. **Downtown Parking Management Study and Parking Fund Report:** In September of 2015, the City of Grand Junction and the Downtown Development Authority (DDA) hired Walker Parking Consultants (Walker) to conduct a Downtown Parking Study. The purpose of this study is to evaluate the existing downtown parking system and determine if additional capacity is needed to support current uses as well as future growth and development.

   Walker Parking Consultant Jeremiah Simpson will present an evaluation of the parking system's financial performance and will present recommendations on several strategies to improve the revenue potential, efficiency, and customer service offered by the program. ***Attachment***
   Supplemental Documents

3. **Other Business**

4. **Board Reports**

Date: March 30, 2016

Author: Ken Watkins

Title/ Phone Ext: Fire Chief, X5801

Proposed Meeting Date:

April 4, 2016

CITY COUNCIL STAFF REPORT
WORKSHOP SESSION

Topic:	Insurance Services Office (ISO) Public Protection Classification
Staff (Name & Title):	Ken Watkins, Fire Chief Joel Arellano, Captain Matt Carson, Captain

Summary:

The City recently went through an Insurance Services Office (ISO) Public Protection Classification review and received an upgraded rating. The Fire Department will present information about the ISO Public Protection Classification process, the improved rating, and steps the City can take for further improvement.

Background, Analysis and Options:

The Insurance Services Office is an independent company that collects and evaluates information from communities across the United States on their structure fire suppression capabilities. The data is analyzed and assigned a Public Protection Classification (PPC) for the community. The PPC serves insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk.

A community's investment in fire mitigation is a proven and reliable predictor of future fire losses. Statistical data on insurance losses bears out the relationship between excellent fire protection, as measured by the PPC program, and low fire losses. So, insurance companies use PPC information for marketing, underwriting, and to help establish insurance premiums for homeowners and commercial fire insurance.

The City was last reviewed in 2006 and received a PPC of 4/9. The recent ISO review was conducted in 2015 and the City's PPC rating was upgraded to 2/2X. Details and differences in these ratings will be part of this presentation.

How this item relates to the Economic Development Plan:

Improving the City's ISO PPC can have a direct effect on the community economically by lower insurance premiums. In addition, the City's PPC can be used as a marketing tool when recruiting or retaining businesses. The improved PPC relates directly to the following goal and action step in the Economic Development Plan.

> *Goal: Create and maintain a safe community through professional, responsive and cost effective public safety services.*

Action Step — Create opportunities to lower community property insurance costs by improving the Insurance Service Office Fire Protection Class.

Board or Committee Recommendation:

No Board of Committee Recommendation.

Financial Impact/Budget:

No financial impact.

Legal issues:

No legal Issues.

Other issues:

No other issues.

Previously presented or discussed:

Mayor Norris received a letter from the ISO informing her of the rating change. A follow-up email was sent to City Council about the improved PPC rating however; this item has not been formally discussed or presented.

Attachments:

None.

SD1

4/4/2016

INSURANCE SERVICES OFFICE PUBLIC PROTECTION CLASSIFICATION

CITY COUNCIL WORKSHOP - APRIL 4, 2016

CHIEF KEN WATKINS, CAPT. MATTHEW CARSON, CAPT. JOEL ARELLANO

OBJECTIVES

- Discuss basics of ISO and relate the benefits to our community.
- Discuss insurance premiums as they relate to our community along with current and future businesses.
- Discuss strengths and areas of opportunity specific to improving our Public Protection Classification rating and our ability to better serve the community.

ISO SURVEYS

- Surveys are conducted anytime a change in rating is likely.
- "The Fire Suppression Rating Schedule recognizes fire protection features only as they relate to suppression of first alarm structure fires."
- Specific properties with a needed fire flow in excess of 3,300 gpm are evaluated separately and assigned an individual PPC grade.
- Act as one of several non-biased guidance tools for Fire Departments and communities to aid with decision making.
- Improved classification ratings can help attract large businesses.

PPC GRADE

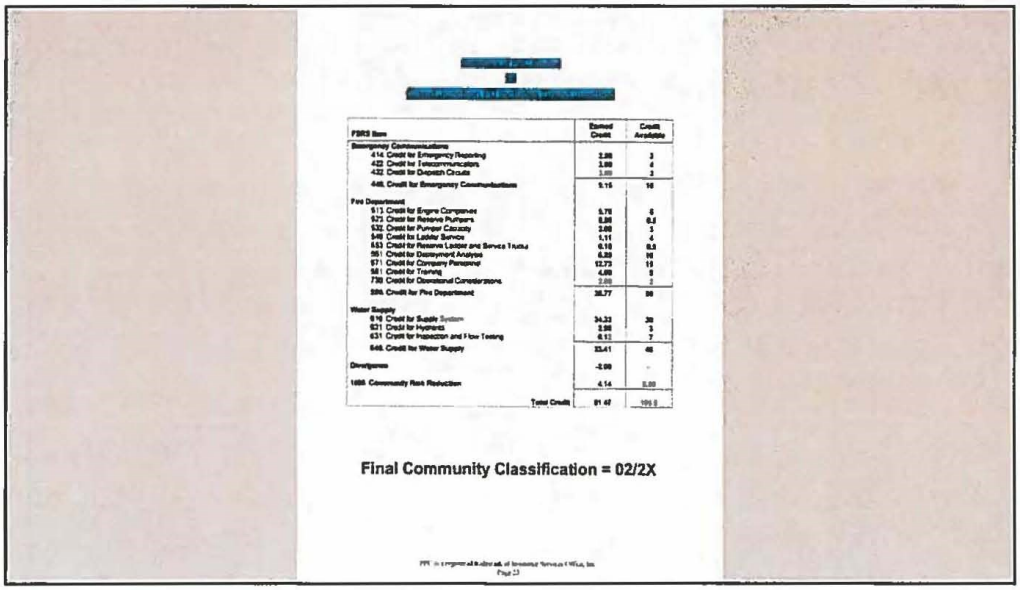
The PPC grade assigned to the community will depend on the community's score on a 100-point scale:

1	90.00 OR MORE
2	80.00 TO 89.99
3	70.00 TO 79.99
4	60.00 TO 69.99
5	50.00 TO 59.99
6	40.00 TO 49.99
7	30.00 TO 39.99
8	20.00 TO 29.99
9	10.00 TO 10.00
10	0.00 TO 9.99

- Class 1 through (and including) Class 8 represents a fire suppression system that includes an FSRS creditable dispatch center, fire department, and water supply.
- Class 8B is recognizes a superior level of fire protection in otherwise Class 9 areas. It is designed to represent a fire protection delivery system that is superior except for a lack of a water supply system capable of the minimum FSRS fire flow criteria of 200 gpm for 2 hours.
- Class 9 is a fire suppression system that includes a creditable dispatch center, fire department but no FSRS creditable water supply.
- Class 10 does not meet minimum FSRS criteria for recognition, including areas that are beyond five road miles of a recognized fire station.

PPC CATEGORIES

- Emergency Communications - 10 points
- Fire Department - 50 points
- Water Supply - 40 points
- Community Risk Reduction - 5.5 points
- Divergence - Possible 2 point change +/-



FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.86	3
422. Credit for Telecommunicators	3.89	4
432. Credit for Dispatch Circuits	3.00	3
440. Credit for Emergency Communications	9.15	10
Fire Department		
513. Credit for Engine Companies	5.75	6
523. Credit for Reserve Pumpers	0.38	0.5
532. Credit for Pumper Capacity	2.88	3
549. Credit for Ladder Service	1.11	4
553. Credit for Reserve Ladder and Service Trucks	0.10	0.5
561. Credit for Deployment Analysis	6.89	10
571. Credit for Company Personnel	12.73	15
581. Credit for Training	4.88	9
730. Credit for Operational Considerations	2.00	2
599. Credit for Fire Department	36.77	50
Water Supply		
616. Credit for Supply System	34.33	30
621. Credit for Hydrants	2.98	3
631. Credit for Inspection and Flow Testing	6.10	7
640. Credit for Water Supply	33.41	40
Divergence	-2.00	-
1050. Community Risk Reduction	4.14	5.50
Total Credit	81.47	100.0

Final Community Classification = 02/2X

Distribution of PPC Grades

The 2015 published countrywide distribution of communities by the PPC grade is as follows:

ISO INSURANCE SAVINGS

- "In general, if ISO changes a protection class code, this will affect the rates for a specific location. Generally, a lower protection class means a lower base rate...best guess as to a general reduction percentage in property rates for the location located within the new/revised pro class will fall between 5 - 10%."

Research courtesy of Home Loan Insurance

ANNUAL INSURANCE PREMIUM

OFFICE OCCUPANCY VALUED AT $1M

PPC	Masonry	Non-Combustible	Frame
X	$1440	$1650	$1780
4	$1370	$1530	$1600
2	$1360	$1500	$1590
1	$1350	$1490	$1560

ANNUAL INSURANCE PREMIUM

MANUFACTURING OCCUPANCY VALUED AT $1M

PPC	Masonry	Non-Combustible	Frame
X	$2860	$3680	$4300
4	$2400	$2920	$3350
2	$2350	$2820	$3210
1	$2300	$2760	$3140

STRENGTHS AND AREAS OF OPPORTUNITY

Emergency Communications
- Emergency reporting
- Telecommunications
- Dispatch circuits

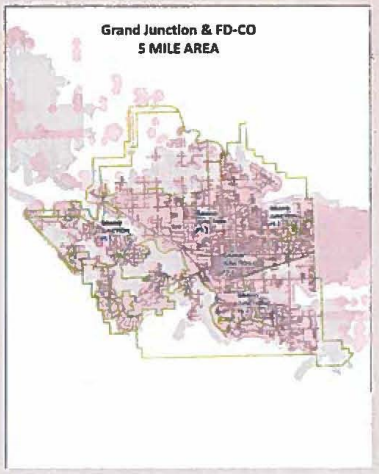
Fire Department -
- Engine companies Reserve pumpers Pump capacity
- Reserve Ladder/service companies
- Company personnel Operational considerations Community risk reduction

- **Ladder/service companies Deployment analysis Training**

Water Supply
- Credit for supply system Hydrant size, type & installation
- Inspection & flow testing of hydrants

Divergence
- Balancing water supply and fire response coverage

WHERE CAN WE IMPROVE?



FUTURE IMPROVEMENTS

- Future Fire Station Locations
  - North, Northwest
- Fire Training Facility
- Economic Stability
  - Weststar Fire vs Bestway Fire
- Economic Development
  - Lower Insurance Costs
- Safer Community

Summary of PPC Review

for

Grand Junction FD includes Grand Junction

FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	2.55	3
422. Credit for Telecommunicators	3.60	4
432. Credit for Dispatch Circuits	3.00	3
440. Credit for Emergency Communications	9.15	10
Fire Department		
513. Credit for Engine Companies	5.76	6
523. Credit for Reserve Pumpers	0.50	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	1.11	4
553. Credit for Reserve Ladder and Service Trucks	0.18	0.5
561. Credit for Deployment Analysis	6.89	10
571. Credit for Company Personnel	12.73	15
581. Credit for Training	4.60	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	36.77	50
Water Supply		
616. Credit for Supply System	24.33	30
621. Credit for Hydrants	2.96	3
631. Credit for Inspection and Flow Testing	6.12	7
640. Credit for Water Supply	33.41	40
Divergence	-2.00	–
1050. Community Risk Reduction	4.14	5.50
Total Credit	81.47	105.5

Final Community Classification = 02/2X

CITY OF Grand Junction COLORADO

Date: March 15, 2016

Author: Scott Hockins

Title/ Phone Ext: Project Manager/1484

Proposed Meeting Date: April 4, 2016

CITY COUNCIL STAFF REPORT
WORKSHOP SESSION

Topic:	Downtown Parking Management Study and Parking Fund Report
Staff (Name & Title):	Jay Valentine, Internal Services Manager Scott Hockins, Parking Manager

Summary:

In September of 2015, the City of Grand Junction and the Downtown Development Authority (DDA) hired Walker Parking Consultants (Walker) to conduct a Downtown Parking Study. The purpose of this study is to evaluate the existing downtown parking system and determine if additional capacity is needed to support current uses as well as future growth and development.

Walker Parking Consultant Jeremiah Simpson will present an evaluation of the parking system's financial performance and will present recommendations on several strategies to improve the revenue potential, efficiency, and customer service offered by the program.

Background, Analysis and Options:

Currently, the system includes over 1,000 metered parking spaces, 180 time-limited spaces, several public lots, and a 448-space public parking garage located off of Rood Avenue. The City currently manages the parking fund which provides funding for one full time parking enforcement officer and one parking technician. Revenues from the parking system are used to support parking operations including the debt service on the Rood Avenue Garage (remaining debt payments are scheduled through 2028.) Though the system is currently profitable, the current revenue stream would not be able to support additional garages or other major capital projects unless pay parking fees are increased or other revenue streams are identified.

The report recommends possible best practices used in other communities that could be applied to the downtown to help boost public parking revenues and improve efficiency. Based on the outcomes from the analysis, policy changes related to time-limited parking, meters, enforcement, permit allocations, and/or parking demand management could be considered.

Staff will also look for direction on what roles the City and the DDA/BID should have in the downtown parking system, and what changes should be made to the operations of the parking system.

Board or Committee Recommendation:

There were none.

Financial Impact/Budget:

The Parking Fund is an Enterprise Fund and budget impacts would vary on Council direction.

The current parking rates are:

$.10/hour for long term (10 hour) parking meters
$.50/hour for short term (1-4 hour) parking meters including metered area of Rood Avenue Garage
$10/month for parking on the top of the Rood Avenue Garage
$60/month for parking inside the leased area of the Rood Avenue Garage

Legal issues:

Legal issues include possible enforcement, property ownership, and changes to the authority over parking management.

Other issues:

None.

Previously presented or discussed:

Walker's contract for the Downtown Parking Study was approved by City Council on September 16, 2015.

The DDA was introduced to parking issues on June 11, 2015, was provided an overview of Parking on August 13, 2015, and then appropriated funds on October 8, 2015 to partner with the City on the Walker study.

Attachments:

Walker Parking Consultants – Downtown Parking Study (Draft)

DOWNTOWN PARKING STUDY

CITY OF GRAND JUNCTION,

Colorado

Prepared for:
City of Grand Junction

DECEMBER, 2015

DRAFT REPORT

WALKER
PARKING CONSULTANTS

WALKER
PARKING CONSULTANTS

5350 S. Roslyn Street, Suite 220
Greenwood Village, CO 80111

Voice: 303.694.6622
Fax: 303.694.3421
www.walkerparking.com

December, 2015

Scott Hockins
City of Grand Junction
Special Projects Manager
250 North 5th Street
Grand Junction, CO 81501

Re: *Downtown Parking Study* **DRAFT REPORT**
City of Grand Junction, Colorado
Walker Project # 23-7562.00

Dear Mr. Hockins:

Walker Parking Consultants is pleased to present the following *Downtown Parking Study* for the City of Grand Junction. The enclosed document includes findings from our parking supply and demand analysis (Task A) and our parking financial model and strategies (Task B). Several parking management recommendations are included as part of Task B. The City and/or DDA may want to consider adopting some of these recommendations in order to improve the customer service, effectiveness, and performance of the downtown parking program.

Please contact me with any questions or comments regarding the information contained herein.

Sincerely,

WALKER PARKING CONSULTANTS

Jeremiah Simpson
Parking Consultant

Enclosure

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INTRODUCTION

In September of 2015, the City of Grand Junction hired Walker Parking Consultants ("Walker") to conduct a *Downtown Parking Study*. The purpose of this study is to evaluate the existing downtown parking system and determine if additional capacity is needed to support current uses and future growth and development, including a possible new downtown event center. Task B of the analysis provides an evaluation of the parking system's financial performance and recommends several strategies to improve the revenue potential, efficiency, and customer service offered by the program.

BACKGROUND

Downtown Grand Junction is a successful, vibrant city center that includes a mix of historic buildings, parks, plazas, public art, galleries, and locally-owned shops, restaurants, and entertainment venues. Several entities are involved in the success of the downtown including the Downtown Development Authority (DDA). According to their website, "the primary responsibility of the DDA is to support and facilitate economic development efforts to enhance the vitality of the downtown community through capital investment and construction."[1] In 2005, the downtown businesses voted to approve a Business Improvement District (BID) with a special assessment to fund downtown marketing, promotions, public relations, advertising, and special events.

Shared use of a publicly- managed parking system is a common element for many successful downtowns as it allows for higher density for new development, redevelopment, and infill projects, and encourages more efficient use of on-street parking and available public lots and garages.

Grand Junction utilizes this strategy of publically- managed downtown parking. Many businesses in the downtown core rely on the public parking system to support the needs of their customers, visitors, and employees. In most cases, these businesses were not required to provide for all (or any) of their parking needs on site when they were first developed or re-developed from an older use. Therefore, maintaining an effective public parking system is vital to the downtown community in order to support economic activity, growth, and special events.

Currently, the system includes over 1,000 metered parking spaces, 180 time-limited spaces, several public lots, and a 448-space public parking garage located off of Rood Avenue. The City currently manages the parking fund, and provides funding for one full time parking enforcement officer. Revenues from the parking system are used to support parking operations including debt service on the Rood Avenue Garage. (Remaining debt payments are scheduled through 2028.) Though the system is currently profitable, the current revenue stream would not be able to support additional garages or other major capital projects unless pay parking fees are increased or other revenue streams are identified.

The City is looking at several growth and development scenarios for the downtown. One specific project being considered would add a new event center venue to the southwest corner of the downtown just south of the Two Rivers Convention Center. This venue would potentially become the home for a minor

[1] Source: https://downtowngj.org/dda/

league hockey franchise and/or would host other types of events throughout the year. Other factors such as growth in downtown housing and employment are also projected and considered in this analysis.

REPORT OBJECTIVES

The City is interested in studying the potential impact of the proposed event center on the downtown parking system as well as evaluating general growth and development trends. Growth assumptions for this study are based on Mesa County traffic model projections for 2030 and 2040 and other growth statistics provided by the City. These factors are discussed as part of our parking supply and demand analysis in Task A of this report. Downtown special events are also taken into consideration in this analysis.

In addition to Task A, the City has also asked Walker to evaluate the current parking system financial performance and help project possible income and expenses with and without the proposed new development(s). The financial model is provided as Task B of this report. This report section also recommends possible best practices (good ideas being used in other communities) that could be applied to the downtown to help boost public parking revenues and improve the efficiency. Certain policy changes related to time-limited parking, meters, enforcement, permit allocations, and/or parking demand management are presented, based on the outcomes from our analysis.

The City and DDA are currently discussing an option where the DDA would take over management of the downtown parking system. This might make sense as it would allow the DDA another tool to help encourage and incentivize new development activity within the downtown. As part of this transition, the DDA will be interested in the projected fincial performance of the downtown parking system and the potential upside for the program.

Overall, the goal of both sections of the report is to help the city and/or DDA manage existing and future parking resources in an effective manner and ensure that parking is provided sufficiently for visitors, employees, and residents. A key outcome from this study is to determine the right amount of new parking needed to incentivize growth, without overbuilding. Another key objective is to make the best use of the existing and future parking system to support the community.

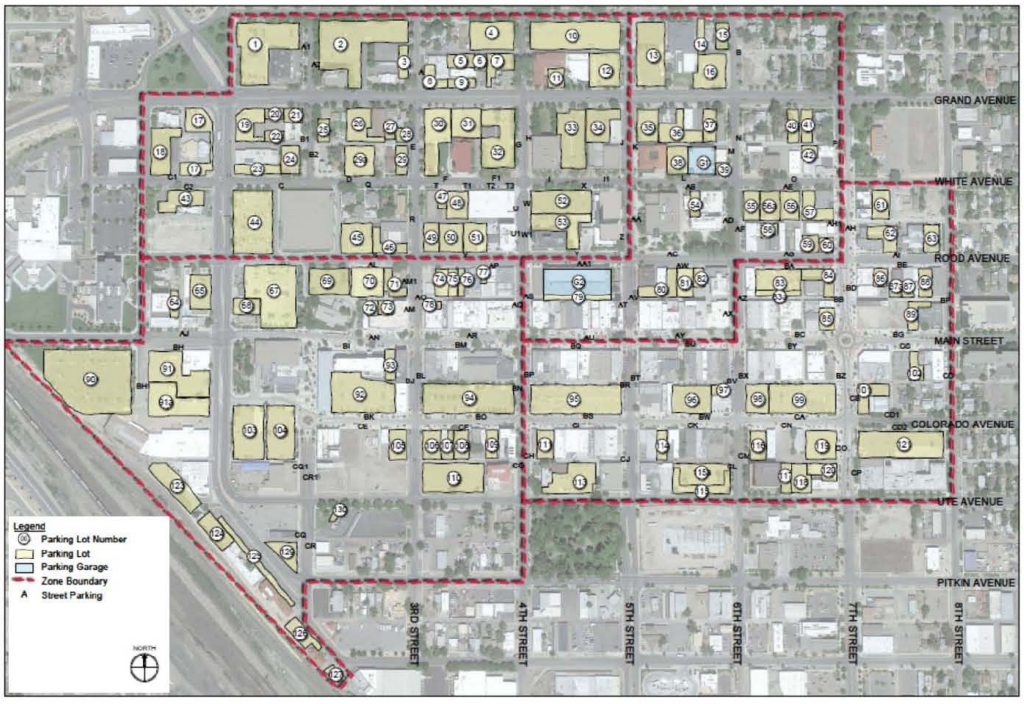
STUDY AREA

The study area for this analysis is shown on the next page with additional maps and figures (in larger format) provided in Appendix A. The study area was selected by Walker and city staff during our initial discussions and includes roughly 50 blocks encompassing most of the central business district (CBD). Several lots located just outside of the study area were also evaluated in the Task A analysis and are discussed as possible overflow and interim parking options for the downtown.

All baseline parking inventory and occupancy data for the study was collected by Walker field staff on Tuesday, September 29 and Wednesday, September 30, 2015. Please keep in mind that all inventory and occupancy data cited in this report reflects a snapshot of conditions that existed as of these dates; this data may not reflect more recent changes. Downtown parking can be a dynamic resource as parking lots are subject to frequent change. This includes efforts to restripe or re-align, add ADA spaces, bike racks, and trash enclosures, and even redevelop surface parking with new buildings. These factors result in changes to the parking inventory over time.

As such, Walker recommends periodic parking studies (usually every 5 years) to reassess the parking supply and demand conditions within the downtown. Periodic studies are also necessary to track the availability of public parking capacity as new projects are developed within the CBD.

Figure 1: Downtown Study Area



Source: Walker Parking Consultants, 2015; base image from Google maps; See Appendix A for larger maps

DEFINITION OF TERMS (FOR REFERENCE)

Several terms are used in this report which may have specific meanings when applied to parking planning, demand analysis, and/or parking management. For this report the following definitions are assumed:

- **ADA Parking:** Shorthand notation for 'handicapped' or disabled parking stalls and access aisles, which are typically marked with blue striping and signage. Design standards for these spaces are set by the Americans with Disabilities Act Accessibility Guidelines (ADAAG) which were published to clarify the 1990 ADA legislation and were last updated in 2010.
- **Automated License Plate Recognition (ALPR):** A technology discussed under the parking management section that relies on vehicular-mounted cameras and software to identify and track license plate numbers. ALPR can be used as tool for parking enforcement and allows for police department staff to better enforce on-street time limits, track repeat violators, and

implement electronic permits (for residential or commercial permit zones), and potentially issue graduated fines with warnings rather than citations for first-time violators.

- **Central Business District (CBD):** The downtown core area which is included in our data collection efforts. Note that the CBD also encompasses the downtown business improvement district (BID) which has been set up for special assessment and promotion efforts.
- **Design Day:** The level of usage that the parking system is designed to accommodate while still maintaining an adequate *Effective Supply Cushion*. For many parking systems, the design day is typically defined as somewhere between the 90th to 98th percentile of absolute peak conditions. Planning for 100% of peak conditions is generally not economically viable as it means that some of the parking system is vacant on the vast majority of days. On the handful of days per year that demand exceeds the design day threshold, additional parking management measures may be needed, including expanded use of parking and/or traffic attendants, use of off-site and remote parking lots, possible use of a shuttle service for remote facilities, and asking all downtown employees to park in the more remote areas.
- **Effective Supply Cushion:** An industry-recommended cushion of vacant parking stalls that allows for proper circulation of vehicles within the system. Typically, this cushion is between 5% and 15% of the total capacity; at parking occupancies above roughly 85% to 95%, most motorists will perceive the parking system to be "full." Drivers must then spend additional time circulating and looking for the last available spaces and may be inclined to wait for pedestrians returning to their vehicles (a practice referred to as "poaching"). For on-street parking, an effective supply cushion of 15% is desirable in order to reduce the amount of vehicular traffic that is generated by motorists driving around the block while looking for a parking space.
- **Graduated Fines:** A parking enforcement tool that allows for first-time parking violators to receive a warning ticket, or small fine, with repeat violators seeing increased penalties for violating downtown time limits or parking in the permit zones. Currently, parking fines for City of Grand Junction are issued by a single parking enforcement officer; policy does allow for chronic violators to be towed, though this is used very infrequently by the police department.
- **In-Lieu Fees:** A policy that allows developers to pay a fee to the City instead of providing 100% of their required parking on site. The policy is advantageous, as it encourages new in-fill development and change-of-use redevelopment to occur on sites that otherwise would not be able to support enough parking right at that location. Over time, the City can use the in-lieu fee proceeds to maintain, upgrade, and expand public parking resources available within the downtown (and/or to support pedestrian and cycling infrastructure, and transit and shuttle services). The City does not currently have In-Lieu of Fees in place.
- **Parking Demand Ratio:** The ratio of parking spaces in use at a peak hour as compared to a given quantity of land use or population group. For example, a downtown retail store may need x (number) of parking spaces per 1,000 square feet at the peak time (e.g., four spaces per 1000 square feet), while a downtown event such as a festival may generate y (number) of parking spaces per attendee (e.g., one space per three attendees). Though it is impossible in many cases to determine which land use a specific parked vehicle is associated with, demand ratios for the entire downtown can be calibrated on a broader scale based on observed hourly demand trends, and also seasonal variations.
- **Parking Guidance Systems:** A technology that relies on real time signage to identify the number of empty spaces in a particular parking facility or level of a parking garage. The most comprehensive systems also include LED lighting above each space so that drivers can quickly see if there are any open stalls before turning down an aisle. This technology is steadily becoming more prevalent in the U.S.
- **Peak Hour Occupancy:** The overall peak conditions as observed during our parking demand surveys. Peak parking demand for individual uses (such as downtown hotels and residential) may

not necessarily occur at the same time as the overall peak hour. In some cases, our analysis may refer to a localized peak, meaning the peak parking usage for an individual use or sub-area that may occur at an off-peak hour compared to the overall zone.

- **Public versus Private Parking:** For this study, we define public parking as including all publically-available time limited and unrestricted street parking throughout the downtown, but excluding street spaces that are located within a specific residential or commercial permit zones (this is mostly applicable to downtown-adjacent neighborhoods); permit zone spaces are only available to general visitors during non-enforcement hours, which tend to be at off-peak times. Other public parking resources include the City-owned and managed public lots and garages. "Private" parking includes all other commercial lots, which are generally intended for use by tenants, customers, and employees of a specific business or development.
- **Shared Use Parking:** The ability of different land uses in close proximity to share parking resources without encroachment or loss to either land use. This situation generally occurs when peak demand for each use occurs at different times of day. For example, a downtown residential building may generate a peak demand for parking spaces in the early mornings and late evenings, while service retail and small shops typically experience peak parking demand in the late morning and early afternoon; restaurants tend to be busy during the lunch- and dinnertime hours. Most uses within a typical downtown tend to be at least partially complimentary in terms of parking needs.
- **Survey Day(s):** The days when parking occupancy data was collected for this study; of these days, the peak survey day is used to calibrate our *Parking Demand Ratios* for various population groups. For this study, parking occupancy data was collected primarily on Tuesday, September 29 and Wednesday, September 30, 2015. Our survey included data collection every two hours from 8:00 a.m. through 6:00 p.m. to show parking demand patterns on a typical weekday.
- **Transportation Demand Management (TDM):** Policies and strategies aimed at reducing the number of single-occupancy vehicle trips generated by land uses within the study area. Examples may include programs that promote transit use, or encourage non-driving alternatives including biking, walking, carpool, and carshare. Successful TDM strategies will also reduce the amount of parking needed to support the land uses.

Terms related to specific parking technologies may be discussed in more detail under the parking management recommendations.

