



Aurora Parking & Mobility Enterprise

July 2015 • Final

Business Plan

Includes the primary recommendations and policies that will drive the implementation of the Parking and Mobility Program. This section focuses on program organization, phased recommendations, and the financial pro forma for the program, including various growth opportunities.



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Business Plan



Parking & Mobility Enterprise

Business Plan

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Parking & Mobility Enterprise

This document represents the initial business plan for the City of Aurora Parking and Mobility Enterprise System, which will become the management entity for parking and mobility services throughout the community. The management services will likely first serve the areas around the Aurora Line/I-225 light rail stations, but will eventually expand to other parts of the community, including commercial and mixed-used areas, event locations, and municipal locations. This document outlines the specific approaches and strategies for the implementation of that program, including:

- » Vision, Mission, and Guiding Principles
- » Organization and Management
- » Parking Management Policies and Practices
- » Enforcement Policies and Practices
- » Paid Parking Policies
- » Special Area Parking Practices
- » Program Budgeting and Pro Forma



Each of these sections includes specific recommendations and practices for implementing those recommendations. These practices are supported by best management practices that have been cultivated through peer review and parking industry research. All of the recommendations are consolidated in the Action Plan, which is presented in the next section. This Action Plan provides a timeline for evaluation and implementation of various policies and programs.

Beyond the recommendations provided in this Business Plan, the document is supported by additional references related to:

- » Marketing and Education
- » Technology Master Plan
- » Branding and Wayfinding
- » Parking Facility Design Guidelines
- » Station Area Planning

These components of the plan are documented in separate chapters that provide supporting policy and practices to help implement the business plan within the Aurora community.

1. Parking and Mobility Enterprise System Action Plan

The Aurora Parking and Mobility Enterprise Business Plan provides a number of recommendations about the direction of the parking management program, the components that need to be in place, and responsibilities of the Parking and Mobility Manager and the outsourced vendor. This section summarizes those recommendations. The recommendations for the program rollout are specific and include a number of programs, policies, and initiatives that need to be implemented to prepare for the Aurora Line/I-225 Line opening. Recommendations for the first year are defined to help the City of Aurora and the program prepare

for opening day. The recommendations for the second year include evaluating the program and responding to initial needs.

Beyond the first two years, the recommendations are a little more flexible and specifics will need to be finalized as data from the managed lots, garages, and streets are analyzed and the Parking and Mobility Manager can better define program needs. The third year (and beyond) will focus on program evolution and expansion, including expanding the services provided, expanding the parking assets managed, and exploring larger insourced and outsourced staffing requirements. Within all of these years and program decision, the program needs to focus on the central tenets defined in this plan and echoed throughout each of the policies and recommendations:

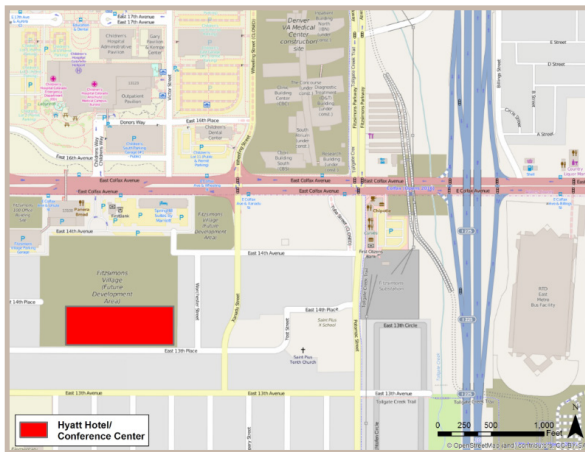
- » **Customer Service** – The parking management program should be rooted in providing exceptional customer service, with the program designed to support citizens, business owners, visitors, and development. Positive customer service will be the foundation for a community-centric parking management approach that supports the “quality of life” issues important to the City and its citizens.
- » **Self-Sustaining** – The parking management program should be able to support itself financially (over time) and eventually provide a funding source to reinvest into the parking and mobility system.
- » **Sustainability** – The parking management program should follow the sustainability goals outlined by the City, with a focus on encouraging alternative travel modes through smart growth design and transportation demand management (TDM) principles.
- » **Focus on Mobility** – The parking management program should have a scope wider than just parking. While the development of parking management strategies will be an initial focus, in the long-term the program will also develop strategies and programs to enhance overall mobility throughout the community. This focus could include strategies to integrate parking with transit, cycling, and pedestrian initiatives, as well as programmatic support for enhancing transportation and community elements.
- » **Technology** – The parking management program will strive to implement technologies that enhance the customer experience and provide a system that allows management to improve parking operations. The use of integrated technologies will be a cornerstone of a creating a “data-driven” management plan.
- » **Ease of Use** – The parking management program will provide a system of parking that is easy to use and understand by promoting good wayfinding, marketing, branding, and information to help the Aurora community better use and understand the system.
- » **Efficient Use of Parking** – The parking management program will make efficient use of existing and future parking by providing sufficient parking supply levels to support area needs, coordinating public and private partnerships, maintaining adequate parking for various user groups, and managing supply to prioritize use based on adjacent needs and land use. The concept of shared parking will be actively promoted for both public and private parking assets. The City will take an active role in promoting and facilitating shared parking to ensure that supply is not exaggerated and demand is adequately met within provided supply.



