



Millbrae Parking Management Plan

Final Report
July 2024



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1. Introduction

The City of Millbrae is located on the San Francisco Peninsula in northern San Mateo County. It is bordered by San Bruno to the north, Burlingame to the south, and San Francisco International Airport (SFO) to the east. California State Route 82 (SR-82, El Camino Real) and U.S. Route 101 (US-101) run north-south through Millbrae and connect the cities of the Peninsula between San Francisco and San Jose. Downtown Millbrae is a dense commercial area that is typically defined as along El Camino Real and Broadway between Taylor Blvd and Victoria Ave, though other commercial land uses exist along El Camino Real throughout the city. Millbrae Station, located on the eastern edge of the city, is a large intermodal transit center with 2,200 parking spaces and serves as a connection point between BART regional rail service, Caltrain commuter rail service, and SamTrans local bus service.

In a dense downtown area such as Millbrae, parking is an important resource that must be effectively managed. Too much or too little parking supply, whether located curbside along a public street (“on-street”) or in public or privately-owned surface lots or structures (“off-street”), may have impacts on mobility, accessibility to destinations, economic vitality, and placemaking. Careful decisions made through regulations and infrastructure ensure that there is the “right amount” at the “right time and place” to balance parking supply and demand.

The City of Millbrae has many unique parking needs and challenges. It has a vibrant downtown commercial district with a mix of successful retail, restaurants, and civic buildings, including a Saturday Farmer’s Market that generates a significant amount of parking demand. Downtown also has a diverse mix of housing stock that includes large multifamily apartment buildings with minimal off-street parking. All these factors contribute to higher levels of parking utilization in downtown Millbrae.

The City has developed a Parking Management Plan (“PMP”) to address these issues and the changing parking needs for residents, businesses, and visitors to downtown Millbrae. **Figure 1** presents the schedule for the major tasks in the PMP. The objectives for the PMP include:

- Effectively manage public on/off-street parking spaces to provide available parking spaces when and where it’s needed.
- Generate revenue to support future parking programs and other downtown initiatives.

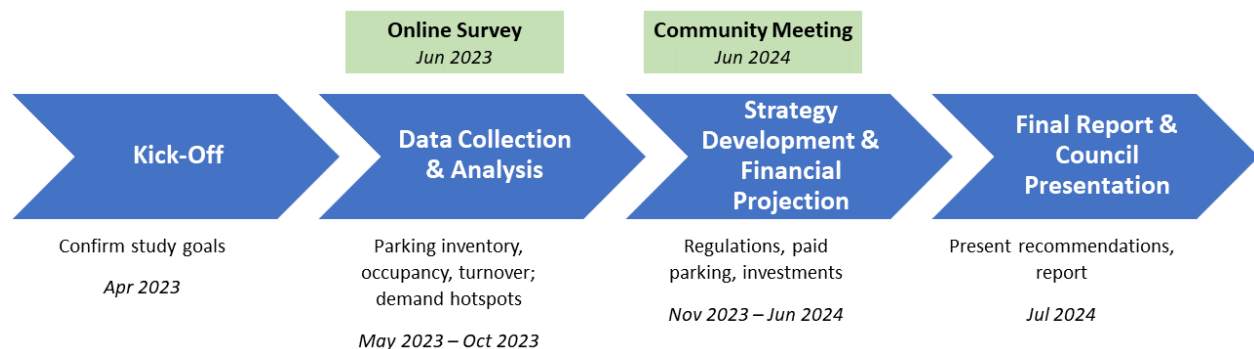


Figure 1: Millbrae Parking Management Plan Project Timeline



The PMP analyzed existing parking conditions within the downtown study area to identify hotspots with high parking utilization throughout the day. Previous parking studies conducted in 2002 and 2018 provide historical parking data and insights into how conditions may have changed within the downtown study area.

Future growth in parking demand associated with expected land use changes were derived from regional and local planning documents including Plan Bay Area 2050, the City of Millbrae's 2040 General Plan, Downtown & El Camino Real Specific Plan, and 6th Cycle Housing Element Update. Additionally, stakeholder input was collected through an online survey and community meetings.

The parking management strategies included in the PMP were made based on previous experiences and case studies of parking systems implemented by similar-sized cities in the Bay Area and across the United States. The PMP then recommends the most effective actions that address Millbrae's parking challenges, which include policy and signage modifications, improved parking enforcement, and implementing paid parking. Finally, the PMP discusses long-term strategies that the City may choose to pursue.

2. Background Conditions

This section summarizes the PMP's existing condition parking analysis, a review of the City's parking regulations and General Plan policies, and parking programs of peer cities in the Bay Area.

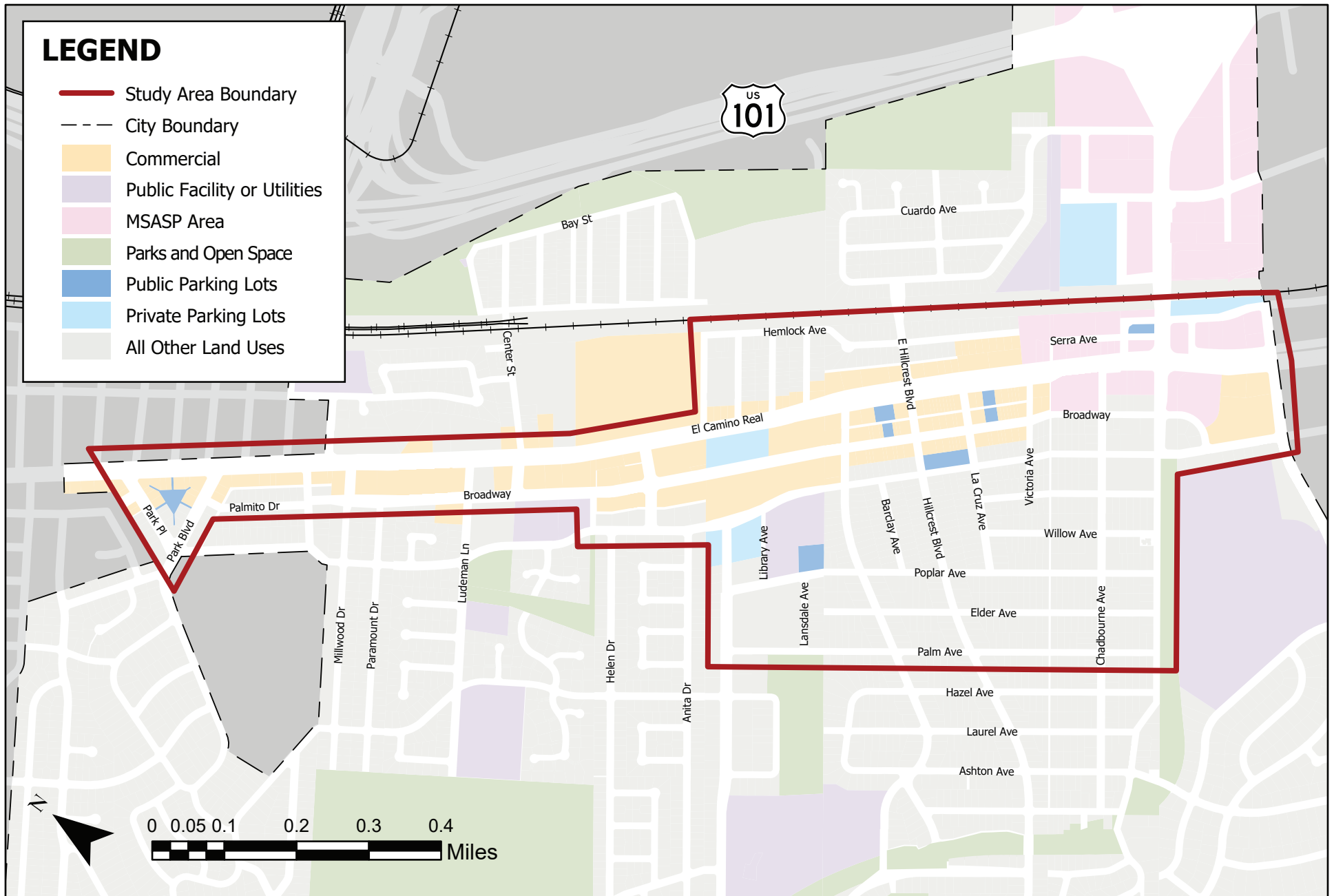
2.1. Existing Conditions Summary

An existing conditions analysis was conducted to determine the parking inventory, utilization, and turnover rates in downtown Millbrae. The study area for the parking data collection consists of the downtown commercial area along El Camino Real and Broadway, residential neighborhoods adjacent to the downtown area, and the area surrounding Millbrae Station.

Figure 2 presents a map of the study area with the surrounding land uses.

Within the study area, the blocks along El Camino Real and Broadway between Victoria Avenue and Taylor Boulevard have the highest commercial densities. Millbrae Square, which is a shopping center located north of Taylor Boulevard, is home to two large supermarkets and other major retailers.

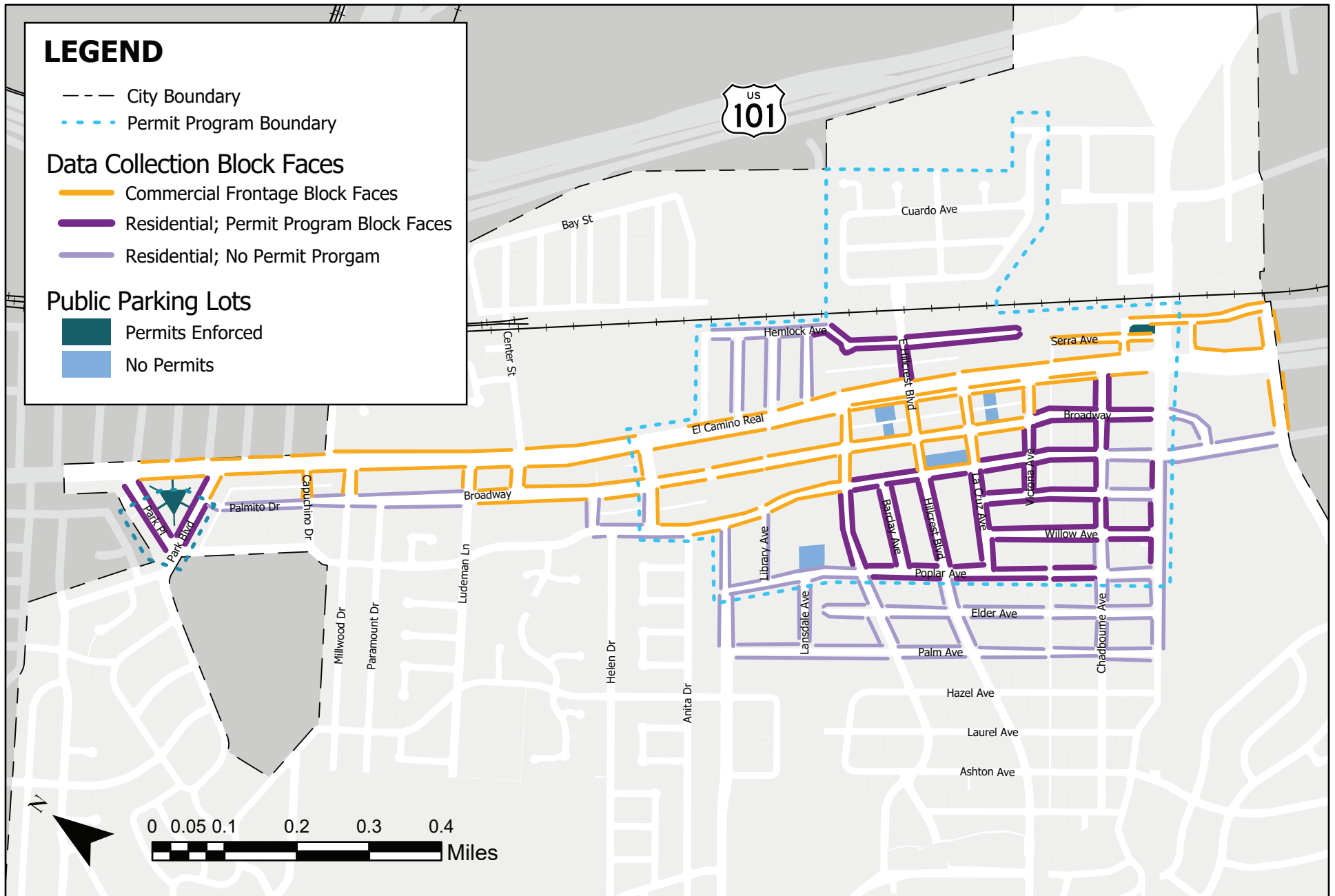
The on-street parking spaces were segmented between commercial and residential areas based on the land uses located along the frontage of the block face. **Figure 3** shows the location of the commercial and residential block faces.



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Figure 2: Study Area Boundary and Land Use

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Figure 3: Parking Analysis Block Faces

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The study area contains a total of 3,506 parking spaces, with 3,123 on-street and 383 spaces in public off-street surface parking lots. **Table 1** summarizes the parking inventory by space type and the percentage of the total supply for each category. There are no public paid parking spaces in the study area.

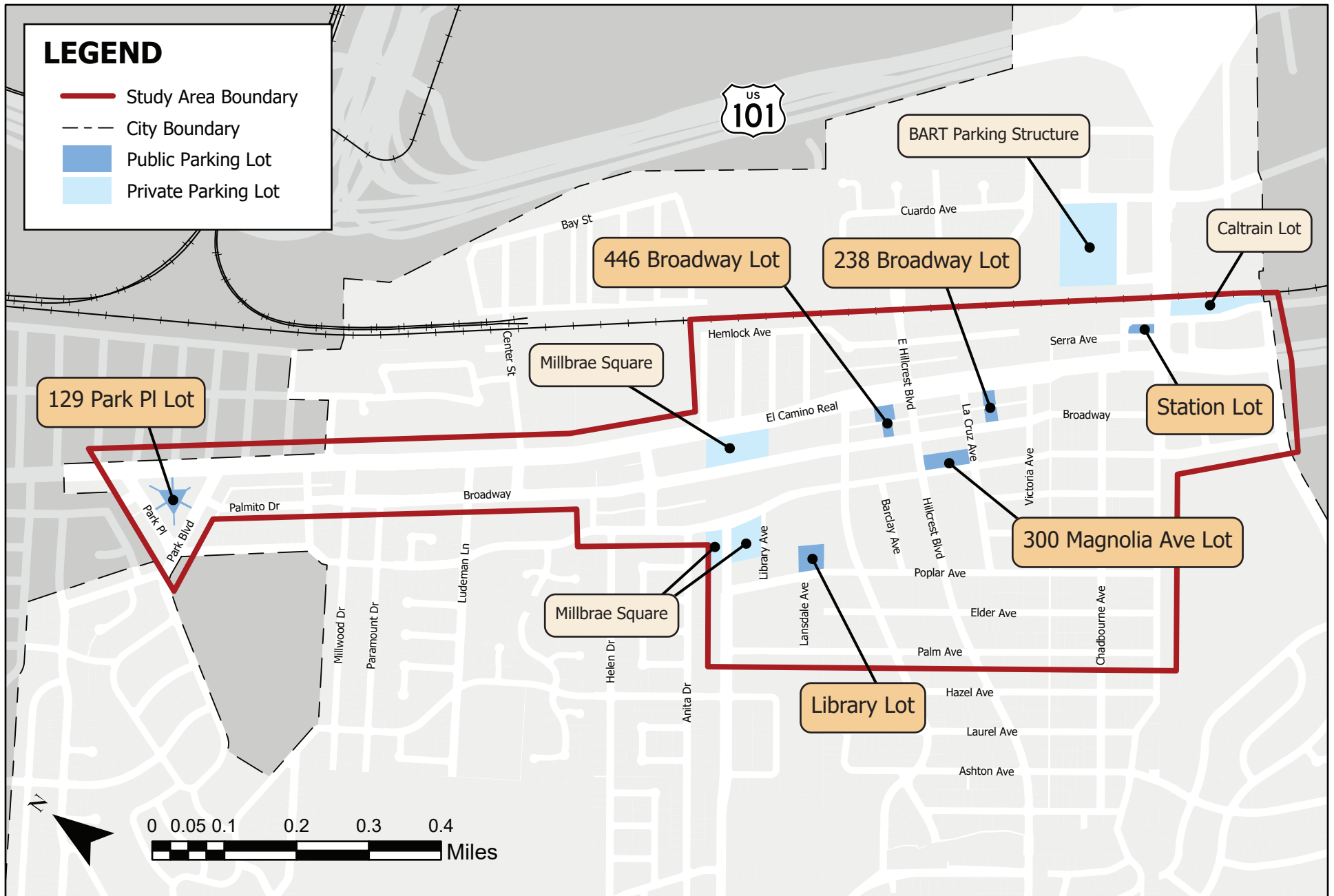
Table 1: Parking Inventory Summary

Type of Parking	On-Street Commercial		On-Street Residential		Off-Street Public		Total Parking	
	# of Spaces	% of Supply	# of Spaces	% of Supply	# of Spaces	% of Supply	# of Spaces	% of Supply
No Limit	107	10%	1,014	50%	60	16%	1,181	34%
15-20 Minute	72	7%	6	0%	0	0%	78	2%
1-2 Hour	761	70%	54	3%	232	61%	1,047	30%
4 Hour	90	8%	33	2%	0	0%	123	4%
8 Hour	0	0%	63	3%	0	0%	63	2%
ADA Accessible	14	1%	4	0%	17	4%	35	1%
Short-Term Permit	26	2%	743	36%	48	13%	817	23%
Long-Term Permit	0	0%	115	6%	0	0%	115	3%
Loading	14	1%	7	0%	0	0%	21	1%
Electric Vehicle	0	0%	0	0%	19	5%	19	1%
City Employee	0	0%	0	0%	7	2%	7	0%
Total	1,084	100%	2,039	100%	383	100%	3,506	100%

Within the study area, the City of Millbrae operates six public parking lots:

- 238 Broadway Lot (accessible from El Camino Real)
- 446 Broadway Lot (accessible from El Camino Real)
- 300 Magnolia Avenue Lot
- 129 Park Place Lot
- Library Lot (Poplar Avenue & Lansdale Avenue)
- Station Lot (Serra Avenue & Linden Avenue)

The 238 Broadway Lot hosts a weekly Farmers' Market on Saturdays and is inaccessible at that time. In addition to the above public parking lots, there are several private parking lots within the study area, the largest of which are Millbrae Square's surface parking lots, Caltrain's surface parking lot, and BART's parking structure. **Figure 4** presents the locations of the surface parking lots in downtown Millbrae.



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Figure 4: Public Parking Lots and Major Private Parking Lots

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Where there is time-limited parking, the City operates a parking permit program for residents and businesses, which exempts permit holders from the posted time limits in certain on-street block faces and off-street public lots. The program helps provide available parking for residents and employees and discourages long-term parking from visitors, Caltrain and BART riders, and airport users. The City has designated a perimeter for the program's boundary, and residents must petition the City with 75% approval of residents of a block for the permit program to begin operating on block faces within the boundary. **Appendix A** shows the boundary and block faces that the parking permit program currently operates in. Most block faces are within Zone A and B, where residential permits are offered; select block faces downtown are designated as Zone C, where commercial permits are offered.

Parking occupancy is defined as the number of parked vehicles divided by the total parking supply within a given area. This metric helps measure the degree that parking supply is being utilized. Occupancy rates in the 75-85% range typically represent the "optimal" capacity. For occupancy rates higher than 85%, available spaces can be too difficult to find, which can result in drivers circling the area for a of time to find parking. Conversely, low occupancy, especially near high-demand areas, signals that parking resources are not being utilized effectively.