TASK A: PARKING SUPPLY AND DEMAND ANALYSIS

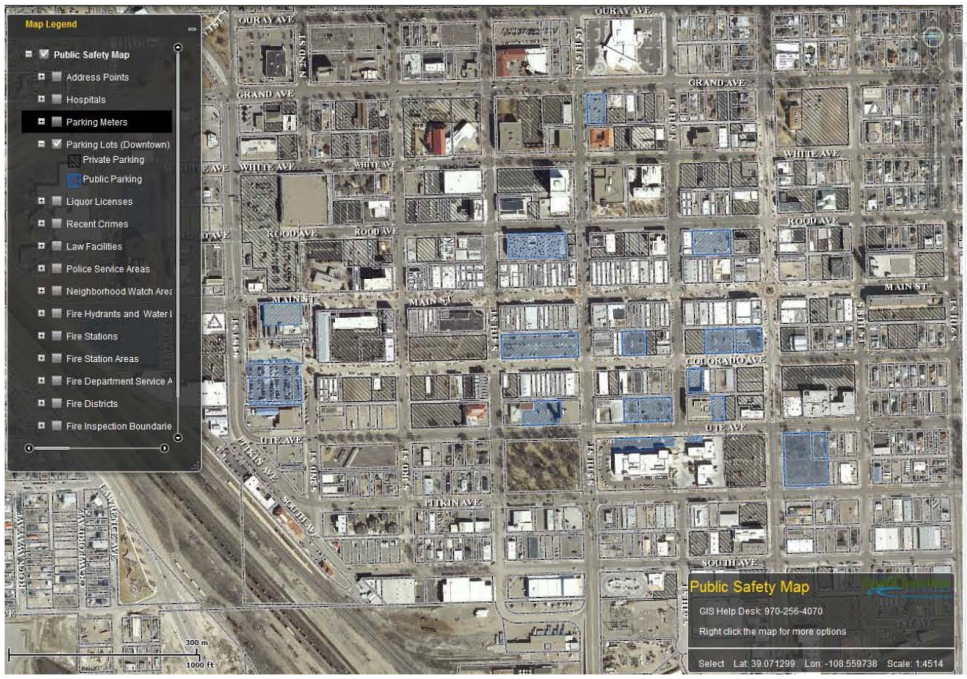
EXISTING CONDITIONS

According to the City's website, the existing downtown public parking system contains roughly 1,000 metered spaces, 180 time-limited spaces, 448 spaces in the Rood Avenue garage, and roughly 15 public (or shared public-private) lots. Some of the metered spaces are located within the surface lots but most are located on street along Colorado Ave., Rood Ave., or within one or two blocks of Main Street between 3rd Street and 7th Street. Main Street is currently un-metered and time restricted.

A total downtown inventory of 6,362 spaces is shown in Walker's field counts. Of these, roughly 2,397 are considered "public" including the above managed parking supplies plus unrestricted spaces in some of the lots and periphery streets. The Walker public/private designations were adjusted to match, as closely as possible, the facilities shown on the City's GIS database.[2]

Both the City and the DDA maintain information about the parking system on their websites. The City website hosts a GIS mapping tool that shows the available public lots, garages, and parking meters:

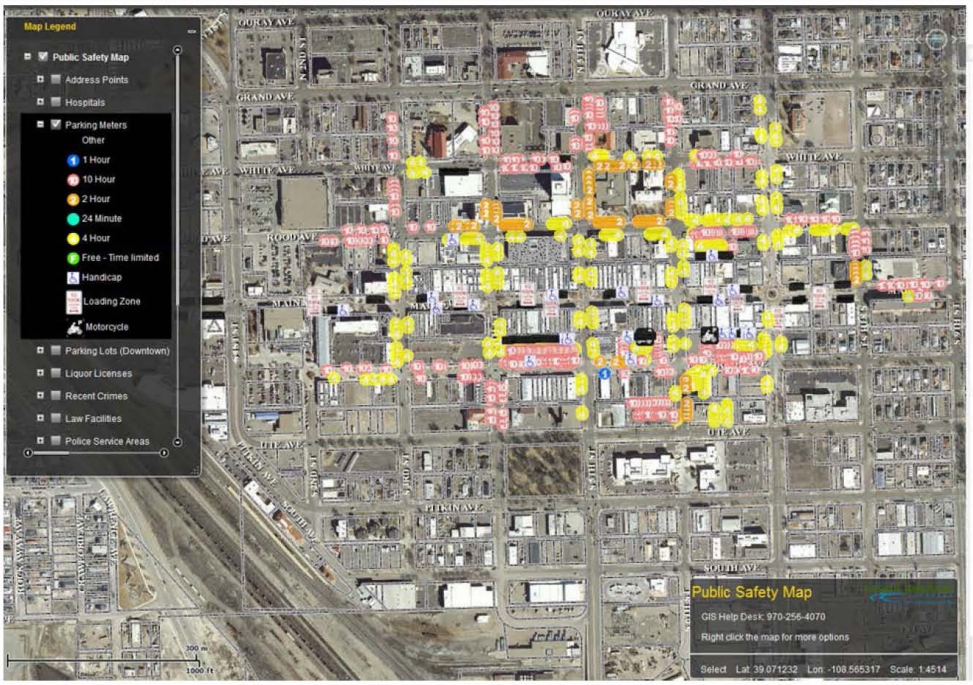
Figure 2: Downtown Public Lots and Garages



Source: http://gjcity.org/GIS.aspx

[2] There are some areas were the City has partnered with private business to provide meters in private lots or reserved spaces in public lots or on-street; this factor may account for minor discrepancies in the inventory totals.

Figure 3: Downtown Parking Meters



Source: http://gicity.org/GIS.aspx

CURRENT RATES AND POLICIES

The City and DDA websites list additional information on the downtown parking rates and enforcement policies. These policies are summarized as follows:

The managed public inventory includes:

- Over 1,000 metered spots
- 180 time-limited parking spaces and the parking garage in the 400 block of Rood Avenue
- The parking garage has 448 spaces—126 are available for short-term/daily public parking, and the remaining are used for long-term leased parking

The parking rates are:

- Short-term: 2-4 hr. and garage main floor = $0.50 per hr.
    - It should be noted that most meters in the downtown are coin-only with an option for smartcard usage, but do not accept credit cards
- Long-term (10 hr.) = $0.10 per hr. or $0.90 per day
- Street parking pass for long-term meters = $25.00 per month
- Parking Garage Rates:

  - Short-term lease (month-to-month): Surface spaces $10/month and covered spaces for $60/month
  - Long-term lease (10-yr w/ renewal option) for $10,550
- FREE handicap parking is available in all public lots

Parking Smart Cards are available for frequent parkers:

- The Park Smart cards are pre-paid parking cards that can be used in the pay stations in the garage or the newly upgraded meters.
- Customers can purchase the card and/or find out more information by visiting Customer Service in City Hall (corner of 5th & Rood) or by calling 244-1537

Parking is enforced:

- Parking rates are enforced Monday through Friday, 8:00 a.m. - 4:00 p.m.
- Parking is free in the evenings and on the weekends
- Holiday season parking is free with all spaces unrestricted from November 24 through January 1.
- Loading zones are available in every block of Main St for 15 minutes only and are enforced 24/7

Additional Public Information:

- http://gjcity.org/Parking.aspx
- https://downtowngj.org/dda/

CURRENT PARKING USAGE

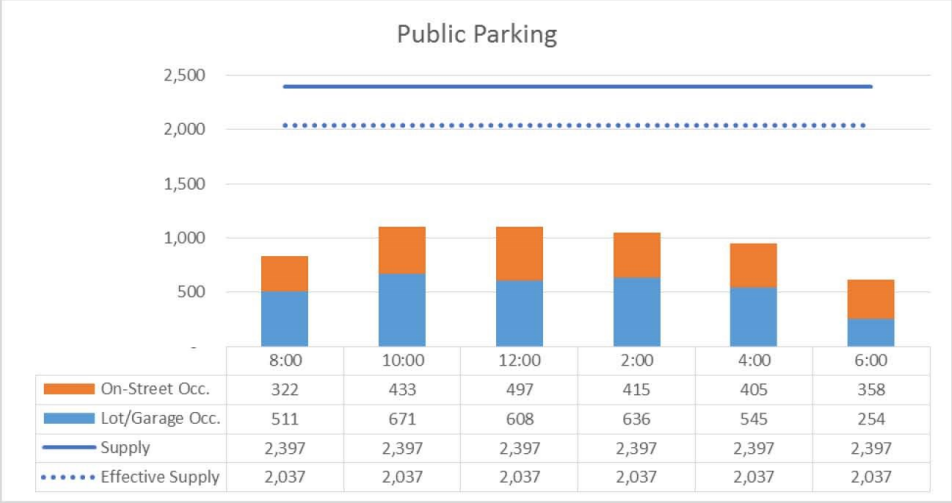
Walker field staff conducted parking inventory and occupancy counts within the downtown study area on Tuesday, September 29 and Wednesday, September 30, 2015. Our surveys included data collection every two hours from 8:00 a.m. through 6:00 p.m. to show parking demand patterns on a typical weekday. All on-street and off-street parking within the study area was included in our occupancy surveys, including both public and private facilities. The one exception is the small garage below the Two Rivers Convention Center which contains roughly 90 spaces. (This facility is considered public parking but was not in use on our survey day as no events were scheduled; therefore we excluded the facility so that the public parking counts were not impacted).

Several lots located just beyond the study area were also added to the study (and counted by City staff in late November) after our initial discussions with the DDA. Several of these periphery lots are currently available for overflow downtown parking, and should be considered as short term options to address growing demand in the downtown. However, lots such as the High School lot may also be sites for future development/redevelopment and might not be a good long term solution for downtown parking needs.

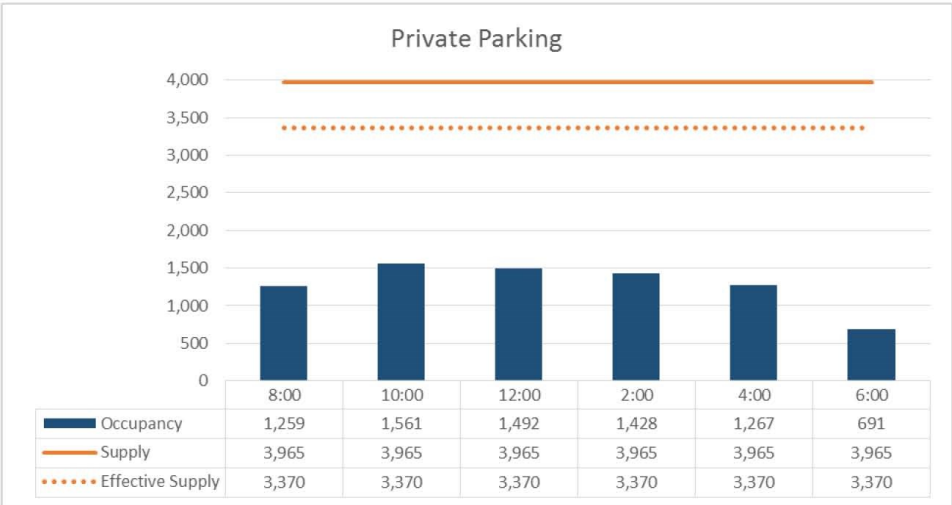
Larger scale maps and detailed inventory/occupancy data is provided in Appendix A of this report, with summary tables and maps shown on the following pages. Parking lots and garages within the study area are numbered for reference.

The survey results showed very similar usage of the downtown parking system on both Tuesday (9/29) and Wednesday (9/30). As the Tuesday survey day was slightly busier, the summary table and heat maps on the following pages show conditions on that day only. Please see Appendix B for a detailed breakdown of the Wednesday data.

Figure 4: Summary of Parking Occupancies (09/29/2015)



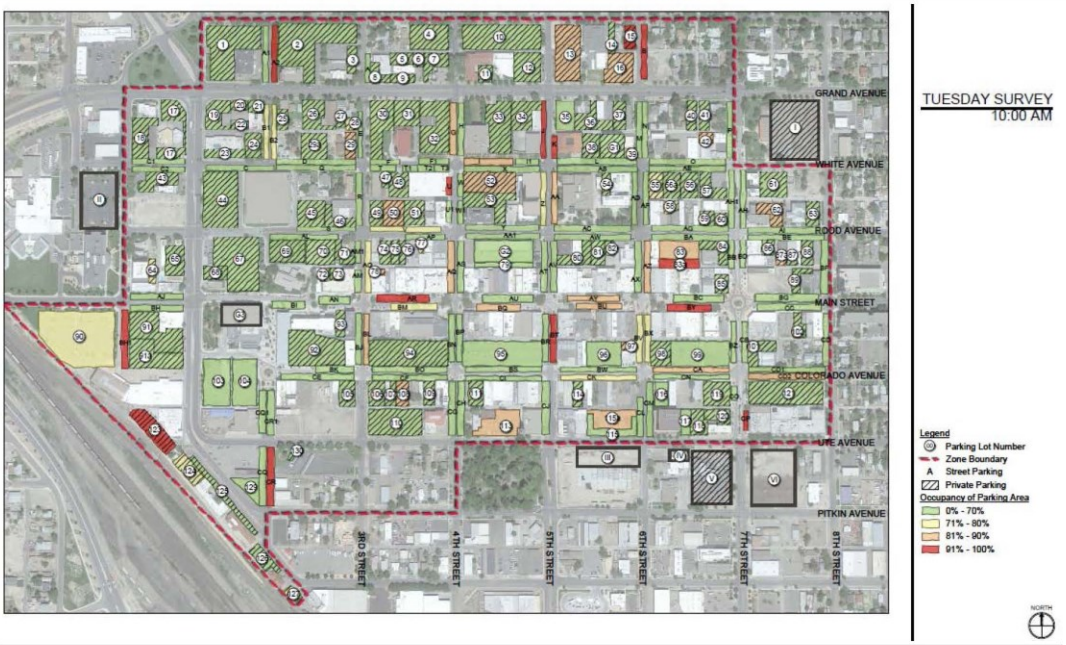
	8:00	10:00	12:00	2:00	4:00	6:00
On-Street Occ.	322	433	497	415	405	358
Lot/Garage Occ.	511	671	608	636	545	254
Supply	2,397	2,397	2,397	2,397	2,397	2,397
Effective Supply	2,037	2,037	2,037	2,037	2,037	2,037



	8:00	10:00	12:00	2:00	4:00	6:00
Occupancy	1,259	1,561	1,492	1,428	1,267	691
Supply	3,965	3,965	3,965	3,965	3,965	3,965
Effective Supply	3,370	3,370	3,370	3,370	3,370	3,370

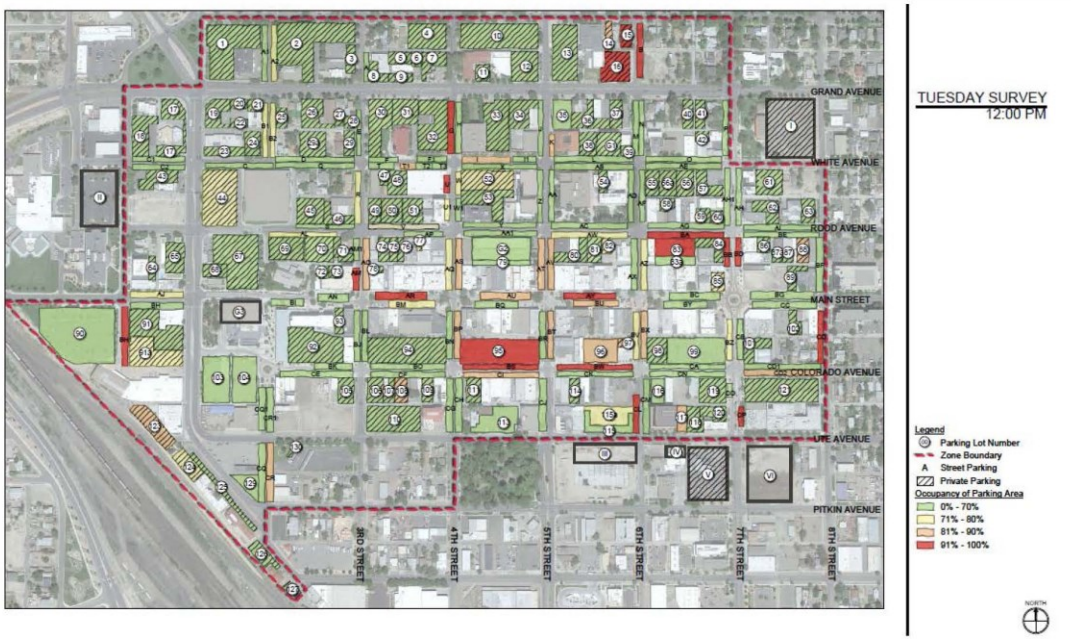
Source: Walker Parking Consultants, 2015

Figure 5: Parking Occupancy Heat Map – 09/29/15 at 10 am



Source: Walker Parking Consultants, 2015

Figure 6: Parking Occupancy Heat Map – 09/29/15 at 12 pm



Source: Walker Parking Consultants, 2015

Figure 7: Summary of Parking Occupancy Findings by Percentage (09/29/2015)

Type	Number	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
Total Private %	118	3,965	32%	39%	38%	36%	32%	17%
Total Public %	17	1,475	35%	45%	41%	43%	37%	17%
Total Street %	115	922	35%	47%	54%	45%	44%	39%
TOTALS:	**250**	**6,362**	**33%**	**42%**	**41%**	**39%**	**35%**	**20%**

*Note that the Two Rivers Convention Center is excluded from the public supply for this summary as no event was scheduled during our occupancy counts. On a day with an event, these spaces would likely be in use.

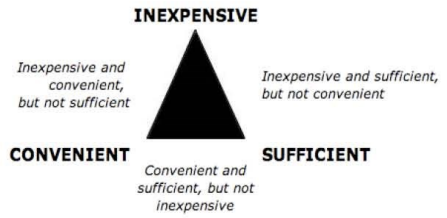
Source: Walker Parking Consultants, 2015

DISCUSSION OF SURVEY DAY FINDINGS

- Survey day parking occupancies show an overall surplus of downtown parking spaces as evidenced by the previous table and the data in Appendix A. We typically recommend that downtown parking systems maintain an effective supply cushion of approximately 15% of total inventory to allow for proper circulation within the system. Peak parking usage on both survey days was well below the 85% capacity limit for all categories.

- As with many downtowns, the public parking supply tends to be more heavily utilized overall than the private supply. The overall peak usage of the downtown parking system was observed at 10 am on 09/29 with 42% of the spaces occupied. On-street parking usage peaked at 12 noon with 54% of available spaces occupied.

- Though, the downtown parking system shows an overall sufficiency of both public and private parking, not all businesses will have vacant spaces in the immediate proximity at all times. This does not necessarily mean that the parking system is "insufficient" but that some of the available inventory but somewhat less convenient for customers and visitors. The parking priorities triangle to the right helps explain some of the trade-offs in a typical downtown parking system.



Downtown parking systems are often subject to public perception, where the stakeholder is evaluating just the sufficiency of close-in spaces. In reality, businesses and stakeholders should realize they are making a value judgment among three factors which are generally seen as positive outcomes – inexpensive, convenient, and sufficient. A single parking location can generally accomplish two of three objects above, but not all three at once. Downtown stakeholders must prioritize among these values.

- There are certain areas of the downtown that may experience localized parking shortages at certain times of day. These areas can be seen on the heat maps presented previously on Figures 5 and 6. Detailed back-up data for these maps on a lot by lot basis is provided in Appendix A. Occupancies over 70% are highlighted in the appendix while occupancies over 85% are considered effectively full.

- As the downtown continues to grow and develop, parking management policies should be established to make the best use of available parking surpluses even if most of the vacant

capacity exists toward the edges of the downtown. (Employees for example can be encouraged to park in more remote or less utilized lots at a discounted rate).

In general, the option to utilize the existing supply in an efficient manner is far more cost effective than developing new parking infrastructure. Also, in many instances, new garages do not always solve the perceived lack of supply, especially if these garages are located more than a few hundred feet from the patron's destination.

- Walker understands that the survey days selected (9/29 and 9/30) may not reflect peak downtown parking conditions that likely occur during special events and during the holiday season when parking is free and unrestricted. Strategies to address parking needs during these two periods are discuss later in this report.

- Finally, based on the data collected, Walker projects that the downtown can afford to absorb some amount of growth and development before constructing additional public lots and garages. The overall sufficiency of the public system is shown below. The amount of development square footage that can be absorbed by the existing parking system is evaluated later in this analysis.

Figure 8: Downtown Effective Public Parking Surplus

	8:00	10:00	12:00	2:00	4:00	6:00
Lot/Garage Effective Supply	1,254	1,254	1,254	1,254	1,254	1,254
On-Street Effective Supply	784	784	784	784	784	784
Lot/Garage Demand	511	671	608	636	545	254
On-Street Demand	322	433	497	415	405	358
Lot/Garage Surplus	743	583	646	618	709	1,000
On-Street Surplus	462	351	287	369	379	426
Total Surplus	1,205	934	933	987	1,088	1,426

Source: Walker Parking Consultants, 2015

Of course, the placement and massing of any new development project will have an impact on the parking available on immediately adjacent streets and lots. Therefore, the City should continue to evaluate projects on a case-by-case basis and make sure the parking plan is adjusted to the particular needs of the site. (This report is intended to serve as a jumping off point when trying to evaluate the amount of development that can occur downtown on an aggregate basis without being site-specific on the immediate impacts.)

DOWNTOWN SPECIAL EVENTS

Throughout the course of the year, downtown Grand Junction sees numerous special events which can place demands on parking—beyond what is usual. The table and map below provide a snapshot of current year special events that may need parking or, at minimum, a parking management plan at certain times. The estimated parking demand is based upon an average of one car for every three people who come to an event.

Figure 9: Downtown Events list and Potential Parking Impacts

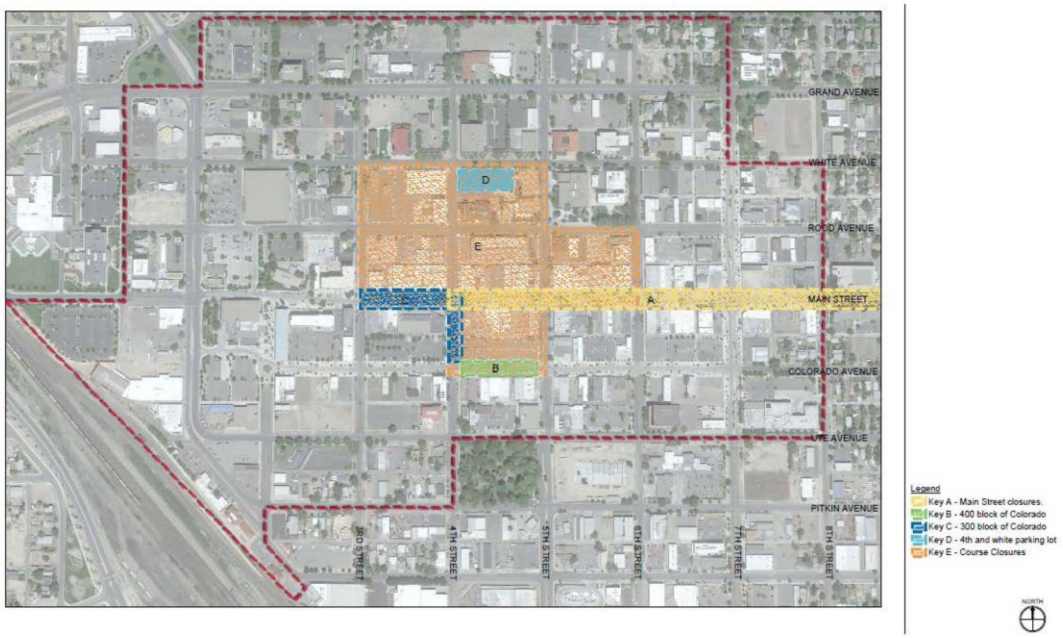
Key	Produced By	Event	Average Attendance	Days per Year	Parking Price/ Open Lots	Estimated Parking Demand	Parking Displacement	Net Impact*
A	BID	Grand Junction Off-Road and Downtown Music Festival	≈10,000 attended in 2015	3 Days (3rd weekend on May (Fri-Sun))	All lots We also open the parking garage (free for the public) for the weekend.	≈1,333 cars/day; (8hr duration)	We close Main Street between 3rd and 7th. Approximately 51 spaces will be closed.	≈1384
A	BID	Farmers Market	≈4000 attendees	Every Thursday from mid-June to the end of September (15 Weeks). Time: 5:30-8:30pm	We leave all parking lots open and we open the parking garage (free for the public) from 4pm-close.	≈106 cars/event	We close Main Street between 3rd and 7th. Approximately 51 spaces will be closed.	≈157
A	BID	Downtown Car Show	≈5000 attended in 2015	1 Day (Last Saturday in September). Time: 9am-3pm	All parking lots open including the parking garage (free to the public).	≈2,000 cars attended the show	We close Main Street between 3rd and 7th. Approximately 51 spaces will be closed.	≈2,051
B	BID	Fall Produce Market	Less than 500 attend	Every Thursday in October. Time: 3-6pm	Parking is free for the market.	≈50 cars/event	Closure is the 400 block of Colorado only. Access to the parking lot between 4th and 5th is left open. Approximately 34 spaces will be closed.	≈84
C	BID	Downtown Tree Lighting	≈2000 attend	1 Day (Friday before Thanksgiving). Time: 5pm-9pm	All lots open including parking garage.	≈800 cars attended lighting	Close the 300 block of Main street and 4th between Colorado and Main (around Wells Fargo). Approximately 25 spaces will be closed.	≈825
A	BID	Parade of Lights	≈6000 attend	1 Day (1st Saturday in December). Time: 4pm-10pm	All lots open.	≈2,400 cars attended event	Close Main Street from 3rd to 8th and then block off 8th to 12th and Ute to Grand for staging the floats. Approximately 118 spaces will be closed.	≈2,518
F	BID	Art Festival for October 2016	Expected attendance is 2000	October of 2016	All lots open.	≈400 cars/day (8hr duration)	No Street Closures; The festival will take place within local businesses and galleries.	≈400
E	Other	Maverick Classic	Less than 1000 attend	3rd weekend in April		≈200 cars/day (8hr duration)	Involves a complicated closure around downtown that does block access to some parking, specifically the parking garage. Approximately 785 spaces will be closed between the garage and street parking	≈985
A	Other	Cinco de Mayo	Less than 1000 attend	The Saturday prior to the 5th of May.	All lots open	≈400 cars/event (8hr duration)	Usually involves a two-block closure between 5th and 7th. Approximately 26 spaces will be closed.	≈426
A	Other	4th of July Parade	≈1500 attend	4th of July	All lots open.	≈600 cars/even (4hr duration)	Most businesses are closed. Approximately 51 spaces will be closed.	≈651
A	Other	CMU Homecoming Parade	Less than 1000 attend	Mid-October	All lots open.	≈400 cars/event (4hr duration)	Rolling closure from 3rd to 7th of Main Street. Approximately 51 spaces will be closed.	≈451
A	Other	Central High School Parade	Less than 500 attend	Late-September	All lots open.	200 cars/event (4hr duration)	Rolling closure from 3rd to 7th. Approximately 51 spaces will be closed.	≈251
A	Other	Veterans Day Parade	Less than 1500 attend	Veterans Day	All lots open	≈600 cars/event (4hr duration)	Same closure as 4th of July parade, although it is smaller, so less of a staging area is needed. Approximately 51 spaces will be closed.	≈651
D	Other	Food Truck Fridays	Less than 500 attend	1st Friday of the month from May-September		200 cars/day (4hr duration)	Located at 4th and White. No street closures. No parking lots blocked. Approximately 69 spots in the parking lots will be closed.	≈269

*Demand + Parking Displaced

Key:
A= Main Street closures. Varies per event (typically ranges between 3rd-7th)
B= 400 block of Colorado
C= 300 block of Main and 4th between Main and CO
D= 4th and white parking lot
E= Course Closures
F= No Closures

Source: Walker Parking Consultants, 2015

Figure 10: Downtown Special Event Map



Source: Walker Parking Consultants, 2015

Planning parking to accommodate special events can be challenging because these peaks in activity generally do not occur frequently enough to warrant the development of dedicated new parking facilities. However, special event demand may be taken into account when planning for future public lots and/or garages that may be a best fit to support general downtown growth and development.

(This perspective does not include the garage that is being considered for the new downtown event center; usually this type of venue does host enough events throughout the year to warrant some parking garage capacity, especially for season ticket holders that will be regular attendees and can help to cover the cost through pay parking charges).

For some larger events, it is to be expected that not all attendees will find proximal parking. One of the most frequently asked questions in any parking planning process is: How far can we expect people to walk from a parking facility to their ultimate destinations?[3] In order to evaluate the qualitative variables in parking design in a systematic and logical way, Walker Parking Consultants has developed the level of service (LOS) approach to parking design.

The level of service classification system is similar to the grading system used in traffic engineering: LOS A is the best or ideal performance, LOS B is good, C is average, and D is below average, but minimally acceptable. We developed the following matrix to describe these levels of service for walking distance in a variety of conditions:

Figure 11: Level of Service Table

Level of Service/Conditions	A	B	C	D
Climate Controlled	1,000 ft.	2,400 ft.	3,800 ft.	5,200 ft.
Outdoor/Covered	500 ft.	1,000 ft.	1,500 ft.	2,000 ft.
Outdoor/Uncovered	400 ft.	800 ft.	1,200 ft.	1,600 ft.
Through Surface Lot	350 ft.	700 ft.	1,050 ft.	1,400 ft.
Inside Parking Facility	300 ft.	600 ft.	900 ft.	1,200 ft.

Source: Walker Parking Consultants, 2015

For the following section on the proposed downtown event center, we are using the highlighted portion of the matrix above ("Outdoor/Uncovered" conditions).These walking distances also apply to the event list presented on the previous page.

In conclusion, we recommend factoring special events into the location of future public facilities (such as a new garage), but do not recommend building any additional spaces for the purposes of event parking only. With a special event parking management plan in place, the existing supply should be sufficient to accommodate the majority of special events on the current schedule. At the highest activity levels, patrons can be expected to walk up to 1,600 feet (and sometimes farther) for available parking.