SPECIFIC RECOMMENDATIONS (IMMEDIATE AND SHORT TERM)

The specific recommendations that are presented in the timeline and specific Action Plan on the following pages are focused on the first three to five years of the program, and are intended to help the program from inception through the beginning of program evolution. The evolution phase recommendations are presented in the following section and provide general approaches and guidelines. These specific recommendations are governed by three date ranges:

- » June 2015 – Hiring of the Parking and Mobility Manager
- » 1st Quarter 2016 – Opening of the Iliff and Hyatt Hotel/Conference Center parking garages (shown on the location maps below)
- » 2nd Half of 2016 – Anticipated opening of the RTD Light Rail Line



Hyatt Hotel/Conference Center Location



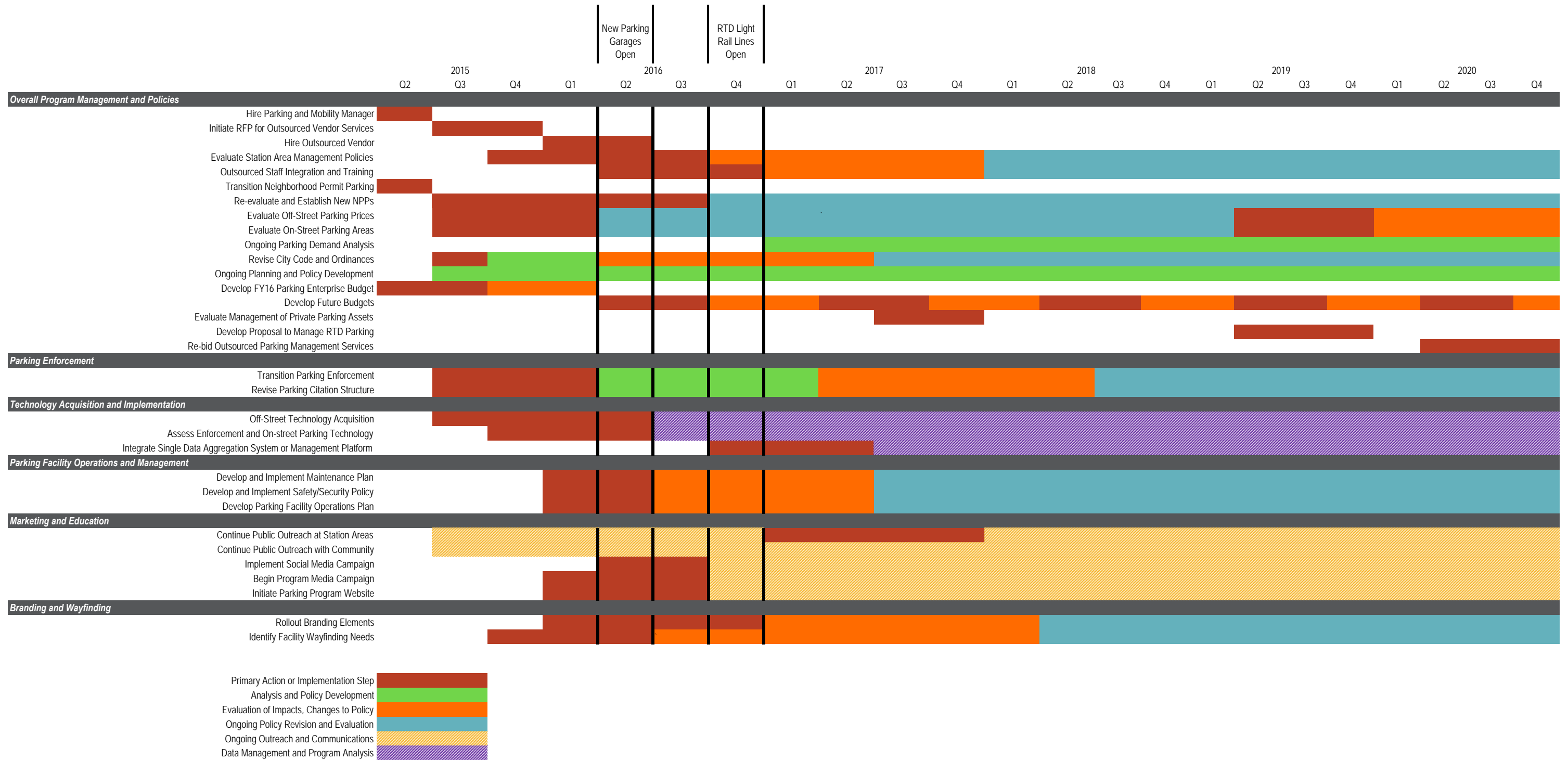
Iliff Garage Location

The chart on the following page provides the general recommendations, including implementation, evaluation, revision, and ongoing monitoring. Each of the recommendations is described in further detail below.



Parking & Mobility Enterprise

Business Plan



Overall Program Management and Policies

Action	Description	Timeline	Priority	Cost
Adopt/Endorse Business Plan	The City should have the plan adopted and/or endorsed by the City Council.	Immediate	High	Staff time
Hire Parking and Mobility Manager	As the very first step in implementing the program, the City will need to hire an experienced Parking and Mobility Manager who can help guide program implementation and associated policies. This Parking and Mobility Manager was hired prior to the completion of this business plan and is working towards implementation.	Completed	High	Annual salary and benefits
Initiate Request for Proposals (RFP) for Outsourced Vendor Services	<p>As part of this business plan, an initial RFP for outsourced services has been developed. This outsourced services vendor will essentially provide support staff for the Parking and Mobility Manager, helping to operate, manage, enforce, and maintain parking program assets within the community. Given the variability of program development over the first two years, the recommendation is for the City to hire one experienced parking management firm to help implement the initial stages of the program. These initial stages will include:</p> <ul style="list-style-type: none"> » Off-street management, operations, and maintenance » On-street enforcement and management » Neighborhood parking program enforcement and management » Customer service » Initial technology acquisition <p>The term of the first outsourced contract should be four to five years and the management fee should be scalable based on the evolution of the staff size. The outsourced vendor needs to provide one or more highly skilled project managers to support the Parking and Mobility Manager</p>	Q3 2015 – Q4 2015	High	Staff time for development and evaluation of RFP