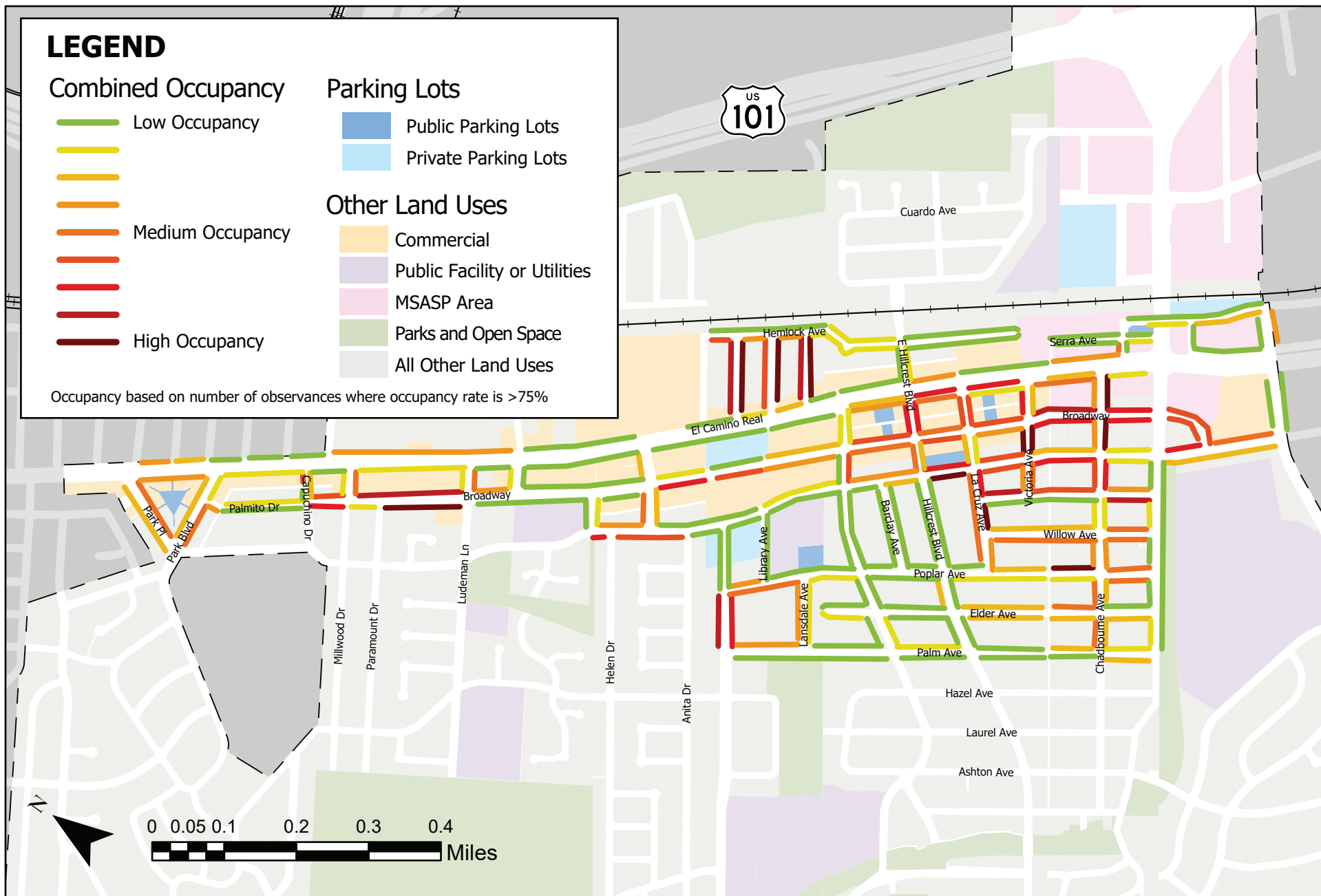
Occupancy data was collected on a Thursday and Saturday in mid-May 2023 to capture typical weekday and weekend conditions with no special events, street closures, or construction taking place. Data was collected for each on-street block face and public off-street lot within the study area for four periods each day: morning (10 AM), afternoon (2 PM), evening (6 PM), and late evening (8 PM), for a total of eight observations.

A summary of observed occupancy across the entire study area is provided in **Table 2**. Parking is most utilized on weekday early evenings and weekend mornings and afternoons. The weekday utilization trend is likely due to typical work schedules. The weekend high demand in the morning can be explained by the downtown farmers' market, occurring weekly at the 238 Broadway Lot.

Table 2: Parking Occupancy Summary

	Weekday				Weekend				Parking Availability
	Morning	Afternoon	Early Evening	Late Evening	Morning	Afternoon	Early Evening	Late Evening	
On-Street	49%	52%	55%	39%	64%	58%	62%	42%	3140
Public Off-Street	49%	55%	64%	-	61%	67%	50%	-	383
Average Parking Occupancy (%)	49%	52%	56%	39%	64%	69%	61%	42%	3523

Figure 5 maps the number of observations that each block face exceeds 75% occupancy to show the locations where parking is most often nearing capacity. This map provides an overall indication of where the greatest parking "hotspots" are in the downtown. Occupancy for the on-street commercial blocks peaks in the early evening at close to 100% with the highest rates on Broadway, the west side of El Camino Real, and segments of Chadbourne and Victoria Avenues. Residential on-street occupancy peaks in the late evening with the highest rates on segments of La Cruz, Lewis, and Willow Avenues.



City of Millbrae Parking Management Plan

Figure 5: Combined Occupancy Map

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In addition to parking occupancy data, parking duration data was collected in a smaller area that focuses on the downtown core. This data was collected by recording the license plates of parked cars hourly to calculate the duration of each unique parking visit. Duration data can be converted into turnover, a measure defined as the number of unique vehicles that utilize a parking space per day. Turnover rates are inversely related to duration and the ideal turnover for a space depends on its surrounding land uses. Typically, commercial areas should aim to have higher turnover as it indicates that more people are able to find parking and visit businesses.

Table 3 shows the average duration of a parked vehicle for both on-street and public off-street parking spaces, while **Figure 6** plots the distribution of parking durations for each day. The data shows that most vehicles are parking less than two hours, with weekend durations being slightly shorter than weekdays. However, around 20% of vehicles are parking for longer than two hours (the most common posted time limit in downtown). **Figure 7** shows the turnover observed on each block face averaged between the weekday and the weekend. The highest turnover spaces are mostly along Broadway between Victoria Ave and Meadow Glen Ave, which is expected for a densely commercial corridor.

Table 3: Observed Parking Duration

		0 - 1 hours	1 - 2 hours	2 - 3 hours	3 - 4 hours	4 - 5 hours	5 - 6 hours	6 - 7 hours	7 - 8 hours	8 - 9 hours	9 - 10 hours
Weekday	# of Vehicles	1,984	673	276	136	108	51	72	50	34	98
	% of Total	57%	19%	8%	4%	3%	1%	2%	1%	1%	3%
Weekend	# of Vehicles	2,695	732	257	130	115	54	45	39	29	99
	% of Total	64%	17%	6%	3%	3%	1%	1%	1%	1%	2%

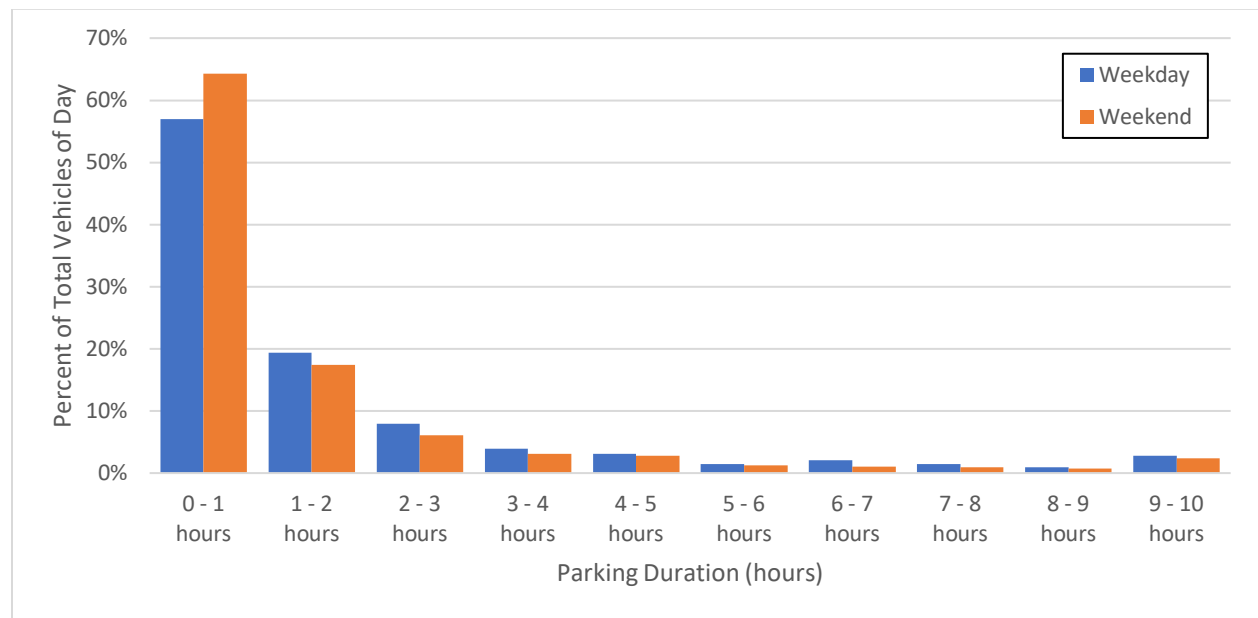
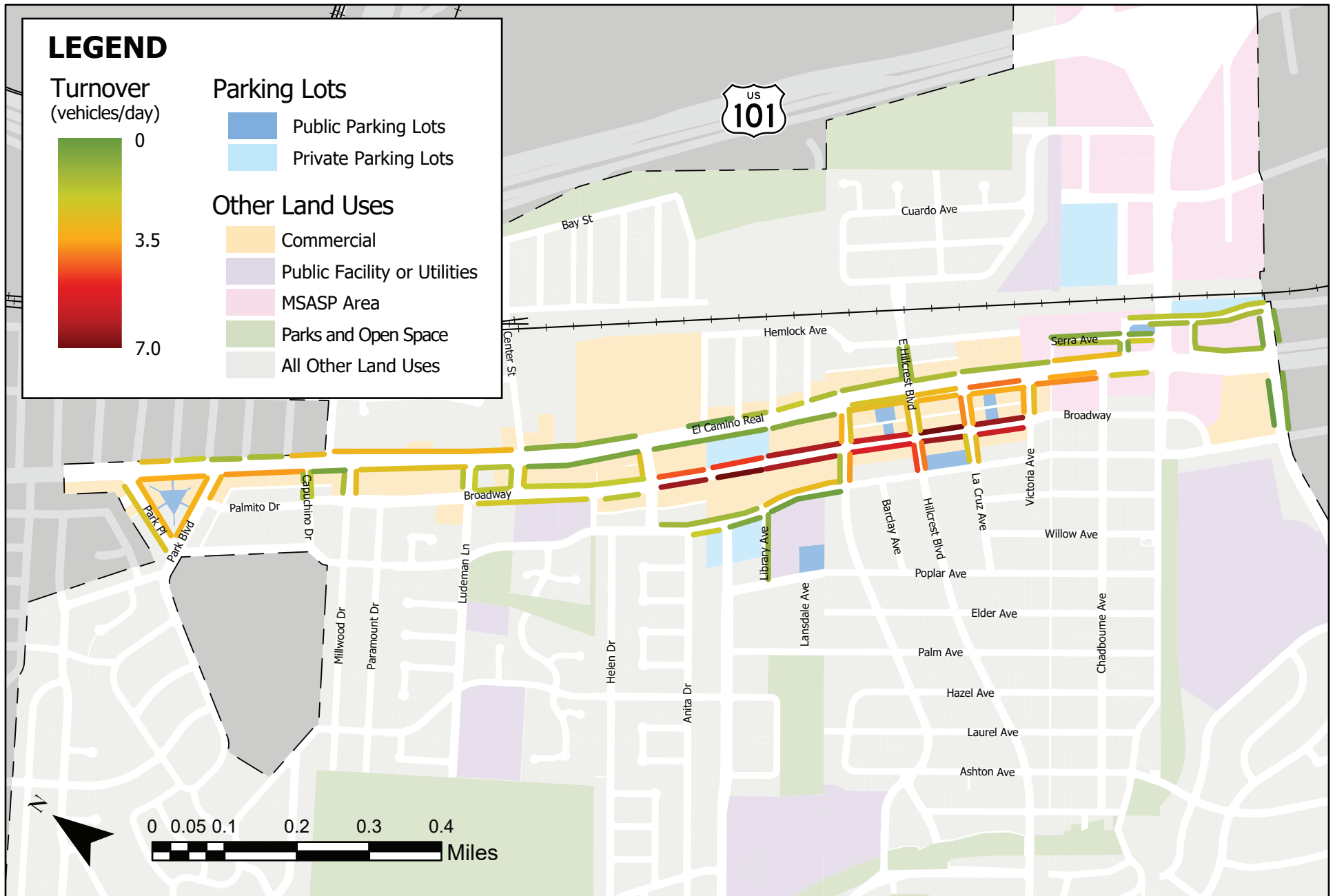


Figure 6: Distribution of Parking Duration



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Figure 7: Turnover, Average of Weekday and Weekend

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The maximum turnover rate observed was 5.12 vehicles per day per space on weekdays and 6.71 vehicles per day per space on weekends. Turnover varied considerably by block and time-of-day across the study area. **Table 4** and **Table 5** highlight the street corridors with the highest average turnover rate on weekdays and weekends, respectively.

Table 4: Corridors with High Average Turnover on Weekdays

Corridor	Side of Street	Block	Average Turnover Rate (vehicles/space/day)
Broadway	East	Victoria Ave to Meadow Glen Ave	5.12
Broadway	West	Victoria Ave to Ludeman Ln	4.13
Broadway	West	Parking Lot to Parking Lot	3.89
Victoria Ave	South	Broadway to El Camino Real	3.33
Taylor Blvd	South	Magnolia Ave to El Camino Real	3.25

Table 5: Corridors with High Average Turnover on Weekends

Corridor	Side of Street	Block	Average Turnover Rate (vehicles/space/day)
Broadway	West	Victoria Ave to Ludeman Ln	6.71
Broadway	East	Victoria Ave to Meadow Glen Ave	5.99
Park Blvd	South	Palmito Dr to El Camino Real	4.55
Park Blvd	North	Park Pl to El Camino Real	4.40
Victoria Ave	North	El Camino Real to Broadway	4.39

2.2. Future Conditions Summary

As Millbrae continues to develop, there is a growing need for practical parking management solutions to ensure maximum accessibility to downtown businesses. The Future Conditions Summary reviews local and regional documents to better understand Millbrae's future development plans and population and employment trends. These are used to provide insight into future parking supply and demand changes.

Plan Bay Area 2050 (PBA 2050), jointly authored by the Metropolitan Transportation Commission (MTC) and Association of Bay Area Governments (ABAG), is a 30-year regional plan for the San Francisco Bay Area adopted in October 2021. PBA 2050 contains future projections of population, household, and employment for the nine Bay Area counties. Projections are calculated for traffic analysis zones (TAZs) that roughly match the size of census tracts.

Table 6 and **Table 7** shows the growth estimates for the TAZs in a 3-mile radius of downtown Millbrae and TAZs containing the downtown core (numbered 240, 241, and 244), respectively. Parking demand growth is correlated to population and employment growth due to the increased trips traveled. Within downtown Millbrae, parking demand should grow at a slightly lower rate due to public transit options being available.

Table 6: Plan Bay Area 2050 Projections for TAZs in 3-Mile Radius of Downtown Millbrae

Citywide	PBA 2050 Estimates			Percent Growth (Per Year)	
	2015	2035	2050	2015-2035	2035-2050
Total Population	90,629	116,547	139,181	1.3%	0.9%
Total Households	32,499	49,114	59,485	2.1%	1.0%
Total Employment	55,822	63,235	67,880	0.6%	0.4%

Table 7: Plan Bay Area 2050 Projections for TAZs in Downtown Millbrae

Downtown	PBA 2050 Estimates			Percent Growth (Per Year)	
	2015	2035	2050	2015-2035	2035-2050
Total Population	13,503	24,655	27,281	3.1%	0.5%
Total Households	4,832	9,892	11,027	3.6%	0.5%
Total Employment	5,369	7,561	10,736	1.7%	1.8%

The most significant project is The Gateway, a transit-oriented development that broke ground in 2010 and was completed in April 2023. Located on the east side of the BART/Caltrain station, The Gateway is expected to become a major activity center: it features 400 residential units, 297,000 sq ft of commercial and office space, and a 164-room hotel.¹ While the development is separated from downtown Millbrae by Caltrain tracks and contains ample parking supply, the population growth associated with Gateway is still expected to increase activity and parking demand in downtown Millbrae, highlighting the need for parking management solutions in the near term. The Gateway explains why downtown Millbrae is projected to see significant population and employment growth between 2015 and 2035, after which growth slows down due to the city becoming built-out.

Adopted in 2022, the City’s 2040 General Plan is Millbrae’s long-range plan that will guide citywide decision-making on development and infrastructure. The General Plan identifies cultivating “a vibrant downtown” as a guiding principle for the City’s development and provides parking requirements and strategies for various land use designations. Completing a PMP that “considers the use of all available tools, including parking enforcement, to address parking issues within the plan areas” was identified in the General Plan (M-4.1).

The 2022 Downtown and El Camino Real Specific Plan (“Specific Plan”) focuses on Downtown Millbrae to address the area’s specific development and circulation needs. It envisions considerable growth in retail, restaurants, office, residential, and other developments, which will increase the demand for parking. **Figure 8** shows the land use plan within the Specific Plan boundary. The downtown blocks along Broadway and El Camino Real are designated as “mixed-use”, characterized by commercial uses on the ground floor with residential or office space above. The increased density is expected to increase parking demand within downtown. The Specific Plan also envisions road design concepts for downtown corridors that include sidewalk widening, bicycle lanes, reconfiguring diagonal parking to parallel parking, and removing the

¹ “Transit-Oriented Mixed-Use Development”, Blach Construction,
<https://www.blach.com/portfolio/republic-urban/#:~:text=The%20Gateway%20at%20Millbrae%20Station,ft.>

frontage roads on El Camino Real. The roadway improvements identified in the Specific Plan are expected to affect the city's existing on-street parking supply. One change is the reconfiguration of parking spaces from perpendicular to the curb to diagonal on Broadway between Victoria Ave and Taylor Ave, which is expected to be completed within the next five years.

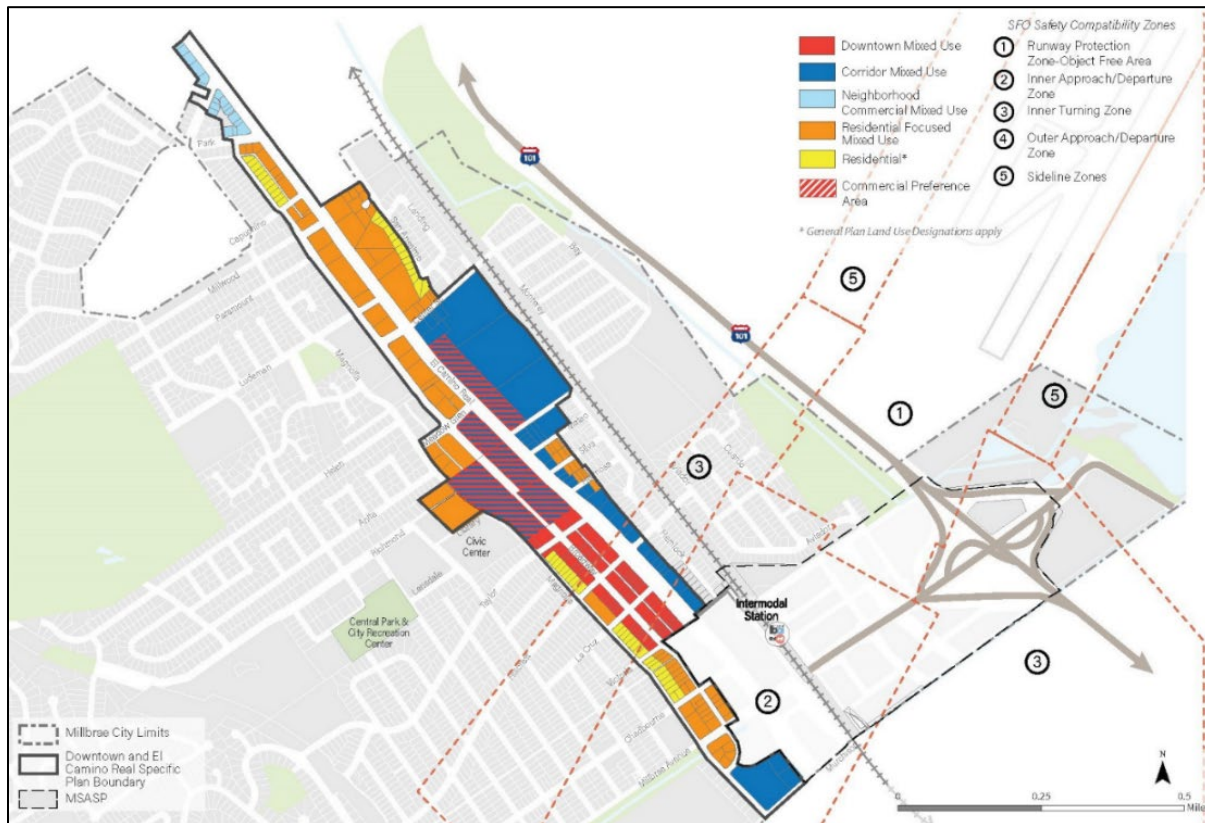


Figure 8: Downtown and El Camino Real Specific Plan Land Use Map (source: City of Millbrae)

One component of parking demand growth is the increase in residential units, which is outlined in the City of Millbrae's 6th Cycle Housing Element. The site inventory prepared for the Housing Element showed that Millbrae has sufficient capacity for 3,861 more residential units. The most significant development is at The Gateway; the Housing Element identifies eight additional downtown sites with entitled and pending development applications that will add a total of 1,269 more housing units. The most significant of these sites are 150 Serra Ave with 488 units, 1100 El Camino Real with 376 units, and 959 El Camino Real with 278 units.