[3] "How Far Should Parkers Have to Walk", Parking magazine, September 1994; other sources cited

NEW EVENT CENTER IMPACTS (PROJECTED)

The City is currently evaluating the possibility of adding a new downtown event center to be located just south of the existing Two Rivers Convention Center. Based on the preliminary site plans provided by Hunden Strategic Partners, the new facility would be located at the corner of South 1st Street and Ute Ave. and would likely displace some surface parking and the existing pawn shop at this location. We understand that the Event Center and the existing Convention Center would be connected.

We assume that the two venues would likely host different types of events throughout the year (as appropriate) but might also work with a shared event calendar for scheduling. For larger conventions and shows, the venues might work together to attract events needing capacity in both facilities at the same time.

According to the "Grand Junction Event Center Market & Financial Feasibility Analysis" (Hunden Strategic Partners, February 2016), the event center is recommended to include a 5,100-seat arena for hockey and other events, plus 12,500 SF of meeting rooms, and an 8,000 SF junior ballroom. This would allow the existing meeting space in the Convention Center to also be expanded to include a full-sized ballroom.

The proposed new venue be used to host ice hockey, rodeos, indoor soccer, football, lacrosse, boxing, concerts, graduations, and other events. We understand that a minor league hockey team is being considered as a possible anchor tenant for the venue. Based on the Hunden study, Walker assumes the following potential programmatic inputs:

- Arena = 5,100 fixed seats for hockey with up to 7,000 seats maximum capacity (concerts, etc.)
- 667 seats on the premium suite/club level
- Up to roughly 2,300 vehicles for peak events
- Roughly 270 parking spaces provided on site or immediately adjacent to the venue for season ticket and premium seat holders
- The majority of larger events would be held on weekends and evenings (after 7 pm) with the peak season being Fall and Winter months

Early plans for the event center included a possible small parking garage to be constructed on site for VIP and premium seat holders. However, the added cost of the garage might make the event center construction less financially viable. As an alternative, the planning team is proposing to accommodate VIP parking by forming agreements to use the existing 90 spaces under the Two Rivers Convention Center and the 180 spaces that are directly west of the Event Center, across South First Street.

Based on Walker's analysis of possible parking needs, this approach seems reasonable. However, it should be noted, that for very large events, some attendees would have to walk from the Rood Avenue garage or from facilities either farther east. This increased foot traffic would likely benefit some restaurants and retailers along Main and other parts of the downtown. However, Walker also recommends that the City, DDA, and event center work together to develop a parking management plan for large vents. This plan

might include the use of a parking shuttle, pedi-cab, or similar services for event attendees that do not want to walk several blocks from the parking to the event venue.

No specific attendance projections or schedule were provided for Walker's study. However, a 2009 research study prepared by Convention Sports & Leisure International (CSL) was provided and identifies a number of comparable event facilities operating in similar communities. Based on the comps, Walker prepared the following table showing an estimate of attendance and projected parking impacts for a hypothetical 100-event season.

For larger events and concerts, some of the event attendees may be staying at the nearby downtown hotels and would not need to find additional parking. However, for other events (with predominantly local attendees), we estimate that between 30 and roughly 2,000+ overflow parking spaces will be needed. The overflow parking impacts shown below assume that the first 270 vehicles for any event are accommodated on-site or nearby in VIP parking areas.

Figure 12: Event Center Hypothetical Parking Impacts

Event Type	Events	Average Attendance	Parking Demand	On-Site	Possible Overflow Parking
Hockey (Tenant)	20	4,600	1,533	270	1,263
Large Concerts	14	7,000	2,333	270	2,063
Family / Ice Shows	15	1,500	500	270	230
Other Sports	8	5,000	1,667	270	1,397
Community Events	20	1,200	400	270	130
Other Small Events	23	900	300	270	30
Average Parking Overrflow	100	3,367			852

Source: Walker Parking Consultants, 2015

Strategies to accommodate overflow demand from the event center will likely include a range of options:

- For small events, most overflow attendees can likely find on-street parking in the nearby area without much assistance
- For mid-size events, the event center operator may want to make arrangements with the City to specifically identify the Rood Avenue parking garage and available public lots as parking options for event attendees
- For the largest events, a special parking management plan is needed that likely would include off-site parking provisions for event center employees, media, bus staging, etc. and might also include a shuttle service, flaggers, and/or traffic officers. Off-site parking options should be identified for all event attendees.

The table and figure on the next page provides a breakdown of current public parking that is available within 1,600' (LOS D) and would be appropriate for large special events. Based on the table, we estimate that roughly 1,200 public spaces may be available on a typical event evening.

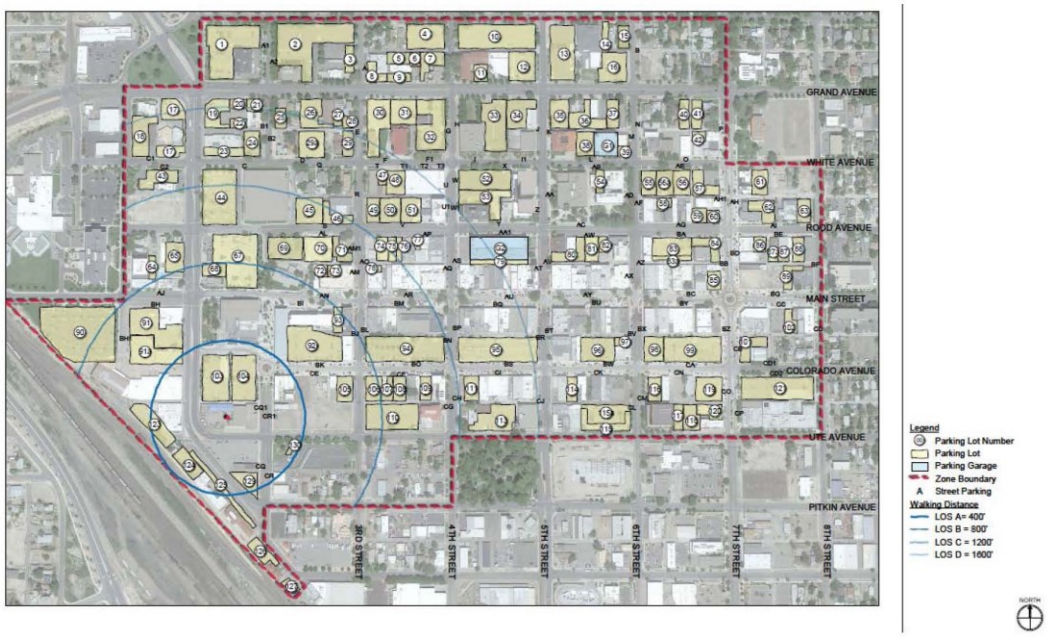
This means that for the largest events, the event organizer may need to identify up to 2,000 remote spaces that could be utilized and/or form agreements with some of the private businesses in the downtown to open their lots to event parking on the evening and weekends.

Figure 13: Public Parking Available for Parking Overflow from Events

Based on 9/29/2015 counts								
Type	**Restriction**	**Inventory**	**8:00**	**10:00**	**12:00**	**2:00**	**4:00**	**6:00**
Public	Lots	607	320	311	231	268	235	88
	Garages	539	78	168	171	180	162	49
	On-Street	383	135	176	212	167	177	158
	TOTAL	1,529	533	655	614	615	574	295
	TOTAL AVAILABLE PARKING		**996**	**874**	**915**	**914**	**955**	**1,234**
Based on 9/30/2015 counts								
Type	**Restriction**	**Inventory**	**8:00**	**10:00**	**12:00**	**2:00**	**4:00**	**6:00**
Public	Lots	607	198	188	201	216	188	103
	Garages	539	84	162	170	176	148	73
	On-Street	383	110	158	194	191	164	151
	TOTAL	1,529	392	508	565	583	500	327
	TOTAL AVAILABLE PARKING		**1,137**	**1,021**	**964**	**946**	**1,029**	**1,202**

Source: Walker Parking Consultants, 2015

Figure 14: Downtown Event Center LOS Map



Source: Walker Parking Consultants, 2015

ADDITIONAL GROWTH SCENARIOS

The study area in downtown Grand Junction contains a total inventory of 6,362 parking spaces. Occupancy counts by Walker indicated a peak of 42 percent of spaces filled at 10:00 a.m. on the busier survey day, or 2,665 vehicles. The 58 percent of spaces that were vacant represent 3,695 empty parking stalls.

Though the vacant parking capacity in the downtown is significant, much of the available supply is located within lots that are categorized as "private." This term refers to facilities that are intended to serve a particular business or group of businesses and may not be available to the general public, even if the lots are not specifically signed as restricted.

In some cases, the private parking capacity may be available to help support redevelopment efforts. For example, a vacant or underutilized retail building may be re-tenanted or redeveloped without having significant impact on the downtown parking system if that building already has a private parking lot on site.

In other cases, new downtown development and redevelopment efforts may have a more significant impacts on the public parking system, if these locations are not served by private parking, or if they displace existing surface lots.

The municipal code does not specify a parking requirement for many of the new projects within the downtown including those within the overlay zone. (See summary to the right). Therefore, it can be difficult to determine which projects will or will not have a significant impact on the public system.

This section of the report attempts to address the growth question, using a conservative approach in which most new projects are judged to directly impact the public parking supply by generating new demand.

Zoning Summary

Parking required by code for new downtown uses is governed by the downtown overlay (24.12.080) and/or B-2 zoning classifications (21.06.050). The following requirements are relevant to many downtown projects:

(e) If off-street parking is provided, it shall be located behind buildings on private property. If the property abuts an alley, the parking area shall take access from the alley. If the property has more than one street frontage, "behind the building" shall mean on the opposite side of the building from the front door or the main public door entrance to the building.

(1) There is no parking requirement for the reuse, remodel, or reconstruction of an existing structure that does not increase the available square footage of leasable area.

(2) Parking shall be provided for any leasable square footage added after the effective date of the ordinance codified in this title.

(3) Permanent parking available to the public and within 500 feet (1,000 feet for employees) of the proposed construction counts towards the total parking requirement.

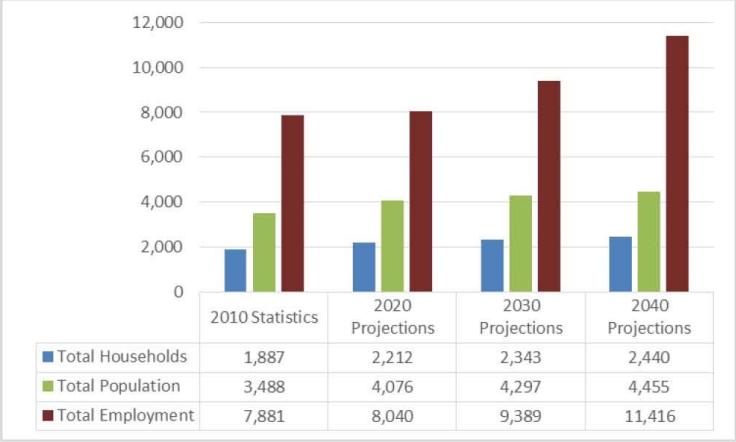
Source: City of Grand Junction

For the purposes of this study, we considered several possible growth variables including scenarios outlined in the following resources:

- Possible new downtown residential units, per the Mesa County transportation model statistics
- The 2015 Downtown Grand Junction Housing Study, prepared for the DDA
  (https://downtowngj.org/assets/GJ_Housing_Study_052215.pdf)
- Growth/intensification of downtown employee populations (per Mesa County Statistics)
- New restaurant and retail uses including re-tenanting of vacant and underutilized spaces
  (http://www.gjcity.org/VacantBuildingSurvey.aspx)

Based on these sources, the following potential general growth scenarios are outlined for the downtown:

Figure 15: Downtown Growth Scenarios



Projected Growth by Percentages

Average Annual Growth Rate	2010 - 2020	2020 - 2030	2030 - 2040
Housing	1.72%	0.59%	0.42%
Population	1.69%	0.54%	0.37%
Employment	0.20%	1.68%	2.16%

Source: Walker Parking Consultants, 2015; based on Mesa County Data and other sources

The above table shows some growth in downtown employee numbers that will likely warrant the construction of new downtown buildings included restaurant, retail, medical office, and office building capacity. The amount of growth that is accommodated through new buildings versus re-tenanting of old buildings is unknown.

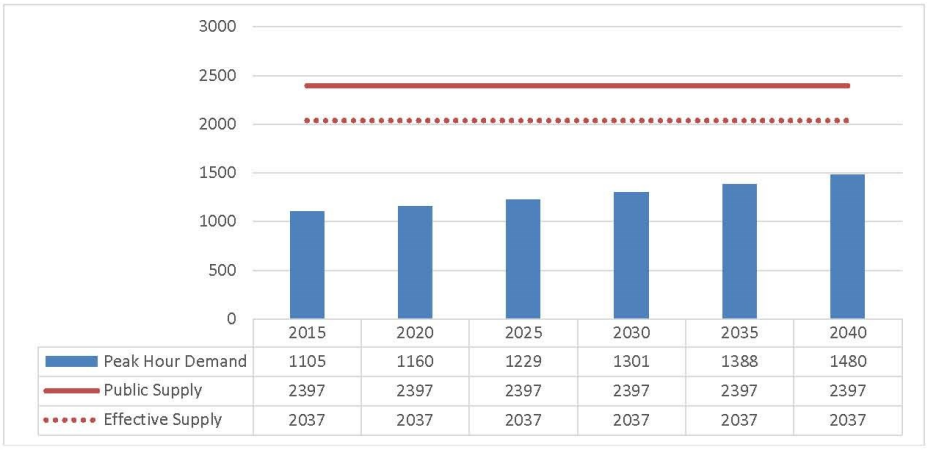
For this reason, simply applying the above growth statistics to the general downtown public parking system would be an oversimplification. The public parking supply will likely experience some subtractions to the inventory over time as new buildings are added and surface parking is displaced. On the other hand, new multi-family and mixed-use projects may opt to build additional parking on site which could increase the supply.

For scenario modeling purposes it is relevant to project out the impact of 1% to 2% annual growth in downtown parking demand to determine at what point parking supplies may start to become critical. The following general (blended) growth rates are assumed using a weighted factor between employees and housing growth from the statistics:

2015 through 2020 = 0.94% annually
2020 through 2030 = 1.11% annually
2030 through 2040 = 1.26 % annually

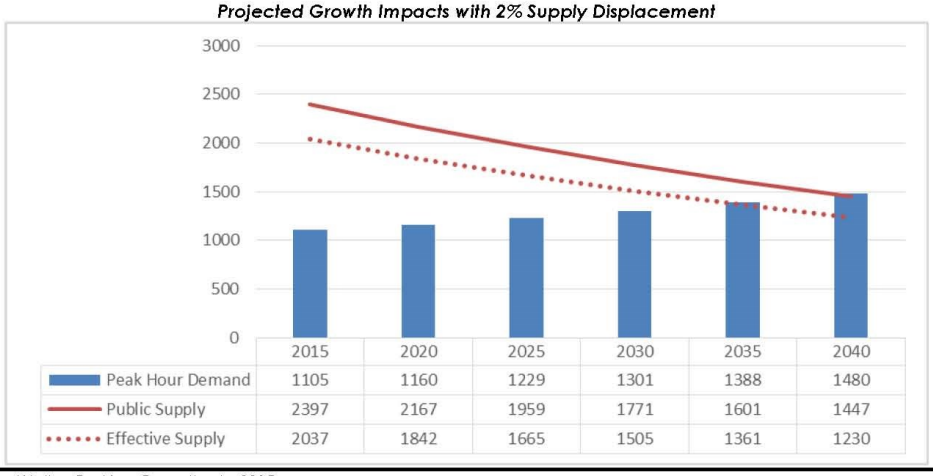
With these assumptions, the impact on the public parking supply would be as follows:

Figure 16: Project Downtown Growth Impacts on the Public Parking System



	2015	2020	2025	2030	2035	2040
Peak Hour Demand	1105	1160	1229	1301	1388	1480
Public Supply	2397	2397	2397	2397	2397	2397
Effective Supply	2037	2037	2037	2037	2037	2037

Projected Growth Impacts with 2% Supply Displacement



	2015	2020	2025	2030	2035	2040
Peak Hour Demand	1105	1160	1229	1301	1388	1480
Public Supply	2397	2167	1959	1771	1601	1447
Effective Supply	2037	1842	1665	1505	1361	1230

Source: Walker Parking Consultants, 2015

Based on the above tables, we conclude that the existing downtown parking system should be able to support projected downtown growth through at least 2040 if the current public parking capacity is left unchanged.

However, if the City and/or DDA wish to accelerate development by make some of the existing public parking lots available for construction, the projected public supply and demand could change. The lower half of the table assumes that roughly 2% of the public parking inventory is displaced each (on average) for new construction. Under this scenario the City and or DDA may want to target 2035 as a possible goal to start considering adding additional public parking infrastructure.

TASK B: PARKING FINANCIAL MODEL AND STRATEGIES

PARKING MANAGEMENT STRATEGIES

The following section of this report provides initial analysis of City's parking program including current income and expenses, parking management tools, and best practices that the City may want to consider implementing to help improve the efficiency of the system. A number of possible revenue enhancements are discussed in this section with alternative revenue and expense models provided for each alternative.

The City and DDA are currently discussing an option where the DDA would take over management of the downtown parking system. This might make sense to both entities for a number of reasons:

- The City may not be inclined to make policy changes (such as rate increases) that might be an overall benefit to the downtown but might be politically unpopular at the outset
- The DDA is directly involved with downtown redevelopment efforts and has a handle on which parking policies are most beneficial for the downtown community. In addition, the DDA may be able to leverage the parking system as a tool to incentive new development and create opportunities for public-private partnerships (PPP)
- The City would likely benefit if the debt service on the Rood Avenue garage were transferred to another entity
- The DDA is required to spend TIFF money on debt service for capital projects and could direct this funding to the Rood Avenue garage payments, freeing up parking revenues for other uses
- The City's parking fund currently enforces parking solely within the boundaries of the DDA, so the geographic relationship would make sense for the DDA to take over operations
- The parking program is currently profitable and carries the potential for upside revenues
- Current parking enforcement and operations staff would likely be retained by the DDA making the transition fairly straightforward

In either case (with DDA or continued City operations), the following recommendations apply.

RECOMMENDED BEST PRACTICES

Walker used the results of our supply/demand analysis and feedback from the City and several stakeholders to identify best parking management strategies most applicable to the City of Grand Junction's current downtown parking situation. Some of the best practices outlined here are tied to possible revenue increases (which are discussed in the next section). However, the overall objective of these strategies is to improve the efficiency and customer service offered by the system as the first objective, with revenue enhancements as a possible second benefit.

In general, the concept of parking management strategies involves the implementation of policies and programs that result in:

- A more efficient use of parking resources,
- A modification in behavior (which can lead to reductions in demand), and/or
- A change in the way in which parking problems are defined.

Objective one is usually accomplished through traditional tools such as policy changes, parking permit allocations, time limits, parking enforcement, etc. Objective two relies on funding programs and initiatives that encourage transit use and other non-driving alternatives. This objective can also be accomplished using more passive methods such as increasing the cost of parking, assuming alternatives are already put in place; this is sometimes referred to as travel demand management (or "TDM").

The last objective is related primarily to public perception of the issue and is generally accomplished through public outreach, public participation in the process, and allowing businesses and stakeholders to make value judgments between "inexpensive," "convenient," and "sufficient" parking resources.

All three objectives described above can generally be accomplished through a range of tools that are categorized as either "push" or "pull." An example of a push strategy would be something like increased enforcement that would push employees out of the on-street spaces. A "pull" strategy might include a program such as employee perks that would encourage employees to opt in to parking in a remote location.

The follow sections introduce some policy-related best practices that the City may want to consider implementing to improve downtown parking enforcement efforts. The goal of these best practices is to improve customer service, particularly for visitors to downtown Grand Junction. Another objective would be to increase the compliance with posted time-limits (and permit zone restrictions), to ensure that the parking system can be used in the most efficient way possible.

Note that any changes to enforcement policies should be combined with a public outreach process so that downtown merchants and stakeholders are aware of any policy changes and do not feel like the process is unduly punitive. The public outreach should focus on explaining the benefits of enforcement as a way to free up the most convenient parking for downtown customers.

Combining changes to enforcement with a new transit incentives program and/or rollout of new designated employee parking resources (such as shared-use or leased locations) may make sense from a public reactions standpoint.

GRADUATED FINES

For the City of Grand Junction, we assume that the current parking citation fines are set by City Council and enforced by the local police department. However, the City parking manager (or DDA) may have some ability to suggest changes that would benefit the downtown parking system. One example, might be to implement a graduated fine schedule for parking violations.

Doubling or even tripling the fines for overtime violation is not always sufficient to motivate frequent abusers of the system. Some communities include a graduated fine schedule to provide an added motivation to obey the posted parking limits. This is an excellent method to deter repeat offenders and for improving the collection of unpaid parking fines. Naperville, Illinois, for example, uses the graduated fine schedule that is outlined in the following table. Fines increase based on a 12-month period and after the tenth violation in a 12-month period, the vehicle is towed and driver's license of the owner is suspended.

Figure 17: Case Study - Naperville, IL Graduated Fine Schedule

Violation	Amount
1	$15.00
2	$15.00
3	$15.00
4	$30.00
5	$30.00
6	$30.00
7	$30.00
8	$30.00
9	$30.00
10	$60.00
11	Tow vehicle and suspend driver's license.

Source: Walker Parking Consultants

Implementing a graduated fine schedule requires the use of electronic handheld ticket writers that are capable of maintaining a database of vehicle license plates and notifying the enforcement officer of previous violations so that the correct fee can be applied to each citation issued.

WARNING TICKETS

A common practice for smaller towns and cities that do not want to risk offending an occasional visitor, is to provide a warning ticket. This allows the first violation to automatically be issued as a warning to educate the violator of the parking policies and avoid offending the first time visitor. This system also requires the use of electronic handheld ticket writers to store and track vehicle license plate information. The period for warning tickets should be set at a minimum of six months to avoid encouraging more frequent parking violations.

Under this program, anyone parking in the downtown area would be eligible for the warning ticket for their first violation, including employees. While ideally the employees should not be eligible for the warning, it is a cost of providing the warning for first-time offenders.

REPLACE TIME-LIMITED PARKING WITH METERED PARKING

The most areas of the core downtown are metered, some of the most highly-used street spaces along Main Street are time-limited only.

To track the times of each vehicle parked, the enforcement officer manually places a chalk mark on a tire of each vehicle parked in an area and returns to the area some time later. Those vehicles that still have a chalk mark on the return inspection (at least two hours later) receive a violation. The result is that the two-hour parking window starts only after the chalk mark is placed on the tire. A vehicle parked after the enforcement officer passes an area is safe until the return trip, when a mark is applied to its tire to start the two-hour clock. Thus, the parking period is more likely to vary to range from three to four hours, as opposed to the intended two-hour limit. This unpredictability can lead to frustration and misunderstanding by the general public and encourages a cat-and-mouse game for employees who seek more convenient parking.

While this system of regulating parking is popular in many smaller towns and cities, it requires strong and consistent enforcement to truly be successful. The advantage of the time-limit parking method is that it

removes the potential psychological barrier of having to pay for parking when coming downtown to shop or enjoy a restaurant. The truth is, however, that most people come to shop and dine based upon the establishment they intend to visit, and not whether parking is free. More important concern is typically whether or not they will have a convenient parking space that is easy to find and is within a safe distance to their intended destination. Therefore, to effectively monitor time-limit parking, we recommend the use of electronic ticket writers that allow more frequent checks as compared to chalking tires. We would also strongly suggest that the City or DDA move toward implementing metered parking along Main Street.

We understand that the later suggestion will require outreach to the downtown business so that merchants can begin to understand the value of pay parking as a management tool (rather than a punitive measure).

Many successful downtowns use and promote on-street metered parking and are still able to encourage vibrant retail and restaurant usage.

ELECTRONIC TICKET WRITERS

For many communities, the initial costs of technology upgrades (such as electronic ticket writers and license plate recognition) can be a hurdle. However, communities that utilize these technologies report that they allow for more efficient and effective enforcement.

Walker recommends that enforcement officers use an electronic ticket writer system that allows electronic tire chalking and maintains electronic records of permitted parkers and enforcement activity. A number of companies offer hardware and software for handheld enforcement citation writing. These systems have been shown to improve the productivity of the enforcement officer, reduce errors leading to dismissed violations, and to allow increased monitoring of the spaces through electronic chalking of vehicles.

Some systems are available that provide the enforcement officer with information on a "live" basis in the field via cellular technology; however, most require that base data information must be downloaded to the handheld unit from a computerized base unit before departure. Citation data is transferred to the base unit when docked and the handhelds may be networked through radio, cellular, cradle, cable, or by infrared systems with the base server.

ParkTrak handheld License Plate Recognition system

Systems are typically networked to a service provider's central server computer, which is networked to the Bureau of Motor Vehicles and/or a license information lookup services. These services supply addresses, facilitate follow-up letters, collection, etc. Some service providers offer to perform all of the processing between the citation and the money collection. Each transaction typically takes from 10 to 20 seconds to process.

Following are the most significant advantages that hand-held ticket writers offer over the traditional hand written system:

- Information is automatically downloaded directly to the system avoiding data entry errors and transcription errors from sometimes-illegible handwritten citations;
- Systems are programmed or modified specifically for the client;
- Includes options such as scofflaw programs with a permit database, so no citations will be written on permitted vehicles;
- Eliminates the need for "hang tags" or "sticker" permits, thus saving the city from spending on unnecessary permit distribution costs.
- Can record occupancy data through electronic chalking to monitor time limit parking without placing chalk marks on tires;
- Use of license plate recognition (LPR) to automatically enter the plate number as opposed to manually entering the number; and
- Most units incorporate a camera to capture the violation to provide evidence of the violation for use in appeals.

Units are typically configured with integrated (attached) printers, or detached printers. The detached printers are heavier, are carried on the shoulder and have better print quality. Detached printers are more expensive, but are sometimes recommended for very high volume enforcement situations. Typical enforcement is serviced easily by integrated printers. Some systems require preprinted ticket forms, while other systems print the entire citation on blanks. Blank tickets range from $1,000 to $2,000 for 10,000 blank tickets, plus printing costs. Many systems actually print the entire ticket from blank stock as issued.

One past Walker client (New Albany, Indiana) reported a 375 percent increase in revenue after partnering with a company supplying electronic ticket writers and collection assistance. System costs vary from outright purchase to lease and we recommend a budget of $10,000 to $20,000 for the system software and docking stations, plus an additional $5,000 per handheld unit.[4]

AUTOMATIC LICENSE PLATE RECOGNITION (ALPR)

A step up from handheld electronic ticket writers is the use of automatic license plate recognition (ALPR) technology. ALPR is conducted with a mountable camera that attaches to either an enforcement vehicle or wall/vertical surface. The camera records license plate numbers and locational information of each vehicle it passes or within its vicinity. The information collected is then synced with a base server and stored in an electronic database. The data can be manipulated to display patterns such as visitor frequency, length of stay and location/zone violation.

ALPR is similar to electronic ticket writing in that it maintains an electronic database of permit and time-limit violations through virtual chalking and license plate image capture, but is more advantageous for parking enforcement officers in a number of other ways. Foremost, officers can remain in their vehicles while collecting data, making the process simple, quick and efficient. This in turn reduces operational costs by eliminating the need for additional parking enforcement officers on duty and by simultaneously increasing the coverage area. Automatic license plate recording and electronic chalking allows greater and faster data storage, helping officers detect potential permit scofflaws and time-limit infractions more frequently, thus generating the city additional revenue from missed-vehicles. Lastly, results from ALPR can help inform parking enforcement officers and city officials of alternative parking management strategies to implement.

[4] The Parking Professional, May 2009; updated costs to be researched for implementation plan

A number of vendors/manufacturers offer ALPR technology and services, including 3M Motor Vehicle Systems and Genetec Industries. 3M uses a mounted portable camera which syncs to their back office system software. Genetec uses both mounted portable cameras and/or fixed cameras (placed on parking garage ceiling or parking lot light poles) which sync to their base security center, or unified security platform. These cameras are compatible with third party ticketing systems, electronic pay stations and pay-by-phone applications so that up-to-the-minute statistics can be provided to enforcement officers on parking inventories and violations.

The City of Aspen, CO recently instituted the AutoVU ALPR technology by Genetec for use in municipal parking enforcement. The city had been suffering from tourist/visitor overflow into designated residential zones during peak seasons (winter and summer) and was looking for a solution to the frequent "double parked" car dilemma. An ordinance had already been enacted that prohibited persons from double parking in the zone, but people continued to violate the ordinance, moving their cars several times a day without being cited. Parking enforcement officer Tim Ware and his two colleagues could not patrol the 12 x 18 block residential zone alone and were in desperate need of assistance.

After deliberating the various alternatives, the officers sent out an RFP for parking systems solutions. They received several bids but ultimately settled on Genetec. With the installation of ALPR Sharp cameras and a support infrastructure system complete, the parking officers were able to rid themselves of an obsolete paper and chalk system that had slowed them down for years. Their patrol vehicles, now outfitted with fixed-mounted AutoVu Sharp cameras and touch-screen computers, can more efficiently collect time violation and length of stay information, reducing the need for additional officers on duty and easing parking enforcement operations. The technology also allowed the city to recognize any rogue vehicles owned by scofflaws on the national wanted vehicle database that is linked to the system's security platform, as well as vehicles in violation of the abandoned vehicle ordinance that have remained in a parking space for over 72 hours.