Hire Outsourced Vendor	After completing the RFP process, the City will hire a parking management firm who should immediately begin assisting with the recommendations outlined below.	Q1 2016 – Q2 2016	High	Management fee (see pro forma for estimates)



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Action	Description	Timeline	Priority	Cost
Evaluate Station Area Management Policies	The new Parking and Mobility Manager should continue to work with area stakeholders and the City's Planning Department and Fastracks team to define specific station area policies. Draft recommendations for Florida and Iliff station areas have been defined in this plan and represent a template for implementing strategies. Coupled with the station area policies and Park+ modeling application, the City should have a robust set of tools to manage parking needs at stations and evolve management programs as the light rail is initiated.	Q4 2015 – Q3 2016	Medium	Staff time for implementation
Outsourced Staff Integration and Training	After hiring the outsourced vendor, the City's Parking and Mobility Manager should work closely with the vendor's project manager to hire staff and begin integrating and training them in advance of full program rollout. This will include customer service training, community education, technology education, and overall program policy education.	Q2 2016 – Q4 2016	Medium	Included in management fee (+ Parking and Mobility Manager time)
Transition Neighborhood Permit Parking (NPP)	The City should immediately transition the NPP program from Traffic Engineering to the new Parking and Mobility Manager. This should happen early, allowing time for the Parking and Mobility Manager to review, overhaul, and establish new policies for the NPP program. Time will be critical, because the overhauled program will need to be established in advance of light rail opening.	Immediate	High	Staff time
Re-Evaluate and Establish New NPPs	The new Parking and Mobility Manager should review the current structure of the NPP program, as well as best management practices for the implementation of NPPs around transit stations. The overhauled program should serve the needs of the residents, be based on data-driven policy measures, and promote efficient operations within the City's parking management system. Some consideration should be given to adopting a Neighborhood Parking Benefit District option for residents who would like to provide parking for commuter needs while receiving financial benefits from the sale of permits or spaces. Before the opening of the light rail lines, the City should begin to evaluate and implement neighborhood programs for those neighborhoods that are within a ¼ to ½ mile of station platforms.	Q3 2015 – Q3 2016	High	Enforcement costs (staff and technology) – see Pro Forma for estimates