2.3. Case Studies

Several other cities in the San Francisco Bay Area have established various parking management systems, including paid parking, preferential parking permit programs, or time limits. By examining these case studies, the PMP seeks to identify the different parking management implementations possible and evaluate if they are suitable for Millbrae. **Table 8** lists Bay Area cities that have a dense city core like Millbrae and the key characteristics of their respective programs.

Table 8: Parking Management Case Studies

Jurisdiction	Program type	Program Scale	Payment Type	Pricing Rate and Time Limit	Hours of Operation
San Bruno	<ul style="list-style-type: none"> • Paid parking • Residential permits on-street 	On-street and surface lots, 839 spaces; similar scale as Millbrae	Pay-by-space kiosks only; accepts card, cash, and mobile payments	<ul style="list-style-type: none"> • On-street: \$1.50/hr, 2hr limit • Off-street: up to \$3.50 for 10 hrs 	8AM-8PM, 7 days a week
South San Francisco	<ul style="list-style-type: none"> • Paid parking • Monthly permits at parking lots 	On-street, surface lots, and 1 parking structure; similar scale as Millbrae	Meters only; accepts card, cash, and mobile payments via ParkMobile	<ul style="list-style-type: none"> • Core zone: \$1.50/hr, 2hr limit • Others: \$1.25/hr, 2hr limit 	9AM-8PM, Mon-Sat
Burlingame	<ul style="list-style-type: none"> • Paid parking • Residential permits on-street • Employee permits at parking lots 	On-street, surface lots, and 1 parking structure; similar scale as Millbrae	Meters and pay-by-space kiosks off-street; accepts card and cash (no mobile payments)	<ul style="list-style-type: none"> • Regular on-street: up to \$2/hr, 4hr limit • 24 min parking: up to 40 cents flat rate • Parking lots: up to \$3 flat rate, 10 hr max 	8AM-6PM, Mon-Sat
San Carlos	<ul style="list-style-type: none"> • Paid parking • Free, time-restricted parking • Residential permits on-street • Employee permits at parking lots 	On-street, surface lots, and 1 parking structure; similar scale as Millbrae	N/A	No pricing, 2-3hr max	7AM-6PM, Mon-Sat
Redwood City	<ul style="list-style-type: none"> • Paid parking • Residential permits on-street • Monthly permits at parking lots 	On-street, surface lots, and 4 parking structures; larger scale than Millbrae	Meters and pay-by-space kiosks; accepts card, cash, and mobile payments via PayByPhone	<ul style="list-style-type: none"> • Core zone: \$1.00/hr, 2hr limit • Others: \$0.50/hr, 2hr limit 	8AM-8PM, Mon-Sat
San Mateo	<ul style="list-style-type: none"> • Paid parking • Residential & visitor permits on-street • Monthly permits at parking lots 	On-street, surface lots, and 5 parking structures; larger scale than Millbrae	Meters and pay-by-space kiosks; accepts card, cash, and mobile payments via PayByPhone	<ul style="list-style-type: none"> • Core zone: \$1.50/hr, 3hr limit • Others: \$1.00/hr, 3hr limit 	8AM-6PM, Mon-Sat
Palo Alto	<ul style="list-style-type: none"> • Free, time-restricted parking • Residential permits on-street • Employee and visitor permits at parking lots 	On-street and off-street parking; larger scale than Millbrae	N/A	No pricing, 2-3 hr max	8AM-5PM, Mon-Fri
Mountain View	<ul style="list-style-type: none"> • Free, time-restricted parking • Residential & employee permits at parking lots 	On-street, surface lots, and 2 parking structures; larger scale than Millbrae	N/A	No pricing, 3hr max	8AM-5PM, Mon-Fri

Jurisdiction	Program type	Program Scale	Payment Type	Pricing Rate and Time Limit	Hours of Operation
Menlo Park	<ul style="list-style-type: none"> Free, time-restricted parking Residential permits on-street 	On-street and surface lots; smaller scale than Millbrae	N/A	No pricing, 3hr max	9AM-6PM, Mon-Fri
Emeryville	<ul style="list-style-type: none"> Paid parking Residential, employee, & visitor permits on-street 	350 spaces on-street; smaller scale than Millbrae	Pay-by-plate kiosks only; accepts card, cash, and mobile payments via ParkMobile	<ul style="list-style-type: none"> 8 hr zone: \$2/hr for first two hours, \$7/hr after 15 min zone: 50 cents flat rate 	9AM-5PM, Mon-Fri
Santa Cruz	<ul style="list-style-type: none"> Paid parking Residential, employee, & visitor permits on-street 	2950 spaces, with 815 on-street and 2,135 off-street; larger scale than Millbrae	Meters, pay-by-space, and pay-and-display kiosks; accepts card, cash, mobile payments via ParkMobile, and ParkCard prepaid system	<ul style="list-style-type: none"> On-street: up to \$2.25 for first hour, up to \$4.50 for each additional hour; 2-3 hr max Off-street: up to \$1.25/hr 	8AM-8PM, every day
San Jose	<ul style="list-style-type: none"> Paid parking Residential & employee permits on-street 	7,500 spaces, with 2,600 on-street and 4,900 off-street	Meters on-street, accepts card and cash (no mobile payments)	Typically \$2/hr with 1-2 hour limit	9AM-6PM, Mon-Sat

3. Public Outreach

3.1. Online Survey

The PMP conducted an online survey to collect community feedback on perceived parking experience and willingness for a paid parking program. The survey was made available between July 1, 2023 and July 23, 2023 and yielded a total of 227 responses.

Survey respondents were grouped into three categories: residents, visitors who frequented businesses in the study area, and business owners who worked in the area. Survey questions were tailored differently to each survey respondent group to receive more relevant responses. Out of all respondents, 204 identified as residents, 18 as frequent visitors, and 4 as businesses.

Residents and frequent visitors were asked about their perception of parking availability within Millbrae. 53% (112 people) indicated that they are usually able to find available parking near their destination. 30% (57 people) shared they are rarely able to find parking near their destination. See **Table 9** for more details.

Table 9: How would you describe your experience accessing on-street parking in Downtown?

Answer Choices	Respondents	Percentage
I always find available parking near my destination.	115	53%
I usually find available parking near my destination.	64	30%
I rarely find available parking near my destination.	31	14%
Not applicable	5	2%
TOTAL	215	100%

Residents and frequent visitors were also asked if they would be in favor of paid parking in Millbrae if it increased their chance of finding an available space. 61% (124 people) indicated that they would not be in favor (see **Table 10**). Those in favor of paid parking were then asked what hourly rate they would be willing to pay, and 67% (31 people) responded with \$1/hr (see **Table 11**).

Table 10: Would you be willing to pay for parking in Downtown if it increases your chances of finding an available space?

Answer Choices	Respondents	Percentage
No	124	61%
Yes	46	22%
Maybe	24	12%
Other	10	5%
TOTAL	204	100%

Table 11: If yes, how much per hour would you be willing to pay?

Answer Choices	Respondents	Percentage
\$1/hr	31	67%
\$2/hr	7	15%
\$3/hr	4	9%
\$4/hr	4	9%
TOTAL	46	100%

3.2. Business Engagement

To gather further feedback from downtown business owners, a public meeting with businesses was held in September 2023 and parking was a topic at the City's Economic Vitality Advisory Committee (EVAC) in November 2023. These meetings indicated general support for paid parking in downtown among downtown businesses but stressed the need for having competitive prices to surrounding cities and a program that was financially sustainable.

3.3. Community Meeting

On June 6, 2024, a community meeting was hosted at the Millbrae City Council Chambers to present the findings of the PMP, communicate parking management recommendations, and collect public feedback on these recommendations. The meeting was hosted in a hybrid format: there were ten in-person attendees and around fifteen virtual attendees.

The presentation first summarized the parking occupancy data collected, which shows areas of high utilization. Then, the presentation proposed both building a parking garage to increase parking supply and implementing a paid parking program to manage parking demand. The presentation also discussed details of paid parking, such as payment collection through kiosks and mobile payment, improved enforcement, and mitigation for residents and employees. The presentation is included in **Appendix B**.

Throughout the presentation, six questions were presented to attendees to collect opinions on the PMP's recommendations. These questions were presented in both English and Traditional Chinese. The results showed that the public generally doesn't perceive finding parking in downtown to be difficult, with 67% of respondents indicating that they can find parking within five minutes (**Figure 9**). However, a majority (57%) of the respondents do support paid parking within downtown (**Figure 10**), which differs from the findings in the online survey. It is worth noting that most of the respondents do not support building a new parking garage (61%, **Figure 11**), and there is interest funding other local initiatives such as bicycle parking, improved public transit, or public events with the parking revenue. Respondents also expressed interest in improved parking enforcement, especially within residential areas to enforce the existing parking permit program.

Figure 9: Can you typically find parking in less than five minutes? (18 answered)

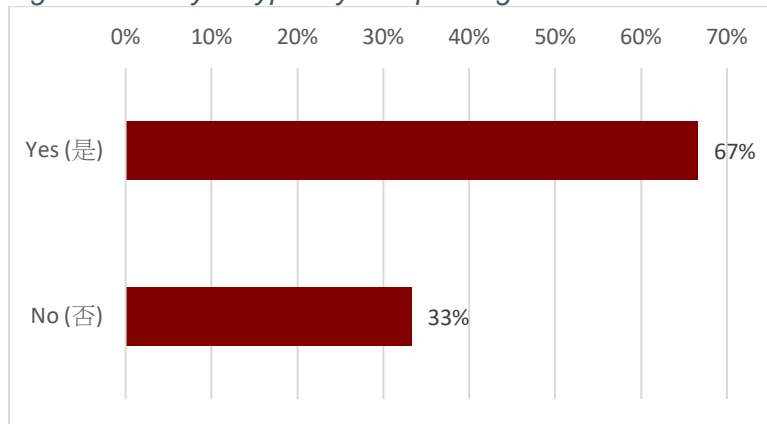


Figure 10: Do you support paying for parking in downtown? (18 answered)

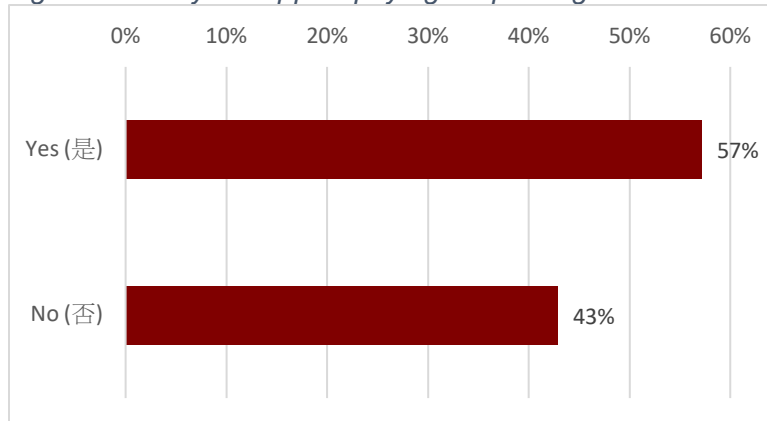
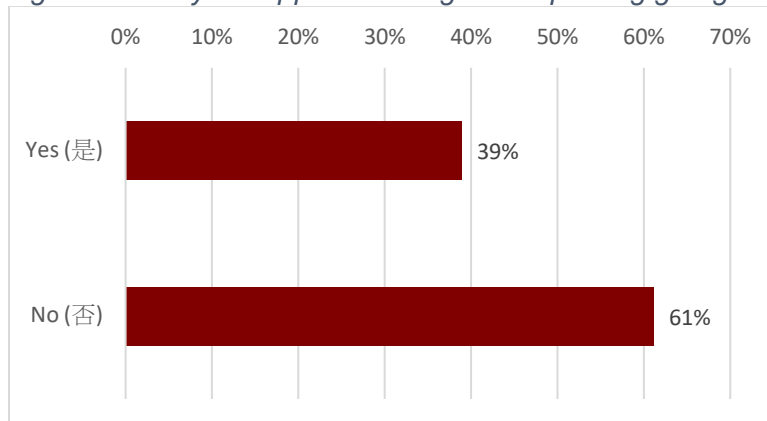


Figure 11: Do you support building a new parking garage? (18 answered)



4. Parking Management Strategies

Parking management strategies are defined as actions that optimize the use of parking resources. An effective management program manages parking demand through regulations, pricing, enforcement, alternative services, and major capital investment projects. The creation of new parking technologies such as license plate readers and smart payment methods offers drivers additional convenience and allows the City to reduce operating costs and labor while efficiently managing demand to reach their goals.

The purpose of this section is to generate a “toolkit” that can be referenced in response to parking challenges that may arise in the future. Strategies are researched by examining industry best practices and past parking studies from other cities.

The full list of strategies is listed in **Appendix C**. The parking strategies are divided into three broad categories based on their relative ease of implementation. Information on each strategy consists of a brief description, recommended applications, potential benefits, implementation considerations, and a high-level determination of its capital cost, maintenance cost, and implementation time. The following sections summarize the categories and strategies within them.

4.1. Low-Cost, Easy-to-Implement Strategies

Short-term strategies have brief implementation times and the lowest capital costs (see **Figure 12**). Examples of short-term parking strategies include:

- **Regulations and management:** Revises the City’s existing curb uses and the processes that establish these regulations. These strategies may be implemented quickly with policy and signage modifications.
- **Enforcement:** Describes how a dedicated enforcement unit can be established, which ensures parking regulations are followed to achieve occupancy and turnover goals. May also enforce paid parking should the City implement it.
- **Other low-cost services:** Includes other strategies that do not fit within the above subcategories.



Figure 12: Example low-cost, easy-to-implement strategies. Left to right: signage; time restrictions and parking permits; parking enforcement

4.2. Paid Parking

These strategies describe the steps to pursue a paid parking program within the downtown core (see **Figure 13**). Paid parking is typically more capital and labor intensive to implement and may be controversial with stakeholders. Therefore, it should be implemented on curb faces and parking lots that have commercial land-uses with the highest occupancy and turnover, which is discussed in detail in **Section 5.3**. Examples of paid parking program strategies include:

- **Pricing regulations:** Describes the policy considerations while planning a paid parking program, such as setting pricing rates.
- **Pricing infrastructure:** Compares the different fee collection methods that exist, namely parking meters, parking kiosks, and mobile payment.



Figure 13: Examples of paid parking infrastructure. Left to right: parking meters, parking kiosks

4.3. Long-Term Strategies

These strategies are not immediately actionable due to high capital costs or complex implementation (see **Figure 14**). Examples of long-term include:

- **Parking structures and technology:** Summarizes the diverse ways to increase parking supply depending on the building footprint. These require significant capital costs, which the City can raise through a paid parking program.
Other long-term strategies: While lower in cost, these strategies depend on the completion of a prior strategy before they can be pursued.

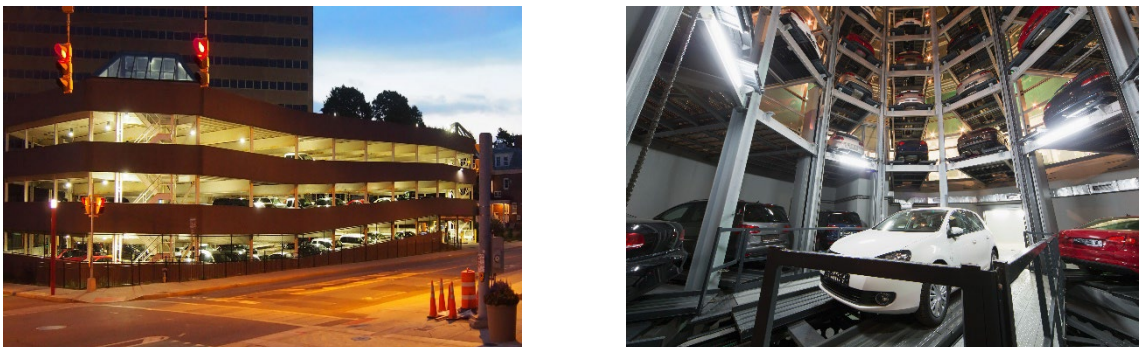


Figure 14: Example long-term strategies. Left to right: parking structure, automated parking tower

5. Recommendations

The following sections describe the recommended parking strategies to be implemented by the City of Millbrae to address parking challenges in downtown. Recommendations were chosen from the strategies in **Section 4** to provide reliable access to downtown commercial spaces for all visiting vehicles while ensuring residents' access to spaces in the periphery.

Policy modifications and improved enforcement should alleviate parking challenges in the short term; however, the PMP recommends a paid parking program to effectively manage demand in anticipation of future growth. This section also discusses long-term strategies for increasing parking supply, such as a parking structure or parking stackers.

5.1. Policy and Signage Modifications

There are several recommended short-term strategies that may be implemented quickly:

- **Commercial and very short-term parking:** Currently, there are several block faces with green, 20-minute parking spaces in the downtown area on Broadway and El Camino Real. The City could review existing time restrictions against the results of the recent parking occupancy and turnover data to identify if time restrictions should be modified on each block face. Types of modifications to consider include short-term (20-minute) spaces for delivery and take-out drivers, commercial loading for businesses, and passenger loading spaces for rideshare services (e.g., Lyft and Uber).
- **Expand dedicated employee parking:** Employee permits are allowed on very few blocks within Millbrae. The City could consider allowing employee-permitted parking on its public parking lots, which are not as highly utilized as on-street parking but are still within walking distance.
- **Signage to public parking lots:** More signage could be installed on the street to direct vehicles to nearby public parking lots. This decreases the time cars search for parking and can help improve traffic.
- **Shared use agreements with private lots:** Public-private partnerships may be formed with owners of private parking lots to allow those spaces to be used by the public. A good candidate for this type of agreement includes the parking lot bounded by Magnolia Ave, Richmond Dr, and Library Ave: this lot has 212 spaces and is owned by Millbrae Square, yet its distance from the shops makes it less utilized (typically around 30-50% occupied per our data collection).

5.2. Parking Enforcement & Automated License Plate Readers

An effective parking management program requires consistent enforcement to ensure compliance with regulations and meet the City's parking occupancy goals. An enforcement system should verify each parked vehicle for the duration parked or permit registration and issue citations if a violation is found. Currently, the City does not have a dedicated enforcement unit, instead contracting the San Mateo County Sheriff's Office for its parking enforcement. Downtown businesses noted during public outreach for this project that the Sheriff infrequently

enforces the City's parking regulations, and vehicles may be exploiting the lack of enforcement to park longer than the posted time limits.

In the Bay Area, the amount of parking citations (and the revenue they collect) between each city issues varies. In cities with heavy parking enforcement, citation revenue is a major source of income. **Table 12** shows the citation revenue collected within Millbrae from 2019 to 2022. Operating expenses include allocation to the county sheriff and Turbo Data, a third-party citation processing service.

Table 12: Millbrae Parking Citation Revenue and Expenses (source: City of Millbrae)

	FY 2019	FY 2020	FY 2021	FY 2022
Citation Revenue	\$ 168,435.91	\$ 131,083.46	\$ 93,774.00	\$ 221,123.00
Operating Expenses	\$ 65,688.35	\$ 55,997.88	\$ 40,223.81	\$ 90,373.97
Net Income	\$ 102,747.56	\$ 75,085.58	\$ 53,550.19	\$ 130,749.03

In time-restricted parking spaces without parking meters, most cities rely on the practice of “chalking” for enforcement. Attendants manually mark each car’s tires with chalk, return after the time limit, and issue citations to chalked cars that remain. This practice is slow and labor-intensive because it requires attendants to frequently exit their vehicles for enforcement.

For increased efficiency, the PMP recommends the City use Automated License Plate Readers (ALPR), which uses video and/or infrared cameras paired with text recognition software to record license plate numbers that enter its field of vision (see **Figure 15**). ALPRs essentially digitize the practice of “chalking”: plate numbers are checked with a database to calculate parking duration or verify permit status, and if a violation is found, a citation is sent through the mail. ALPRs also provide insight into real-time parking occupancy, which can be used to inform parking management decisions and be incorporated into parking mobile applications. Factors that diminish an ALPR’s efficiency include occluded license plates, inclement weather, lack of lighting, and unrecognizable characters. The two types of ALPRs are “mobile”, which are mounted on enforcement vehicles, and “fixed”, which are mounted curbside.