AMBASSADOR APPROACH TO ENFORCEMENT

The perception of on-street parking ordinance enforcement is often negative and the manner in which enforcement is presented to the public is often the reason. Enforcement is seen as punitive, which in many cases it is, and for this reason, Walker recommends that Grand Junction adopt the "Ambassador Approach" model for the downtown area as used successfully in Wichita, KS and Myrtle Beach, SC.

The mission of the Ambassador Program is to provide hospitality, tourism and public safety services to local citizens, businesses and visitors, in addition to enforcing parking regulations. The Ambassadors would be required to complete a multi-faceted training in hospitality and customer service, emergency response and first aid, public transportation and City services. They should work directly with transportation and parking departments of the City, local businesses, and professional agencies.

Ambassador Approach

- Educate and Assist
- Trained on Downtown offerings
- Offer warnings
- Distinctive, friendly uniform

The primary goals of an Ambassador program are to promote the area, resolve concerns, deter criminal activity, and help make the downtown area a better, safer and friendlier place to live, visit, shop and conduct business. Ambassadors should initiate personal contacts with the parking public (known as "touches"), issue more warnings and slightly fewer citations, and interact with visitors and citizens in a positive manner. The vision of the program is to help promote a progressive, dynamic downtown experience. The Ambassadors may accomplish these goals while providing parking management by monitoring public safety, extending a helping hand in emergency situations, and calling on area merchants on a regular basis. Beyond enforcing parking regulations, the following are examples of appropriate behaviors of Ambassadors:

Case Study: City of Hartford, CT Parking Ambassadors

- To greet visitors and offer customer service;
- To be a friendly face in response to many people's initial interaction with the City;
- To give accurate directions to visitors and direct visitors to destinations;
- To provide information and explain local traffic and parking regulations to seek voluntary compliance;
- To distribute City brochures and maps; and
- To deter criminal activity by their presence

INSTALL SMART METERS THAT ACCEPT CREDIT CARDS / CONSIDER OTHER TECHNOLOGY & PAYMENT OPTIONS

Many newer meter technologies exist that accept both coin and credit card payments and can also be integrated with pay-by-cell applications. Some of these meters can be equipped with real-time occupancy sensors that allow for better data analytics and targeted enforcement (by directing parking enforcement officers to specific time limit violations).

The City is already considering rolling out some of the newer meters for on-street (to replace older meters as needed). We recommend that the City review all the options available evaluate the brands that would be best suited for the downtown. The City might also want to consider newer electronic meters for the public surface lots. A few examples of the available technologies are shown below and on the next page.

Pay-by-Phone

Advantages
- No infrastructure needed except for signage
- Maintains free flow access to the parking lot
- Club members, annual pass holders, and employees can register their LPN to act as their parking credential
- No ongoing equipment and infrastructure maintenance cost, except for enforcement equipment.

Challenges
- Customers are required to set up an account with their LPN and credit card information to utilize the mobile payment application. Many pay-by-phone providers require customers to have a pre-paid account.
- Customer education is critical to the success of the mobile payment program
- Requires periodic enforcement and could require additional hardware (handhelds or mobile LPR) depending on the enforcement method. Without handhelds or mobile LPR a list of valid plates would have to be printed off and manually checked off while patrolling the lots.
- Citations for violators may be unenforceable and difficult to collect
- Typically there is a per transaction fee

Operational Considerations
- Staff and equipment needed to enforce the lots
- Staff will need to assist customers in using the mobile payment and apply validations

Pay-by-Plate Multi-Space Meter (MSM)

Advantages
- Minimal power and communication infrastructure is required if using solar power and cellular communication
- Maintains free flow access to the parking lot

Challenges
- Difficult to use MSM to provide free parking. The parking fee has to be paid up front and then reimbursed as a discount to a purchase made at the pool, spa, or athletic club.
- Guests must remember their LPN and enter it properly into the MSM
- Requires periodic enforcement and could require additional PARCS hardware (handhelds or mobile LPR) depending on the enforcement method. Without handhelds or mobile LPR a list of valid plates would have to be printed off and manually checked off while patrolling the lots.
- Citations for violators may be unenforceable and difficult to collect
- Typically the MSM provider charges an ongoing monthly fee for software and there are additional fees for credit card processing.

Operational Considerations
- Staff needed to enforce the lots
- MSMs that accept cash require periodic collection
- Pay-by-Plate MSMs need periodic replenishment of receipt stock

Pay-and-Display Multi-Space Meter (MSM)

Advantages
- Minimal power and communication infrastructure is required if using solar power and cellular communication
- Maintains free flow access to the parking lot

Challenges
- Difficult to use MSM to provide free parking. The parking fee has to be paid up front and then reimbursed as a discount to
- Guests must pay for parking at the MSM and then return to their vehicle to display their parking receipt
- Requires periodic enforcement
- Citations for violators may be unenforceable and difficult to collect
- Typically the MSM provider charges an ongoing monthly fee for software and there are additional fees for credit card processing

Operational Considerations
- Staff needed to enforce the lots
- MSMs that accept cash require periodic collection
- Pay-and-Display MSMs need periodic replenishment of parking slips and receipt stock

POSSIBLE REVENUE ENHANCEMENTS

In addition to the best practices recommendations discussed above, Walker recommends that the City (or DDA) consider rolling out the following changes to the parking program. Most of these changes are intended to support the broader parking management objectives stated at the beginning of this section. However, these specific items also carry a possible revenue upside that is projected for our alternative revenue model scenarios.

As with some of the parking management best practices, we understand that suggestions below may be politically sensitive. Therefore a public outreach campaign is recommend to inform and involve the downtown business community before rolling out major changes to the program.

SCENARIO A

Scenario A assumes the base case model in that current parking system revenues and expenses are carried forward into future years without major changes to parking policy. This scenario does include some additional capital expenses (CapEx) for upgrading the existing parking meters over time to credit card enabled meters. The scenario includes income and expense estimates based on 2013, 2014, and 2015 performance (provided by the City). A schedule of parking meter depreciation and remaining debt payments on the Rood Avenue garage are also assumed for this model based on data provided.

SCENARIO B

Scenario B is the same as Scenario A but assumes the following revenue enhancements are adopted for the system. These revenue enhancements that are based primarily on policy changes and staffing and do not carry added capital costs. Some increased training costs and salary costs are assumed for the new parking enforcement officers.

1. Hire one additional part-time parking enforcement officer initially for the peak season (winter months) and adopt the following policy recommendations:
    a. Graduated fines
    b. First offender warning ticket
    c. More targeted enforcement using hand-held ticket writers and real-time communications with newer smart meters (if adopted)
    d. ALPR technology as an optional purchase for future years
    e. Free parking during the holiday season but with two-hour time limits enforced at two-hour meters and on Main Street.
2. Increase enforcement of downtown parking restrictions form 8 am-6 pm and Monday-Saturday.
    a. Increase PEO staffing as needed to cover all shifts
    b. At least one officer should be providing downtown parking enforcement at all times
    c. Assume roll-out of the new enforcement hours by 2018
3. Discontinue free parking privileges for ADA placard holders and downtown contractors
    a. Contractor permits should be made available for purchase
4. Begin over assigning permit spaces in the Rood Avenue garage by at least 20%.
    a. Though all spaces are current "sold" for the upper levels, the parking occupancy counts show utilization rates of less than 50%.

5. Continue to allow for long-term parking in certain (10-hr) meter zones with the appropriate permit issued for residents and downtown employees.
    a. Track on-street utilization by zone and limit the availability of permits when on-street occupancy rates reach 85%.
6. Partner with the event center manager and offer weekend and evening event parking in the Rood Avenue garage and selected parking lots. Pay charges will vary by event. Some revenues are assumed for this new program starting in 2020.

SCENARIO C

Scenario C assumes that most of the policies from Scenario B are adopted. In addition the following policies and capital improvements are also assumed

1. Replace time-limited parking along Main Street with new two-hour smart meters
2. Increase parking fees to $1/hour for all short term parking meter zones and upgrade all meters in these areas to smart meters that accept credit card payments
3. Gradually increase long-term permit pricing (by 5% annually) until $50/month rates are achieved.
    a. This target is based on the anticipated costs to maintain surface parking lots over time
    b. After that all parking pricing should be inflation indexed and is assumed to increase at 2.5% annually on average (in logical increments).
4. Similarly, increase long term meter rates to at least $0.50 per hour and index future rate changes to inflation.
5. Eliminate free holiday season parking

Several other policy and program recommendations are recommended for Scenario C, though these are not currently reflected in the revenue models:

- Consider implementing a downtown parking shuttle circulator for special events paid for by event attendees or organizers and/or potential support by parking revenues (if economically feasible)
- Begin to identify remote locations for discounted long-term and employee parking on the edges of the downtown. The current High School lot is a good option for short-term needs until this site is eventually developed

ALTERNATIVE PARKING SYSTEM FINANCIAL MODELS

Income and expense models are provided for each of the scenarios described above. These final models are included as Appendix B of this report.

Final recommendations and refinements for these models can be provided once the City and DDA have reviewed the initial findings.

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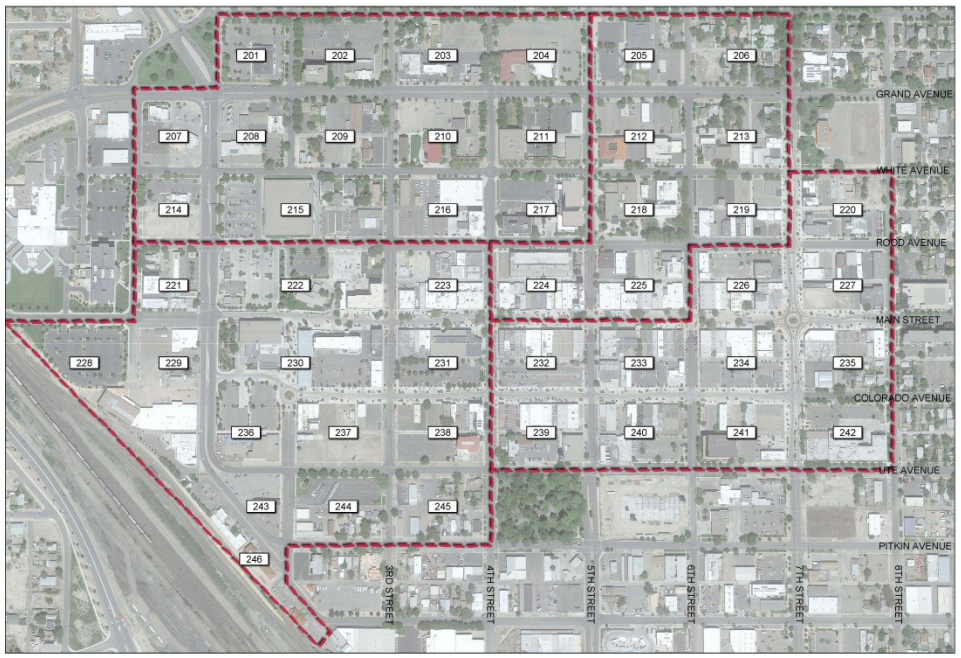
APPENDIX A: PARKING SURVEY DATA AND MAPS

WALKER
PARKING CONSULTANTS

GRAND JUNCTION
DOWNTOWN PARKING STUDY

WALKER PARKING CONSULTANTS

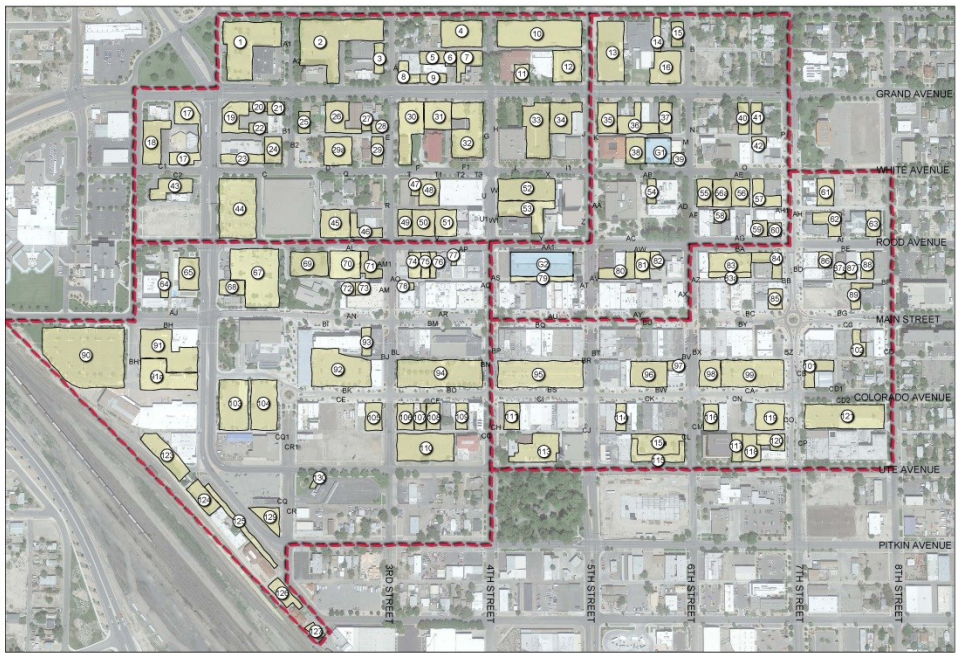


Legend
XX Parking Block
Zone Boundary

NORTH

GRAND JUNCTION
DOWNTOWN PARKING STUDY

WALKER PARKING CONSULTANTS



Legend
Parking Lot Number
Parking Lot
Parking Garage
Zone Boundary
A Street Parking

NORTH

Appendix A: Inventory/Occupancy by Block -- Tuesday, 9/29/15

KEY	
	91%-100%
	81%-90%
	71%-80%
	0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block

Block	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
201	86	5	7	11	11	13	7
202	194	70	100	77	92	78	25
203	166	41	54	43	42	46	8
204	182	10	17	19	18	11	1
205	120	57	101	96	72	60	49
207	94	4	12	27	15	13	7
208	97	20	24	24	15	12	7
209	168	71	73	69	46	32	17
210	163	7	13	14	11	14	14
211	144	50	84	73	93	84	13
212	351	66	66	43	53	47	21
213	69	18	31	27	29	29	17
214	40	15	8	10	7	6	7
215	201	76	104	124	106	128	73
216	158	92	90	72	68	82	74
217	171	84	112	91	102	83	72
218	76	22	47	29	35	30	28
219	218	75	93	90	99	76	33
220	113	41	61	40	56	47	7
221	81	37	30	27	23	35	35
222	289	77	103	125	108	100	85
223	76	19	38	39	38	38	30
224	486	77	176	188	198	180	66
225	97	22	47	54	54	54	36
226	121	23	73	94	65	69	48
227	99	17	36	45	37	28	21
228	236	232	166	64	153	120	12
229	195	101	97	119	105	85	26
230	140	53	45	49	46	60	63
231	124	56	56	54	56	43	24
232	153	67	97	134	90	101	77
233	91	42	43	77	65	41	49
234	154	57	81	84	74	60	56
235	83	37	36	51	37	30	29
236	256	12	14	19	13	10	9
237	35	10	13	14	13	11	10
238	176	42	41	41	41	47	30
239	116	31	62	60	46	38	20
240	111	40	72	63	65	65	59
241	166	86	91	73	71	46	13
242	82	44	55	52	44	13	7
243	38	10	13	16	16	12	4
244	17	6	9	7	8	6	2
246	129	70	74	69	43	34	12
TOTAL	6,362	2,092	2,665	2,597	2,479	2,217	1,303

Percentage

Block	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
201	86	6%	8%	13%	13%	15%	8%
202	194	36%	52%	40%	47%	40%	13%
203	166	25%	33%	26%	25%	28%	5%
204	182	5%	9%	10%	10%	6%	1%
205	120	48%	84%	80%	60%	50%	41%
207	94	4%	13%	29%	16%	14%	7%
208	97	21%	25%	25%	15%	12%	7%
209	168	42%	43%	41%	27%	19%	10%
210	163	4%	8%	9%	7%	9%	9%
211	144	35%	58%	51%	65%	58%	9%
212	351	19%	19%	12%	15%	13%	6%
213	69	26%	45%	39%	42%	42%	25%
214	40	38%	20%	25%	18%	15%	18%
215	201	38%	52%	62%	53%	64%	36%
216	158	58%	57%	46%	43%	52%	47%
217	171	49%	65%	53%	60%	49%	42%
218	76	29%	62%	38%	46%	39%	37%
219	218	34%	43%	41%	45%	35%	15%
220	113	36%	54%	35%	50%	42%	6%
221	81	46%	37%	33%	28%	43%	43%
222	289	27%	36%	43%	37%	35%	29%
223	76	25%	50%	51%	50%	50%	39%
224	486	16%	36%	39%	41%	37%	14%
225	97	23%	48%	56%	56%	56%	37%
226	121	19%	60%	78%	54%	57%	40%
227	99	17%	36%	45%	37%	28%	21%
228	236	98%	70%	27%	65%	51%	5%
229	195	52%	50%	61%	54%	44%	13%
230	140	38%	32%	35%	33%	43%	45%
231	124	45%	45%	44%	45%	35%	19%
232	153	44%	63%	88%	59%	66%	50%
233	91	46%	47%	85%	71%	45%	54%
234	154	37%	53%	55%	48%	39%	36%
235	83	45%	43%	61%	45%	36%	35%
236	256	5%	5%	7%	5%	4%	4%
237	35	29%	37%	40%	37%	31%	29%
238	176	24%	23%	23%	23%	27%	17%
239	116	27%	53%	52%	40%	33%	17%
240	111	36%	65%	57%	59%	59%	53%
241	166	52%	55%	44%	43%	28%	8%
242	82	54%	67%	63%	54%	16%	9%
243	38	26%	34%	42%	42%	32%	11%
244	17	35%	53%	41%	47%	35%	12%
246	129	54%	57%	53%	33%	26%	9%
TOTAL	6,362	33%	42%	41%	39%	35%	20%

Appendix A: Inventory/Occupancy by Type – Tuesday, 9/29/15

KEY	
	91%-100%
	81%-90%
	71%-80%
	0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block and Type

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
201	1	Private	86	5	7	11	11	13	7
202	2	Private	185	68	96	73	89	76	25
	3	Private	9	2	4	4	3	2	0
203	4	Private	75	18	25	21	20	23	1
	5	Private	16	0	2	1	2	3	0
	6	Private	10	1	2	0	3	1	0
	7	Private	28	9	10	5	1	5	1
	8	Private	14	8	5	7	6	9	6
	9	Private	6	0	0	1	0	1	0
	A	Street	7	2	3	3	3	0	0
	A1	Street	6	0	3	2	4	2	0
	A2	Street	4	3	4	3	3	2	0
204	10	Private	120	8	11	10	10	7	1
	11	Private	16	1	2	5	4	1	0
	12	Private	46	1	4	4	4	3	0
205	13	Private	39	25	35	23	25	24	25
	14	Private	17	4	9	15	9	11	8
	15	Private	12	9	11	11	10	8	1
	16	Private	42	12	37	38	24	14	14
	B	Street	10	7	9	9	4	3	1
207	17	Private	37	0	6	14	7	5	4
	18	Private	48	4	5	9	6	8	3
	C1	Street	3	0	1	1	0	0	0
	C2	Street	6	0	0	3	2	0	0
208	19	Private	15	3	5	5	4	3	2
	20	Private	8	2	2	3	2	1	2
	21	Private	16	6	6	7	4	4	0
	22	Private	10	5	6	5	2	2	2
	23	Private	20	0	0	0	0	0	0
	24	Private	28	4	5	4	3	2	1
	C	Street	0	0	0	0	0	0	0
209	25	Private	16	3	3	5	3	3	3
	26	Private	47	22	21	21	7	10	6
	27	Private	9	2	2	2	2	1	0
	28	Private	9	6	7	5	7	5	3
	29	Private	22	19	19	15	15	2	4
	29A	Private	47	13	15	15	10	9	1
	D	Street	10	6	6	6	2	2	0
	E	Street	8	0	0	0	0	0	0
210	30	Private	75	0	3	3	2	2	6
	31	Private	31	0	0	0	0	0	3
	32	Private	40	0	0	1	1	1	1
	F	Street	4	0	2	0	0	0	2
	F1	Street	5	0	1	2	2	4	2
	G	Street	8	7	7	8	6	7	0
211	33	Private	76	28	43	36	44	47	2
	34	Private	40	9	22	22	26	19	2
	H	Street	10	5	3	3	6	4	1
	I	Street	9	7	8	8	9	6	3
	I1	Street	3	0	2	1	2	2	2
	J	Street	6	1	6	3	6	6	3
212	35	Public	38	12	13	9	10	8	2
	36	Private	33	11	11	8	13	6	1
	37	Private	19	14	11	10	12	15	1
	38	Private	30	16	18	7	8	9	9
	39	Private	8	2	1	1	0	1	0
	G1	Private	198	0	0	0	0	0	0
	K	Street	5	5	5	4	5	3	3
	L	Street	11	3	4	2	2	3	5
	M	Street	9	3	3	2	3	2	0
213	40	Private	25	7	14	16	11	13	8
	41	Private	19	6	10	5	8	9	7
	42	Private	6	4	5	3	4	3	0
	N	Street	3	0	0	0	1	0	0
	O	Street	9	1	2	3	5	4	2

Percentage

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
201	1	Private	86	6%	8%	13%	13%	15%	8%
202	2	Private	185	37%	52%	39%	48%	41%	14%
	3	Private	9	22%	44%	44%	33%	22%	0%
203	4	Private	75	24%	33%	28%	27%	31%	1%
	5	Private	16	0%	13%	6%	13%	19%	0%
	6	Private	10	10%	20%	0%	30%	10%	0%
	7	Private	28	32%	36%	18%	4%	18%	4%
	8	Private	14	57%	36%	50%	43%	64%	43%
	9	Private	6	0%	0%	17%	0%	17%	0%
	A	Street	7	29%	43%	43%	43%	0%	0%
	A1	Street	6	0%	50%	33%	67%	33%	0%
	A2	Street	4	75%	100%	75%	75%	50%	0%
204	10	Private	120	7%	9%	8%	8%	6%	1%
	11	Private	16	6%	13%	31%	25%	6%	0%
	12	Private	46	2%	9%	9%	9%	7%	0%
205	13	Private	39	64%	90%	59%	64%	62%	64%
	14	Private	17	24%	53%	88%	53%	65%	47%
	15	Private	12	75%	92%	92%	83%	67%	8%
	16	Private	42	29%	88%	90%	57%	33%	33%
	B	Street	10	70%	90%	90%	40%	30%	10%
207	17	Private	37	0%	16%	38%	19%	14%	11%
	18	Private	48	8%	10%	19%	13%	17%	6%
	C1	Street	3	0%	33%	33%	0%	0%	0%
	C2	Street	6	0%	0%	50%	33%	0%	0%
208	19	Private	15	20%	33%	33%	27%	20%	13%
	20	Private	8	25%	25%	38%	25%	13%	25%
	21	Private	16	38%	38%	44%	25%	25%	0%
	22	Private	10	50%	60%	50%	20%	20%	20%
	23	Private	20	0%	0%	0%	0%	0%	0%
	24	Private	28	14%	18%	14%	11%	7%	4%
	C	Street	0	0%	0%	0%	0%	0%	0%
209	25	Private	16	19%	19%	31%	19%	19%	19%
	26	Private	47	47%	45%	45%	15%	21%	13%
	27	Private	9	22%	22%	22%	22%	11%	0%
	28	Private	9	67%	78%	56%	78%	56%	33%
	29	Private	22	86%	86%	68%	68%	9%	18%
	29A	Private	47	28%	32%	32%	21%	19%	2%
	D	Street	10	60%	60%	60%	20%	20%	0%
	E	Street	8	0%	0%	0%	0%	0%	0%
210	30	Private	75	0%	4%	4%	3%	3%	8%
	31	Private	31	0%	0%	0%	0%	0%	10%
	32	Private	40	0%	0%	3%	3%	3%	3%
	F	Street	4	0%	50%	0%	0%	0%	50%
	F1	Street	5	0%	20%	40%	40%	80%	40%
	G	Street	8	88%	88%	100%	75%	88%	0%
211	33	Private	76	37%	57%	47%	58%	62%	3%
	34	Private	40	23%	55%	55%	65%	48%	5%
	H	Street	10	50%	30%	30%	60%	40%	10%
	I	Street	9	78%	89%	89%	100%	67%	33%
	I1	Street	3	0%	67%	33%	67%	67%	67%
	J	Street	6	17%	100%	50%	100%	100%	50%
212	35	Public	38	32%	34%	24%	26%	21%	5%
	36	Private	33	33%	33%	24%	39%	18%	3%
	37	Private	19	74%	58%	53%	63%	79%	5%
	38	Private	30	53%	60%	23%	27%	30%	30%
	39	Private	8	25%	13%	13%	0%	13%	0%
	G1	Private	198	0%	0%	0%	0%	0%	0%
	K	Street	5	100%	100%	80%	100%	60%	60%
	L	Street	11	27%	36%	18%	18%	27%	45%
	M	Street	9	33%	33%	22%	33%	22%	0%
213	40	Private	25	28%	56%	64%	44%	52%	32%
	41	Private	19	32%	53%	26%	42%	47%	37%
	42	Private	6	67%	83%	50%	67%	50%	0%
	N	Street	3	0%	0%	0%	33%	0%	0%
	O	Street	9	11%	22%	33%	56%	44%	22%

Appendix A: Inventory/Occupancy by Type – Tuesday, 9/29/15

KEY
91%-100%
81%-90%
71%-80%
0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block and Type

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
	P	Street	7	0	0	0	0	0	0
214	43	Private	40	15	8	10	7	6	7
	44	Private	116	36	63	83	67	103	60
	45	Private	45	24	24	23	27	10	0
215	46	Private	15	7	6	5	3	4	2
	Q	Street	10	4	3	3	4	4	3
	R	Street	7	2	4	5	2	4	6
	S	Street	8	3	4	5	3	3	2
	47	Private	8	5	5	2	1	4	3
	48	Private	24	15	6	3	3	15	26
	49	Private	26	15	17	15	15	16	13
	50	Private	42	38	35	24	21	25	20
	51	Private	24	10	12	9	12	10	3
	T	Street	3	0	0	0	0	2	2
216	T1	Street	10	0	4	8	6	5	4
	T2	Street	1	0	0	0	1	0	1
	T3	Street	2	0	0	0	0	0	0
	U	Street	4	4	4	4	3	2	0
	U1	Street	4	2	2	3	3	2	2
	V	Street	10	3	5	4	3	1	0
	52	Private	69	39	59	48	43	39	38
	53	Private	60	31	33	24	39	26	15
	W	Street	4	1	1	3	1	2	0
217	W1	Street	4	0	2	2	1	2	4
	X	Street	12	12	12	9	10	8	7
	Y	Street	11	0	0	0	1	1	1
	Y1	Street	7	1	2	3	3	4	4
	Z	Street	4	0	3	2	4	1	3
	54	Private	28	9	16	8	17	13	6
218	AA	Street	15	0	12	10	9	4	14
	AB	Street	11	6	7	3	3	5	4
	AC	Street	22	7	12	8	6	8	4
	55	Private	27	16	21	15	18	9	4
	56	Private	36	17	22	15	23	21	6
	56A	Private	44	12	13	13	16	11	0
	57	Private	27	14	13	10	12	8	6
	58	Private	11	4	8	7	8	7	2
219	59	Private	16	6	8	9	11	8	2
	60	Private	10	1	3	2	3	3	1
	AD	Street	5	1	2	2	1	2	1
	AE	Street	8	2	1	1	3	3	1
	AF	Street	9	2	2	2	3	0	1
	AG	Street	17	0	0	11	1	3	8
	AH1	Street	8	0	0	3	0	1	1
	61	Private	49	20	33	18	28	19	2
	62	Private	26	18	22	13	20	19	3
220	63	Private	22	2	3	7	3	5	0
	AH	Street	7	0	1	0	0	0	0
	AI	Street	9	1	2	2	5	4	2
	64	Private	19	10	15	12	14	13	8
221	65	Private	45	11	6	3	2	6	13
	AJ	Street	17	16	9	12	7	16	14
	67	Private	122	20	45	60	46	41	21
	68	Private	16	5	5	5	5	6	0
	69	Private	47	6	12	13	12	12	12
	70	Private	52	23	19	18	17	15	25
	71	Private	10	5	5	3	7	7	5
222	72	Private	4	3	2	1	1	3	4
	73	Private	7	3	2	2	2	3	6
	AL	Street	13	4	9	10	10	6	1
	AM	Street	7	0	0	7	2	1	3
	AM1	Street	5	3	2	3	3	3	5
	AN	Street	6	5	2	3	3	3	3
	74	Private	20	5	1	5	5	7	1
	75	Private	7	3	4	4	5	3	0