Action	Description	Timeline	Priority	Cost
Evaluate Off-Street Parking Prices	The evaluation of parking pricing will be an ongoing effort, including annual evaluations of market competition and parking demands at each parking facility. Initial parking pricing should be set to provide daily parking for commuters and transition over time to support multiple users within the system. Long-term, the City should consider demand-based pricing that reflects the actual market value of the space.	Ongoing	Medium	Staff time. Paid Parking Policy document provides initial recommendations; adjust as demand dictates
Evaluate On-Street Parking Areas and Prices	The Parking and Mobility Manager should evaluate parking needs around station areas and implement on-street parking where appropriate. This on-street parking management program could include regulated, permitted, and/or fee-based parking. The Parking and Mobility Manager should evaluate commuter parking programs for on-street assets. The on-street assets should use a combination of permits and multi-space kiosks with license plate credentialed payment and pay-by-phone. The program should be structured using the Asset Light concept discussed in later sections of this plan. The Parking and Mobility Manager should evaluate the needs of the surrounding area and apply parking management strategies to meet the need of the intended user. In the long-term, the City should consider demand-based pricing around on-street assets to help manage parking demand and support business and community needs.	Ongoing		Staff time. Paid Parking Policy document provides initial recommendations; adjust as demand dictates
Ongoing Parking Demand Analysis	The Parking and Mobility Manager should monitor and evaluate parking demands within both City assets and adjacent private assets to help define policy and program changes, especially over the early years of the program. Changes to demand, including both growth and contraction, will necessitate changes that could include regulations, pricing, and infrastructure.	Ongoing	Medium	Staff time
Revise City Codes and Ordinances	As defined in the Code and Policy Changes document, the Parking and Mobility Manager should work to revise existing and adopt new policies and codes to support the programs implementation	Q3 2015	High	Staff time



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Action	Description	Timeline	Priority	Cost
Ongoing Planning and Policy Development	The parking program will likely need to evolve and grow with changing community dynamics. The Parking and Mobility Manager should use a data-driven approach to evaluate program needs. The data should include program operations and revenues, parking demand and usage, and community input. Using these data points, the Parking and Mobility Manager should evaluate and amend policies and practices to best support the program and community.	Ongoing	Medium	Staff time
Development Review Oversight	The Parking and Mobility Manager should become involved in the development review process to ensure that future community development (especially around the transit station areas) is consistent with the intended vision of the program and previous planning efforts. This review should include the analysis of parking requirements, shared parking opportunities, and overall parking reductions.	Ongoing	Medium	Staff time
Develop a Parking Maintenance Program	The Parking and Mobility Manager should develop a facility maintenance plan for the Iliff and Hotel/Conference Center garages to ensure that the facilities are maintained proactively from their opening through the life of the structures.	Q1 2016	Medium	Staff time for development; assume \$250-300 per space for maintenance reserves
Develop FY16 Parking Enterprise Budget	The Parking and Mobility Manager should work with the core project team and City Finance department to develop the program's budget and capital needs plan for fiscal year 2016 (FY16). The FY16 budget will likely be based on the pro forma and budget developed as part of this business plan.	Immediate	High	Staff time
Develop Fiscal Year 2017 (FY17) Parking Enterprise Budget	The Parking and Mobility Manager should work with the core project team and City Finance department to develop the program's budget and capital needs plan for FY17. The FY17 budget should build on the FY16 budget and use programmatic data to define capital needs and budget adjustments.	Q2 2016	Medium	Staff time