Figure 15: Mobile ALPR in use in Bowling Green, Ohio

Mobile ALPRs are mounted onto a dedicated enforcement vehicle, which scans license plate numbers as the vehicle cruises by. Based on prior studies, mobile ALPRs are expected to successfully read around 500 license plates per hour. The frequency that a mobile ALPR patrols a block is dependent on traffic conditions and staffing. Bay Area cities that use mobile ALPRs for parking enforcement include San Bruno, San Mateo, San Jose, Oakland, San Francisco, Alameda, Santa Rosa, Healdsburg, etc.

In contrast, fixed ALPRs are permanently installed to collect data from a single location throughout the day. Curbside fixed ALPRs are installed on parking meter poles or free-standing, making them suitable for high-turnover spaces that need extra enforcement, spaces with very short time restrictions such as 20-minute green spaces, or no parking zones with frequent violations. While this report has not found a jurisdiction in the Bay Area utilizing curbside fixed ALPRs for parking enforcement, they are used in other states such as Sommerville, MA; Wilkes-Barre, PA; Linden, NJ; etc. Fixed ALPRs may also be installed at the entrances of parking lots to record the time a vehicle enters and exists and are commonly used throughout the Bay Area, especially in larger, high-demand lots.

Parking enforcement is traditionally carried out by the jurisdiction's police departments. However, more municipalities are choosing to contract out their parking enforcement to third-party companies. These companies may provide their own employees, ALPR-equipped vehicles, and enforcement equipment to carry out parking enforcement on behalf of the City. San Bruno and San Mateo have both contracted to LAZ Parking for enforcement.

5.3. Paid Parking Program

While the above curb management strategies will help alleviate current parking issues, they may not be sufficient to address future growth. As UCLA professor Donald Shoup points out in his book *The High Cost of Free Parking*, parking is never “free”: it costs the City to operate and maintain the spaces, which are then passed on to residents through tax collection. A paid parking program addresses this by requiring vehicles that utilize parking resources to pay for the duration they use it, which disincentivizes long visits. This effectively frees up more spaces, meaning that more visitors can access downtown businesses quickly instead of circling around for spaces, and promotes higher turnover. Additionally, a paid parking program creates a revenue stream for potential future parking infrastructure.

This study recommends the City install pay-by-plate parking kiosks for both on-street and off-street spaces to collect payment (see **Figure 16**). After parking their cars, users would enter their license plate number at a kiosk and pay for parking there. Methods of payment should include coins and cards at a minimum; paper bill payments can be added optionally. Kiosks usually take up about 2' of sidewalk width from the face-of-curb. They may be solar-powered and connected to a central database wirelessly to minimize construction costs.

Additionally, the pay-by-plate kiosks should be paired with a mobile payment option. Payment may be collected through a City-operated website or mobile application or through a third-party mobile application service such as ParkMobile, Passport Parking, or PayByPhone. Within the



Figure 16: Pay-by-Plate Kiosk in Berkeley

application, users would enter their license plate number and parking zone number (typically different for each block) and pay depending on how long they anticipate parking for. Mobile payment options are more convenient for users as it does not require visitors to walk to a kiosk, will remind users when their time is almost over, and allow for adding time remotely. Third-party applications usually charge an additional fee per transaction.

Mobile payment options have a growing market share over traditional kiosks or metered payments. An urban county on the East Coast reports that 63% of all parking payment transactions are through mobile applications. Additionally, ParkMobile reports that 76% of their user base prefers their application over traditional methods.² This trend allows the City to use an “asset-light” approach, where fewer kiosks are installed in favor of frequent signage directing users to the mobile payment option, therefore decreasing the capital cost of initiating a paid parking program.

When implementing paid parking, the existing parking permit program area should be expanded to ensure residents have access to parking near their homes and prevent long-term parking by visitors outside the paid parking zone. Additionally, employee parking permits should also be expanded to allow downtown employees to park nearby for the duration of their workday. The City may also consider weekly or monthly parking permits to accommodate other parking needs. For efficient enforcement of the parking permit program, parking permits should be issued by license plate, which allows ALPRs to enforce the permits.

Like parking enforcement, operations of paid parking may also be contracted to a third-party company. Third-party companies may assist in procuring and installing necessary infrastructure, cash collection, revenue processing, and conducting maintenance.

A parking enterprise fund should be created for the paid parking program. All revenue collected by the paid parking program, such as paid parking fees, permit fees, and parking citations, should be deposited into the fund. The fund may be expended for parking-related operation and maintenance costs, or downtown capital investments approved by the City Council (such as a future parking structure).

5.3.1. Paid Parking Program Boundary

This report provides a recommended implementation of paid parking in downtown Millbrae based on the above occupancy and turnover observations. Parking spaces are chosen based on the following guidelines:

- On-street paid parking should front a commercial building or mixed-use commercial storefront. They should not front a residential building or mixed-use residential entrance.
- Paid parking will only be applied to public parking (not private parking lots).
- Parking spaces near Millbrae Station are designated as long-term parking with a flat rate charge. All other spaces are hourly parking with a 2-hour maximum duration.

² ParkMobile, “What Consumers Want When It Comes to Parking”, 7 February 2019, <https://parkmobile.io/articles/what-consumers-want-when-it-comes-to-parking/>

Parking fee collection is assumed to be a pay-by-plate, “asset-light” installation, where a reduced number of kiosks are installed in favor of more signage directing users to a mobile payment option. A segment of Broadway north of Taylor Ave is privately owned by the Millbrae Square shopping plaza, but this report recommends including it in the program since it has high demand.

Implementation of paid parking should be accompanied by an expansion of the parking permit program to allow downtown employees to park nearby and prevent parking spillover into surrounding residential neighborhoods. The permit program should operate at a cost recovery strategy, where permit fees cover operational expenses and generate no net income, to make permits accessible to residents and garner public support for the paid parking program. Residential block faces to be included in the permit program are selected if they are within 0.25 miles of the nearest paid parking space, which is the upper limit of a typical visitor’s willingness to walk to their destination.³

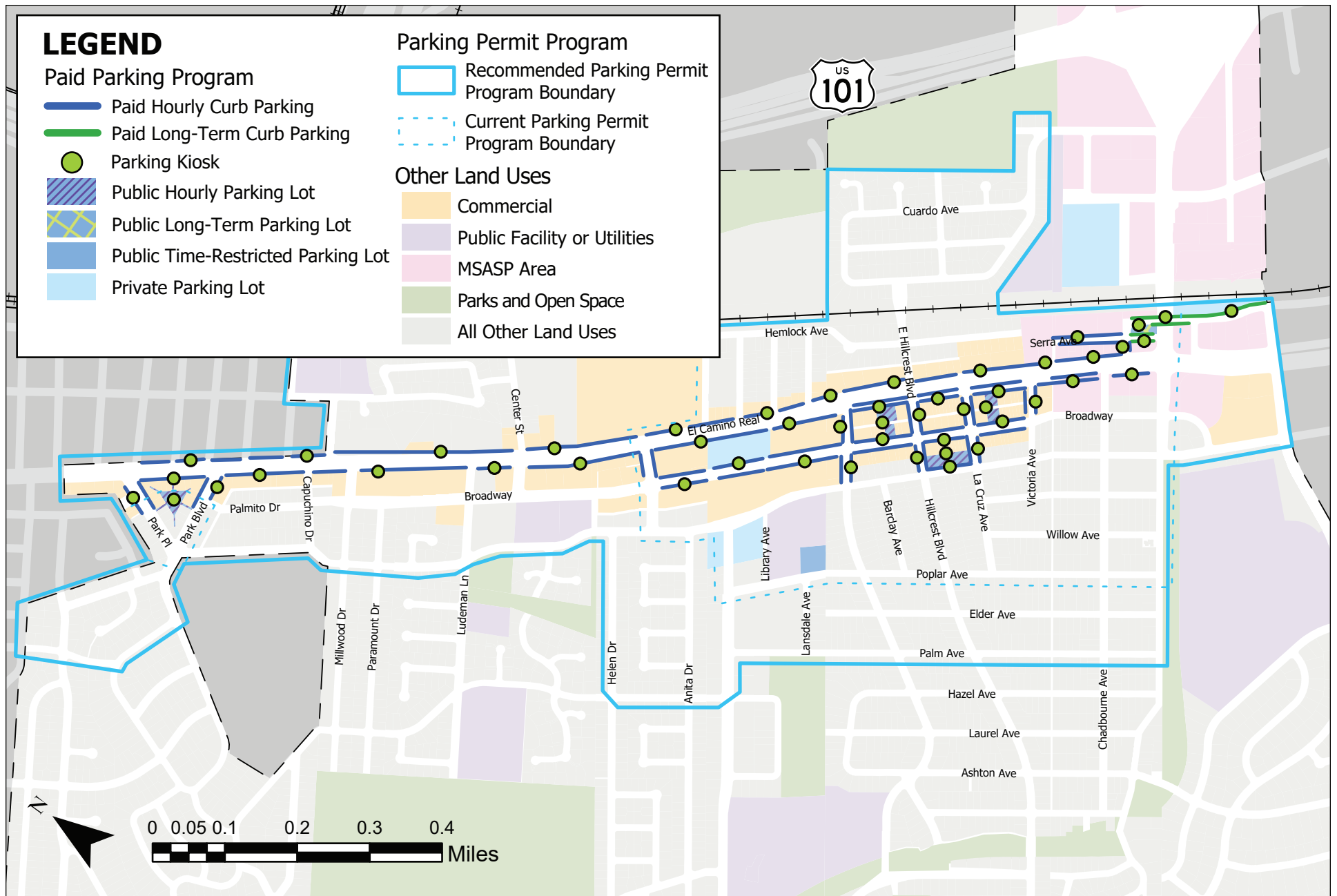
Figure 17, Figure 18, and Figure 19 map the recommended paid parking program described above, showing the block faces and parking lots included in the program as well as approximate locations of the pay-by-plate kiosks. **Table 13** summarizes the number of parking spaces and kiosks included.

Table 13: Paid Parking Program Spaces and Kiosks Summary

	On-Street	Off-Street	Space Total	Kiosk Count
Hourly Parking	823	271	1,094	52
Long-Term Parking	31	28	59	4
Total	854	299	1,153	56

³ Smith, Mary S, and Butcher, Thomas A, “How Far Should Parkers Have to Walk?” *Parking*, National Parking Association, May 2008.

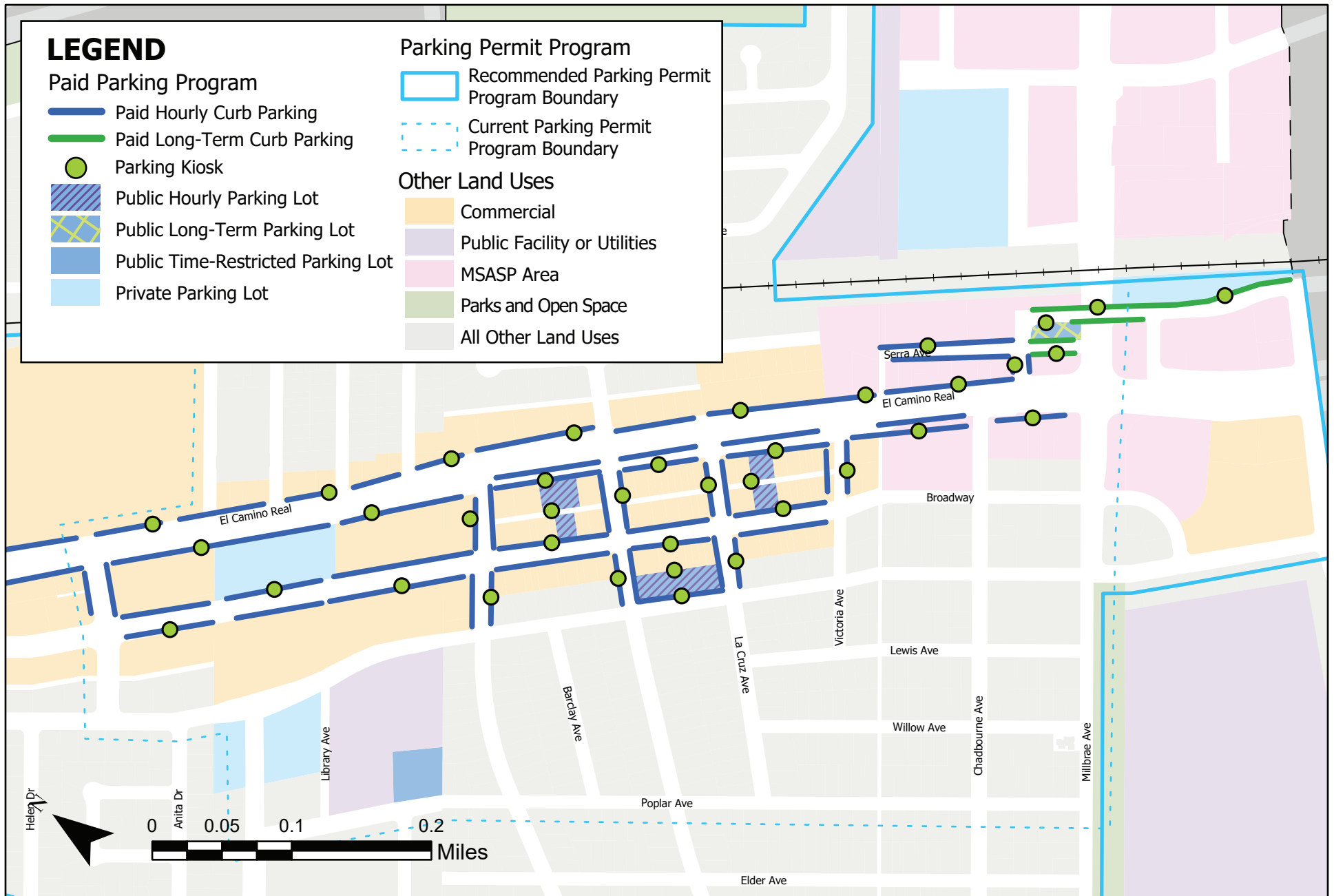
https://www.gsweventcenter.com/GSW_RTC_References/2008_05_Smith-Butcher.pdf



City of Millbrae Parking Management Plan

Figure 17: Recommended Paid Parking Implementation

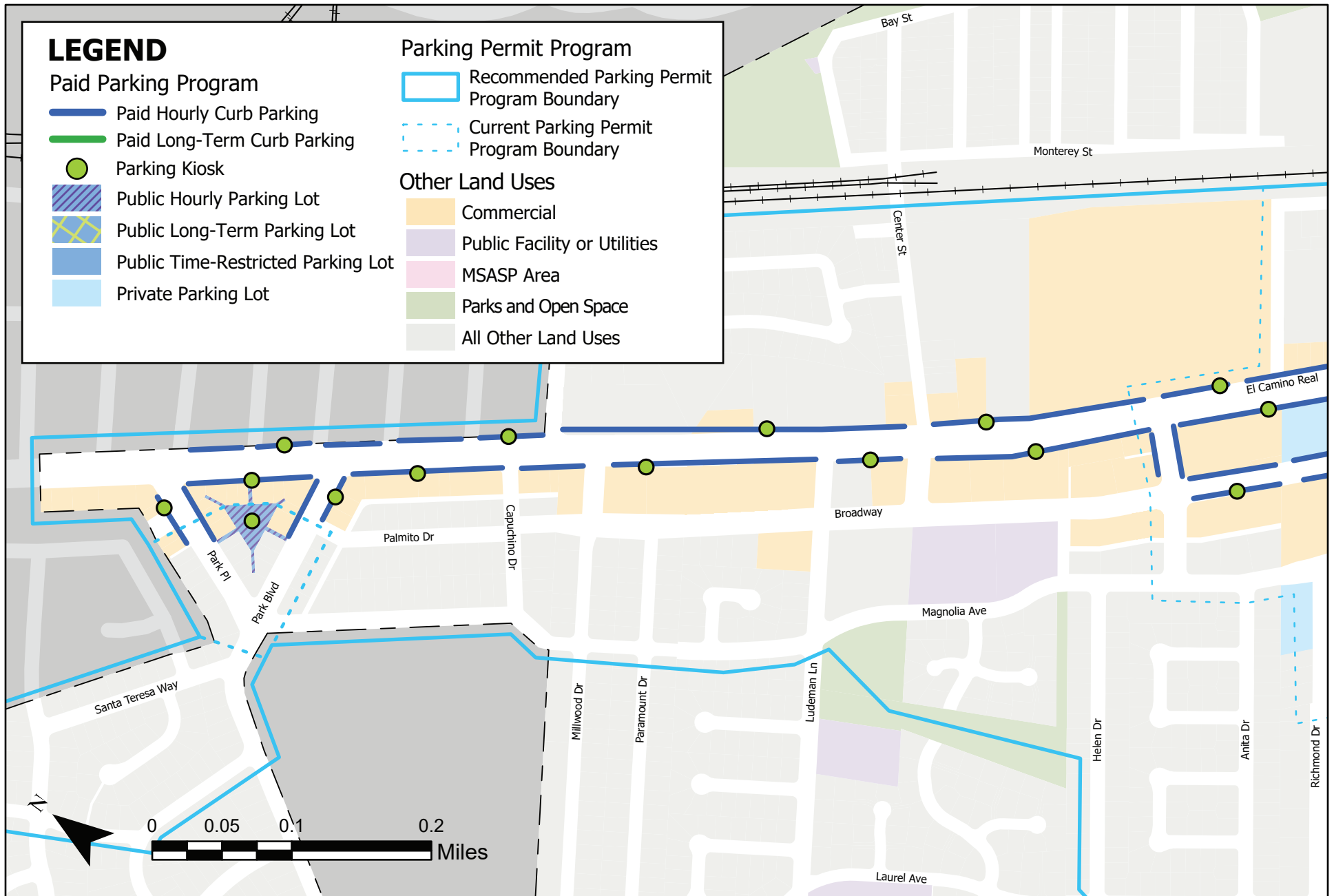
July 2024



City of Millbrae Parking Management Plan

Figure 18: Recommended Paid Parking Implementation, Detail View 1

July 2024



City of Millbrae Parking Management Plan

Figure 19: Recommended Paid Parking Implementation, Detail View 2

July 2024

5.3.2. Financial Analysis

This section creates a high-level financial analysis to calculate the expected revenue and expenses of a paid parking implementation. Revenue is calculated using the parking duration data collected in **Section 2.1**. Each vehicle's parking duration is capped at two hours (referenced here as the "chargeable hours"), which is summed across the city and multiplied by the hourly rate charged to estimate total parking revenue.

Based on the rates charged at nearby cities, this report recommends an initial hourly rate of \$1.50/hr or \$2.00/hr. A flat rate charge of \$5.50 is recommended in the long-term parking spots near Millbrae Station, which is equal to Caltrain's charge at their parking lot. **Table 14** and **Table 15** show the expected revenue at hourly and long-term spaces, respectively, using the existing conditions data collected. Some elasticity of demand is included in the projections for hourly parking; refer to **Appendix D** for more information.

Table 14: Estimated Hourly Parking Revenue

2hr Parking		Free (Current Conditions)	\$1.50/hr	\$2.00/hr
Total Chargeable Hours	Per Weekday	4,236	3,897	3,741
	Per Weekday	7,968	7,330	7,037
Weekly Revenue		-	\$ 39,416	\$ 51,483
Annual Revenue		-	\$ 2,055,382	\$ 2,684,581

Table 15: Estimated Long-Term Parking Revenue

10hr Parking		\$5.50 flat rate
Total Vehicle Count	Per Weekday	61
	Per Weekend	78
Total Weekly Revenue		\$ 2,106.50
Total Annual Revenue		\$ 109,873.50

A revenue and expense model of the paid parking program was created to project potential profits of the paid parking program with a time horizon of 2025 to 2050. It assumes that the City Council approves the paid parking program in 2024, procurement and installation are completed in Year 1 (2025), and the program is fully operational in Year 2 (2026). It is recommended that the City increase the parking rate periodically to account for inflation. Four hourly rate scenarios were tested to compare the differences in profit:

- Scenario A: charge \$1.50 per hour, increase rate by \$0.50 per hour every 10 years
- Scenario B: charge \$1.50 per hour, increase rate by \$1.00 per hour every 10 years
- Scenario C: charge \$2.00 per hour, increase rate by \$0.50 per hour every 10 years
- Scenario D: charge \$2.00 per hour, increase rate by \$1.00 per hour every 10 years

Revenue assumptions include:

- Parking demand grows at 0.5% per year until 2050. We use a conservative figure compared to Table 7 as most of the growth will be driven by the Gateway at Millbrae Station project, which is a transit-oriented development project that is not directly adjacent to the paid parking program boundary.