Percentage

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
	P	Street	7	0%	0%	0%	0%	0%	0%
214	43	Private	40	38%	20%	25%	18%	15%	18%
	44	Private	116	31%	54%	72%	58%	89%	52%
	45	Private	45	53%	53%	51%	60%	22%	0%
215	46	Private	15	47%	40%	33%	20%	27%	13%
	Q	Street	10	40%	30%	30%	40%	40%	30%
	R	Street	7	29%	57%	71%	29%	57%	86%
	S	Street	8	38%	50%	63%	38%	38%	25%
	47	Private	8	63%	63%	25%	13%	50%	38%
	48	Private	24	63%	25%	13%	13%	63%	108%
	49	Private	26	58%	65%	58%	58%	62%	50%
	50	Private	42	90%	83%	57%	50%	60%	48%
	51	Private	24	42%	50%	38%	50%	42%	13%
	T	Street	3	0%	0%	0%	0%	67%	67%
216	T1	Street	10	0%	40%	80%	60%	50%	40%
	T2	Street	1	0%	0%	0%	100%	0%	100%
	T3	Street	2	0%	0%	0%	0%	0%	0%
	U	Street	4	100%	100%	100%	75%	50%	0%
	U1	Street	4	50%	50%	75%	75%	50%	50%
	V	Street	10	30%	50%	40%	30%	10%	0%
	52	Private	69	57%	86%	70%	62%	57%	55%
	53	Private	60	52%	55%	40%	65%	43%	25%
	W	Street	4	25%	25%	75%	25%	50%	0%
217	W1	Street	4	0%	50%	50%	25%	50%	100%
	X	Street	12	100%	100%	75%	83%	67%	58%
	Y	Street	11	0%	0%	0%	9%	9%	9%
	Y1	Street	7	14%	29%	43%	43%	57%	57%
	Z	Street	4	0%	75%	50%	100%	25%	75%
	54	Private	28	32%	57%	29%	61%	46%	21%
218	AA	Street	15	0%	80%	67%	60%	27%	93%
	AB	Street	11	55%	64%	27%	27%	45%	36%
	AC	Street	22	32%	55%	36%	27%	36%	18%
	55	Private	27	59%	78%	56%	67%	33%	15%
	56	Private	36	47%	61%	42%	64%	58%	17%
	56A	Private	44	27%	30%	30%	36%	25%	0%
	57	Private	27	52%	48%	37%	44%	30%	22%
	58	Private	11	36%	73%	64%	73%	64%	18%
219	59	Private	16	38%	50%	56%	69%	50%	13%
	60	Private	10	10%	30%	20%	30%	30%	10%
	AD	Street	5	20%	40%	40%	20%	40%	20%
	AE	Street	8	25%	13%	13%	38%	38%	13%
	AF	Street	9	22%	22%	22%	33%	0%	11%
	AG	Street	17	0%	0%	65%	6%	18%	47%
	AH1	Street	8	0%	0%	38%	0%	13%	13%
	61	Private	49	41%	67%	37%	57%	39%	4%
	62	Private	26	69%	85%	50%	77%	73%	12%
220	63	Private	22	9%	14%	32%	14%	23%	0%
	AH	Street	7	0%	14%	0%	0%	0%	0%
	AI	Street	9	11%	22%	22%	56%	44%	22%
	64	Private	19	53%	79%	63%	74%	68%	42%
221	65	Private	45	24%	13%	7%	4%	13%	29%
	AJ	Street	17	94%	53%	71%	41%	94%	82%
	67	Private	122	16%	37%	49%	38%	34%	17%
	68	Private	16	31%	31%	31%	31%	38%	0%
	69	Private	47	13%	26%	28%	26%	26%	26%
	70	Private	52	44%	37%	35%	33%	29%	48%
	71	Private	10	50%	50%	30%	70%	70%	50%
222	72	Private	4	75%	50%	25%	25%	75%	100%
	73	Private	7	43%	29%	29%	29%	43%	86%
	AL	Street	13	31%	69%	77%	77%	46%	8%
	AM	Street	7	0%	0%	100%	29%	14%	43%
	AM1	Street	5	60%	40%	60%	60%	60%	100%
	AN	Street	6	83%	33%	50%	50%	50%	50%
	74	Private	20	25%	5%	25%	25%	35%	5%
	75	Private	7	43%	57%	57%	71%	43%	0%

Appendix A: Inventory/Occupancy by Type – Tuesday, 9/29/15

KEY	
	91%-100%
	81%-90%
	71%-80%
	0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block and Type

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
223	76	Private	8	0	2	2	3	0	3
	77	Private	4	0	3	3	4	3	0
	78	Private	8	3	7	5	5	7	2
	AO	Street	7	0	5	6	5	3	6
	AP	Street	8	0	3	2	3	1	5
	AQ	Street	8	3	7	6	4	8	9
	AR	Street	6	5	6	6	4	6	4
224	79	Public	9	0	2	1	2	4	3
	G2	Public	448	71	161	164	173	155	42
	AS	Street	9	1	5	8	8	7	7
	AU	Street	6	2	4	5	5	4	4
	AT	Street	8	0	1	7	7	7	5
	AA1	Street	6	3	3	3	3	3	5
225	80	Private	25	2	7	8	11	10	3
	81	Private	24	9	13	14	14	11	3
	82	Private	7	2	2	5	5	3	2
	AV	Street	9	1	5	8	5	6	9
	AW	Street	15	0	9	11	8	11	6
	AX	Street	10	3	5	1	4	6	8
	AY	Street	7	5	6	7	7	7	5
226	83	Public	38	7	32	36	29	26	10
	83A	Public	13	1	12	9	12	9	3
	84	Private	25	7	12	11	9	11	7
	85	Private	13	2	4	10	4	4	11
	AZ	Street	8	0	7	6	6	3	6
	BA	Street	15	0	0	15	0	12	8
	BB	Street	3	1	2	3	3	0	3
	BC	Street	6	5	4	4	2	4	0
227	86	Private	16	4	7	3	3	2	0
	87	Private	8	3	5	4	2	2	1
	87A	Private	6	3	5	4	5	5	0
	88	Private	21	3	12	17	20	13	10
	89	Private	12	0	0	0	0	0	0
	BD	Street	5	1	1	5	1	1	4
	BE	Street	14	0	1	3	2	0	2
	BF	Street	9	0	4	4	4	3	1
	BG	Street	8	3	1	5	0	2	3
228	90	Public	236	232	166	64	153	120	12
229	91	Private	64	35	11	28	26	24	3
	91A	Private	112	50	73	82	69	52	13
	BH	Street	14	11	8	4	5	4	10
	BH1	Street	5	5	5	5	5	5	0
230	92	Private	103	40	33	37	36	43	48
	93	Private	12	4	5	5	4	2	1
	BI	Street	5	2	1	1	2	0	1
	BJ	Street	13	4	5	6	4	13	10
	BK	Street	7	3	1	0	0	2	3
231	94	Private	95	40	37	38	37	24	9
	BL	Street	5	1	4	3	2	3	3
	BM	Street	8	6	6	6	6	6	6
	BN	Street	5	1	3	2	3	3	3
	BO	Street	11	8	6	5	8	7	3
232	95	Public	125	60	83	116	75	86	64
	BP	Street	6	0	2	5	3	4	4
	BQ	Street	5	5	4	2	4	3	3
	BR	Street	5	0	0	0	1	2	2
	BS	Street	12	2	8	11	7	6	4
233	96	Public	56	22	16	47	45	26	27
	97	Private	6	2	5	5	3	2	0
	BT	Street	6	3	6	5	3	1	6
	BU	Street	6	4	5	5	6	2	4
	BV	Street	9	8	7	7	6	6	6
	BW	Street	8	3	4	8	2	4	6
	98	Private	44	11	17	23	24	19	11
	99	Public	79	25	40	39	33	24	27

Percentage

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
223	76	Private	8	0%	25%	25%	38%	0%	38%
	77	Private	4	0%	75%	75%	100%	75%	0%
	78	Private	8	38%	88%	63%	63%	88%	25%
	AO	Street	7	0%	71%	86%	71%	43%	86%
	AP	Street	8	0%	38%	25%	38%	13%	63%
	AQ	Street	8	38%	88%	75%	50%	100%	113%
	AR	Street	6	83%	100%	100%	67%	100%	67%
224	79	Public	9	0%	22%	11%	22%	44%	33%
	G2	Public	448	16%	36%	37%	39%	35%	9%
	AS	Street	9	11%	56%	89%	89%	78%	78%
	AU	Street	6	33%	67%	83%	83%	67%	67%
	AT	Street	8	0%	13%	88%	88%	88%	63%
	AA1	Street	6	50%	50%	50%	50%	50%	83%
225	80	Private	25	8%	28%	32%	44%	40%	12%
	81	Private	24	38%	54%	58%	58%	46%	13%
	82	Private	7	29%	29%	71%	71%	43%	29%
	AV	Street	9	11%	56%	89%	56%	67%	100%
	AW	Street	15	0%	60%	73%	53%	73%	40%
	AX	Street	10	30%	50%	10%	40%	60%	80%
	AY	Street	7	71%	86%	100%	100%	100%	71%
226	83	Public	38	18%	84%	95%	76%	68%	26%
	83A	Public	13	8%	92%	69%	92%	69%	23%
	84	Private	25	28%	48%	44%	36%	44%	28%
	85	Private	13	15%	31%	77%	31%	31%	85%
	AZ	Street	8	0%	88%	75%	75%	38%	75%
	BA	Street	15	0%	0%	100%	0%	80%	53%
	BB	Street	3	33%	67%	100%	100%	0%	100%
	BC	Street	6	83%	67%	67%	33%	67%	0%
227	86	Private	16	25%	44%	19%	19%	13%	0%
	87	Private	8	38%	63%	50%	25%	25%	13%
	87A	Private	6	50%	83%	67%	83%	83%	0%
	88	Private	21	14%	57%	81%	95%	62%	48%
	89	Private	12	0%	0%	0%	0%	0%	0%
	BD	Street	5	20%	20%	100%	20%	20%	80%
	BE	Street	14	0%	7%	21%	14%	0%	14%
	BF	Street	9	0%	44%	44%	44%	33%	11%
	BG	Street	8	38%	13%	63%	0%	25%	38%
228	90	Public	236	98%	70%	27%	65%	51%	5%
229	91	Private	64	55%	17%	44%	41%	38%	5%
	91A	Private	112	45%	65%	73%	62%	46%	12%
	BH	Street	14	79%	57%	29%	36%	29%	71%
	BH1	Street	5	100%	100%	100%	100%	100%	0%
230	92	Private	103	39%	32%	36%	35%	42%	47%
	93	Private	12	33%	42%	42%	33%	17%	8%
	BI	Street	5	40%	20%	20%	40%	0%	20%
	BJ	Street	13	31%	38%	46%	31%	100%	77%
	BK	Street	7	43%	14%	0%	0%	29%	43%
231	94	Private	95	42%	39%	40%	39%	25%	9%
	BL	Street	5	20%	80%	60%	40%	60%	60%
	BM	Street	8	75%	75%	75%	75%	75%	75%
	BN	Street	5	20%	60%	40%	60%	60%	60%
	BO	Street	11	73%	55%	45%	73%	64%	27%
232	95	Public	125	48%	66%	93%	60%	69%	51%
	BP	Street	6	0%	33%	83%	50%	67%	67%
	BQ	Street	5	100%	80%	40%	80%	60%	60%
	BR	Street	5	0%	0%	0%	20%	40%	40%
	BS	Street	12	17%	67%	92%	58%	50%	33%
233	96	Public	56	39%	29%	84%	80%	46%	48%
	97	Private	6	33%	83%	83%	50%	33%	0%
	BT	Street	6	50%	100%	83%	50%	17%	100%
	BU	Street	6	67%	83%	83%	100%	33%	67%
	BV	Street	9	89%	78%	78%	67%	67%	67%
	BW	Street	8	38%	50%	100%	25%	50%	75%
	98	Private	44	25%	39%	52%	55%	43%	25%
	99	Public	79	32%	51%	49%	42%	30%	34%

Appendix A: Inventory/Occupancy by Type – Tuesday, 9/29/15

KEY	
	91%-100%
	81%-90%
	71%-80%
	0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block and Type

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
234	BX	Street	8	6	6	7	4	4	6
	BY	Street	7	7	7	4	6	7	6
	BZ	Street	9	2	5	7	2	4	6
	CA	Street	7	6	6	4	5	2	0
235	101	Private	9	2	2	4	2	3	3
	102	Private	25	3	4	13	3	3	12
	CB	Street	4	1	0	2	2	4	3
	CC	Street	9	4	4	6	4	5	4
	CD	Street	6	5	4	6	6	6	4
	CD1	Street	15	10	9	7	8	6	1
	CD2	Street	15	12	13	13	12	3	2
236	103	Public	85	5	7	9	5	3	2
	104	Public	80	0	0	3	1	0	0
	G3	Public	91	7	7	7	7	7	7
237	105	Private	28	10	13	13	12	10	7
	CE	Street	7	0	0	1	1	1	3
238	106	Private	25	2	1	1	1	0	0
	107	Private	8	2	2	2	3	2	1
	108	Private	26	23	21	21	22	21	0
	109	Private	24	10	8	7	6	6	6
	110	Private	76	3	4	3	3	8	19
	CF	Street	9	1	4	5	5	6	3
	CG	Street	8	1	1	2	1	4	1
239	111	Private	20	3	4	5	7	7	5
	113	Public	53	17	45	31	24	16	4
	CH	Street	12	0	0	3	2	1	1
	CI	Street	22	11	13	18	12	13	9
	CJ	Street	9	0	0	3	1	1	1
240	114	Private	20	3	4	4	4	4	4
	115	Public	24	17	12	8	14	14	9
	115A	Public	54	14	48	42	41	40	41
	CK	Street	9	6	7	5	5	6	5
	CL	Street	4	0	1	4	1	1	0
241	116	Public	24	11	13	4	3	1	0
	117	Public	22	10	14	19	9	6	1
	118	Private	16	5	8	6	8	6	0
	119	Private	50	29	29	23	21	10	1
	120	Private	26	20	18	18	20	18	11
	CN	Street	15	9	7	3	7	5	0
	CM	Street	9	2	2	0	3	0	0
	CO	Street	4	0	0	0	0	0	0
242	121	Private	79	41	52	49	42	11	6
	CP	Street	3	3	3	3	2	2	1
243	128	Private	0	0	0	0	0	0	0
	129	Private	19	6	8	7	8	6	3
	CQ	Street	9	1	1	4	2	1	0
	CQ1	Street	10	3	4	5	6	5	1
244	130	Private	5	2	3	3	4	3	0
	CR	Street	7	1	1	0	2	0	1
	CR1	Street	5	3	5	4	2	3	1
246	123	Private	30	27	28	24	13	6	2
	124	Private	25	6	11	12	6	1	1
	125	Private	44	20	18	20	10	10	7
	126	Private	20	12	10	8	9	11	1
	127	Private	10	5	7	5	5	6	1
		Total	6,362	2,092	2,665	2,597	2,479	2,217	1,303

Type	Number	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
Total Private	118	3,965	1,259	1,561	1,492	1,428	1,267	691
Total Public	17	1,475	511	671	608	636	545	254
Total Street	115	922	322	433	497	415	405	358
TOTALS:	250	6,362	2,092	2,665	2,597	2,479	2,217	1,303

Percentage

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
234	BX	Street	8	75%	75%	88%	50%	50%	75%
	BY	Street	7	100%	100%	57%	86%	100%	86%
	BZ	Street	9	22%	56%	78%	22%	44%	67%
	CA	Street	7	86%	86%	57%	71%	29%	0%
235	101	Private	9	22%	22%	44%	22%	33%	33%
	102	Private	25	12%	16%	52%	12%	12%	48%
	CB	Street	4	25%	0%	50%	50%	100%	75%
	CC	Street	9	44%	44%	67%	44%	56%	44%
	CD	Street	6	83%	67%	100%	100%	100%	67%
	CD1	Street	15	67%	60%	47%	53%	40%	7%
	CD2	Street	15	80%	87%	87%	80%	20%	13%
236	103	Public	85	6%	8%	11%	6%	4%	2%
	104	Public	80	0%	0%	4%	1%	0%	0%
	G3	Public	91	8%	8%	8%	8%	8%	8%
237	105	Private	28	36%	46%	46%	43%	36%	25%
	CE	Street	7	0%	0%	14%	14%	14%	43%
238	106	Private	25	8%	4%	4%	4%	0%	0%
	107	Private	8	25%	25%	25%	38%	25%	13%
	108	Private	26	88%	81%	81%	85%	81%	0%
	109	Private	24	42%	33%	29%	25%	25%	25%
	110	Private	76	4%	5%	4%	4%	11%	25%
	CF	Street	9	11%	44%	56%	56%	67%	33%
	CG	Street	8	13%	13%	25%	13%	50%	13%
239	111	Private	20	15%	20%	25%	35%	35%	25%
	113	Public	53	32%	85%	58%	45%	30%	8%
	CH	Street	12	0%	0%	25%	17%	8%	8%
	CI	Street	22	50%	59%	82%	55%	59%	41%
	CJ	Street	9	0%	0%	33%	11%	11%	11%
240	114	Private	20	15%	20%	20%	20%	20%	20%
	115	Public	24	71%	50%	33%	58%	58%	38%
	115A	Public	54	26%	89%	78%	76%	74%	76%
	CK	Street	9	67%	78%	56%	56%	67%	56%
	CL	Street	4	0%	25%	100%	25%	25%	0%
241	116	Public	24	46%	54%	17%	13%	4%	0%
	117	Public	22	45%	64%	86%	41%	27%	5%
	118	Private	16	31%	50%	38%	50%	38%	0%
	119	Private	50	58%	58%	46%	42%	20%	2%
	120	Private	26	77%	69%	69%	77%	69%	42%
	CN	Street	15	60%	47%	20%	47%	33%	0%
	CM	Street	9	22%	22%	0%	33%	0%	0%
	CO	Street	4	0%	0%	0%	0%	0%	0%
242	121	Private	79	52%	66%	62%	53%	14%	8%
	CP	Street	3	100%	100%	100%	67%	67%	33%
243	128	Private	0	0%	0%	0%	0%	0%	0%
	129	Private	19	32%	42%	37%	42%	32%	16%
	CQ	Street	9	11%	11%	44%	22%	11%	0%
	CQ1	Street	10	30%	40%	50%	60%	50%	10%
244	130	Private	5	40%	60%	60%	80%	60%	0%
	CR	Street	7	14%	14%	0%	29%	0%	14%
	CR1	Street	5	60%	100%	80%	40%	60%	20%
246	123	Private	30	90%	93%	80%	43%	20%	7%
	124	Private	25	24%	44%	48%	24%	4%	4%
	125	Private	44	45%	41%	45%	23%	23%	16%
	126	Private	20	60%	50%	40%	45%	55%	5%
	127	Private	10	50%	70%	50%	50%	60%	10%
		Total	6362	33%	42%	41%	39%	35%	20%

Type	Number	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
Total Private %	118	3,965	32%	39%	38%	36%	32%	17%
Total Public %	17	1,475	35%	45%	41%	43%	37%	17%
Total Street %	115	922	35%	47%	54%	45%	44%	39%
TOTALS:	250	6,362	33%	42%	41%	39%	35%	20%

Appendix A: Inventory/Occupancy by Block -- Wednesday, 9/30/15

KEY	
	91%-100%
	81%-90%
	71%-80%
	0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block

Block	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
201	86	5	8	15	13	9	8
202	194	86	93	84	98	82	24
203	166	42	45	36	39	47	16
204	182	13	24	15	16	12	3
205	120	24	94	67	76	65	33
207	94	13	16	34	24	11	11
208	97	17	29	22	27	16	10
209	168	52	77	71	59	41	26
210	163	9	16	15	22	20	17
211	144	57	81	82	84	87	33
212	351	46	83	54	44	44	31
213	69	14	29	20	22	18	8
214	40	5	8	13	7	5	2
215	201	104	113	110	109	112	79
216	158	93	99	67	78	76	54
217	171	68	81	81	83	78	75
218	76	25	40	31	45	25	29
219	218	77	95	87	87	68	40
220	113	45	66	36	61	53	14
221	81	42	38	23	33	27	24
222	289	86	98	123	106	86	77
223	76	21	38	36	42	43	33
224	486	90	170	184	192	163	89
225	97	28	56	64	74	59	38
226	121	35	76	92	85	69	46
227	99	13	34	39	38	29	31
228	236	146	92	51	89	79	19
229	195	81	78	81	79	88	26
230	140	68	60	64	44	47	54
231	124	39	53	52	56	45	37
232	153	33	82	128	102	93	84
233	91	27	62	80	69	51	65
234	154	42	82	81	75	58	48
235	83	36	34	53	49	26	25
236	256	12	14	20	13	11	10
237	35	11	10	10	13	12	9
238	176	32	35	37	40	41	28
239	116	18	32	42	52	44	27
240	111	59	70	55	36	32	46
241	166	72	80	70	79	69	31
242	82	52	57	48	49	13	10
243	38	7	11	12	12	8	5
244	17	5	5	6	10	4	6
246	129	78	106	95	43	42	11
TOTAL	6,362	1,928	2,570	2,486	2,474	2,108	1,392

Percentage

Block	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
201	86	6%	9%	17%	15%	10%	9%
202	194	44%	48%	43%	51%	42%	12%
203	166	25%	27%	22%	23%	28%	10%
204	182	7%	13%	8%	9%	7%	2%
205	120	20%	78%	56%	63%	54%	28%
207	94	14%	17%	36%	26%	12%	12%
208	97	18%	30%	23%	28%	16%	10%
209	168	31%	46%	42%	35%	24%	15%
210	163	6%	10%	9%	13%	12%	10%
211	144	40%	56%	57%	58%	60%	23%
212	351	13%	24%	15%	13%	13%	9%
213	69	20%	42%	29%	32%	26%	12%
214	40	13%	20%	33%	18%	13%	5%
215	201	52%	56%	55%	54%	56%	39%
216	158	59%	63%	42%	49%	48%	34%
217	171	40%	47%	47%	49%	46%	44%
218	76	33%	53%	41%	59%	33%	38%
219	218	35%	44%	40%	40%	31%	18%
220	113	40%	58%	32%	54%	47%	12%
221	81	52%	47%	28%	41%	33%	30%
222	289	30%	34%	43%	37%	30%	27%
223	76	28%	50%	47%	55%	57%	43%
224	486	19%	35%	38%	40%	34%	18%
225	97	29%	58%	66%	76%	61%	39%
226	121	29%	63%	76%	70%	57%	38%
227	99	13%	34%	39%	38%	29%	31%
228	236	62%	39%	22%	38%	33%	8%
229	195	42%	40%	42%	41%	45%	13%
230	140	49%	43%	46%	31%	34%	39%
231	124	31%	43%	42%	45%	36%	30%
232	153	22%	54%	84%	67%	61%	55%
233	91	30%	68%	88%	76%	56%	71%
234	154	27%	53%	53%	49%	38%	31%
235	83	43%	41%	64%	59%	31%	30%
236	256	5%	5%	8%	5%	4%	4%
237	35	31%	29%	29%	37%	34%	26%
238	176	18%	20%	21%	23%	23%	16%
239	116	16%	28%	36%	45%	38%	23%
240	111	53%	63%	50%	32%	29%	41%
241	166	43%	48%	42%	48%	42%	19%
242	82	63%	70%	59%	60%	16%	12%
243	38	18%	29%	32%	32%	21%	13%
244	17	29%	29%	35%	59%	24%	35%
246	129	60%	82%	74%	33%	33%	9%
TOTAL	6,362	30%	40%	39%	39%	33%	22%

Appendix A: Inventory/Occupancy by Type – Wednesday 9/30/15

KEY	
	91%-100%
	81%-90%
	71%-80%
	0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block and Type

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
201	1	Private	86	5	8	15	13	9	8
202	2	Private	185	83	89	82	96	80	24
	3	Private	9	3	4	2	2	2	0
203	4	Private	75	23	25	20	17	20	6
	5	Private	16	4	3	2	6	4	0
	6	Private	10	1	2	0	2	2	0
	7	Private	28	1	3	0	1	5	3
	8	Private	14	4	3	4	6	6	6
	9	Private	6	3	0	2	1	6	0
	A	Street	7	2	2	2	0	0	1
	A1	Street	6	1	3	3	3	2	0
	A2	Street	4	3	4	3	3	2	0
204	10	Private	120	11	20	10	12	8	0
	11	Private	16	0	0	0	0	1	1
	12	Private	46	2	4	5	4	3	2
205	13	Private	39	1	35	26	31	27	11
	14	Private	17	9	9	9	11	10	6
	15	Private	12	7	8	5	6	3	1
	16	Private	42	2	34	21	22	22	14
	B	Street	10	5	8	6	6	3	1
207	17	Private	37	5	9	19	12	7	6
	18	Private	48	8	7	13	10	4	5
	C1	Street	3	0	0	0	0	0	0
	C2	Street	6	0	0	2	2	0	0
208	19	Private	15	4	5	6	6	6	5
	20	Private	8	1	4	3	2	1	1
	21	Private	16	8	10	5	10	6	1
	22	Private	10	1	5	2	5	0	0
	23	Private	20	0	0	0	0	0	0
	24	Private	28	3	5	5	4	3	3
	C	Street	0	0	0	1	0	0	0
209	25	Private	16	2	3	3	3	3	2
	26	Private	47	14	29	26	17	10	10
	27	Private	9	2	3	3	4	1	0
	28	Private	9	0	0	0	0	1	0
	29	Private	22	18	20	20	20	14	3
	29A	Private	47	12	18	16	12	10	10
	D	Street	10	4	4	3	3	2	0
	E	Street	8	0	0	0	0	0	1
210	30	Private	75	3	10	5	11	8	12
	31	Private	31	1	0	0	0	1	0
	32	Private	40	0	1	1	2	1	1
	F	Street	4	0	0	0	1	3	3
	F1	Street	5	3	0	4	2	2	0
	G	Street	8	2	5	5	6	5	1
211	33	Private	76	29	40	39	48	51	17
	34	Private	40	16	23	26	22	17	8
	H	Street	10	3	5	5	5	5	1
	I	Street	9	7	9	8	4	9	3
	I1	Street	3	0	0	0	0	1	2
	J	Street	6	2	4	4	5	4	2
212	35	Public	38	6	27	12	8	10	5
	36	Private	33	7	11	11	10	10	3
	37	Private	19	13	10	7	8	5	1
	38	Private	30	8	21	11	7	7	16
	39	Private	8	2	4	1	2	2	0
	G1	Private	198	0	0	0	0	0	0
	K	Street	5	5	5	5	5	3	1
	L	Street	11	3	2	5	3	4	2
	M	Street	9	2	3	2	1	3	3
213	40	Private	25	2	6	10	7	7	3
	41	Private	19	8	11	5	8	6	4
	42	Private	6	4	5	4	4	2	0
	N	Street	3	0	3	0	0	1	1
	O	Street	9	0	2	1	2	1	0

Percentage

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
201	1	Private	86	6%	9%	17%	15%	10%	9%
202	2	Private	185	45%	48%	44%	52%	43%	13%
	3	Private	9	33%	44%	22%	22%	22%	0%
203	4	Private	75	31%	33%	27%	23%	27%	8%
	5	Private	16	25%	19%	13%	38%	25%	0%
	6	Private	10	10%	20%	0%	20%	20%	0%
	7	Private	28	4%	11%	0%	4%	18%	11%
	8	Private	14	29%	21%	29%	43%	43%	43%
	9	Private	6	50%	0%	33%	17%	100%	0%
	A	Street	7	29%	29%	29%	0%	0%	14%
	A1	Street	6	17%	50%	50%	50%	33%	0%
	A2	Street	4	75%	100%	75%	75%	50%	0%
204	10	Private	120	9%	17%	8%	10%	7%	0%
	11	Private	16	0%	0%	0%	0%	6%	6%
	12	Private	46	4%	9%	11%	9%	7%	4%
205	13	Private	39	3%	90%	67%	79%	69%	26%
	14	Private	17	53%	53%	53%	65%	59%	35%
	15	Private	12	58%	67%	42%	50%	25%	8%
	16	Private	42	5%	81%	50%	52%	52%	33%
	B	Street	10	50%	80%	60%	60%	30%	10%
207	17	Private	37	14%	24%	51%	32%	19%	16%
	18	Private	48	17%	15%	27%	21%	8%	10%
	C1	Street	3	0%	0%	0%	0%	0%	0%
	C2	Street	6	0%	0%	33%	33%	0%	0%
208	19	Private	15	27%	33%	40%	40%	40%	33%
	20	Private	8	13%	50%	38%	25%	13%	13%
	21	Private	16	50%	63%	31%	63%	38%	6%
	22	Private	10	10%	50%	20%	50%	0%	0%
	23	Private	20	0%	0%	0%	0%	0%	0%
	24	Private	28	11%	18%	18%	14%	11%	11%
	C	Street	0	0%	0%	0%	0%	0%	0%
209	25	Private	16	13%	19%	19%	19%	19%	13%
	26	Private	47	30%	62%	55%	36%	21%	21%
	27	Private	9	22%	33%	33%	44%	11%	0%
	28	Private	9	0%	0%	0%	0%	11%	0%
	29	Private	22	82%	91%	91%	91%	64%	14%
	29A	Private	47	26%	38%	34%	26%	21%	21%
	D	Street	10	40%	40%	30%	30%	20%	0%
	E	Street	8	0%	0%	0%	0%	0%	13%
210	30	Private	75	4%	13%	7%	15%	11%	16%
	31	Private	31	3%	0%	0%	0%	3%	0%
	32	Private	40	0%	3%	3%	5%	3%	3%
	F	Street	4	0%	0%	0%	25%	75%	75%
	F1	Street	5	60%	0%	80%	40%	40%	0%
	G	Street	8	25%	63%	63%	75%	63%	13%
211	33	Private	76	38%	53%	51%	63%	67%	22%
	34	Private	40	40%	58%	65%	55%	43%	20%
	H	Street	10	30%	50%	50%	50%	50%	10%
	I	Street	9	78%	100%	89%	44%	100%	33%
	I1	Street	3	0%	0%	0%	0%	33%	67%
	J	Street	6	33%	67%	67%	83%	67%	33%
212	35	Public	38	16%	71%	32%	21%	26%	13%
	36	Private	33	21%	33%	33%	30%	30%	9%
	37	Private	19	68%	53%	37%	42%	26%	5%
	38	Private	30	27%	70%	37%	23%	23%	53%
	39	Private	8	25%	50%	13%	25%	25%	0%
	G1	Private	198	0%	0%	0%	0%	0%	0%
	K	Street	5	100%	100%	100%	100%	60%	20%
	L	Street	11	27%	18%	45%	27%	36%	18%
	M	Street	9	22%	33%	22%	11%	33%	33%
213	40	Private	25	8%	24%	40%	26%	28%	12%
	41	Private	19	42%	58%	26%	42%	32%	21%
	42	Private	6	67%	83%	67%	67%	33%	0%
	N	Street	3	0%	100%	0%	0%	33%	33%
	O	Street	9	0%	22%	11%	22%	11%	0%

Appendix A: Inventory/Occupancy by Type – Wednesday 9/30/15

KEY	
	91%-100%
	81%-90%
	71%-80%
	0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block and Type

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
	P	Street	7	0	2	0	1	1	0
214	43	Private	40	5	8	13	7	5	2
215	44	Private	116	52	66	65	64	74	70
	45	Private	45	26	25	19	22	17	1
	46	Private	15	9	7	9	9	10	4
	Q	Street	10	7	5	5	5	5	4
	R	Street	7	6	4	6	6	4	0
	S	Street	8	4	6	6	3	2	0
216	47	Private	8	2	4	4	2	3	2
	48	Private	24	25	17	6	3	8	15
	49	Private	26	14	18	10	16	13	5
	50	Private	42	41	36	23	22	27	21
	51	Private	24	9	11	12	18	8	3
	T	Street	3	0	1	3	3	3	1
	T1	Street	10	0	2	1	1	1	1
	T2	Street	1	0	1	0	1	1	0
	T3	Street	2	0	0	1	0	0	0
	U	Street	4	0	2	3	3	4	3
	U1	Street	4	0	3	1	3	3	1
	V	Street	10	2	4	3	6	5	2
217	52	Private	69	32	42	36	32	36	41
	53	Private	60	21	30	26	25	22	14
	W	Street	4	2	1	0	3	3	3
	W1	Street	4	0	0	1	2	3	1
	X	Street	12	12	8	10	11	11	10
	Y	Street	11	0	0	3	4	1	1
	Y1	Street	7	0	0	2	4	2	3
	Z	Street	4	1	0	3	2	0	2
218	54	Private	28	11	20	12	19	14	10
	AA	Street	15	6	6	10	12	1	9
	AB	Street	11	1	4	3	5	0	1
	AC	Street	22	7	10	6	9	10	9
219	55	Private	27	20	23	17	17	3	3
	56	Private	36	20	23	19	19	17	3
	56A	Private	44	8	8	7	11	11	2
	57	Private	27	12	13	11	11	10	7
	58	Private	11	6	5	3	4	3	5
	59	Private	16	2	8	11	7	7	3
	60	Private	10	2	1	2	1	2	2
	AD	Street	5	3	3	3	2	2	2
	AE	Street	8	2	4	4	5	5	3
	AF	Street	9	1	1	0	2	3	0
	AG	Street	17	1	4	6	7	4	9
	AH1	Street	8	0	2	4	1	1	1
220	61	Private	49	24	35	22	33	27	8
	62	Private	26	18	23	9	22	20	5
	63	Private	22	2	5	2	3	2	0
	AH	Street	7	0	1	0	0	2	0
	AI	Street	9	1	2	3	3	2	1
221	64	Private	19	14	16	12	16	11	6
	65	Private	45	14	7	5	9	10	12
	AJ	Street	17	14	13	6	8	6	6
222	67	Private	122	26	41	57	42	35	24
	68	Private	16	4	4	4	3	5	0
	69	Private	47	5	11	10	14	15	11
	70	Private	52	33	17	13	17	13	17
	71	Private	10	5	5	7	5	4	4
	72	Private	4	2	1	2	2	3	3
	73	Private	7	3	3	5	3	3	4
	AL	Street	13	3	9	10	9	5	4
	AM	Street	7	1	0	6	3	0	2
	AM1	Street	5	0	2	3	3	3	3
	AN	Street	6	4	5	6	5	0	5
	74	Private	20	6	9	7	6	8	6
	75	Private	7	3	5	4	4	3	0

Percentage

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
	P	Street	7	0%	29%	0%	14%	14%	0%
214	43	Private	40	13%	20%	33%	18%	13%	5%
215	44	Private	116	45%	57%	56%	55%	64%	60%
	45	Private	45	58%	56%	42%	49%	38%	2%
	46	Private	15	60%	47%	60%	60%	67%	27%
	Q	Street	10	70%	50%	50%	50%	50%	40%
	R	Street	7	86%	57%	86%	86%	57%	0%
	S	Street	8	50%	75%	75%	38%	25%	0%
216	47	Private	8	25%	50%	50%	25%	38%	25%
	48	Private	24	104%	71%	25%	13%	33%	63%
	49	Private	26	54%	69%	38%	62%	50%	19%
	50	Private	42	98%	86%	55%	52%	64%	50%
	51	Private	24	38%	46%	50%	75%	33%	13%
	T	Street	3	0%	33%	100%	100%	100%	33%
	T1	Street	10	0%	20%	10%	10%	10%	10%
	T2	Street	1	0%	100%	0%	100%	100%	0%
	T3	Street	2	0%	0%	50%	0%	0%	0%
	U	Street	4	0%	50%	75%	75%	100%	75%
	U1	Street	4	0%	75%	25%	75%	75%	25%
	V	Street	10	20%	40%	30%	60%	50%	20%
217	52	Private	69	46%	61%	52%	46%	52%	59%
	53	Private	60	35%	50%	43%	42%	37%	23%
	W	Street	4	50%	25%	0%	75%	75%	75%
	W1	Street	4	0%	0%	25%	50%	75%	25%
	X	Street	12	100%	67%	83%	92%	92%	83%
	Y	Street	11	0%	0%	27%	36%	9%	9%
	Y1	Street	7	0%	0%	29%	57%	29%	43%
	Z	Street	4	25%	0%	75%	50%	0%	50%
218	54	Private	28	39%	71%	43%	68%	50%	36%
	AA	Street	15	40%	40%	67%	80%	7%	60%
	AB	Street	11	9%	36%	27%	45%	0%	9%
	AC	Street	22	32%	45%	27%	41%	45%	41%
219	55	Private	27	74%	85%	63%	63%	11%	11%
	56	Private	36	56%	64%	53%	53%	47%	8%
	56A	Private	44	18%	18%	16%	25%	25%	5%
	57	Private	27	44%	48%	41%	41%	37%	26%
	58	Private	11	55%	45%	27%	36%	27%	45%
	59	Private	16	13%	50%	69%	44%	44%	19%
	60	Private	10	20%	10%	20%	10%	20%	20%
	AD	Street	5	60%	60%	60%	40%	40%	40%
	AE	Street	8	25%	50%	50%	63%	63%	38%
	AF	Street	9	11%	11%	0%	22%	33%	0%
	AG	Street	17	6%	24%	35%	41%	24%	53%
	AH1	Street	8	0%	25%	50%	13%	13%	13%
220	61	Private	49	49%	71%	45%	67%	55%	16%
	62	Private	26	69%	88%	35%	85%	77%	19%
	63	Private	22	9%	23%	9%	14%	9%	0%
	AH	Street	7	0%	14%	0%	0%	29%	0%
	AI	Street	9	11%	22%	33%	33%	22%	11%
221	64	Private	19	74%	95%	63%	84%	58%	32%
	65	Private	45	31%	16%	11%	20%	22%	27%
	AJ	Street	17	82%	76%	35%	47%	35%	35%
222	67	Private	122	21%	34%	47%	34%	29%	20%
	68	Private	16	25%	25%	25%	19%	31%	0%
	69	Private	47	11%	23%	21%	30%	32%	23%
	70	Private	52	63%	33%	25%	33%	25%	33%
	71	Private	10	50%	50%	70%	50%	40%	40%
	72	Private	4	50%	25%	50%	50%	75%	75%
	73	Private	7	43%	43%	71%	43%	43%	57%
	AL	Street	13	23%	69%	77%	69%	38%	31%
	AM	Street	7	14%	0%	86%	43%	0%	29%
	AM1	Street	5	0%	40%	60%	60%	60%	60%
	AN	Street	6	67%	83%	100%	83%	0%	83%
	74	Private	20	30%	45%	35%	30%	40%	30%
	75	Private	7	43%	71%	57%	57%	43%	0%

Appendix A: Inventory/Occupancy by Type – Wednesday 9/30/15

KEY
91%-100%
81%-90%
71%-80%
0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block and Type

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
223	76	Private	8	1	5	2	1	2	2
	77	Private	4	0	2	1	2	1	1
	78	Private	8	2	3	3	6	5	3
	AO	Street	7	2	1	3	4	6	6
	AP	Street	8	0	1	4	6	4	2
	AQ	Street	8	1	6	6	7	8	8
	AR	Street	6	6	6	6	6	6	5
224	79	Public	9	1	2	3	3	3	4
	G2	Public	448	77	155	163	169	141	66
	AS	Street	9	8	4	8	7	7	6
	AU	Street	6	3	4	4	5	5	4
	AT	Street	8	1	5	5	5	6	6
	AA1	Street	6	0	0	1	3	1	3
225	80	Private	25	4	14	11	15	11	4
	81	Private	24	10	14	15	20	20	7
	82	Private	7	0	3	5	6	2	2
	AV	Street	9	0	5	8	9	6	6
	AW	Street	15	3	5	9	9	6	6
	AX	Street	10	5	8	9	8	8	7
	AY	Street	7	6	7	7	7	6	6
226	83	Public	38	14	31	34	38	31	15
	83A	Public	13	2	12	11	13	13	5
	84	Private	25	8	8	11	7	7	4
	85	Private	13	1	3	11	3	1	4
	AZ	Street	8	2	7	5	8	3	5
	BA	Street	15	8	12	15	15	10	8
	BB	Street	3	0	0	2	1	1	2
	BC	Street	6	0	3	3	0	3	3
227	86	Private	16	5	6	4	6	3	3
	87	Private	8	2	4	3	4	2	1
	87A	Private	6	3	4	1	3	3	0
	88	Private	21	2	15	12	15	15	13
	89	Private	12	0	0	0	0	0	0
	BD	Street	5	0	0	5	3	0	5
	BE	Street	14	0	2	5	1	0	1
	BF	Street	9	1	2	3	3	3	3
	BG	Street	8	0	1	6	3	3	5
228	90	Public	236	146	92	51	89	79	19
229	91	Private	64	23	30	18	23	23	11
	91A	Private	112	51	43	56	50	63	11
	BH	Street	14	7	5	7	6	2	4
	BH1	Street	5	0	0	0	0	0	0
230	92	Private	103	59	48	46	31	30	37
	93	Private	12	2	6	3	4	1	1
	BI	Street	5	0	0	1	0	0	1
	BJ	Street	13	6	5	12	7	13	11
	BK	Street	7	1	1	2	2	3	4
231	94	Private	95	28	32	28	39	28	13
	BL	Street	5	3	2	5	1	1	5
	BM	Street	8	6	6	6	6	6	6
	BN	Street	5	0	4	4	2	3	4
	BO	Street	11	2	9	9	8	7	9
232	95	Public	125	25	65	109	88	78	66
	BP	Street	6	0	5	6	3	5	5
	BQ	Street	5	3	5	5	5	4	5
	BR	Street	5	0	1	3	0	1	3
	BS	Street	12	5	6	5	6	5	5
233	96	Public	56	18	39	56	39	29	43
	97	Private	6	2	3	2	3	3	0
	BT	Street	6	0	1	2	6	3	4
	BU	Street	6	3	6	6	6	6	6
	BV	Street	9	1	5	8	8	5	6
	BW	Street	8	3	8	6	7	5	6
	98	Private	44	11	19	16	23	11	5
	99	Public	79	23	46	48	38	31	26

Percentage

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
223	76	Private	8	13%	63%	25%	13%	25%	25%
	77	Private	4	0%	50%	25%	50%	25%	25%
	78	Private	8	25%	38%	38%	75%	63%	38%
	AO	Street	7	29%	14%	43%	57%	86%	86%
	AP	Street	8	0%	13%	50%	75%	50%	25%
	AQ	Street	8	13%	75%	75%	88%	100%	100%
	AR	Street	6	100%	100%	100%	100%	100%	83%
224	79	Public	9	11%	22%	33%	33%	33%	44%
	G2	Public	448	17%	35%	36%	38%	31%	15%
	AS	Street	9	89%	44%	89%	78%	78%	67%
	AU	Street	6	50%	67%	67%	83%	83%	67%
	AT	Street	8	13%	63%	63%	63%	75%	75%
	AA1	Street	6	0%	0%	17%	50%	17%	50%
225	80	Private	25	16%	56%	44%	60%	44%	16%
	81	Private	24	42%	58%	63%	83%	83%	29%
	82	Private	7	0%	43%	71%	86%	29%	29%
	AV	Street	9	0%	56%	89%	100%	67%	67%
	AW	Street	15	20%	33%	60%	60%	40%	40%
	AX	Street	10	50%	80%	90%	80%	80%	70%
	AY	Street	7	86%	100%	100%	100%	86%	86%
226	83	Public	38	37%	82%	89%	100%	82%	39%
	83A	Public	13	15%	92%	85%	100%	100%	38%
	84	Private	25	32%	32%	44%	28%	28%	16%
	85	Private	13	8%	23%	85%	23%	8%	31%
	AZ	Street	8	25%	88%	63%	100%	38%	63%
	BA	Street	15	53%	80%	100%	100%	67%	53%
	BB	Street	3	0%	0%	67%	33%	33%	67%
	BC	Street	6	0%	50%	50%	0%	50%	50%
227	86	Private	16	31%	38%	25%	38%	19%	19%
	87	Private	8	25%	50%	38%	50%	25%	13%
	87A	Private	6	50%	67%	17%	50%	50%	0%
	88	Private	21	10%	71%	57%	71%	71%	62%
	89	Private	12	0%	0%	0%	0%	0%	0%
	BD	Street	5	0%	0%	100%	60%	0%	100%
	BE	Street	14	0%	14%	36%	7%	0%	7%
	BF	Street	9	11%	22%	33%	33%	33%	33%
	BG	Street	8	0%	13%	75%	38%	38%	63%
228	90	Public	236	62%	39%	22%	38%	33%	8%
229	91	Private	64	36%	47%	28%	36%	36%	17%
	91A	Private	112	46%	38%	50%	45%	56%	10%
	BH	Street	14	50%	36%	50%	43%	14%	29%
	BH1	Street	5	0%	0%	0%	0%	0%	0%
230	92	Private	103	57%	47%	45%	30%	29%	36%
	93	Private	12	17%	50%	25%	33%	8%	8%
	BI	Street	5	0%	0%	20%	0%	0%	20%
	BJ	Street	13	46%	38%	92%	54%	100%	85%
	BK	Street	7	14%	14%	29%	29%	43%	57%
231	94	Private	95	29%	34%	29%	41%	29%	14%
	BL	Street	5	60%	40%	100%	20%	20%	100%
	BM	Street	8	75%	75%	75%	75%	75%	75%
	BN	Street	5	0%	80%	80%	40%	60%	80%
	BO	Street	11	18%	82%	82%	73%	64%	82%
232	95	Public	125	20%	52%	87%	70%	62%	53%
	BP	Street	6	0%	83%	100%	50%	83%	83%
	BQ	Street	5	60%	100%	100%	100%	80%	100%
	BR	Street	5	0%	20%	60%	0%	20%	60%
	BS	Street	12	42%	50%	42%	50%	42%	42%
233	96	Public	56	32%	70%	100%	70%	52%	77%
	97	Private	6	33%	50%	33%	50%	50%	0%
	BT	Street	6	0%	17%	33%	100%	50%	67%
	BU	Street	6	50%	100%	100%	100%	100%	100%
	BV	Street	9	11%	56%	89%	89%	56%	67%
	BW	Street	8	38%	100%	75%	88%	63%	75%
	98	Private	44	25%	43%	36%	52%	25%	11%
	99	Public	79	29%	58%	61%	48%	39%	33%

Appendix A: Inventory/Occupancy by Type – Wednesday 9/30/15

KEY
91%-100%
81%-90%
71%-80%
0%-70%

WALKER PARKING CONSULTANTS

Inventory/Occupancy Per Block and Type

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
234	BX	Street	8	0	6	8	3	6	7
	BY	Street	7	1	3	4	3	5	5
	BZ	Street	9	0	2	0	2	0	5
	CA	Street	7	7	6	5	6	5	0
235	101	Private	9	3	3	2	5	2	0
	102	Private	25	3	4	21	13	6	12
	CB	Street	4	2	2	3	2	2	0
	CC	Street	9	4	1	7	5	3	5
	CD	Street	6	3	2	2	2	2	2
	CD1	Street	15	9	10	6	10	9	5
	CD2	Street	15	12	12	12	12	2	1
236	103	Public	85	3	4	3	3	2	2
	104	Public	80	2	3	10	3	2	1
	G3	Public	91	7	7	7	7	7	7
237	105	Private	28	11	10	10	13	9	6
	CE	Street	7	0	0	0	0	3	3
238	106	Private	25	0	0	2	3	3	2
	107	Private	8	1	3	2	3	2	2
	108	Private	26	17	18	19	20	17	4
	109	Private	24	8	7	6	5	3	2
	110	Private	76	4	4	3	3	9	12
	CF	Street	9	0	1	3	3	4	4
	CG	Street	8	2	2	2	3	3	2
239	111	Private	20	1	5	5	6	9	8
	113	Public	53	15	16	19	24	19	7
	CH	Street	12	0	3	3	5	3	2
	CI	Street	22	1	8	15	17	13	10
	CJ	Street	9	1	0	0	0	0	0
240	114	Private	20	5	4	3	3	4	5
	115	Public	24	10	10	9	12	10	16
	115A	Public	54	39	46	33	14	14	20
	CK	Street	9	4	9	9	7	4	5
	CL	Street	4	1	1	1	0	0	0
241	116	Public	24	19	17	13	12	26	1
	117	Public	22	0	0	0	0	2	0
	118	Private	16	7	8	7	8	7	7
	119	Private	50	20	23	26	26	11	3
	120	Private	26	16	18	17	19	17	14
	CN	Street	15	6	8	5	10	4	6
	CM	Street	9	4	6	2	4	2	0
	CO	Street	4	0	0	0	0	0	0
242	121	Private	79	49	54	47	48	13	10
	CP	Street	3	3	3	1	1	0	0
243	128	Private	0	0	0	0	0	0	0
	129	Private	19	6	6	6	6	5	4
	CQ	Street	9	0	2	2	1	0	0
	CQ1	Street	10	1	3	4	5	3	1
244	130	Private	5	3	2	3	3	2	2
	CR	Street	7	2	2	1	4	1	2
	CR1	Street	5	0	1	2	3	1	2
246	123	Private	30	21	32	27	12	5	2
	124	Private	25	15	14	19	7	1	1
	125	Private	44	29	41	31	10	21	6
	126	Private	20	8	12	12	11	11	2
	127	Private	10	5	7	6	3	4	0
		Total	6,362	1,928	2,570	2,486	2,474	2,108	1,392

Type	Number	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
Total Private	118	3,965	1,252	1,593	1,430	1,440	1,232	732
Total Public	17	1,475	407	572	581	560	497	303
Total Street	115	922	269	405	475	474	379	357
TOTALS:	250	6,362	1,928	2,570	2,485	2,474	2,108	1,392

Percentage

BLOCK	No.	Type	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
234	BX	Street	8	0%	75%	100%	38%	75%	88%
	BY	Street	7	14%	43%	57%	43%	71%	71%
	BZ	Street	9	0%	22%	0%	22%	0%	56%
	CA	Street	7	100%	86%	71%	86%	71%	0%
235	101	Private	9	33%	33%	22%	56%	22%	0%
	102	Private	25	12%	16%	84%	52%	24%	48%
	CB	Street	4	50%	50%	75%	50%	50%	0%
	CC	Street	9	44%	11%	78%	56%	33%	56%
	CD	Street	6	50%	33%	33%	33%	33%	33%
	CD1	Street	15	60%	67%	40%	67%	60%	33%
	CD2	Street	15	80%	80%	80%	80%	13%	7%
236	103	Public	85	4%	5%	4%	4%	2%	2%
	104	Public	80	3%	4%	13%	4%	3%	1%
	G3	Public	91	8%	8%	8%	8%	8%	8%
237	105	Private	28	39%	36%	36%	46%	32%	21%
	CE	Street	7	0%	0%	0%	0%	43%	43%
238	106	Private	25	0%	0%	8%	12%	12%	8%
	107	Private	8	13%	38%	25%	38%	25%	25%
	108	Private	26	65%	69%	73%	77%	65%	15%
	109	Private	24	33%	29%	25%	21%	13%	8%
	110	Private	76	5%	5%	4%	4%	12%	16%
	CF	Street	9	0%	11%	33%	33%	44%	44%
	CG	Street	8	25%	25%	25%	38%	38%	25%
239	111	Private	20	5%	25%	25%	30%	45%	40%
	113	Public	53	28%	30%	36%	45%	36%	13%
	CH	Street	12	0%	25%	25%	42%	25%	17%
	CI	Street	22	5%	36%	68%	77%	59%	45%
	CJ	Street	9	11%	0%	0%	0%	0%	0%
240	114	Private	20	25%	20%	15%	15%	20%	25%
	115	Public	24	42%	42%	38%	50%	42%	67%
	115A	Public	54	72%	85%	61%	26%	26%	37%
	CK	Street	9	44%	100%	100%	78%	44%	56%
	CL	Street	4	25%	25%	25%	0%	0%	0%
241	116	Public	24	79%	71%	54%	50%	108%	4%
	117	Public	22	0%	0%	0%	0%	9%	0%
	118	Private	16	44%	50%	44%	50%	44%	44%
	119	Private	50	40%	46%	52%	52%	22%	6%
	120	Private	26	62%	69%	65%	73%	65%	54%
	CN	Street	15	40%	53%	33%	67%	27%	40%
	CM	Street	9	44%	67%	22%	44%	22%	0%
	CO	Street	4	0%	0%	0%	0%	0%	0%
242	121	Private	79	62%	68%	59%	61%	16%	13%
	CP	Street	3	100%	100%	33%	33%	0%	0%
243	128	Private	0	0%	0%	0%	0%	0%	0%
	129	Private	19	32%	32%	32%	32%	26%	21%
	CQ	Street	9	0%	22%	22%	11%	0%	0%
	CQ1	Street	10	10%	30%	40%	50%	30%	10%
244	130	Private	5	60%	40%	60%	60%	40%	40%
	CR	Street	7	29%	29%	14%	57%	14%	29%
	CR1	Street	5	0%	20%	40%	60%	20%	40%
246	123	Private	30	70%	107%	90%	40%	17%	7%
	124	Private	25	60%	56%	76%	28%	4%	4%
	125	Private	44	66%	93%	70%	23%	48%	14%
	126	Private	20	40%	60%	60%	55%	55%	10%
	127	Private	10	50%	70%	60%	30%	40%	0%
		Total Inv	6362	30%	40%	39%	39%	33%	22%

Type	Number	Inv.	8:00	10:00	12:00	2:00	4:00	6:00
Total Private %	118	3,965	32%	40%	36%	36%	31%	18%
Total Public %	17	1,475	28%	39%	39%	38%	34%	21%
Total Street %	115	922	29%	44%	52%	51%	41%	39%
TOTALS:	250	6,362	30%	40%	39%	39%	33%	22%

Appendix A: Outside of Zone Parking Lot Inventory

WALKER PARKING CONSULTANTS

Outside of Zone Parking Lots Inventory					
No.	**Type**	**Restriction**	**Inventory**	**Occupancy**	**Remarks**
I	Private (1)		198	0	Half of Lot Needs Restriped; No Lines
		ADA	2		
II	Public		130	109	
		ADA	6		
III	Public	Customer	47	7	
		ADA	4		
IV	Public		6	1	
		ADA	2		
V	Private		140	89	
		Motorcycle	6		
		ADA	3		
VI	Public		125	3	Needs Restriped; No Lines
		TOTAL	669	209	

1. This lot is currently used by the High school; no vehicles during City counts as students are on Break.

APPENDIX B: PARKING FINANCIAL MODELS

WALKER
PARKING CONSULTANTS

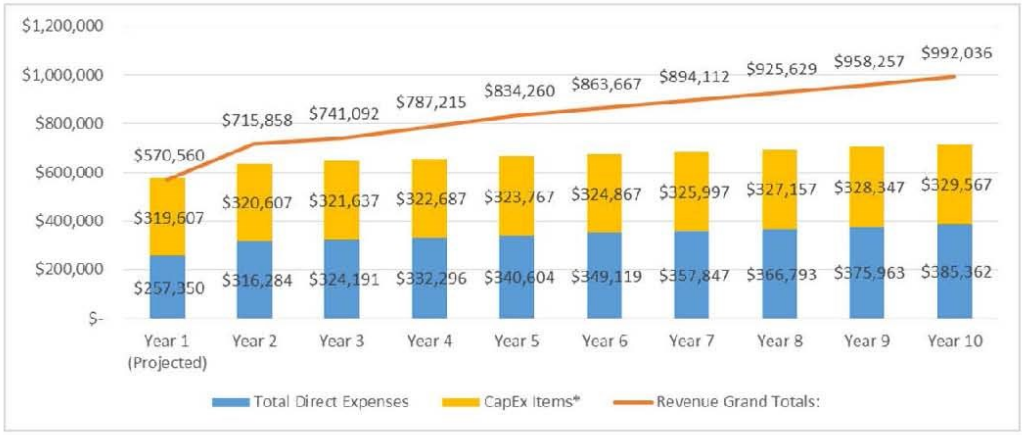
WALKER PARKING CONSULTANTS

Summary of Parking System Revenue and Expense Models

Scenario A

*Capital Expenses (CapEx) projections include debt service on Rood Avenue garage and have been increased over current budget to also include meter replacement/depreciation and a major maintenance reserve fund

Scenario B



Scenario C


$1,400,000
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$-
$694,220
$852,644
$882,700
$933,815
$986,027
$1,020,785
$1,056,767
$1,094,018
$1,132,583
$1,172,506
$396,274
$399,187
$402,177
$405,237
$408,377
$411,597
$414,897
$418,277
$421,747
$425,297
$257,350
$316,284
$324,191
$332,296
$340,604
$349,119
$357,847
$366,793
$375,963
$385,362
Year 1 (Projected)
Year 2
Year 3
Year 4
Year 5
Year 6
Year 7
Year 8
Year 9
Year 10
Total Direct Expenses
CapEx Items*
Revenue Grand Totals:

City of Grand Junction Parking System

Budget Worksheet - Scenario A (Base Case)