- In Year 3 (2027), the diagonal parking on Broadway between Victoria Ave and Taylor Ave is reconfigured into parallel parking, resulting in a 40% loss in spaces at those block faces.
- Some elasticity of parking demand is incorporated into this model for every price increase in hourly rate; refer to Appendix D for more information. No change in parking demand is assumed for the long-term parking spaces.
- The parking permit program operates with a cost-recovery strategy and is not included in this model.

Expense assumptions include:

- Infrastructure is fully replaced every 10 years.
- The annual interest rate is 3% per year.
- Signage directing users to the mobile payment application is installed every 150 feet
- Capital and operating costs are estimated from similar paid parking programs, such as San Bruno.
- A \$250,000 contribution is made to the community benefits district every year.

Figure 20 and **Table 16** compare the total net income of the four scenarios modeled; refer to **Appendix E** for the full model. This analysis shows that after the implementation of the necessary parking infrastructure in 2025, the program should have a net positive income in all subsequent years for all rate scenarios.

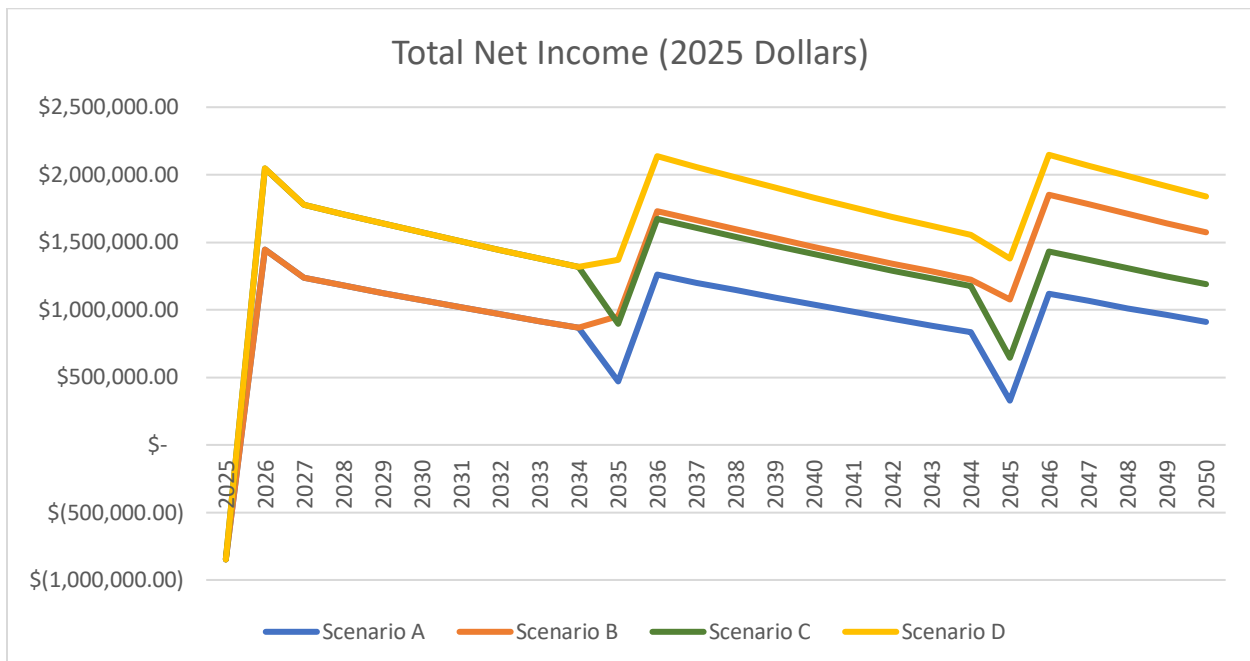


Figure 20: Total Net Income by Pricing Scenario

Table 16: Total Net Income in 2050 by Pricing Scenario

Item	Scenario A: \$1.50/hr, +\$0.50 every 10 yrs	Scenario B: \$1.50/hr, +\$1.00 every 10 yrs	Scenario C: \$2.00/hr, +\$0.50 every 10 yrs	Scenario D: \$2.00/hr, +\$1.00 every 10 yrs
Total Revenue	\$ 54,600,000	\$ 63,200,000	\$ 65,200,000	\$ 73,600,000
Total Expenses	\$ 30,100,000	\$ 30,400,000	\$ 30,400,000	\$ 30,600,000
Total Net Income	\$ 24,500,000	\$ 32,800,000	\$ 34,800,000	\$ 43,000,000

Note that this financial analysis does not represent a full financial feasibility study and should not be used for underwriting purposes. Revenue and expenses are only professional opinions based on case study research of similar paid parking programs. Due to the uncertainty of economic variables, Kimley-Horn cannot guarantee that financial projections developed for this study will be realized. Future performance will be determined by many factors including price and demand fluctuations in the market, development timetables and occupancies, local economic conditions, pandemic and other unforeseen circumstances, managerial decisions made by the City and/or development partners, and other political decisions made by local and national government officials. Use of the parking revenue and cost estimates is intended for the Client's use only and is at the Client's own risk. No third-party beneficiary is intended.

5.4. Long-Term Strategies

While the above strategies may help manage parking demand in the near term, based on the growth assumptions outlined above, it is likely that parking demand will eventually outpace supply. Therefore, this study recommends the construction of a parking structure that can accommodate the anticipated growth in demand. If a parking structure is not feasible, the City may also consider public-private partnerships with underground public parking and mixed-use above, or parking stackers for employees and other long-term parking. In either case, paid parking income may be used for the high capital costs of construction.

5.4.1. Parking Structure

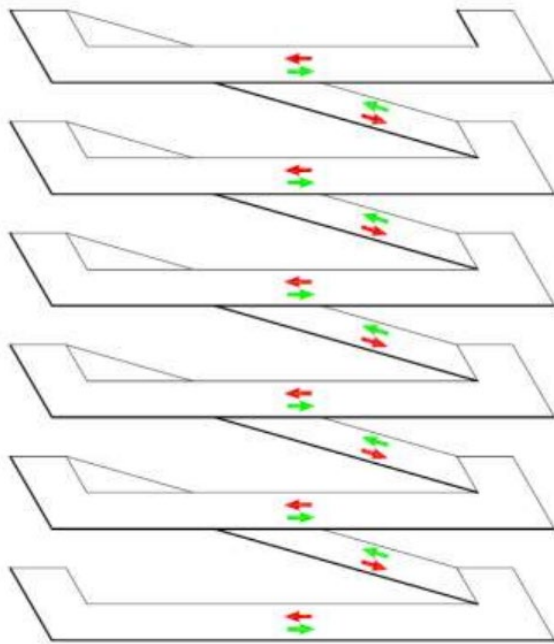
Above-ground parking structures should be built on lots that are both large enough and within a short walking distance to the downtown destinations. A 2008 National Parking Association report calculates a maximum acceptable walking distance of 1,600 feet, corresponding to a Level of Service of D.⁴ Out of the City-owned parcels, the only site that is both large and close to downtown is the surface parking lot on the 300 block of Magnolia Ave between La Cruz Ave and Hillcrest Ave, which is a rectangular site that is 355' long and 105' wide.

⁴ Smith & Butcher (2008)

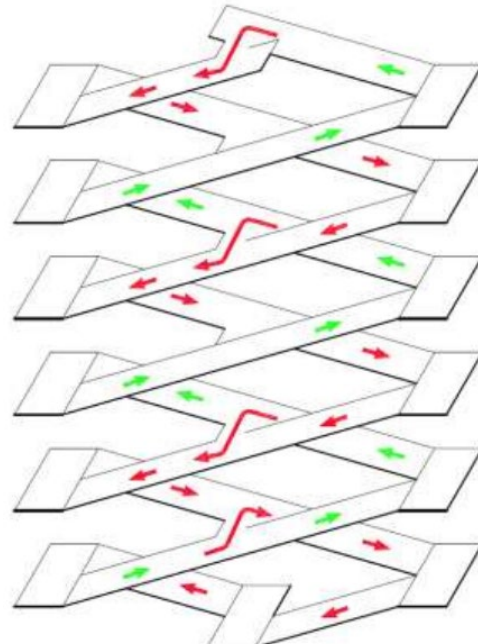
The most common single-threaded, two-way helix designs, which are the cheapest to construct, typically require 155' x 120' of space to be feasible,⁵ which the 300 Magnolia site does not have the width for. A possible solution is the configuration of the Center Street Garage in downtown San Mateo, which occupies 300' x 110' of space as a double-threaded, one-way helix design with angled parking (see **Figure 21**). The garage has five stories and 380 spaces with retail on the ground floor. **Figure 22** compares the two configurations described above. The City may use a similar configuration as San Mateo, though the existing on-street spaces on Magnolia Ave may need to be removed to accommodate the required width.



Figure 21: Main Street Parking Garage in San Mateo



Single-Threaded, Two-Way Helix



Double-Threaded, One-Way Helix

Figure 22: Comparison of Parking Structure Designs⁶

⁵ Kimley-Horn & Associates, *Parking Structure Design Guidelines*, August 2016.
https://ccdchoise.com/wp-content/uploads/2014/11/CCDC-Boise-Parking-Structure-Design-Guidelines_2016-Final-Draft-08-04-2016.pdf

⁶ Kimley-Horn and Associates (2016)

The exact cost of a parking structure depends on its design and layout, and at this stage it is difficult to estimate the cost of one at the Millbrae site. A 2012 MTC report calculated that out of the new and planned parking structures in which it played a funding role, the estimated cost per space is around \$29,200.⁷ Construction costs have since increased drastically. For reference, **Table 17** lists examples of public parking structures in the Bay Area that have recently been opened.

Table 17: Recently Completed or Planned Parking Garages in San Francisco Bay Area

Location	Location	Date	Size	Cost	Cost per Space
Center Street Garage	Berkeley	Opened November 2018	8 stories, 720 spaces	\$40m	\$55,600
Walnut Creek Transit Village South Garage	Walnut Creek	Opened March 2019	5 stories, 900+ spaces	\$31.7m	\$34,400
California Avenue Garage	Palo Alto	Opened November 2020	6 stories, 636 spaces	\$37m	\$58,200
I Street Garage	Livermore	Opened July 2022	4 levels, 274 spaces	\$13.6m	\$49,600
Dublin Transit Center Parking Garage	Dublin	Opened June 2024	5 stories, 507 spaces	\$34.5m	\$68,000

As an example, a four-story parking structure constructed at the Magnolia Ave tract may contain around 320 parking spaces in total. At \$60,000 per space, the parking structure would cost approximately \$19.2 million to construct. Revenue from the paid parking program in Section 6.3 could be used to bond against the structure's construction.

If the above-ground parking garage at the 300 block of Magnolia Ave is too cost-prohibitive to construct, the City may consider entering a partnership with a private land developer to construct a mixed-use residential building with public parking available underneath. While providing covered ground-level or underground parking is more expensive than typical parking structures, the site is lucrative to private developers as it is in a central downtown location. Development at the site does not have parking minimums under AB 2907 since it is within 0.5 miles of public transit.

⁷ Nelson\Nygaard, Dyett & Bhatia, "Parking Structure Technical Report: Challenges, Opportunities, and Best Practices", <https://abag.ca.gov/sites/default/files/documents/2021-08/MTC%20Parking%20Structure.pdf>.

5.4.2. *Parking Stackers*

The City could explore parking stackers to maximize parking supply in constrained spaces (see **Figure 23**). In this system, cars are parked onto mechanical pallets that can move upwards to park more cars underneath. Stackers typically require dedicated attendants to park vehicles and operate the lifts. Since ingress and egress time is much longer, they are more suitable for long-term users such as downtown employees. Stackers may be implemented in all City-owned lots and even within parking structures.



Figure 23: Parking Stackers in New York City

Image Attribution

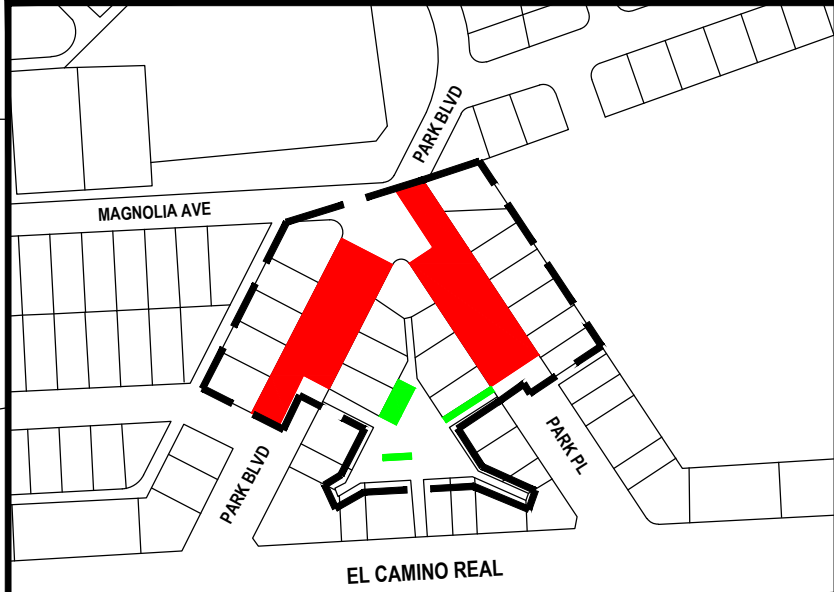
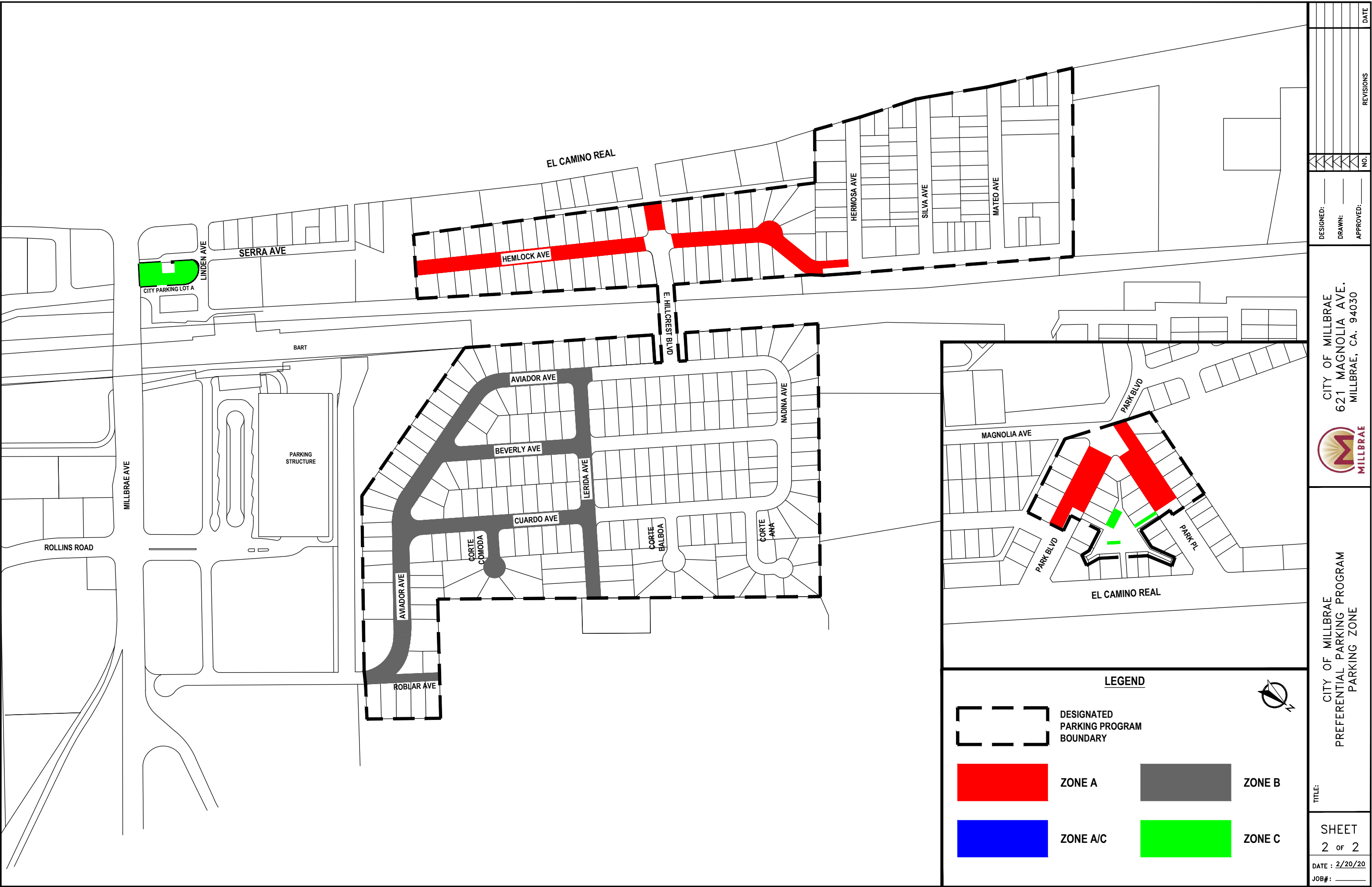
- Figure 12, signage: User:Mattes via [Wikimedia Commons](#), CC BY 2.0 DE, cropped and recolored
- Figure 15: User:Mbrickn via [Wikimedia Commons](#), CC BY 3.0

Appendix A

Current Parking Permit Program Boundaries



DESIGNED: _____		DRAWN: _____		APPROVED: _____	
NO.		NO.		NO.	
CITY OF MILLBRAE 621 MAGNOLIA AVE. MILLBRAE, CA. 94030					
					
CITY OF MILLBRAE PREFERENTIAL PARKING PROGRAM PARKING ZONE					
TITLE: _____					
SHEET 1 OF 2					
DATE : 2/20/20					
JOB# : _____					
REVISIONS					
DATE					



LEGEND



DESIGNATED
PARKING PROGRAM
BOUNDARY



ZONE A



ZONE B



ZONE A/C



ZONE C

SHEET 2 OF 2		DATE : 2/20/20		JOB#:		TITLE:		CITY OF MILLBRAE PREFERENTIAL PARKING PROGRAM PARKING ZONE		 CITY OF MILLBRAE 621 MAGNOLIA AVE. MILLBRAE, CA. 94030		DESIGNED: _____		DRAWN: _____		APPROVED: _____		NO.		REVISIONS		DATE	
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Appendix B

Community Meeting Slideshow

Millbrae Parking Management Plan

Public Meeting

City of Millbrae
06/06/2024



Tonight's Agenda

- Hear from you about parking in Downtown Millbrae
- Interactive online poll with [menti.com](https://www.menti.com) and Q&A at the end
- Present a possible paid parking program in Downtown
- Collect feedback and communicate to City Council

Nothing has been decided – the City Council wants your input

Parking in Downtown Millbrae

*Focusing on public street parking
and City-owned lots not private lots
(e.g., Safeway, Trader Joes)*



Broadway commercial



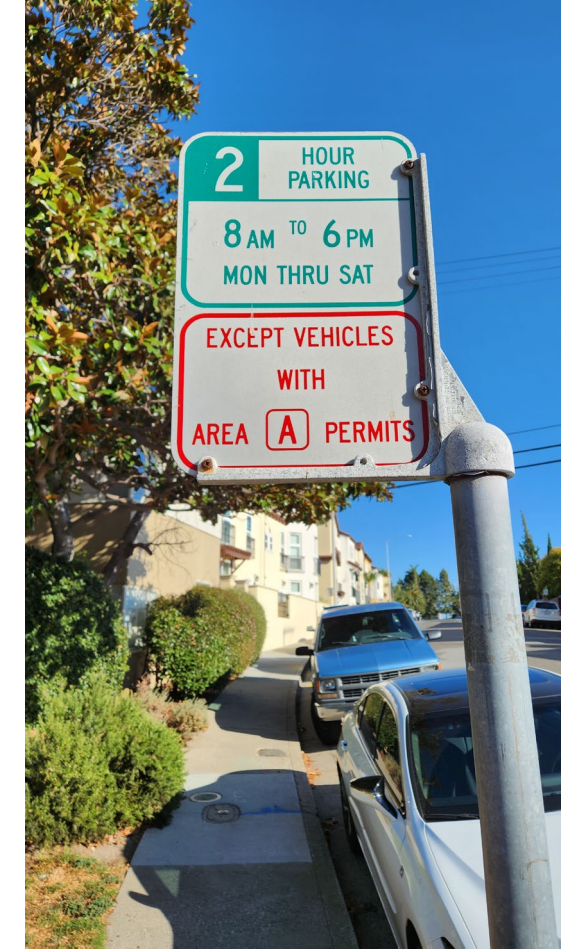
City-owned off-street lots



El Camino frontage roads



Residential streets near downtown



- 2-hr time restrictions
- No parking meters

Is it difficult to find parking in Downtown Millbrae?
您覺得 Millbrae 市中心內難找到停車位嗎？

Yes (是) / No (否)