Account Number	Description	2013 Actual Amount	2014 Actual Amount	2015 Actual Amount	Year 1 (Projected)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenues														
Rood Avenue Garage														
	Transient Sub-Total	$ 12,077	$ 13,223	$ 11,362	$ 12,650	$ 13,096	$ 13,558	$ 14,035	$ 14,530	$ 15,042	$ 15,573	$ 16,122	$ 16,690	$ 17,278
	Monthly (& Sp. Assment) Sub-Total	$ 23,759	$ 25,632	$ 41,146	$ 31,240	$ 32,341	$ 33,481	$ 34,661	$ 35,883	$ 37,148	$ 38,458	$ 39,813	$ 41,217	$ 42,670
	Special Event Sub-Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total: Garage Operations		**$ 35,836**	**$ 38,855**	**$ 52,508**	**$ 43,890**	**$ 45,437**	**$ 47,039**	**$ 48,697**	**$ 50,413**	**$ 52,191**	**$ 54,030**	**$ 55,936**	**$ 57,907**	**$ 59,948**
	Revenue / space/ yr.	$ 80	$ 87	$ 117	$ 98	$ 101	$ 105	$ 109	$ 113	$ 116	$ 121	$ 125	$ 129	$ 134
Parking Meter Revenues														
4360	Fee Revenue	$173,231.30	$ 181,965	$ 156,096	$ 176,440	$ 182,660	$ 189,098	$ 195,764	$ 202,665	$ 209,809	$ 217,204	$ 224,861	$ 232,787	$ 240,993
	Revenue / space/ yr.	$ 173	$ 182	$ 156	$ 176	$ 183	$ 189	$ 196	$ 203	$ 210	$ 217	$ 225	$ 233	$ 241
Parking Lot Revenues														
	Total: Parking Lot Operations	$ 66,136	$ 71,349	$ 60,344	$ 68,270	$ 70,677	$ 73,168	$ 75,747	$ 78,417	$ 81,181	$ 84,043	$ 87,005	$ 90,072	$ 93,247
Fines and Forfeitures														
4410	Fines	$ 134,041	$ 146,047	$ 105,322	$ 133,000	$ 137,688	$ 142,542	$ 147,566	$ 152,768	$ 158,153	$ 163,728	$ 169,499	$ 175,474	$ 181,660
Interest and Other														
4610	Interest Income	$ 721	$ 799	$ 330	$ 640	$ 663	$ 686	$ 710	$ 735	$ 761	$ 788	$ 816	$ 844	$ 874
4650	Lease Revenue	$ 44,940	$ 37,153	$ 34,639	$ 40,280	$ 41,700	$ 43,170	$ 44,692	$ 46,267	$ 47,898	$ 49,586	$ 51,334	$ 53,144	$ 55,017
Revenue Totals		**$ 454,905**	**$ 476,167**	**$ 409,239**	**$ 462,520**	**$ 478,824**	**$ 495,702**	**$ 513,176**	**$ 531,265**	**$ 549,992**	**$ 569,380**	**$ 589,450**	**$ 610,228**	**$ 631,739**
Expenses														
Garage Expenses														
	Total: Operating Supplies	$ 268	$ 8	$ 5	$ 100	$ 103	$ 105	$ 108	$ 110	$ 113	$ 116	$ 119	$ 122	$ 125
	Total: Repairs	$ 15,486	$ 23,511	$ 14,560	$ 18,300	$ 18,758	$ 19,226	$ 19,707	$ 20,200	$ 20,705	$ 21,222	$ 21,753	$ 22,297	$ 22,854
	Total: Contract Services	$ -	$ 7,586	$ -	$ 2,590	$ 2,655	$ 2,721	$ 2,789	$ 2,859	$ 2,930	$ 3,004	$ 3,079	$ 3,156	$ 3,235
	Total: Charges and Fees	$ 871	$ 957	$ 747	$ 880	$ 902	$ 925	$ 948	$ 971	$ 996	$ 1,021	$ 1,046	$ 1,072	$ 1,099
	Total: Utilities	$ 13,322	$ 11,989	$ -	$ 8,650	$ 8,866	$ 9,088	$ 9,315	$ 9,548	$ 9,787	$ 10,031	$ 10,282	$ 10,539	$ 10,803
	Total: Interfund Charges	$ 1,440	$ 7,707	$ 18,026	$ 9,280	$ 9,512	$ 9,750	$ 9,994	$ 10,243	$ 10,499	$ 10,762	$ 11,031	$ 11,307	$ 11,589
Parking Operations														
	Total: Labor and Benefits	$ 75,452	$ 76,771	$ 59,416	$ 71,970	$ 73,769	$ 75,613	$ 77,504	$ 79,441	$ 81,427	$ 83,463	$ 85,550	$ 87,688	$ 89,881
	Total: Operating Supplies	$ 3,720	$ 2,337	$ 1,658	$ 2,640	$ 2,706	$ 2,774	$ 2,843	$ 2,914	$ 2,987	$ 3,062	$ 3,138	$ 3,217	$ 3,297
	Total: Equipment	$ -	$ -	$ 100	$ 30	$ 31	$ 32	$ 32	$ 33	$ 34	$ 35	$ 36	$ 37	$ 37
	Repairs/Maint_Meters	$ 2,717	$ 4,992	$ 4,752	$ 4,260	$ 4,367	$ 4,476	$ 4,588	$ 4,702	$ 4,820	$ 4,940	$ 5,064	$ 5,190	$ 5,320
	Total: Contract Services	$ 125	$ 125	$ 125	$ 130	$ 133	$ 137	$ 140	$ 143	$ 147	$ 151	$ 155	$ 158	$ 162
	Total: Charges and Fees	$ -	$ 448	$ 369	$ 280	$ 287	$ 294	$ 302	$ 309	$ 317	$ 325	$ 333	$ 341	$ 350
	Total: Rent	$ 1,115	$ -	$ -	$ 380	$ 390	$ 399	$ 409	$ 419	$ 430	$ 441	$ 452	$ 463	$ 475
	Total: Uniforms and Gear	$ 33	$ 299	$ 124	$ 160	$ 164	$ 168	$ 172	$ 177	$ 181	$ 186	$ 190	$ 195	$ 200
Interfund Charges														
	Total: Administrative Overhead	$ 22,742	$ 23,812	$ 13,466	$ 20,510	$ 21,023	$ 21,548	$ 22,087	$ 22,639	$ 23,205	$ 23,785	$ 24,380	$ 24,989	$ 25,614
	Total: Information Technology	$ 7,876	$ 5,519	$ 11,668	$ 8,560	$ 8,774	$ 8,993	$ 9,218	$ 9,449	$ 9,685	$ 9,927	$ 10,175	$ 10,430	$ 10,690
	Total: Fleet	$ 2,870	$ 2,929	$ 2,708	$ 2,910	$ 2,983	$ 3,057	$ 3,134	$ 3,212	$ 3,292	$ 3,375	$ 3,459	$ 3,546	$ 3,634
	Total: Fuel Charges	$ 1,720	$ 1,526	$ 647	$ 1,330	$ 1,363	$ 1,397	$ 1,432	$ 1,468	$ 1,505	$ 1,542	$ 1,581	$ 1,620	$ 1,661
	Total: Liability Insurance	$ 217	$ 217	$ 181	$ 210	$ 215	$ 221	$ 226	$ 232	$ 238	$ 244	$ 250	$ 256	$ 262
Capital Outlay														
	Total: Capital Outlay	$ -	$ 5,103	$ -	$ 1,740	$ 1,784	$ 1,828	$ 1,874	$ 1,921	$ 1,969	$ 2,018	$ 2,068	$ 2,120	$ 2,173
Police Operations														
	Total: Labor and Benefits	$ 68,217	$ 70,610	$ 54,010	$ 65,890	$ 67,537	$ 69,226	$ 70,956	$ 72,730	$ 74,548	$ 76,412	$ 78,323	$ 80,281	$ 82,288
	Total: Repairs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total: Fleet	$ 2,391	$ 2,507	$ 2,153	$ 2,410	$ 2,470	$ 2,532	$ 2,595	$ 2,660	$ 2,727	$ 2,795	$ 2,865	$ 2,936	$ 3,010
	Total: Fuel Charges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Direct Expenses		**$ 220,581**	**$ 248,955**	**$ 183,716**	**$ 223,210**	**$ 228,790**	**$ 234,510**	**$ 240,373**	**$ 246,382**	**$ 252,542**	**$ 258,855**	**$ 265,327**	**$ 271,960**	**$ 278,759**
Revenue Grand Totals:		$ 454,905	$ 476,167	$ 409,239	$ 462,520	$ 478,824	$ 495,702	$ 513,176	$ 531,265	$ 549,992	$ 569,380	$ 589,450	$ 610,228	$ 631,739
Expense Grand Totals:		$ 220,581	$ 248,955	$ 183,715	$ 223,210	$ 228,790	$ 234,510	$ 240,373	$ 246,382	$ 252,542	$ 258,855	$ 265,327	$ 271,960	$ 278,759
NET OPERATING INCOME		$ 234,324	$ 227,212	$ 225,524	$ 239,310	$ 250,034	$ 261,192	$ 272,803	$ 284,883	$ 297,451	$ 310,524	$ 324,124	$ 338,269	$ 352,980
Debt and (Recommended) Reserves														
Debt Service - Rood Avenue Garage														
	Total: Debt Service	$ 243,767	$ 243,767	$ 121,884	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767
Parking Garage Major Maint. Sinking Fund														
	Not Included in current budget	$ -	$ -	$ -	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840
Meter Replacement / Depreciation														
	Not Included in current budget	$ -	$ -	$ -	$ 40,000	$ 41,000	$ 42,030	$ 43,080	$ 44,160	$ 45,260	$ 46,390	$ 47,550	$ 48,740	$ 49,960
Parking Development and Property Aquistion														
	Not Included in current budget	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ADDITIONAL CAPEX		$ 243,767	$ 243,767	$ 121,884	$ 319,607	$ 320,607	$ 321,637	$ 322,687	$ 323,767	$ 324,867	$ 325,997	$ 327,157	$ 328,347	$ 329,567
NOI less CAPEX PROJECTED					**$ (80,297)**	**$ (70,574)**	**$ (60,445)**	**$ (49,884)**	**$ (38,884)**	**$ (27,416)**	**$ (15,473)**	**$ (3,033)**	**$ 9,922**	**$ 23,413**

City of Grand Junction Parking System

Budget Worksheet - Scenario B

Account Number	Description	2013 Actual Amount	2014 Actual Amount	2015 Actual Amount	Year 1 (Projected)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenues														
Rood Avenue Garage														
	Transient Sub-Total	$ 12,077	$ 13,223	$ 11,362	$ 12,650	$ 13,096	$ 13,558	$ 14,035	$ 14,530	$ 15,042	$ 15,573	$ 16,122	$ 16,690	$ 17,278
	Monthly (& Sp. Assment) Sub-Total	$ 23,759	$ 25,632	$ 41,146	$ 37,490	$ 38,812	$ 40,180	$ 41,596	$ 43,062	$ 44,580	$ 46,152	$ 47,778	$ 49,463	$ 51,206
	Special Event Sub-Total	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000	$ 40,000	$ 41,410	$ 42,870	$ 44,381	$ 45,945	$ 47,565
Total: Garage Operations		**$ 35,836**	**$ 38,855**	**$ 52,508**	**$ 50,140**	**$ 51,907**	**$ 53,737**	**$ 75,631**	**$ 97,592**	**$ 101,033**	**$ 104,594**	**$ 108,281**	**$ 112,098**	**$ 116,049**
	Revenue / space/ yr.	$ 80	$ 87	$ 117	$ 112	$ 116	$ 120	$ 169	$ 218	$ 226	$ 233	$ 242	$ 250	$ 259
Parking Meter Revenues														
4360	Fee Revenue	$173,231.30	$ 181,965	$ 156,096	$ 211,730	$ 241,113	$ 249,612	$ 258,411	$ 267,520	$ 276,950	$ 286,712	$ 296,819	$ 307,282	$ 318,114
	Revenue / space/ yr.	$ 173	$ 182	$ 156	$ 212	$ 241	$ 250	$ 258	$ 268	$ 277	$ 287	$ 297	$ 307	$ 318
Parking Lot Revenues														
	Total: Parking Lot Operations	$ 66,136	$ 71,349	$ 60,344	$ 68,270	$ 70,677	$ 73,168	$ 75,747	$ 78,417	$ 81,181	$ 84,043	$ 87,005	$ 90,072	$ 93,247
Fines and Forfeitures														
4410	Fines	$ 134,041	$ 146,047	$ 105,322	$ 199,500	$ 309,799	$ 320,719	$ 332,024	$ 343,728	$ 355,845	$ 368,388	$ 381,374	$ 394,817	$ 408,735
Interest and Other														
4610	Interest Income	$ 721	$ 799	$ 330	$ 640	$ 663	$ 686	$ 710	$ 735	$ 761	$ 788	$ 816	$ 844	$ 874
4650	Lease Revenue	$ 44,940	$ 37,153	$ 34,639	$ 40,280	$ 41,700	$ 43,170	$ 44,692	$ 46,267	$ 47,898	$ 49,586	$ 51,334	$ 53,144	$ 55,017
Revenue Totals		**$ 454,905**	**$ 476,167**	**$ 409,239**	**$ 570,560**	**$ 715,858**	**$ 741,092**	**$ 787,215**	**$ 834,260**	**$ 863,667**	**$ 894,112**	**$ 925,629**	**$ 958,257**	**$ 992,036**
Expenses														
Garage Expenses														
	Total: Operating Supplies	$ 268	$ 8	$ 5	$ 100	$ 103	$ 105	$ 108	$ 110	$ 113	$ 116	$ 119	$ 122	$ 125
	Total: Repairs	$ 15,486	$ 23,511	$ 14,560	$ 18,300	$ 18,758	$ 19,226	$ 19,707	$ 20,200	$ 20,705	$ 21,222	$ 21,753	$ 22,297	$ 22,854
	Total: Contract Services	$ -	$ 7,586	$ -	$ 2,590	$ 2,655	$ 2,721	$ 2,789	$ 2,859	$ 2,930	$ 3,004	$ 3,079	$ 3,156	$ 3,235
	Total: Charges and Fees	$ 871	$ 957	$ 747	$ 880	$ 902	$ 925	$ 948	$ 971	$ 996	$ 1,021	$ 1,046	$ 1,072	$ 1,099
	Total: Utilities	$ 13,322	$ 11,989	$ -	$ 8,650	$ 8,866	$ 9,088	$ 9,315	$ 9,548	$ 9,787	$ 10,031	$ 10,282	$ 10,539	$ 10,803
	Total: Interfund Charges	$ 1,440	$ 7,707	$ 18,026	$ 9,280	$ 9,512	$ 9,750	$ 9,994	$ 10,243	$ 10,499	$ 10,762	$ 11,031	$ 11,307	$ 11,589
Parking Operations														
	Total: Labor and Benefits	$ 75,452	$ 76,771	$ 59,416	$ 71,970	$ 73,769	$ 75,613	$ 77,504	$ 79,441	$ 81,427	$ 83,463	$ 85,550	$ 87,688	$ 89,881
	Total: Operating Supplies	$ 3,720	$ 2,337	$ 1,658	$ 2,640	$ 2,706	$ 2,774	$ 2,843	$ 2,914	$ 2,987	$ 3,062	$ 3,138	$ 3,217	$ 3,297
	Total: Equipment	$ -	$ -	$ 100	$ 30	$ 31	$ 32	$ 32	$ 33	$ 34	$ 35	$ 36	$ 37	$ 37
	Repairs/Maint_Meters	$ 2,717	$ 4,992	$ 4,752	$ 4,260	$ 4,367	$ 4,476	$ 4,588	$ 4,702	$ 4,820	$ 4,940	$ 5,064	$ 5,190	$ 5,320
	Total: Contract Services	$ 125	$ 125	$ 125	$ 130	$ 133	$ 137	$ 140	$ 143	$ 147	$ 151	$ 155	$ 158	$ 162
	Total: Charges and Fees	$ -	$ 448	$ 369	$ 280	$ 287	$ 294	$ 302	$ 309	$ 317	$ 325	$ 333	$ 341	$ 350
	Total: Rent	$ 1,115	$ -	$ -	$ 380	$ 390	$ 399	$ 409	$ 419	$ 430	$ 441	$ 452	$ 463	$ 475
	Total: Uniforms and Gear	$ 33	$ 299	$ 124	$ 160	$ 164	$ 168	$ 172	$ 177	$ 181	$ 186	$ 190	$ 195	$ 200
Interfund Charges														
	Total: Administrative Overhead	$ 22,742	$ 23,812	$ 13,466	$ 20,510	$ 21,023	$ 21,548	$ 22,087	$ 22,639	$ 23,205	$ 23,785	$ 24,380	$ 24,989	$ 25,614
	Total: Information Technology	$ 7,876	$ 5,519	$ 11,668	$ 8,560	$ 8,774	$ 8,993	$ 9,218	$ 9,449	$ 9,685	$ 9,927	$ 10,175	$ 10,430	$ 10,690
	Total: Fleet	$ 2,870	$ 2,929	$ 2,708	$ 2,910	$ 2,983	$ 3,057	$ 3,134	$ 3,212	$ 3,292	$ 3,375	$ 3,459	$ 3,546	$ 3,634
	Total: Fuel Charges	$ 1,720	$ 1,526	$ 647	$ 1,330	$ 1,363	$ 1,397	$ 1,432	$ 1,468	$ 1,505	$ 1,542	$ 1,581	$ 1,620	$ 1,661
	Total: Liability Insurance	$ 217	$ 217	$ 181	$ 210	$ 215	$ 221	$ 226	$ 232	$ 238	$ 244	$ 250	$ 256	$ 262
Capital Outlay														
	Total: Capital Outlay	$ -	$ 5,103	$ -	$ 1,740	$ 1,784	$ 1,828	$ 1,874	$ 1,921	$ 1,969	$ 2,018	$ 2,068	$ 2,120	$ 2,173
Police Operations														
	Total: Labor and Benefits	$ 68,217	$ 70,610	$ 54,010	$ 98,830	$ 151,951	$ 155,750	$ 159,644	$ 163,635	$ 167,726	$ 171,919	$ 176,217	$ 180,622	$ 185,138
	Total: Repairs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total: Fleet	$ 2,391	$ 2,507	$ 2,153	$ 3,610	$ 5,550	$ 5,689	$ 5,831	$ 5,977	$ 6,127	$ 6,280	$ 6,437	$ 6,598	$ 6,763
	Total: Fuel Charges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Direct Expenses		**$ 220,581**	**$ 248,955**	**$ 183,715**	**$ 257,350**	**$ 316,284**	**$ 324,191**	**$ 332,296**	**$ 340,604**	**$ 349,119**	**$ 357,847**	**$ 366,793**	**$ 375,963**	**$ 385,362**
Revenue Grand Totals:		$ 454,905	$ 476,167	$ 409,239	$ 570,560	$ 715,858	$ 741,092	$ 787,215	$ 834,260	$ 863,667	$ 894,112	$ 925,629	$ 958,257	$ 992,036
Expense Grand Totals:		$ 220,581	$ 248,955	$ 183,715	$ 257,350	$ 316,284	$ 324,191	$ 332,296	$ 340,604	$ 349,119	$ 357,847	$ 366,793	$ 375,963	$ 385,362
NET OPERATING INCOME		$ 234,324	$ 227,212	$ 225,524	$ 313,210	$ 399,574	$ 416,900	$ 454,919	$ 493,656	$ 514,549	$ 536,265	$ 558,836	$ 582,295	$ 606,674
Debt and (Recommended) Reserves														
Debt Service - Rood Avenue Garage														
	Total: Debt Service	$ 243,767	$ 243,767	$ 121,884	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767
Parking Garage Major Maint. Sinking Fund														
	Not Included in current budget	$ -	$ -	$ -	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840
Meter Replacement / Depreciation														
	Not Included in current budget	$ -	$ -	$ -	$ 40,000	$ 41,000	$ 42,030	$ 43,080	$ 44,160	$ 45,260	$ 46,390	$ 47,550	$ 48,740	$ 49,960
Parking Development and Property Aquistion														
	Not Included in current budget	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ADDITIONAL CAPEX		$ 243,767	$ 243,767	$ 121,884	$ 319,607	$ 320,607	$ 321,637	$ 322,687	$ 323,767	$ 324,867	$ 325,997	$ 327,157	$ 328,347	$ 329,567
NOI less CAPEX PROJECTED					**$ (6,397)**	**$ 78,966**	**$ 95,263**	**$ 132,232**	**$ 169,889**	**$ 189,681**	**$ 210,268**	**$ 231,679**	**$ 253,948**	**$ 277,107**

City of Grand Junction Parking System

Budget Worksheet - Scenario C

Account Number	Description	2013 Actual Amount	2014 Actual Amount	2015 Actual Amount	Year 1 (Projected)	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Revenues														
Rood Avenue Garage														
	Transient Sub-Total	$ 12,077	$ 13,223	$ 11,362	$ 15,810	$ 16,367	$ 16,944	$ 17,542	$ 18,160	$ 18,800	$ 19,463	$ 20,149	$ 20,859	$ 21,594
	Monthly (& Sp. Assment) Sub-Total	$ 23,759	$ 25,632	$ 41,146	$ 56,240	$ 58,222	$ 60,275	$ 62,399	$ 64,599	$ 66,876	$ 69,234	$ 71,674	$ 74,201	$ 76,816
	Special Event Sub-Total	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000	$ 40,000	$ 41,410	$ 42,870	$ 44,381	$ 45,945	$ 47,565
Total: Garage Operations		**$ 35,836**	**$ 38,855**	**$ 52,508**	**$ 72,050**	**$ 74,590**	**$ 77,219**	**$ 99,941**	**$ 122,759**	**$ 127,086**	**$ 131,566**	**$ 136,204**	**$ 141,005**	**$ 145,975**
	Revenue / space/ yr.	$ 80	$ 87	$ 117	$ 161	$ 166	$ 172	$ 223	$ 274	$ 284	$ 294	$ 304	$ 315	$ 326
Parking Meter Revenues														
4360	Fee Revenue	$173,231.30	$ 181,965	$ 156,096	$ 296,420	$ 337,556	$ 349,455	$ 361,773	$ 374,525	$ 387,727	$ 401,395	$ 415,544	$ 430,192	$ 445,356
	Revenue / space/ yr.	$ 173	$ 182	$ 156	$ 296	$ 338	$ 349	$ 362	$ 375	$ 388	$ 401	$ 416	$ 430	$ 445
Parking Lot Revenues														
	Total: Parking Lot Operations	$ 66,136	$ 71,349	$ 60,344	$ 85,330	$ 88,338	$ 91,452	$ 94,675	$ 98,013	$ 101,468	$ 105,044	$ 108,747	$ 112,581	$ 116,549
Fines and Forfeitures														
4410	Fines	$ 134,041	$ 146,047	$ 105,322	$ 199,500	$ 309,799	$ 320,719	$ 332,024	$ 343,728	$ 355,845	$ 368,388	$ 381,374	$ 394,817	$ 408,735
Interest and Other														
4610	Interest Income	$ 721	$ 799	$ 330	$ 640	$ 663	$ 686	$ 710	$ 735	$ 761	$ 788	$ 816	$ 844	$ 874
4650	Lease Revenue	$ 44,940	$ 37,153	$ 34,639	$ 40,280	$ 41,700	$ 43,170	$ 44,692	$ 46,267	$ 47,898	$ 49,586	$ 51,334	$ 53,144	$ 55,017
Revenue Totals		**$ 454,905**	**$ 476,167**	**$ 409,239**	**$ 694,220**	**$ 852,644**	**$ 882,700**	**$ 933,815**	**$ 986,027**	**$ 1,020,785**	**$ 1,056,767**	**$ 1,094,018**	**$ 1,132,583**	**$ 1,172,506**
Expenses														
Garage Expenses														
	Total: Operating Supplies	$ 268	$ 8	$ 5	$ 100	$ 103	$ 105	$ 108	$ 110	$ 113	$ 116	$ 119	$ 122	$ 125
	Total: Repairs	$ 15,486	$ 23,511	$ 14,560	$ 18,300	$ 18,758	$ 19,226	$ 19,707	$ 20,200	$ 20,705	$ 21,222	$ 21,753	$ 22,297	$ 22,854
	Total: Contract Services	$ -	$ 7,586	$ -	$ 2,590	$ 2,655	$ 2,721	$ 2,789	$ 2,859	$ 2,930	$ 3,004	$ 3,079	$ 3,156	$ 3,235
	Total: Charges and Fees	$ 871	$ 957	$ 747	$ 880	$ 902	$ 925	$ 948	$ 971	$ 996	$ 1,021	$ 1,046	$ 1,072	$ 1,099
	Total: Utilities	$ 13,322	$ 11,989	$ -	$ 8,650	$ 8,866	$ 9,088	$ 9,315	$ 9,548	$ 9,787	$ 10,031	$ 10,282	$ 10,539	$ 10,803
	Total: Interfund Charges	$ 1,440	$ 7,707	$ 18,026	$ 9,280	$ 9,512	$ 9,750	$ 9,994	$ 10,243	$ 10,499	$ 10,762	$ 11,031	$ 11,307	$ 11,589
Parking Operations														
	Total: Labor and Benefits	$ 75,452	$ 76,771	$ 59,416	$ 71,970	$ 73,769	$ 75,613	$ 77,504	$ 79,441	$ 81,427	$ 83,463	$ 85,550	$ 87,688	$ 89,881
	Total: Operating Supplies	$ 3,720	$ 2,337	$ 1,658	$ 2,640	$ 2,706	$ 2,774	$ 2,843	$ 2,914	$ 2,987	$ 3,062	$ 3,138	$ 3,217	$ 3,297
	Total: Equipment	$ -	$ -	$ 100	$ 30	$ 31	$ 32	$ 32	$ 33	$ 34	$ 35	$ 36	$ 37	$ 37
	Repairs/Maint_Meters	$ 2,717	$ 4,992	$ 4,752	$ 4,260	$ 4,367	$ 4,476	$ 4,588	$ 4,702	$ 4,820	$ 4,940	$ 5,064	$ 5,190	$ 5,320
	Total: Contract Services	$ 125	$ 125	$ 125	$ 130	$ 133	$ 137	$ 140	$ 143	$ 147	$ 151	$ 155	$ 158	$ 162
	Total: Charges and Fees	$ -	$ 448	$ 369	$ 280	$ 287	$ 294	$ 302	$ 309	$ 317	$ 325	$ 333	$ 341	$ 350
	Total: Rent	$ 1,115	$ -	$ -	$ 380	$ 390	$ 399	$ 409	$ 419	$ 430	$ 441	$ 452	$ 463	$ 475
	Total: Uniforms and Gear	$ 33	$ 299	$ 124	$ 160	$ 164	$ 168	$ 172	$ 177	$ 181	$ 186	$ 190	$ 195	$ 200
Interfund Charges														
	Total: Administrative Overhead	$ 22,742	$ 23,812	$ 13,466	$ 20,510	$ 21,023	$ 21,548	$ 22,087	$ 22,639	$ 23,205	$ 23,785	$ 24,380	$ 24,989	$ 25,614
	Total: Information Technology	$ 7,876	$ 5,519	$ 11,668	$ 8,560	$ 8,774	$ 8,993	$ 9,218	$ 9,449	$ 9,685	$ 9,927	$ 10,175	$ 10,430	$ 10,690
	Total: Fleet	$ 2,870	$ 2,929	$ 2,708	$ 2,910	$ 2,983	$ 3,057	$ 3,134	$ 3,212	$ 3,292	$ 3,375	$ 3,459	$ 3,546	$ 3,634
	Total: Fuel Charges	$ 1,720	$ 1,526	$ 647	$ 1,330	$ 1,363	$ 1,397	$ 1,432	$ 1,468	$ 1,505	$ 1,542	$ 1,581	$ 1,620	$ 1,661
	Total: Liability Insurance	$ 217	$ 217	$ 181	$ 210	$ 215	$ 221	$ 226	$ 232	$ 238	$ 244	$ 250	$ 256	$ 262
Capital Outlay														
	Total: Capital Outlay	$ -	$ 5,103	$ -	$ 1,740	$ 1,784	$ 1,828	$ 1,874	$ 1,921	$ 1,969	$ 2,018	$ 2,068	$ 2,120	$ 2,173
Police Operations														
	Total: Labor and Benefits	$ 68,217	$ 70,610	$ 54,010	$ 98,830	$ 151,951	$ 155,750	$ 159,644	$ 163,635	$ 167,726	$ 171,919	$ 176,217	$ 180,622	$ 185,138
	Total: Repairs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total: Fleet	$ 2,391	$ 2,507	$ 2,153	$ 3,610	$ 5,550	$ 5,689	$ 5,831	$ 5,977	$ 6,127	$ 6,280	$ 6,437	$ 6,598	$ 6,763
	Total: Fuel Charges	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Direct Expenses		**$ 220,581**	**$ 248,955**	**$ 183,715**	**$ 257,350**	**$ 316,284**	**$ 324,191**	**$ 332,296**	**$ 340,604**	**$ 349,119**	**$ 357,847**	**$ 366,793**	**$ 375,963**	**$ 385,362**
Revenue Grand Totals:		$ 454,905	$ 476,167	$ 409,239	$ 694,220	$ 852,644	$ 882,700	$ 933,815	$ 986,027	$ 1,020,785	$ 1,056,767	$ 1,094,018	$ 1,132,583	$ 1,172,506
Expense Grand Totals:		$ 220,581	$ 248,955	$ 183,715	$ 257,350	$ 316,284	$ 324,191	$ 332,296	$ 340,604	$ 349,119	$ 357,847	$ 366,793	$ 375,963	$ 385,362
NET OPERATING INCOME		$ 234,324	$ 227,212	$ 225,524	$ 436,870	$ 536,360	$ 558,509	$ 601,519	$ 645,424	$ 671,666	$ 698,921	$ 727,226	$ 756,620	$ 787,144
Debt and (Recommended) Reserves														
Debt Service - Rood Avenue Garage														
	Total: Debt Service	$ 243,767	$ 243,767	$ 121,884	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767	$ 243,767
Parking Garage Major Maint. Sinking Fund														
	Not Included in current budget	$ -	$ -	$ -	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840	$ 35,840
Meter Replacement / Depreciation														
	Not Included in current budget	$ -	$ -	$ -	$ 116,667	$ 119,580	$ 122,570	$ 125,630	$ 128,770	$ 131,990	$ 135,290	$ 138,670	$ 142,140	$ 145,690
Parking Development and Property Aquistion														
	Not Included in current budget	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
ADDITIONAL CAPEX		$ 243,767	$ 243,767	$ 121,884	$ 396,274	$ 399,187	$ 402,177	$ 405,237	$ 408,377	$ 411,597	$ 414,897	$ 418,277	$ 421,747	$ 425,297
NOI less CAPEX PROJECTED					**$ 40,596**	**$ 137,173**	**$ 156,331**	**$ 196,282**	**$ 237,046**	**$ 260,069**	**$ 284,024**	**$ 308,948**	**$ 334,873**	**$ 361,847**

APPENDIX C: PARKING RATE SURVEY DATA

WALKER
PARKING CONSULTANTS

Grand Junction Paid Parking Rate Comparison

WALKER PARKING CONSULTANTS

City	State	Population*	Hours of Meters	Hourly Rate	Daily Rate	Monthly Rate	Notes
Billings	MT	108,869	Mon-Fri 8am-7pm	$ 0.25	$ 5.00	$ 37.00	$.25/1st 2hrs; $1/after
Grand Junction	CO	60,210	Mon-Fri 8am-4pm	$ 0.50	$ 0.90	$ 25.00	
Pueblo	CO	108,423		$ 0.50	NA	$ 30.00	Metered parking throughout City, mostly free parking with timed parking
Aurora	CO	353,108		$ 0.50	$ 3.00	$ 50.00	Proposed daily rate to take affect in future
Manitou Springs	CO	5,245	Summer 7am-8pm	$ 1.00	$ 28.00	$ 20.00	Summer hrs: $2/after 4hrs, $3/after 6hrs. Winter hrs (Off-season) vary a little, prices typically stay the same. Annual pass $240
Durango	CO	17,834	Mon-Fri 8am-6pm	$ 1.00	$ 7.50	$ 30.00	
Fort Collins	CO	156,480		$ 1.00	NA	$ 40.00	Typical 1st hr free
Cheyenne	WY	62,845		NA	$ 4.00	$ 45.00	1st 2hr free, then go to daily pass
Missoula	MT	69,821	Mon-Fri 8am-5pm	$ 1.00	$ 14.00	$ 60.00	hrs for meters go up $.50 every hr. Garage and lot daily is $9. On-street daily $18.50. Monthly lease spots $30-$75
Colorado Springs	CO	445,830	Mon-Sat 8am-6pm	$ 1.00	$ 6.00	$ 100.00	Parking Meter: $30/wk, $50/6 mths, $1,000/yr. Garage is $.75/hr, $6.75/day
Boise	ID	216,282	Mon-Fri 8am-6pm	$ 1.00	$ 10.00	$ 160.00	Boise is the only city in the country that offers a free 20 minutes on all metered parking spaces per parking session.
Telluride	CO	2,319	Mon-Fri 8am-6pm	$ 1.00	NA	NA	Minimum of 3hr parking
Boulder	CO	105,112	Mon-Fri 9am-7pm	$ 1.25	NA	$ 90.00	$2.5 after 4hrs. Quarterly passes: garages $360, downtown lots $210, University Hill lot $185
Reno	NV	236,995	Everyday 7am-6pm	$ 2.00	$ 21.00	$ 48.00	Parking Gallery $2/hr with a max of $12/day; 50 W. Liberty Street $2/1st hr, then $5/add hr with a max of $30/day. Other lots are typically reserved for employees during week, free on weekends.
Aspen	CO	6,728	Mon-Sat 10am-6pm	$ 2.00	$ 15.00	$ 200.00	$5/2nd hr; $9/3rd hr; $14/4th hr
Santa Fe	NM	70,297	Mon-Sat 6am-9pm	$ 2.00	$ 10.00	NA	
Salt Lake	UT	190,884	Mon-Fri 8am-8pm	$ 2.00	NA	NA	2 hr max for paid parking meters
Coeur d'Alene	ID	46,402		$ 3.00	NA	$ 35.00	Main downtown lot: 1st 2hr free, then $3/hr, up to 9 to 10 hrs for $10.
Breckenridge	CO	4,648	Everyday 7am-3pm	$ 3.00	$ 13.00	NA	3 main public lots. There is also the Ice Rink Lot: mon-thur $1/hr or $5/day, fri-sun $5/hr or $15/day.
Vail	CO	5,328		$ 17.00	$ 25.00	NA	1st 2hrs free, $15/2-3hr, $20/3-4hrs; arrival after 3pm is free. Season passes are available. Rates are based on Ski Season

*Based off 2014 US Census Bureau
*Rates are averaged over garages/lots

* We contacted the following Cities and many of them have time-limited parking, but do not currently charge: Alamosa, Castle Rock, Centennial, Greeley, Frisco, Loveland, Thornton, Steamboat, Laramie, and Provo.

PARKING MANAGEMENT RECOMMENDATIONS

Downtown Parking Study

City of Grand Junction, Colorado

April 4, 2016

City Council Workshop &
Downtown Development Authority

WALKER
PARKING CONSULTANTS

SD2

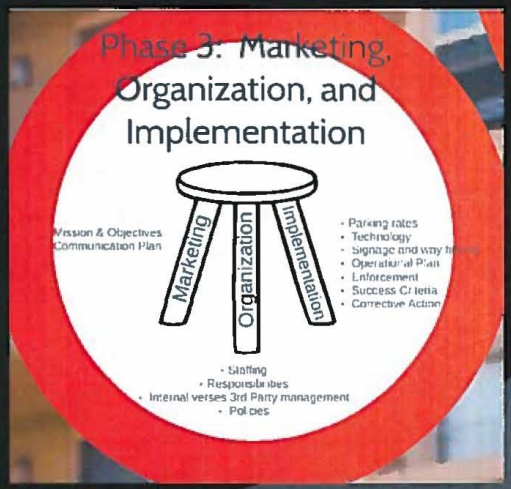
Consultant Introduction

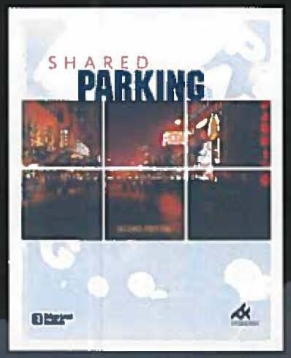
WALKER
PARKING CONSULTANTS

Walker Parking Consultants:

- Founded in 1965
- 250 People in 16 U.S. Offices
- 2,000+ Parking Studies
  - Planning, Financial, & Operations
- 5,000+ Parking Structure Designs
- 1,000+ Restoration Projects
- Pioneered shared parking approach
- Parking management strategies and implementation

Jeremiah Simpson
Parking Consultant
15 Years with Walker in Denver and Los Angeles





Study Objectives

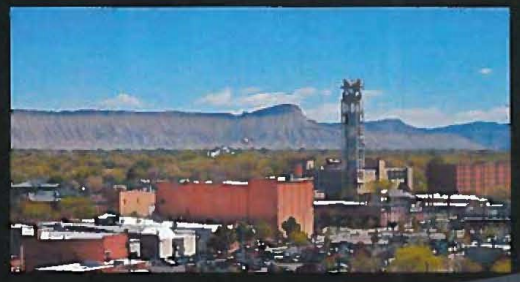
WALKER
PARKING CONSULTANTS

TASK A: PARKING SUPPLY AND DEMAND ANALYSIS

- Existing Conditions
- New Event Center Impacts (projected)
- Additional Growth Scenarios

TASK B: PARKING FINANCIAL MODEL AND STRATEGIES

- Parking Management Strategies
- Possible Revenue Enhancements



Existing Conditions

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Downtown Parking System:

- Managed by City
- 1,000 meters (single-space)
- 180 time-limited spaces
- 448-space Rood Avenue Garage
- A few private lots with public meters

Enforcement:

- One citation officer
- Police department and courts enforce parking violations
- Meters enforced weekdays (8 am – 4 pm)
- Free weekend and holiday parking
- Meters not enforced Thanksgiving - January 1

Existing Conditions

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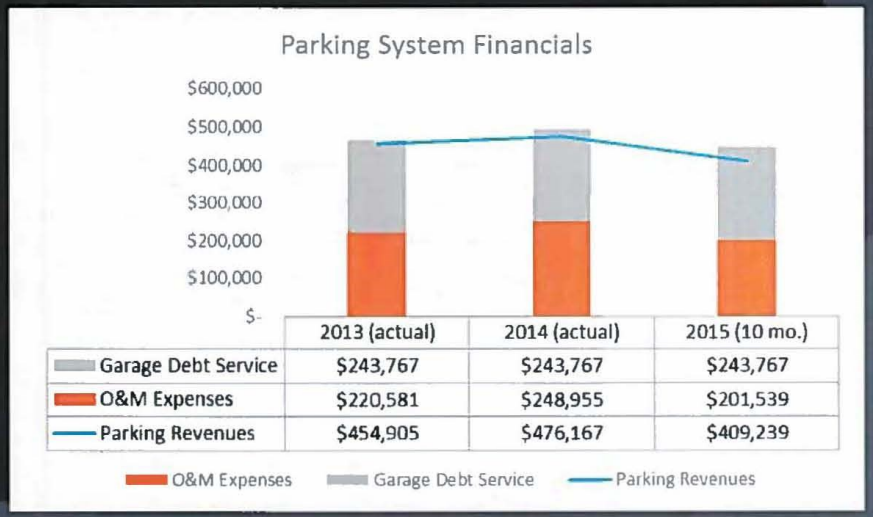
Rates:

- Short-Term Meters (2-4 Hours): **$0.50 per hour**
- Long-Term Meters (10 Hours): **$0.10 per hour or $0.90 per day**
- Street Parking Pass for Long Term Meters: **$25.00 per month**
- Surface Monthly: **$10.00 per month**
- Garage Monthly: **$60.00 per month**

Outlook:

- Almost break-even on O&M and garage debt

- Not currently saving for future infrastructure



	2013 (actual)	2014 (actual)	2015 (10 mo.)
Garage Debt Service	$243,767	$243,767	$243,767
O&M Expenses	$220,581	$248,955	$201,539
Parking Revenues	$454,905	$476,167	$409,239

Task A Findings Used to Inform Recommendations

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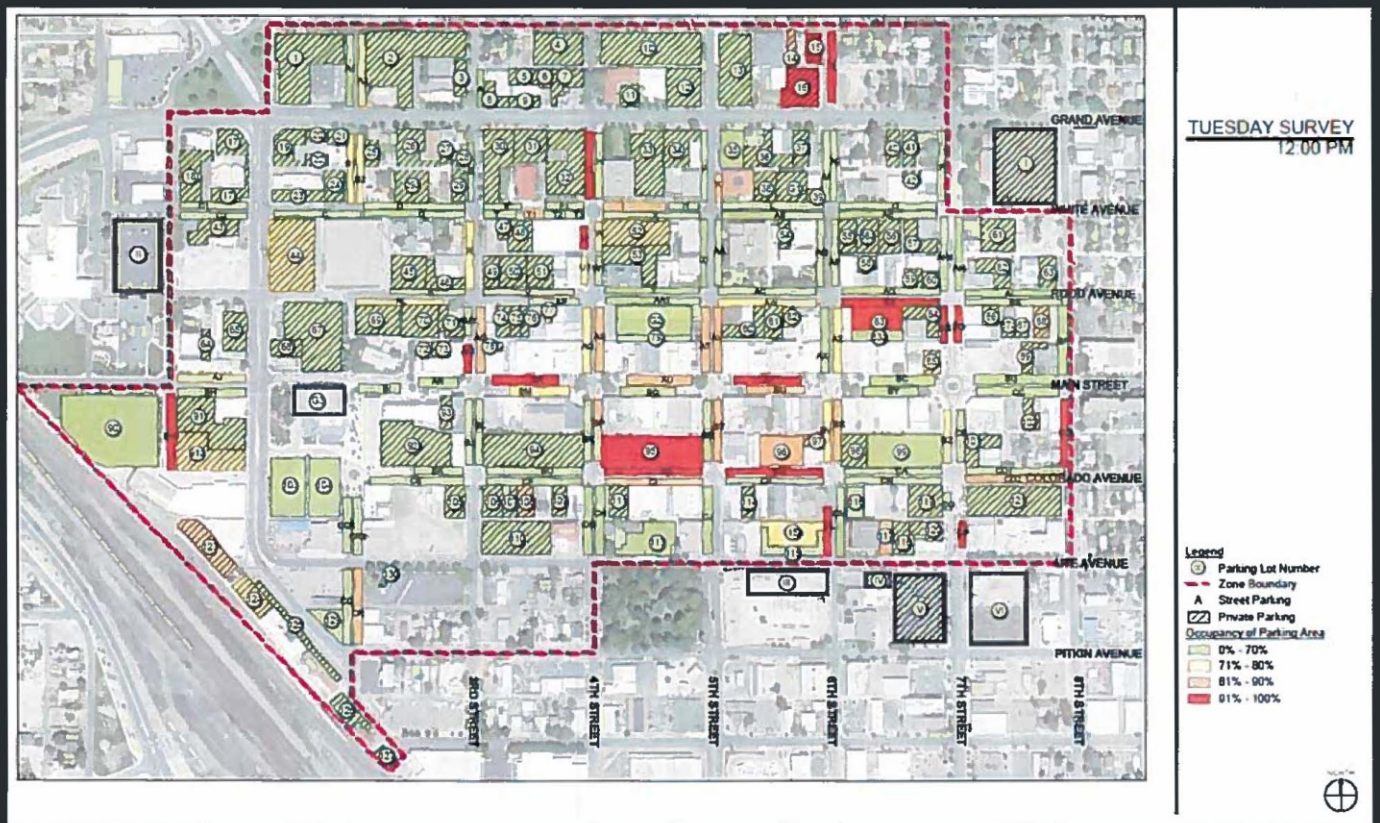
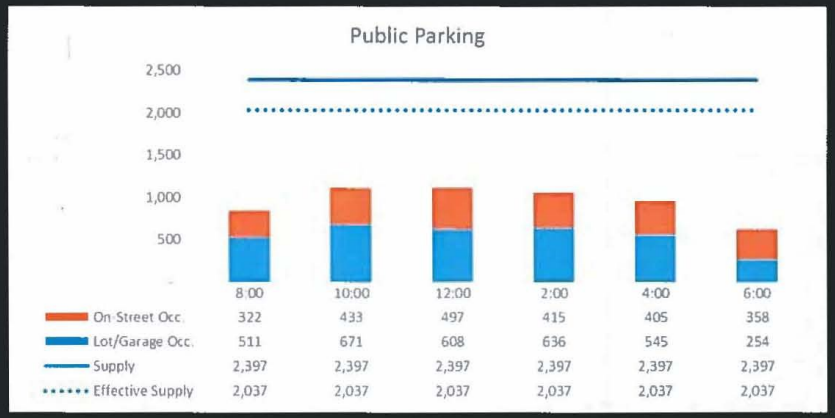


Task A Findings Used to Inform Recommendations



- Findings show sufficient public parking if managed for short-term / long-term users
- System is sufficient to accommodated moderate projected growth

- System might be impacted if future development displaces public lots
- Event Center demand can be accomidated

Parking Management Recommendations

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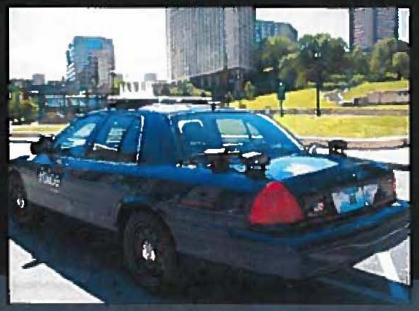
GROUP A OPTIONS

- Graduated Fines
- Warning Tickets
- Replace Time-Limited Parking with Meters
- Electronic Ticket Writers
- Automatic License Plate Recognition (ALPR)
- Ambassador Approach to Enforcement
- Install Meters that Accept Credit Cards



Parking Management Recommendations

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GROUP B OPTIONS

- Hire additional PEO and increase enforcement schedule
- Review free parking policies
- Downtown contractor permits available for purchase
- Begin over assigning permit spaces in the Rood Avenue garage
- Partner with the potential event center and offer weekend and evening event parking

GROUP C OPTIONS

- Increase parking fees to $1/hour for short term meters
- Increase long term meter rates to $0.50 per hour
- Increase long-term permit pricing (by 5% annually) until $50/month
- Index future rate increase to inflation or at least 2.5% annually
- Modify free holiday season parking

Parking Management Recommendations

WALKER PARKING CONSULTANTS

- Rate and policy recommendations aimed to make parking enterprise more viable to support future growth

City	State	Population*	Hours of Meters	Hourly Rate	Daily Rate	Monthly Rate
Billings	MT	108,869	Mon-Fri 8am-7pm	$ 0.25	$ 5.00	$ 37.00
Grand Junction	CO	60,210	Mon-Fri 8am-4pm	$ 0.50	$ 0.90	$ 25.00
Pueblo	CO	108,423		$ 0.50	NA	$ 30.00
Aurora	CO	353,108		$ 0.50	$ 3.00	$ 50.00
Manitou Springs	CO	5,245	Summer 7am-8pm	$ 1.00	$ 28.00	$ 20.00
Durango	CO	17,834	Mon-Fri 8am-6pm	$ 1.00	$ 7.50	$ 30.00
Fort Collins	CO	156,480		$ 1.00	NA	$ 40.00
Cheyenne	WY	62,845		NA	$ 4.00	$ 45.00
Missoula	MT	69,821	Mon-Fri 8am-5pm	$ 1.00	$ 14.00	$ 60.00
Colorado Springs	CO	445,830	Mon-Sat 8am-6pm	$ 1.00	$ 6.00	$ 100.00
Boise	ID	216,282	Mon-Fri 8am-6pm	$ 1.00	$ 10.00	$ 160.00
Telluride	CO	2,319	Mon-Fri 8am-6pm	$ 1.00	NA	NA
Boulder	CO	105,112	Mon-Fri 9am-7pm	$ 1.25	NA	$ 90.00
Reno	NV	236,995	Everyday 7am-6pm	$ 2.00	$ 21.00	$ 48.00
Aspen	CO	6,728	Mon-Sat 10am-6pm	$ 2.00	$ 15.00	$ 200.00
Santa Fe	NM	70,297	Mon-Sat 6am-9pm	$ 2.00	$ 10.00	NA
Salt Lake	UT	190,884	Mon-Fri 8am-8pm	$ 2.00	NA	NA
Coeur d'Alene	ID	46,402		$ 3.00	NA	$ 35.00
Breckenridge	CO	4,648	Everyday 7am-3pm	$ 3.00	$ 13.00	NA
Vail	CO	5,328		$ 17.00	$ 25.00	NA

*Based off 2014 US Census Bureau

*Rates are averaged over garages/lots

* We contacted the following Cities and many of them have time-limited parking, but do not currently charge: Alamosa, Castle Rock, Centennial, Greeley, Frisco, Loveland, Thornton, Steamboat, Laramie, and Provo.

Revenue Enhancement Models

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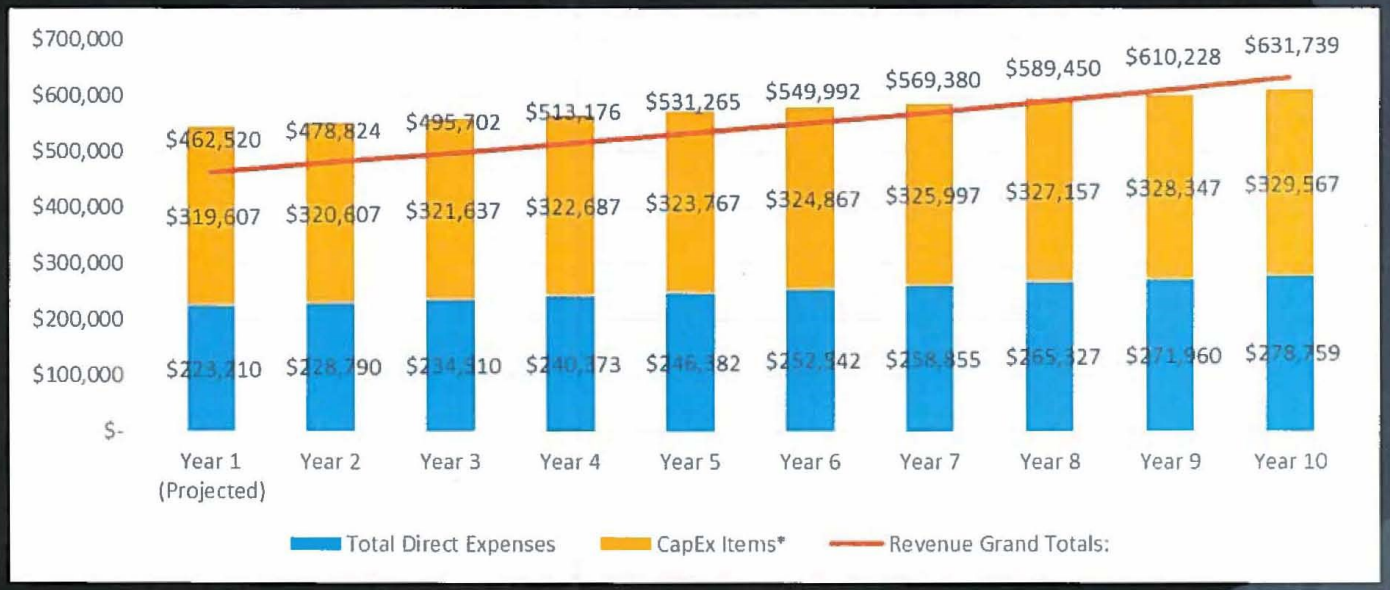
GROUP A OPTIONS



*Capital Expenses (CapEx) projections include debt service on Rood Avenue garage and have been increased over current budget to also include meter replacement/depreciation and a major maintenance reserve fund

Revenue Enhancement Models

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GROUP B

GROUP C

Advantages of Parking Management Under DDA

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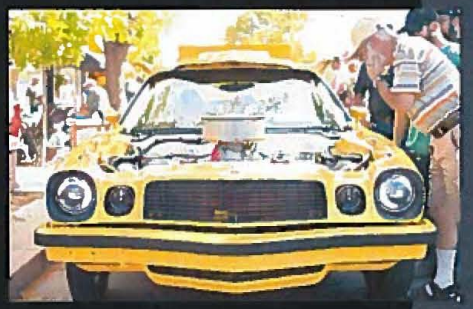
- Ease of adopting new policies
- Leverage parking as a tool to support downtown development
- Transfer of debt service on the Rood Avenue Garage
- DDA requirement to spend TIF money on debt service for capital projects
- City paid parking is solely within the boundaries of the DDA
- Parking program is currently profitable and carries the potential for upside revenues
- Parking enforcement and operations staff would likely be retained



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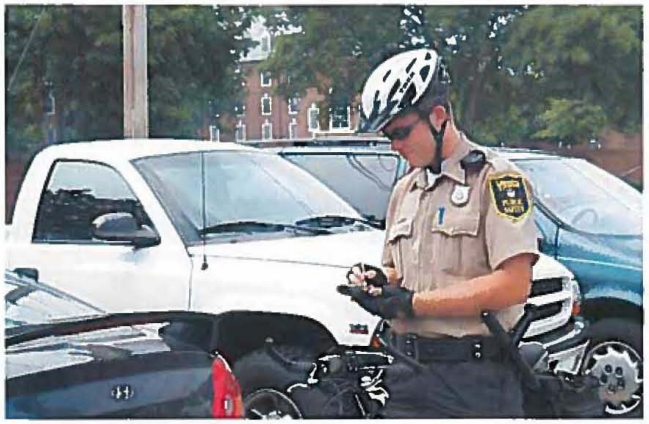
Questions and Discussion

Signage & Monitoring Only

Advantages
- Reduced capital investment needed for infrastructure and PARCS equipment
- Signage and/or parking enforcement can deter unintended users

Challenges
- Signage and/or enforcement will not catch or prevent all unintended users from parking in the most convenient on-street parking spaces
- Difficult to identify visitors/patrons versus employees and other users
- Employee shuffle will always be a problem with signage only
- No automated controls or credentials to assist in identifying unintended users
- Very limited options for extended stay past the post limit, even for visitors
- Can lead patrons to view on-street parking enforcement as punitive

Operational Considerations
- Requires staff to monitor and enforce street parking



Pay-by-Phone

Advantages
- No infrastructure needed except for signage
- Maintains free flow access to the parking
- For lower turn-over areas employees can register their LPN to act as their parking credential
- No ongoing equipment and infrastructure maintenance cost, except for enforcement equipment

Challenges
- Customers are required to set up an account with their LPN and credit card information to utilize the mobile payment application. Many pay-by-phone providers require customers to have a pre-paid account.
- Customer education is critical to the success of the mobile payment program
- Requires periodic enforcement and could require additional hardware (handhelds or mobile LPR) depending on the enforcement method. Without handhelds or mobile LPR a list of valid plates would have to be printed off and manually checked off while patrolling the lots.
- Citations for violators may be unenforceable and difficult to collect
- Typically there is a per transaction fee

Operational Considerations
- Staff and equipment needed to enforce streets
- Staff will need to assist customers in using the mobile payment and apply validations

Pay-by-Space Multi-Space Meter (MSM)

Advantages
- Minimal power and communication infrastructure is required if using solar power and cellular communication
- Maintains free flow access to the parking

Challenges
- Difficult to use MSM to provide free parking. The parking fee has to be paid up front and then reimbursed as a discount to a purchase made at local businesses
- Each space must be numbered. If done on the pavement the numbering can be obscured by snow and numbers can be damaged by plows.
- Guests must enter the proper space into the MSM
- Requires periodic enforcement
- Citations for violators may be unenforceable and difficult to collect
- Typically the MSM provider charges an ongoing monthly fee for software and there are additional fees for credit card processing
- Not very typical for on-street as space numbers must be pole-mounted or painted on curbs

Operational Considerations
- Staff needed to enforce the streets
- MSMs that accept cash require periodic collection
- Pay-by-Space MSMs need periodic replenishment of receipt stock

Pay-by-Plate Multi-Space Meter (MSM)

Advantages
- Minimal power and communication infrastructure is required if using solar power and cellular communication
- Maintains free flow access to the parking lot

Challenges
- Difficult to use MSM to provide free parking. The parking fee has to be paid up front and then reimbursed as a discount to a purchase made at local merchants
- Guests must remember their LPN and enter it properly into the MSM
- Requires periodic enforcement and could require additional PARCS hardware (handhelds or mobile LPR) depending on the enforcement method. Without handhelds or mobile LPR a list of valid plates would have to be printed off and manually checked off while patrolling the lots.
- Citations for violators may be unenforceable and difficult to collect
- Typically the MSM provider charges an ongoing monthly fee for software and there are additional fees for credit card processing.

Operational Considerations
- Staff needed to enforce the streets
- MSMs that accept cash require periodic collection
- Pay-by-Plate MSMs need periodic replenishment of receipt stock

Pay-and-Display Multi-Space Meter (MSM)

Advantages
- Minimal power and communication infrastructure is required if using solar power and cellular communication
- Maintains free flow access to the parking lot

Challenges
- Difficult to use MSM to provide free parking. The parking fee has to be paid up front and then reimbursed as a discount
- Guests must pay for parking at the MSM and then return to their vehicle to display their parking receipt
- Requires periodic enforcement
- Citations for violators may be unenforceable and difficult to collect
- Typically the MSM provider charges an ongoing monthly fee for software and there are additional fees for credit card processing

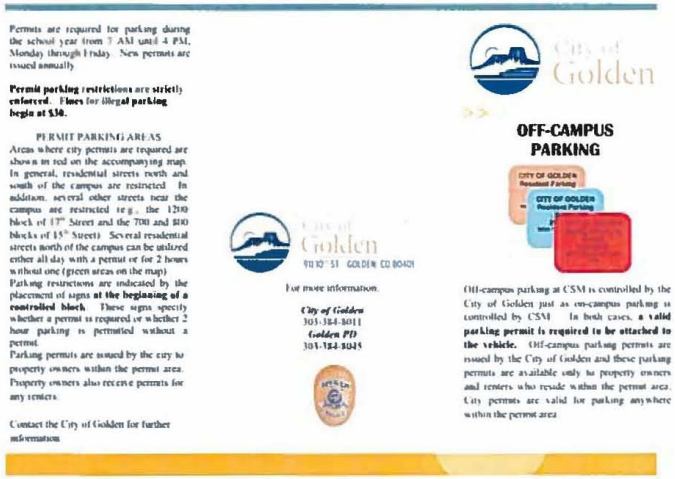
Operational Considerations
- Staff needed to enforce the streets
- MSMs that accept cash require periodic collection
- Pay-and-Display MSMs need periodic replenishment of parking slips and receipt stock

Residential Permit Programs (RPP)

Advantages
- No infrastructure needed except for signage
- Maintains free flow access to the parking
- Can be implemented to protect residential neighborhoods from parking spill-over
- Also can be used to issue commercial permits (CPP) for residential neighborhoods where street parking is available during the day

Challenges
- Requires periodic enforcement
- Citations for violators may be unenforceable and difficult to collect
- Residents generally need to "vote in" the district
- May be some cost up front to apply for permits and residents may need to renew their permit each year
- Providing for guest parking can be challenging

Operational Considerations
- Staff needed to enforce the streets
- Can be enforced through license plate recognition technology



Permits are required for parking during the school year from 7 AM until 4 PM, Monday through Friday. New permits are issued annually.

Permit parking restrictions are strictly enforced. Fines for illegal parking begin at $30.

PERMIT PARKING AREAS

Areas where city permits are required are shown in red on the accompanying map. In general, residential streets north and south of the campus are restricted. In addition, several other streets near the campus are restricted (e.g., the 1200 block of 17th Street and the 700 and 800 blocks of 15th Street). Several residential streets north of the campus can be utilized either all day with a permit or for 2 hours without one (green areas on the map).

Parking restrictions are indicated by the placement of signs **at the beginning of a controlled block**. These signs specify whether a permit is required or whether 2 hour parking is permitted without a permit.

Parking permits are issued by the city to property owners within the permit area. Property owners also receive permits for any renters.

Contact the City of Golden for further information.

City of Golden

911 10th St GOLDEN CO 80401

For more information:

City of Golden
303-384-8011
Golden PD
303-384-8045

City of Golden

OFF-CAMPUS PARKING

Off-campus parking at CSM is controlled by the City of Golden just as on-campus parking is controlled by CSM. In both cases, **a valid parking permit is required to be attached to the vehicle.** Off-campus parking permits are issued by the City of Golden and these parking permits are available only to property owners and renters who reside within the permit area. City permits are valid for parking anywhere within the permit area.