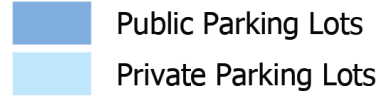
Can you typically find parking in less than five minutes?
(Yes or No)

LEGEND

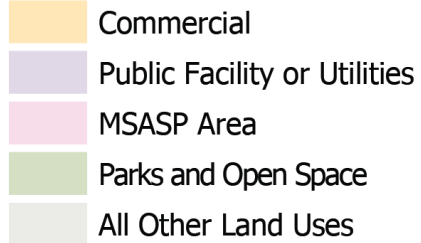
Combined Occupancy



Parking Lots

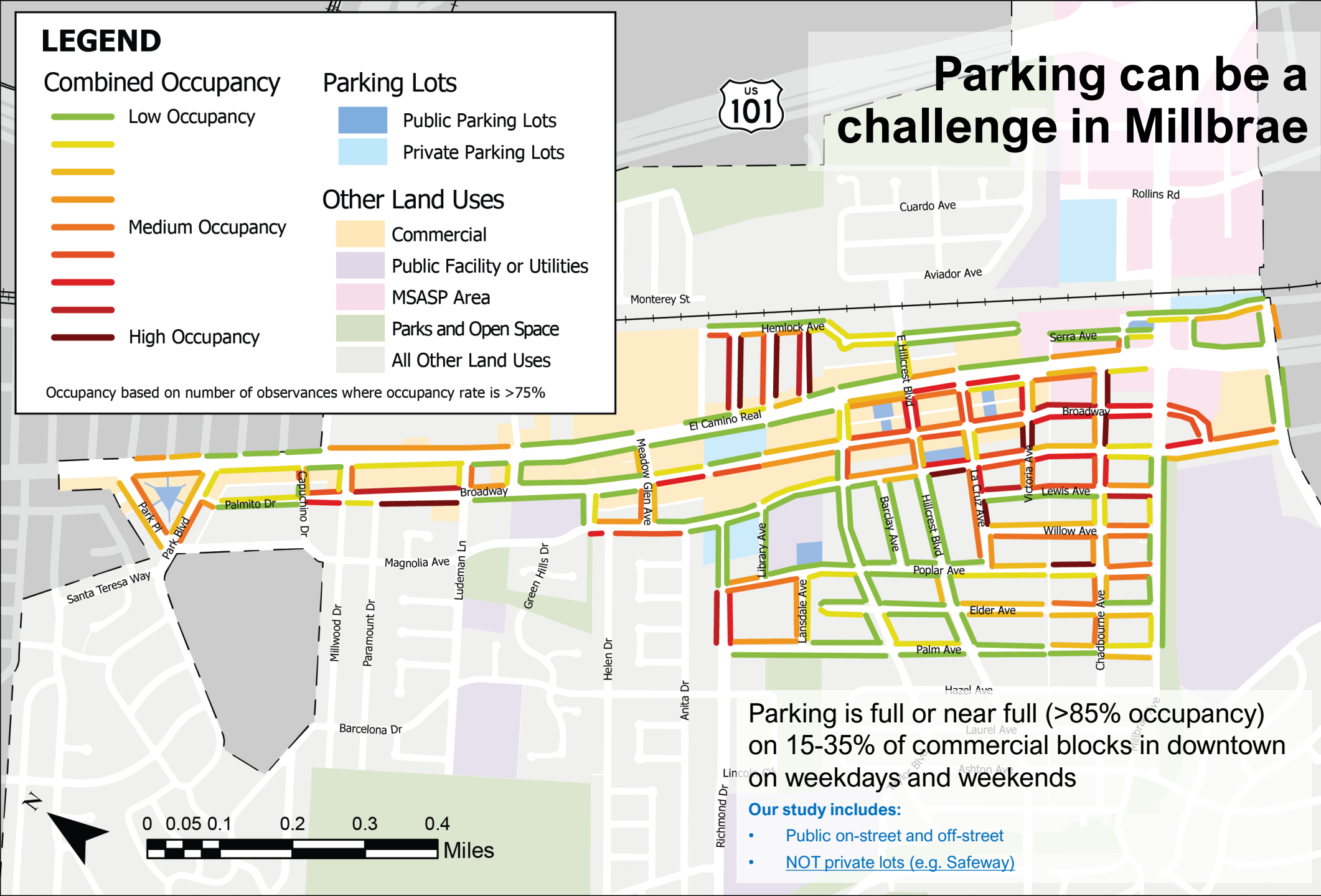


Other Land Uses



Occupancy based on number of observations where occupancy rate is >75%

Parking can be a challenge in Millbrae



Parking is full or near full (>85% occupancy)
on 15-35% of commercial blocks in downtown
on weekdays and weekends

Our study includes:

- Public on-street and off-street
- NOT private lots (e.g. Safeway)



Kimley»Horn

Parking spaces in Downtown Millbrae

	On-Street Spaces on Commercial Blocks		On-Street Spaces on Residential Blocks		City-Owned Spaces in Public Lots		Total Public Parking	
Type of Parking	# of Spaces	% of Supply	# of Spaces	% of Supply	# of Spaces	% of Supply	# of Spaces	% of Supply
No Limit	107	10%	1,014	50%	60	16%	1,181	34%
15-20 Minute	72	7%	6	0%	0	0%	78	2%
1-2 Hour	761	70%	54	3%	232	61%	1,047	30%
4 Hour	90	8%	33	2%	0	0%	123	4%
8 Hour	0	0%	63	3%	0	0%	63	2%
ADA Accessible	14	1%	4	0%	17	4%	35	1%
Short-Term Permit	26	2%	743	36%	48	13%	817	23%
Long-Term Permit	0	0%	115	6%	0	0%	115	3%
Loading	14	1%	7	0%	0	0%	21	1%
Electric Vehicle	0	0%	0	0%	19	5%	19	1%
City Employee	0	0%	0	0%	7	2%	7	0%
Total Spaces	1,084		2,039		383		3,506	

Ways to address parking issues

Build more parking



Garage at 350 Sherman Street in Palo Alto
\$50M with 620 spaces ~ \$80,000 per space

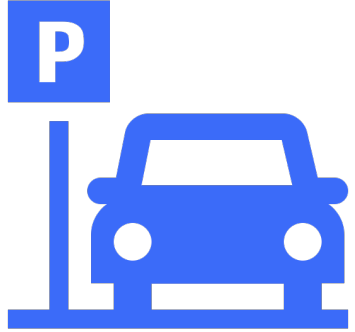
... or... Increase turnover by pricing it



Charge \$1-2 per hour to encourage people to only park **as long as they need but not more than they have to**

Create a revenue stream **\$\$** over time
to fund a garage

Parking Management Plan (PMP) Objectives



Develop strategies (including paid parking) to make public parking more available and easier to find



Generate a revenue stream to support future parking facilities and downtown improvements



Paid parking exists nearby and across the Bay

Peninsula Cities

Jurisdiction	Paid?	Pricing Rate
San Bruno (began 4/1)	Yes	\$1.50/hr for 2 hrs (on-street) Lots offer long-term options
South San Francisco	Yes	\$1.50/hr
Burlingame	Yes	\$2.00/hr
San Carlos	No	N/A
Redwood City	Yes	\$1.00/hr
San Mateo	Yes	\$1.50/hr
Palo Alto	No	N/A
Menlo Park	No	N/A
Mountain View	No	N/A
Los Altos	No	N/A

Paid Programs Elsewhere

Jurisdiction	Pricing Rate
Emeryville	\$2.00/hr for two hours \$7/hr after
Berkeley	\$4.00/hr
Lafayette	\$1.00/hr
Walnut Creek	\$2.00/hr
Martinez	\$0.50/hr
San Leandro	\$1.50/hr
San Rafael	\$1.50/hr
Sausalito	\$2.50/hr

San Bruno's Metered Parking



San Bruno Parking Program

- 839 metered parking spaces (\$1.50/hr for 2 hrs)
- 7 days a week
- 8 city lots with long-term options
- 84 pay stations + mobile app
- Pay-by-plate system
- Revenues & costs are tracking projections
- High transaction fees impact the ability to charge small time increments

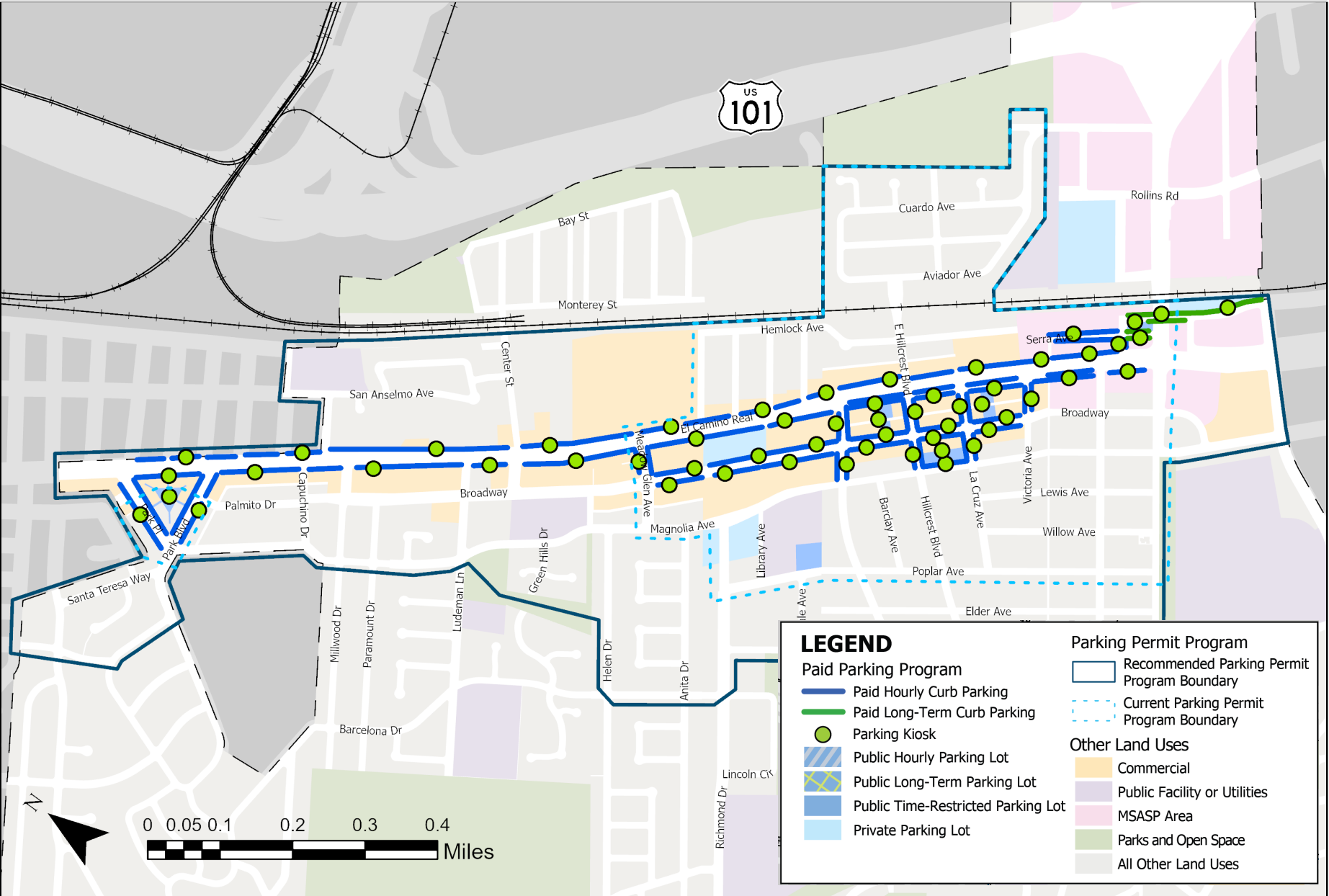
Changes (as of 6/5/24)

- New short-term parking option (20 min for \$0.75)
- Pre-payment capability if arriving before parking hours
- Continual monitoring

Do you support building a new parking garage?
(Yes or No)

Do you support paying for parking in downtown?
(Yes or No)

Millbrae Paid Parking Proposal



San Bruno Parking Program

- 1,130 metered parking spaces
- 3 city lots
- 60 pay stations, mobile app, QR codes
- Pay-by-plate system
- Expanded residential permit boundary

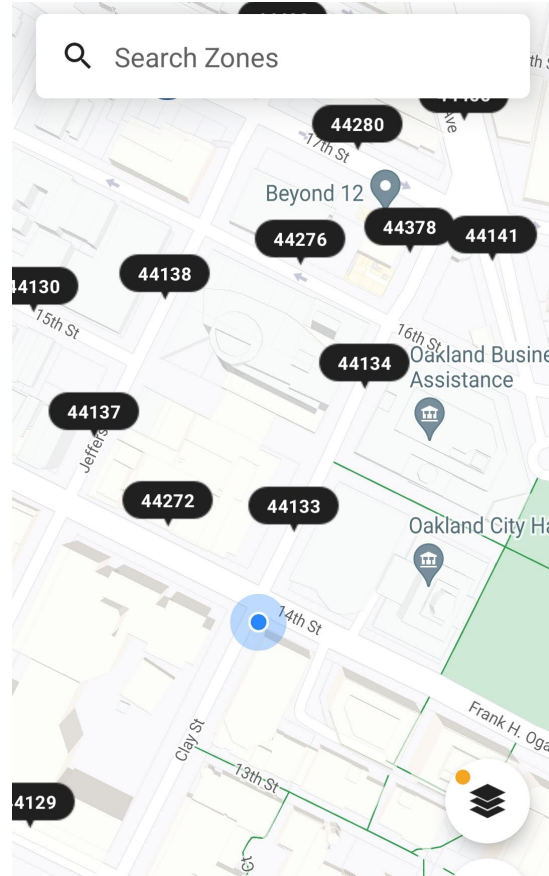


How does it work?

Pay at a nearby pay station



Pay with a smartphone app



Pay by scanning a QR code



How much does it cost?

- **\$1.50 – 2.00 per hour for up to 2 hours**
- **Duration in 10 to 15-minute increments**
- **Only pay for what you need**
- Use a pay station, mobile app, or QR code
- Enter license plate #, duration, and provide payment
- Payment methods include credit card, cash, coins

How would paid parking be enforced?

License plate numbers are communicated from pay stations or apps to enforcement vehicles

Enforcement vehicles with automated license plate readers (ALPRs) scan license plates



Parking citations are issued “on the spot” if there is a violation

Parking citations can be paid on the web or in-person at the City



What are the benefits of paid parking?

Short-Term

- Increase parking availability
- Generate a revenue stream that must be kept in the downtown



Long-Term

- Build a garage with the revenues
- Use the revenue for other downtown initiatives



How do we mitigate potential impacts?

- Adjust pricing structure to cover transaction fees
- Expand access to residential parking permits
- Expanded monthly permits for employees
- Expand usage of short-term parking (green curb) with short-term pricing
- Expand use of commercial loading (yellow curb)
- Regular monitoring of parking data to adjust the program



Do you support paying for parking if it makes finding a parking space easier and can pay for a future garage?

(Yes or No)

Next Steps

- Document public feedback tonight and incorporate it into our recommendations
- Communicate these results and feedback to the City Council
- **City Council will decide on how to move forward**

Q&A

Mike Iswalt

Mike.Iswalt@kimley-horn.com

Appendix C

Parking Management Strategies

Category		Program	Description and Benefits	Considerations	Capital Cost	Maintenance Cost	Implementation Time
Low-Cost, Easy-to-Implement Strategies	Regulations and Management	Curb management plan and near-term policy changes	<p>Create strategy framework defining parking needs and goals. Record existing regulations and occupancy in a database to inform where improvements are most needed. Solutions should aim to keep occupancy near 85% and increase turnover.</p> <p>Possible near-term policy modifications include:</p> <ul style="list-style-type: none"> • Extending regulation time limits to 8PM to ensure evening parking availability • Expand time-restriction and/or parking permit program area to cover high-demand block faces • Move employee parking to off-street lots • Restructure permit pricing such that it is more cost-prohibitive for one household with many vehicles 	<ul style="list-style-type: none"> • Creation of plan requires community buy-in and implementation process should be transparent 	Low	Low	Medium
		Modify color curb application and evaluation process	<p>Allow business owners to apply for a color curb change, such as commercial loading zones. Periodically evaluate if such spaces are still required and revert to default if necessary.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Democratizes curb management process • Better reflects local needs 	<ul style="list-style-type: none"> • Labor cost from more frequent install and removal; can be offset if businesses pay fees 	Low	Low	Low
		Motorcycle parking	<p>Create smaller painted motorcycle parking spaces in high-occupancy blocks.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Ensures parking availability for motorcyclists while taking up less space than full parking space. 	<ul style="list-style-type: none"> • May take away existing regular parking 	Low	Low	Low

Category		Program	Description and Benefits	Considerations	Capital Cost	Maintenance Cost	Implementation Time
		Pickup/drop-off zones	<p>Create dedicated pickup drop-off zones with 3-minute time restriction for use by taxis, TNCs, and other short-term visitors. Taxi and TNC apps will route customers and drivers to meet at these zones. Typically accompanied with white curbside paint and signage.</p> <p>Benefit:</p> <ul style="list-style-type: none"> Ensures flow of traffic isn't blocked by pickups and drop-offs 	<ul style="list-style-type: none"> May take away existing regular parking 	Low	Low	Low
	Enforcement	Dedicated parking enforcement	<p>Hire dedicated personnel to enforce time restrictions and permits within city limits. City could consider creating new parking department, partnering with the Millbrae Police Bureau, or contracting to third-party for staffing.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Ensure compliance with parking regulations and discourages long-term parking. Parking citations may be a source of revenue for city. 	<ul style="list-style-type: none"> High labor cost for dedicated officers 	Low	Medium	Low
		Implement mobile automated license plate readers (fixed ALPRs)	<p>Vehicle-mounted plate recognition device automatically calculates parking duration or verify permit registration and issues fines through the mail. Typically a handheld device or mounted to an enforcement vehicle.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Enforcement vehicle may continuously drive along parked cars without stopping More cost-effective than traditional methods such as chalking, which allows for wider enforcement area. May be used as basis for paid parking enforcement 	<ul style="list-style-type: none"> Requires dedicated enforcement officers and parking supply database Hardware costs May raise privacy concerns 	Low	Medium	Low

Category		Program	Description and Benefits	Considerations	Capital Cost	Maintenance Cost	Implementation Time
		Implement fixed automated license plate readers (fixed ALPRs)	<p>Fixed plate recognition device calculates parking duration or verify permit registration and issues fines through the mail. May be mounted onto parking meter poles or installed as a standalone device.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Provides 24/7 information about a single parking space within field of vision 	<ul style="list-style-type: none"> Only scans one parking space per device, should prioritize installation in very-short term parking or no parking zones Hardware costs May raise privacy concerns 	Low	Medium	Medium
	Other Low-Cost Strategies	Valet Parking	<p>Offer valet services where vehicles are dropped off downtown and parked at periphery by dedicated attendants, giving visitors convenient access to downtown without long walk. Typically staffed by a third-party management company. Service may be offered during peak hours only; visible signage directing visitors to valet drop-off should be placed when service is available.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Suitable for special events where spike in demand expected, such as the Saturday farmer's market. 	<ul style="list-style-type: none"> Labor cost from dedicated attendants, should consider offering service only when needed Process of parking and retrieving car may take long time depending on where parking lot is located Not suitable for short (~20 min) visits 	Low	Medium	Low
		Parking branding and wayfinding to parking lots	<p>Specifically branded signage to direct visiting vehicles to public parking lots. May include digital displays that display real-time occupancy.</p> <p>Benefits:</p> <ul style="list-style-type: none"> Decreases drivers' time spent circling for parking, which decreases environmental effects such as congestion and pollution. Evenly distributes parking demand to lots that may be underutilized otherwise. 	<ul style="list-style-type: none"> Signage with digital displays are costlier and requires third party to install Real-time occupancy data is usually acquired through sensors or LPRs that need to be installed 	Medium	Low	Low

Category		Program	Description and Benefits	Considerations	Capital Cost	Maintenance Cost	Implementation Time
		Shared parking agreements	<p>Lease parking spaces from private parking lots for public use.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Optimizes existing parking supply without new construction 	<ul style="list-style-type: none"> • Requires coordinating parking management, pricing, access, security • May require complex legal agreements • Signage indicating lot is publicly accessible must be clearly visible 	Medium	Medium	Low
Paid Parking	Pricing Regulations	Implement parking pricing and evaluation process	<p>Require fees for time spent occupying a city-owned parking space. Rates should be set to maintain 85% occupancy and should be periodically reviewed and adjusted to meet target occupancy. Favorable locations (such as Broadway) could be priced higher than alternative locations, and progressively increasing rates may incentivize shorter trips.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Effective tool of managing parking demand that is used in many other cities • Generates revenue that can be reinvested into other city programs. 	<ul style="list-style-type: none"> • High capital costs from installing infrastructure to collect payment • Requires more dedicated enforcement officers • May be unpopular among business owners and residents perceived negative impacts (costs) are more visible than benefits • May incentivize parking on residential streets that don't have pricing; could be negated by expanding permit program 	Medium	Medium	Medium
		Dynamic pricing	<p>Create mechanism for on-street parking rates to adjust based on real-time demand so that spaces always remain at 85% occupancy. Examples include San Francisco's SFpark program.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Parking demand may be managed even through unexpected spikes or lulls. 	<ul style="list-style-type: none"> • Requires advanced sensors and/or smart meters/kiosks • Price may not reflect current conditions due to lag • Not yet widely implemented in other cities 	Medium	Medium	Medium

Category		Program	Description and Benefits	Considerations	Capital Cost	Maintenance Cost	Implementation Time
	Pricing Infrastructure	Parking meters	<p>Physical device suitable for on-street scenarios mounted on curb near every space (or every other space) to collect payment. Could operate standalone or connected to central control for dynamic pricing. Payment options may include coins, credit/debit card, and/or mobile payments.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Most common pricing method in other cities • More intuitive to use compared to kiosks 	<ul style="list-style-type: none"> • Higher capital cost than kiosks due to more construction • Requires around 2' of sidewalk space (2'6" if diagonal parking space) from curb, which may obstruct pedestrian thoroughway on narrow residential sidewalks • Rarely used off-street 	Medium	Medium	Medium
		Parking kiosks	<p>Physical device suitable for on-street and off-street scenarios to collect payment for multiple spaces. May be pay-by-space, pay-by-plate, or pay-and-display. Payment options may include coins, bills, credit/debit card, and/or mobile payments. Able to be installed in off-street lots. When paired with mobile payment, an "asset-lite" approach installs less kiosks than usual, instead placing more QR codes routing users to the payment application.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Lower capital cost compared to meters due to less construction • Able to be installed in off-street lots 	<ul style="list-style-type: none"> • Requires around 2' of sidewalk space (2'6" if diagonal parking space) from curb, which may obstruct pedestrian thoroughway on narrow residential sidewalks • Payment instructions should be clear to distinguish between methods 	Medium	Medium	Medium

Category		Program	Description and Benefits	Considerations	Capital Cost	Maintenance Cost	Implementation Time
		Parking mobile payment	<p>Mobile apps may be used by parkers for payment instead of physical meters or kiosks. Parkers enter their license plate and location information into app and pay accordingly. City may use outside vendor such as ParkMobile or PayByPhone, or develop own app.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Convenient for parkers to quickly pay and add time if needed • Augments asset-lite approach by allowing less parking kiosks to be installed 	<ul style="list-style-type: none"> • Must be used with meters or kiosks; cannot be standalone 	Medium	Medium	Medium
Long-Term Strategies	Parking Structures and Technology	Parking Structures	<p>These can be implemented close to downtown or at the edge of downtown, above or below ground. Structures closer to downtown is more convenient, but there are fewer adequate sites and it pulls traffic into the downtown core. Structures further from downtown is less convenient, but there are more available parcels and it keeps traffic on the edge of downtown, which can allow for pedestrianizing downtown streets.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Dramatically increases parking supply • Easy to implement parking pricing 	<ul style="list-style-type: none"> • High capital costs • Capacity limited by building height restrictions • Not suitable for small parcels as ramps take up too much space 	High	High	High
		Parking stackers and other modular technology	<p>Modular technology such as vehicle stackers lift parked vehicles on pallets, allowing more vehicles to park underneath.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Dramatically increases capacity in areas too small for full parking structures 	<ul style="list-style-type: none"> • Requires an attendant at all times • Pallet size limits large vehicles • Car ingress and egress is slower than conventional parking 	High	High	High

Category		Program	Description and Benefits	Considerations	Capital Cost	Maintenance Cost	Implementation Time
		Automated Parking Garages or Parking Towers	<p>Automated parking towers use pallets and elevators to store cars vertically.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Dramatically increases capacity in areas too small for full parking structures 	<ul style="list-style-type: none"> • High capital costs • Capacity limited by building height restrictions • Pallet size limits large vehicles • Car ingress and egress is slower than conventional parking 	High	High	High
	Other Long-Term Strategies	Parking benefits district (PBD)	<p>Create fund to such that downtown parking revenue is reinvested into local projects such as parking program operation costs, road maintenance, streetscape, and safety improvements, etc.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Helps gather local support for pricing program 	<ul style="list-style-type: none"> • Use of funds should be democratic and transparent 	Low	Low	Medium
		Shuttle service to transit and large parking lots	<p>Create fixed-route or on-demand shuttles to Millbrae Station and large parking lots such as Millbrae Square.</p> <p>Benefits:</p> <ul style="list-style-type: none"> • Provides more parking options for visitors within reasonable travel time • Allows downtown to be accessible to rail transit riders. 	<ul style="list-style-type: none"> • Capital and labor costs of acquiring and operating shuttles • Requires shared parking agreements 	Low	Medium	Medium

Appendix D

Price Elasticity of Demand of Paid Parking

Parking Elasticity of Demand

An important factor to determine in a new paid parking program is the hourly parking rate to charge users. While higher rates generate more revenue per user, they may discourage visitors from accessing downtown, a concept known as the price elasticity of demand. The exact elasticity value depends on the surrounding context, such as the type of businesses nearby, availability of transit alternatives, etc.

This section examines two recent academic studies studying the point elasticity of parking demand. Point elasticity is defined as the percent change in demand divided by the percent change in price. Findings from these studies informs the revenue and expense model of a paid parking program in Downtown Millbrae.

Between 2011 and 2013, San Francisco's tested its SFPark pilot program, which is one of the first to use a dynamic pricing model and provides insight into the price elasticity of parking demand. Sensors installed in each parking space acquired real-time occupancy data that is used to adjust the hourly rate up or down, distributing parking demand in real-time. It's important to note that after the pilot study, San Francisco does not use a truly dynamic model; instead, the city collects parking data every quarter of the year and adjusts the rate charged at each block based on the occupancy observed. True dynamic pricing is not recommended for Millbrae as it has a very high capital cost and its effectiveness requires further research. **Figure C-1** shows the point elasticity of the SFPark pilot program calculated by Pierce & Shoup (2013)¹ by San Francisco neighborhood.

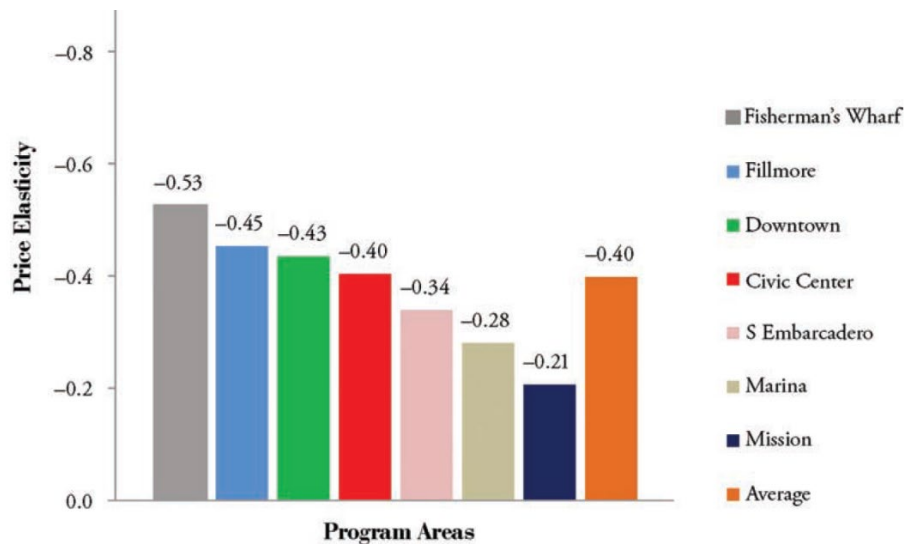


Figure C-1: Point Elasticity of Parking Demand During SFPark Program (source: Pierce & Shoup)

¹ Pierce, Gregory, and Shoup, Donald, "Getting the Prices Right: An Evaluation of Pricing Parking by Demand in San Francisco", Journal of the American Planning Association, Volume 79, 9 May 2013, Pages 67-81, doi.org/10.1080/01944363.2013.787307.

On a larger geographic context, Lehner & Peer (2019)² conducted a meta-analysis of 50 parking price elasticity studies and used a regression model to estimate the point elasticity of parking demand. The results of the studies examined vary greatly based on the surrounding context. The researchers concluded that in revealed preference studies (where parking willingness is observed, not self-reported), the 95% confidence interval of the point elasticity of parking volume is between -0.45 and -0.18 , which supports with the findings from the SFPark program.

The studies above show that parking demand is relatively inelastic. Based on these two studies, a -0.4 point elasticity of demand is applied in the revenue and expenses model for all changes in parking price above \$1/hr. As point elasticity cannot be applied when the starting price is zero, it is assumed that the drop in demand between \$0/hr and \$1/hr is twice that of \$1/hr to \$2/hr.

² Lehner, Stephan, and Peer, , “The Price Elasticity of Parking: A Meta-Analysis”, Transportation Research Part A: Policy and Practice, Volume 121, 2019, Pages 177-191, ISSN 0965-8564, doi.org/10.1016/j.tra.2019.01.014.

Appendix E

Revenue and Expense Model for Paid Parking Program

Capital and Operating Cost Assumptions

Cost assumptions taken from similar paid parking programs in the Bay Area.

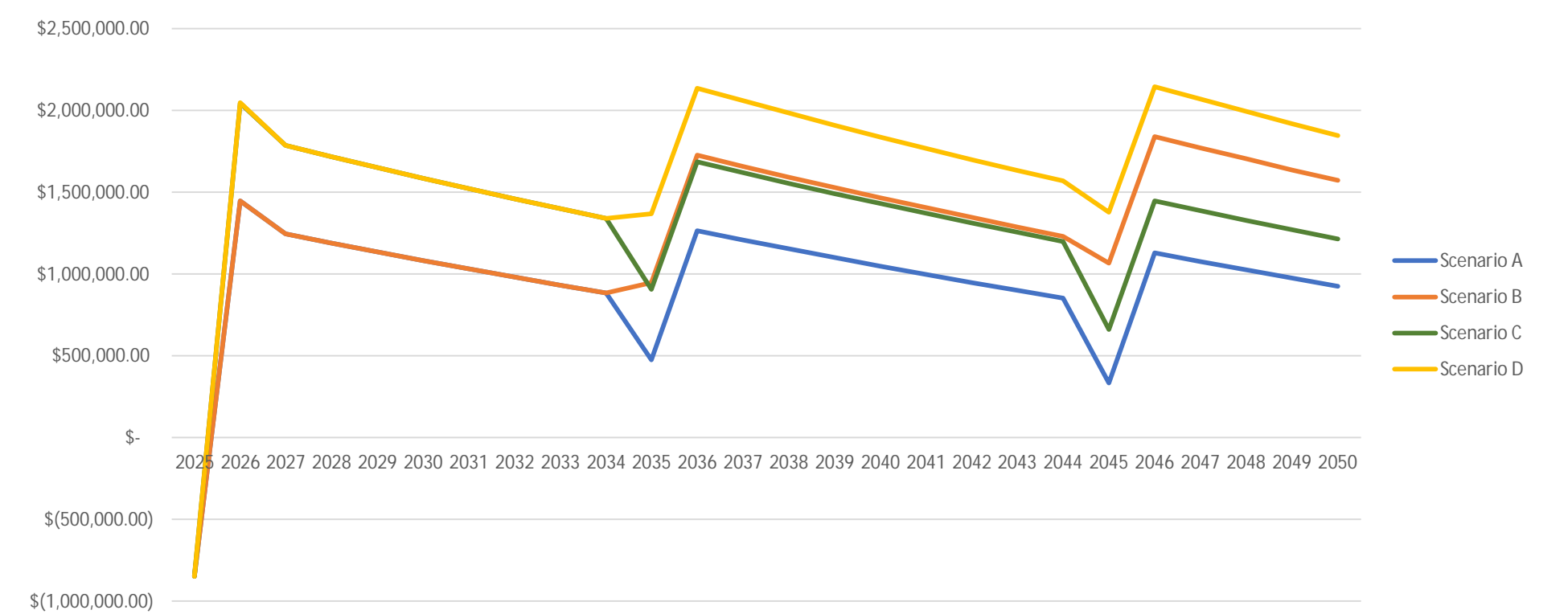
Item	Cost
Parking Kiosks Procurement (each)	\$ 10,000
Signage (each)	\$ 1,000
Construction cost (per kiosk)	\$ 2,000
Third Party Enforcement Contract (per year)	\$ 750,000
Parking Kiosks Operating Cost (per year)	\$ 76,000
Credit Card Transaction Fee	3% of revenue

Note that this financial analysis does not represent a full financial feasibility study and should not be used for underwriting purposes. Revenue and expenses are only professional opinions based on case study research of similar paid parking programs. Due to the uncertainty of economic variables, Kimley-Horn cannot guarantee that financial projections developed for this study will be realized. Future performance will be determined by many factors including price and demand fluctuations in the market, development timetables and occupancies, local economic conditions, pandemic and other unforeseen circumstances, managerial decisions made by the city and/or development partners, and other political decisions made by local and national government officials. Use of the parking revenue and cost estimates is intended for the Client's use only and is at the Client's own risk. No third-party beneficiary is intended.

Total Net Income in 2050 by Pricing Scenario

	Scenario A: \$1.50/hr, +\$0.50 every 10 yrs	Scenario B: \$1.50/hr, +\$1.00 every 10 yrs	Scenario C: \$2.00/hr, +\$0.50 every 10 yrs	Scenario D: \$2.00/hr, +\$1.00 every 10 yrs
Total Revenue	\$ 54,600,000	\$ 63,200,000	\$ 65,200,000	\$ 73,600,000
Total Expenses	\$ 30,100,000	\$ 30,400,000	\$ 30,400,000	\$ 30,600,000
Total Net Income	\$ 24,500,000	\$ 32,800,000	\$ 34,800,000	\$ 43,000,000

Total Net Income (2025 Dollars)



Scenario A: charge \$1.50 per hour, increase rate by \$0.50 per hour every 10 years

Future Value	2025	2026	2027	2028	2029	2030	2031	2032
Revenue								
Paid Parking Revenue	\$ -	\$ 2,186,962	\$ 2,043,276	\$ 2,053,492	\$ 2,063,760	\$ 2,074,079	\$ 2,084,449	\$ 2,094,871
Citation Revenue	\$ -	\$ 450,000	\$ 452,250	\$ 454,511	\$ 456,784	\$ 459,068	\$ 461,363	\$ 463,670
Revenue Total	\$ -	\$ 2,636,962	\$ 2,495,526	\$ 2,508,004	\$ 2,520,544	\$ 2,533,146	\$ 2,545,812	\$ 2,558,541
Expenses								
Parking Kiosks Procurement	\$ 560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ 176,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Cost	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ -	\$ 750,000	\$ 772,500	\$ 795,675	\$ 819,545	\$ 844,132	\$ 869,456	\$ 895,539
Parking Kiosks Operating Cost	\$ -	\$ 76,000	\$ 78,280	\$ 80,628	\$ 83,047	\$ 85,539	\$ 88,105	\$ 90,748
Credit Card Transaction Fee	\$ -	\$ 71,198	\$ 67,379	\$ 67,716	\$ 68,055	\$ 68,395	\$ 68,737	\$ 69,081
Contribution to Community Benefits District	\$ -	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513
Expenses Total	\$ 848,000	\$ 1,147,198	\$ 1,175,659	\$ 1,209,244	\$ 1,243,829	\$ 1,279,442	\$ 1,316,116	\$ 1,353,881
Net Income	\$ (848,000)	\$ 1,489,764	\$ 1,319,867	\$ 1,298,759	\$ 1,276,715	\$ 1,253,704	\$ 1,229,696	\$ 1,204,660

Future Value	2033	2034	2035	2036	2037	2038	2039	2040
Revenue								
Paid Parking Revenue	\$ 2,105,346	\$ 2,115,872	\$ 2,797,465	\$ 2,811,453	\$ 2,825,510	\$ 2,839,638	\$ 2,853,836	\$ 2,868,105
Citation Revenue	\$ 465,988	\$ 468,318	\$ 470,660	\$ 473,013	\$ 475,378	\$ 477,755	\$ 480,144	\$ 482,545
Revenue Total	\$ 2,571,334	\$ 2,584,191	\$ 3,268,125	\$ 3,284,466	\$ 3,300,888	\$ 3,317,393	\$ 3,333,980	\$ 3,350,649
Expenses								
Parking Kiosks Procurement	\$ -	\$ -	\$ 752,593	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ 236,529	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Cost	\$ -	\$ -	\$ 150,519	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 922,405	\$ 950,078	\$ 978,580	\$ 1,007,937	\$ 1,038,175	\$ 1,069,321	\$ 1,101,400	\$ 1,134,442
Parking Kiosks Operating Cost	\$ 93,470	\$ 96,275	\$ 99,163	\$ 102,138	\$ 105,202	\$ 108,358	\$ 111,609	\$ 114,957
Credit Card Transaction Fee	\$ 69,426	\$ 69,773	\$ 88,239	\$ 88,681	\$ 89,124	\$ 89,570	\$ 90,017	\$ 90,468
Contribution to Community Benefits District	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	\$ 378,147
Expenses Total	\$ 1,392,770	\$ 1,432,818	\$ 2,631,816	\$ 1,534,735	\$ 1,578,560	\$ 1,623,688	\$ 1,670,160	\$ 1,718,014
Net Income	\$ 1,178,564	\$ 1,151,373	\$ 636,309	\$ 1,749,731	\$ 1,722,329	\$ 1,693,704	\$ 1,663,820	\$ 1,632,635

Scenario A (cont.): charge \$1.50 per hour, increase rate by \$0.50 per hour every 10 years

Future Value	2041	2042	2043	2044	2045	2046	2047	2048
Revenue								
Paid Parking Revenue	\$ 2,882,445	\$ 2,896,858	\$ 2,911,342	\$ 2,925,899	\$ 3,638,904	\$ 3,657,098	\$ 3,675,384	\$ 3,693,761
Citation Revenue	\$ 484,957	\$ 487,382	\$ 489,819	\$ 492,268	\$ 494,729	\$ 497,203	\$ 499,689	\$ 502,187
Revenue Total	\$ 3,367,403	\$ 3,384,240	\$ 3,401,161	\$ 3,418,167	\$ 4,133,633	\$ 4,154,301	\$ 4,175,073	\$ 4,195,948
Expenses								
Parking Kiosks Procurement	\$ -	\$ -	\$ -	\$ -	\$ 1,011,422	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ -	\$ -	\$ 317,876	\$ -	\$ -	\$ -
Construction Cost	\$ -	\$ -	\$ -	\$ -	\$ 202,284	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 1,168,476	\$ 1,203,530	\$ 1,239,636	\$ 1,276,825	\$ 1,315,130	\$ 1,354,583	\$ 1,395,221	\$ 1,437,078
Parking Kiosks Operating Cost	\$ 118,406	\$ 121,958	\$ 125,616	\$ 129,385	\$ 133,266	\$ 137,264	\$ 141,382	\$ 145,624
Credit Card Transaction Fee	\$ 90,920	\$ 91,374	\$ 91,831	\$ 92,291	\$ 111,608	\$ 112,166	\$ 112,727	\$ 113,291
Contribution to Community Benefits District	\$ 389,492	\$ 401,177	\$ 413,212	\$ 425,608	\$ 438,377	\$ 451,528	\$ 465,074	\$ 479,026
Expenses Total	\$ 1,767,293	\$ 1,818,039	\$ 1,870,295	\$ 1,924,108	\$ 3,529,963	\$ 2,055,542	\$ 2,114,404	\$ 2,175,018
Net Income	\$ 1,600,110	\$ 1,566,201	\$ 1,530,866	\$ 1,494,058	\$ 603,670	\$ 2,098,759	\$ 2,060,669	\$ 2,020,930

Future Value	2049	2050
Revenue		
Paid Parking Revenue	\$ 3,712,229	\$ 3,730,790
Citation Revenue	\$ 504,698	\$ 507,222
Revenue Total	\$ 4,216,928	\$ 4,238,012
Expenses		
Parking Kiosks Procurement	\$ -	\$ -
Signage	\$ -	\$ -
Construction Cost	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 1,480,190	\$ 1,524,596
Parking Kiosks Operating Cost	\$ 149,993	\$ 154,492
Credit Card Transaction Fee	\$ 113,857	\$ 114,426
Contribution to Community Benefits District	\$ 493,397	\$ 508,199
Expenses Total	\$ 2,237,436	\$ 2,301,713
Net Income	\$ 1,979,492	\$ 1,936,300

Scenario B: charge \$1.50 per hour, increase rate by \$1.00 per hour every 10 years

Future Value	2025	2026	2027	2028	2029	2030	2031	2032
Revenue								
Paid Parking Revenue	\$ -	\$ 2,186,962	\$ 2,043,276	\$ 2,053,492	\$ 2,063,760	\$ 2,074,079	\$ 2,084,449	\$ 2,094,871
Citation Revenue	\$ -	\$ 450,000	\$ 452,250	\$ 454,511	\$ 456,784	\$ 459,068	\$ 461,363	\$ 463,670
Revenue Total	\$ -	\$ 2,636,962	\$ 2,495,526	\$ 2,508,004	\$ 2,520,544	\$ 2,533,146	\$ 2,545,812	\$ 2,558,541
Expenses								
Parking Kiosks Procurement	\$ 560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ 176,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Cost	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ -	\$ 750,000	\$ 772,500	\$ 795,675	\$ 819,545	\$ 844,132	\$ 869,456	\$ 895,539
Parking Kiosks Operating Cost	\$ -	\$ 76,000	\$ 78,280	\$ 80,628	\$ 83,047	\$ 85,539	\$ 88,105	\$ 90,748
Credit Card Transaction Fee	\$ -	\$ 71,198	\$ 67,379	\$ 67,716	\$ 68,055	\$ 68,395	\$ 68,737	\$ 69,081
Contribution to Community Benefits District	\$ -	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513
Expenses Total	\$ 848,000	\$ 1,147,198	\$ 1,175,659	\$ 1,209,244	\$ 1,243,829	\$ 1,279,442	\$ 1,316,116	\$ 1,353,881
Net Income	\$ (848,000)	\$ 1,489,764	\$ 1,319,867	\$ 1,298,759	\$ 1,276,715	\$ 1,253,704	\$ 1,229,696	\$ 1,204,660

Future Value	2033	2034	2035	2036	2037	2038	2039	2040
Revenue								
Paid Parking Revenue	\$ 2,105,346	\$ 2,115,872	\$ 3,449,577	\$ 3,466,825	\$ 3,484,159	\$ 3,501,580	\$ 3,519,088	\$ 3,536,683
Citation Revenue	\$ 465,988	\$ 468,318	\$ 470,660	\$ 473,013	\$ 475,378	\$ 477,755	\$ 480,144	\$ 482,545
Revenue Total	\$ 2,571,334	\$ 2,584,191	\$ 3,920,237	\$ 3,939,838	\$ 3,959,537	\$ 3,979,335	\$ 3,999,232	\$ 4,019,228
Expenses								
Parking Kiosks Procurement	\$ -	\$ -	\$ 752,593	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ 236,529	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Cost	\$ -	\$ -	\$ 150,519	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 922,405	\$ 950,078	\$ 978,580	\$ 1,007,937	\$ 1,038,175	\$ 1,069,321	\$ 1,101,400	\$ 1,134,442
Parking Kiosks Operating Cost	\$ 93,470	\$ 96,275	\$ 99,163	\$ 102,138	\$ 105,202	\$ 108,358	\$ 111,609	\$ 114,957
Credit Card Transaction Fee	\$ 69,426	\$ 69,773	\$ 105,846	\$ 106,376	\$ 106,908	\$ 107,442	\$ 107,979	\$ 108,519
Contribution to Community Benefits District	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	\$ 378,147
Expenses Total	\$ 1,392,770	\$ 1,432,818	\$ 2,649,423	\$ 1,552,430	\$ 1,596,343	\$ 1,641,561	\$ 1,688,122	\$ 1,736,066
Net Income	\$ 1,178,564	\$ 1,151,373	\$ 1,270,814	\$ 2,387,409	\$ 2,363,194	\$ 2,337,774	\$ 2,311,110	\$ 2,283,162

Scenario B (cont.): charge \$1.50 per hour, increase rate by \$1.00 per hour every 10 years

Future Value	2041	2042	2043	2044	2045	2046	2047	2048
Revenue								
Paid Parking Revenue	\$ 3,554,367	\$ 3,572,139	\$ 3,589,999	\$ 3,607,949	\$ 4,995,163	\$ 5,020,138	\$ 5,045,239	\$ 5,070,465
Citation Revenue	\$ 484,957	\$ 487,382	\$ 489,819	\$ 492,268	\$ 494,729	\$ 497,203	\$ 499,689	\$ 502,187
Revenue Total	\$ 4,039,324	\$ 4,059,521	\$ 4,079,818	\$ 4,100,217	\$ 5,489,892	\$ 5,517,341	\$ 5,544,928	\$ 5,572,653
Expenses								
Parking Kiosks Procurement	\$ -	\$ -	\$ -	\$ -	\$ 1,011,422	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ -	\$ -	\$ 317,876	\$ -	\$ -	\$ -
Construction Cost	\$ -	\$ -	\$ -	\$ -	\$ 202,284	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 1,168,476	\$ 1,203,530	\$ 1,239,636	\$ 1,276,825	\$ 1,315,130	\$ 1,354,583	\$ 1,395,221	\$ 1,437,078
Parking Kiosks Operating Cost	\$ 118,406	\$ 121,958	\$ 125,616	\$ 129,385	\$ 133,266	\$ 137,264	\$ 141,382	\$ 145,624
Credit Card Transaction Fee	\$ 109,062	\$ 109,607	\$ 110,155	\$ 110,706	\$ 148,227	\$ 148,968	\$ 149,713	\$ 150,462
Contribution to Community Benefits District	\$ 389,492	\$ 401,177	\$ 413,212	\$ 425,608	\$ 438,377	\$ 451,528	\$ 465,074	\$ 479,026
Expenses Total	\$ 1,785,435	\$ 1,836,271	\$ 1,888,619	\$ 1,942,524	\$ 3,566,582	\$ 2,092,344	\$ 2,151,390	\$ 2,212,189
Net Income	\$ 2,253,889	\$ 2,223,250	\$ 2,191,199	\$ 2,157,694	\$ 1,923,310	\$ 3,424,998	\$ 3,393,538	\$ 3,360,464

Future Value	2049	2050
Revenue		
Paid Parking Revenue	\$ 5,095,818	\$ 5,121,297
Citation Revenue	\$ 504,698	\$ 507,222
Revenue Total	\$ 5,600,516	\$ 5,628,519
Expenses		
Parking Kiosks Procurement	\$ -	\$ -
Signage	\$ -	\$ -
Construction Cost	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 1,480,190	\$ 1,524,596
Parking Kiosks Operating Cost	\$ 149,993	\$ 154,492
Credit Card Transaction Fee	\$ 151,214	\$ 151,970
Contribution to Community Benefits District	\$ 493,397	\$ 508,199
Expenses Total	\$ 2,274,793	\$ 2,339,256
Net Income	\$ 3,325,723	\$ 3,289,262

Scenario C: charge \$2.00 per hour, increase rate by \$0.50 per hour every 10 years

Future Value	2025	2026	2027	2028	2029	2030	2031	2032
Revenue								
Paid Parking Revenue	\$ -	\$ 2,822,468	\$ 2,634,627	\$ 2,647,800	\$ 2,661,039	\$ 2,674,344	\$ 2,687,716	\$ 2,701,155
Citation Revenue	\$ -	\$ 450,000	\$ 452,250	\$ 454,511	\$ 456,784	\$ 459,068	\$ 461,363	\$ 463,670
Revenue Total	\$ -	\$ 3,272,468	\$ 3,086,877	\$ 3,102,311	\$ 3,117,823	\$ 3,133,412	\$ 3,149,079	\$ 3,164,824
Expenses								
Parking Kiosks Procurement	\$ 560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ 176,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Cost	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ -	\$ 750,000	\$ 772,500	\$ 795,675	\$ 819,545	\$ 844,132	\$ 869,456	\$ 895,539
Parking Kiosks Operating Cost	\$ -	\$ 76,000	\$ 78,280	\$ 80,628	\$ 83,047	\$ 85,539	\$ 88,105	\$ 90,748
Credit Card Transaction Fee	\$ -	\$ 88,357	\$ 83,346	\$ 83,762	\$ 84,181	\$ 84,602	\$ 85,025	\$ 85,450
Contribution to Community Benefits District	\$ -	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513
Expenses Total	\$ 848,000	\$ 1,164,357	\$ 1,191,626	\$ 1,225,291	\$ 1,259,955	\$ 1,295,650	\$ 1,332,404	\$ 1,370,251
Net Income	\$ (848,000)	\$ 2,108,112	\$ 1,895,251	\$ 1,877,020	\$ 1,857,867	\$ 1,837,762	\$ 1,816,675	\$ 1,794,574

Future Value	2033	2034	2035	2036	2037	2038	2039	2040
Revenue								
Paid Parking Revenue	\$ 2,714,660	\$ 2,728,234	\$ 3,393,070	\$ 3,410,035	\$ 3,427,086	\$ 3,444,221	\$ 3,461,442	\$ 3,478,749
Citation Revenue	\$ 465,988	\$ 468,318	\$ 470,660	\$ 473,013	\$ 475,378	\$ 477,755	\$ 480,144	\$ 482,545
Revenue Total	\$ 3,180,649	\$ 3,196,552	\$ 3,863,730	\$ 3,883,048	\$ 3,902,464	\$ 3,921,976	\$ 3,941,586	\$ 3,961,294
Expenses								
Parking Kiosks Procurement	\$ -	\$ -	\$ 752,593	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ 236,529	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Cost	\$ -	\$ -	\$ 150,519	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 922,405	\$ 950,078	\$ 978,580	\$ 1,007,937	\$ 1,038,175	\$ 1,069,321	\$ 1,101,400	\$ 1,134,442
Parking Kiosks Operating Cost	\$ 93,470	\$ 96,275	\$ 99,163	\$ 102,138	\$ 105,202	\$ 108,358	\$ 111,609	\$ 114,957
Credit Card Transaction Fee	\$ 85,878	\$ 86,307	\$ 104,321	\$ 104,842	\$ 105,367	\$ 105,893	\$ 106,423	\$ 106,955
Contribution to Community Benefits District	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	\$ 378,147
Expenses Total	\$ 1,409,222	\$ 1,449,352	\$ 2,647,898	\$ 1,550,896	\$ 1,594,802	\$ 1,640,012	\$ 1,686,565	\$ 1,734,501
Net Income	\$ 1,771,427	\$ 1,747,200	\$ 1,215,832	\$ 2,332,152	\$ 2,307,662	\$ 2,281,964	\$ 2,255,021	\$ 2,226,792

Scenario C (cont.): charge \$2.00 per hour, increase rate by \$0.50 per hour every 10 years

Future Value	2041	2042	2043	2044	2045	2046	2047	2048
Revenue								
Paid Parking Revenue	\$ 3,496,143	\$ 3,513,624	\$ 3,531,192	\$ 3,548,848	\$ 4,245,671	\$ 4,266,900	\$ 4,288,234	\$ 4,309,675
Citation Revenue	\$ 484,957	\$ 487,382	\$ 489,819	\$ 492,268	\$ 494,729	\$ 497,203	\$ 499,689	\$ 502,187
Revenue Total	\$ 3,981,100	\$ 4,001,006	\$ 4,021,011	\$ 4,041,116	\$ 4,740,401	\$ 4,764,103	\$ 4,787,923	\$ 4,811,863
Expenses								
Parking Kiosks Procurement	\$ -	\$ -	\$ -	\$ -	\$ 1,011,422	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ -	\$ -	\$ 317,876	\$ -	\$ -	\$ -
Construction Cost	\$ -	\$ -	\$ -	\$ -	\$ 202,284	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 1,168,476	\$ 1,203,530	\$ 1,239,636	\$ 1,276,825	\$ 1,315,130	\$ 1,354,583	\$ 1,395,221	\$ 1,437,078
Parking Kiosks Operating Cost	\$ 118,406	\$ 121,958	\$ 125,616	\$ 129,385	\$ 133,266	\$ 137,264	\$ 141,382	\$ 145,624
Credit Card Transaction Fee	\$ 107,490	\$ 108,027	\$ 108,567	\$ 109,110	\$ 127,991	\$ 128,631	\$ 129,274	\$ 129,920
Contribution to Community Benefits District	\$ 389,492	\$ 401,177	\$ 413,212	\$ 425,608	\$ 438,377	\$ 451,528	\$ 465,074	\$ 479,026
Expenses Total	\$ 1,783,863	\$ 1,834,691	\$ 1,887,031	\$ 1,940,928	\$ 3,546,346	\$ 2,072,006	\$ 2,130,951	\$ 2,191,648
Net Income	\$ 2,197,238	\$ 2,166,315	\$ 2,133,979	\$ 2,100,188	\$ 1,194,055	\$ 2,692,096	\$ 2,656,972	\$ 2,620,215

Future Value	2049	2050
Revenue		
Paid Parking Revenue	\$ 4,331,224	\$ 4,352,880
Citation Revenue	\$ 504,698	\$ 507,222
Revenue Total	\$ 4,835,922	\$ 4,860,102
Expenses		
Parking Kiosks Procurement	\$ -	\$ -
Signage	\$ -	\$ -
Construction Cost	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 1,480,190	\$ 1,524,596
Parking Kiosks Operating Cost	\$ 149,993	\$ 154,492
Credit Card Transaction Fee	\$ 130,570	\$ 131,223
Contribution to Community Benefits District	\$ 493,397	\$ 508,199
Expenses Total	\$ 2,254,149	\$ 2,318,509
Net Income	\$ 2,581,773	\$ 2,541,592

Scenario D: charge \$2.00 per hour, increase rate by \$1.00 per hour every 10 years

Future Value	2025	2026	2027	2028	2029	2030	2031	2032
Revenue								
Paid Parking Revenue	\$ -	\$ 2,822,468	\$ 2,634,627	\$ 2,647,800	\$ 2,661,039	\$ 2,674,344	\$ 2,687,716	\$ 2,701,155
Citation Revenue	\$ -	\$ 450,000	\$ 452,250	\$ 454,511	\$ 456,784	\$ 459,068	\$ 461,363	\$ 463,670
Revenue Total	\$ -	\$ 3,272,468	\$ 3,086,877	\$ 3,102,311	\$ 3,117,823	\$ 3,133,412	\$ 3,149,079	\$ 3,164,824
Expenses								
Parking Kiosks Procurement	\$ 560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ 176,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Cost	\$ 112,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ -	\$ 750,000	\$ 772,500	\$ 795,675	\$ 819,545	\$ 844,132	\$ 869,456	\$ 895,539
Parking Kiosks Operating Cost	\$ -	\$ 76,000	\$ 78,280	\$ 80,628	\$ 83,047	\$ 85,539	\$ 88,105	\$ 90,748
Credit Card Transaction Fee	\$ -	\$ 88,357	\$ 83,346	\$ 83,762	\$ 84,181	\$ 84,602	\$ 85,025	\$ 85,450
Contribution to Community Benefits District	\$ -	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513
Expenses Total	\$ 848,000	\$ 1,164,357	\$ 1,191,626	\$ 1,225,291	\$ 1,259,955	\$ 1,295,650	\$ 1,332,404	\$ 1,370,251
Net Income	\$ (848,000)	\$ 2,108,112	\$ 1,895,251	\$ 1,877,020	\$ 1,857,867	\$ 1,837,762	\$ 1,816,675	\$ 1,794,574

Future Value	2033	2034	2035	2036	2037	2038	2039	2040
Revenue								
Paid Parking Revenue	\$ 2,714,660	\$ 2,728,234	\$ 4,030,556	\$ 4,050,709	\$ 4,070,962	\$ 4,091,317	\$ 4,111,774	\$ 4,132,333
Citation Revenue	\$ 465,988	\$ 468,318	\$ 470,660	\$ 473,013	\$ 475,378	\$ 477,755	\$ 480,144	\$ 482,545
Revenue Total	\$ 3,180,649	\$ 3,196,552	\$ 4,501,216	\$ 4,523,722	\$ 4,546,340	\$ 4,569,072	\$ 4,591,917	\$ 4,614,877
Expenses								
Parking Kiosks Procurement	\$ -	\$ -	\$ 752,593	\$ -	\$ -	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ 236,529	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Cost	\$ -	\$ -	\$ 150,519	\$ -	\$ -	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 922,405	\$ 950,078	\$ 978,580	\$ 1,007,937	\$ 1,038,175	\$ 1,069,321	\$ 1,101,400	\$ 1,134,442
Parking Kiosks Operating Cost	\$ 93,470	\$ 96,275	\$ 99,163	\$ 102,138	\$ 105,202	\$ 108,358	\$ 111,609	\$ 114,957
Credit Card Transaction Fee	\$ 85,878	\$ 86,307	\$ 121,533	\$ 122,140	\$ 122,751	\$ 123,365	\$ 123,982	\$ 124,602
Contribution to Community Benefits District	\$ 307,468	\$ 316,693	\$ 326,193	\$ 335,979	\$ 346,058	\$ 356,440	\$ 367,133	\$ 378,147
Expenses Total	\$ 1,409,222	\$ 1,449,352	\$ 2,665,110	\$ 1,568,195	\$ 1,612,187	\$ 1,657,484	\$ 1,704,124	\$ 1,752,148
Net Income	\$ 1,771,427	\$ 1,747,200	\$ 1,836,106	\$ 2,955,527	\$ 2,934,154	\$ 2,911,588	\$ 2,887,793	\$ 2,862,729

Scenario D (cont.): charge \$2.00 per hour, increase rate by \$1.00 per hour every 10 years

Future Value	2041	2042	2043	2044	2045	2046	2047	2048
Revenue								
Paid Parking Revenue	\$ 4,152,994	\$ 4,173,759	\$ 4,194,628	\$ 4,215,601	\$ 5,573,587	\$ 5,601,455	\$ 5,629,462	\$ 5,657,609
Citation Revenue	\$ 484,957	\$ 487,382	\$ 489,819	\$ 492,268	\$ 494,729	\$ 497,203	\$ 499,689	\$ 502,187
Revenue Total	\$ 4,637,951	\$ 4,661,141	\$ 4,684,447	\$ 4,707,869	\$ 6,068,316	\$ 6,098,658	\$ 6,129,151	\$ 6,159,797
Expenses								
Parking Kiosks Procurement	\$ -	\$ -	\$ -	\$ -	\$ 1,011,422	\$ -	\$ -	\$ -
Signage	\$ -	\$ -	\$ -	\$ -	\$ 317,876	\$ -	\$ -	\$ -
Construction Cost	\$ -	\$ -	\$ -	\$ -	\$ 202,284	\$ -	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 1,168,476	\$ 1,203,530	\$ 1,239,636	\$ 1,276,825	\$ 1,315,130	\$ 1,354,583	\$ 1,395,221	\$ 1,437,078
Parking Kiosks Operating Cost	\$ 118,406	\$ 121,958	\$ 125,616	\$ 129,385	\$ 133,266	\$ 137,264	\$ 141,382	\$ 145,624
Credit Card Transaction Fee	\$ 125,225	\$ 125,851	\$ 126,480	\$ 127,112	\$ 163,845	\$ 164,664	\$ 165,487	\$ 166,315
Contribution to Community Benefits District	\$ 389,492	\$ 401,177	\$ 413,212	\$ 425,608	\$ 438,377	\$ 451,528	\$ 465,074	\$ 479,026
Expenses Total	\$ 1,801,598	\$ 1,852,515	\$ 1,904,944	\$ 1,958,930	\$ 3,582,199	\$ 2,108,039	\$ 2,167,164	\$ 2,228,042
Net Income	\$ 2,836,354	\$ 2,808,626	\$ 2,779,503	\$ 2,748,939	\$ 2,486,117	\$ 3,990,618	\$ 3,961,987	\$ 3,931,755

Future Value	2049	2050
Revenue		
Paid Parking Revenue	\$ 5,685,897	\$ 5,714,327
Citation Revenue	\$ 504,698	\$ 507,222
Revenue Total	\$ 6,190,596	\$ 6,221,549
Expenses		
Parking Kiosks Procurement	\$ -	\$ -
Signage	\$ -	\$ -
Construction Cost	\$ -	\$ -
Third Party Enforcement Contract Cost	\$ 1,480,190	\$ 1,524,596
Parking Kiosks Operating Cost	\$ 149,993	\$ 154,492
Credit Card Transaction Fee	\$ 167,146	\$ 167,982
Contribution to Community Benefits District	\$ 493,397	\$ 508,199
Expenses Total	\$ 2,290,725	\$ 2,355,268
Net Income	\$ 3,899,871	\$ 3,866,280