Action	Description	Timeline	Priority	Cost
Evaluate Management of Private Parking Assets	The Parking and Mobility Manager should work with private businesses around the station areas to define parking management plans that will support efficient use of each area. In most cases, this will likely include private management of their own assets through signage and booting/towing ordinances. However, in some cases, this could include public management of private assets, including leased parking spaces for commuters. In these situations, the Parking and Mobility Manager should design the public-private agreement to minimize impacts to business and support both entities. Reinvestment of parking revenues into Eco-Passes for employees of the partner businesses could be a great opportunity to build positive appreciation of the program.	Year 1 (as demands from light rail are realized)	Low (trending higher as demand dictates)	Staff time for evaluation; implementation will include lease fees and/or incentive payback
Develop Proposal to Manage and Operate RTD Parking	After the first year of parking management at the Iliff Garage by the City, the City should develop and submit a proposal to RTD to manage and operate all of the parking assets associated with the Aurora Line/I-225 Line between Dayton and Peoria, and the Airport/40th Station on the East Line. The benefit of the consolidated approach to management is that policies and practices can be coordinated, providing a consistent experience along the rail line. Parking management can be used to balance commuter demands along the line, helping to minimize impacts to businesses and residents.	Year 4 (based on demand evaluation, with intended transition in Year 5)	Low (trending higher as demand dictates)	Staff time for evaluation and proposal; see Pro Forma for estimates of technology and facility costs
Re-Bid Outsourced Parking Management Services	At the end of the initial four- to five-year term, the City should rebid the outsourced management services. At this time, the RFP could be structured to support hiring multiple vendors for various program elements.	Year 4 - 5	Low	Staff time for development and evaluation



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Parking Enforcement

Action	Description	Timeline	Priority	Cost
Transition Parking Enforcement	The City should begin the process of transitioning enforcement duties from police to the parking program. The transition should begin with revisions to policies and ordinances that support the customer service approach to parking enforcement, including graduated citations (where the citation level goes up based on the frequency with which the patron has received citations in the recent past), community education opportunities, and the Parking Ambassador (PA) model. The transition will continue with the hiring of the outsourced vendor and staff, who will need to be trained for program rollout, and initial enforcement of neighborhood street parking, parking facilities, and on-street assets.	Q3 2015 – Q2 2016	Medium	Staff time for transition between operating groups; Technology enhancements: \$45,000 per ambassador Car- \$25,000 LPR*- \$18,000 Handheld device and printer \$4,500
Revise Parking Citation Structure	As part of the program transition, the City will revise the current citation structure, including graduated citations that are less intensive for first-time offenders and more intensive for habitual offenders. First-time offenses should be tied to an education program that helps patrons better understand how to use the system. The citation payment process should include an online payment option, and incentives for quick payment of citations, as well as escalating fines (where the fine goes up based on delinquency) for late or non-payment.	Q3 2015 – Q2 2016	Medium	Staff time for development and adoption

* License Plate Recognition

Technology Acquisition and Management

Action	Description	Timeline	Priority	Cost
Off-Street Technology Acquisition	The Parking and Mobility Manager will need to work with IT and Public Works departments to acquire off-street parking and access control technology for the Iliff and Hotel/Conference Center garages. The technology should allow for license plate-based credentials for enforcement and payment, as well as pay-on-foot stations for transient (e.g., hourly visitor) parking. The technology needs to be supported by back-end management systems that interface with other parking technology and other City management systems. Hotel/Conference Center facilities will need to be compatible with hotel key credential for entry/exit. The program should set a long term goal to integrate with area tolling technology to create a more consistent and easier to use payment platform.	Q3 2015 – Q2 2016	High	\$15,000 per pay-on-foot kiosk \$40,000 per Parking Access Control gate and payment platform See Pro Forma for estimates

Action	Description	Timeline	Priority	Cost
Assess and Acquire Enforcement and On-Street Technology	The Parking and Mobility Manager will need to work with IT to define enforcement equipment (handheld devices, back-end management, and license plate recognition vehicles) and on-street revenue control equipment (kiosks, permits, permit management system, and back-end management systems). The technology will need to be supported by back-end management systems that interface with other parking technology and other City management systems.	Q4 2015 – Q4 2016	Medium	\$15,000 per pay-on-foot kiosk See Pro Forma for estimates
Integrate Single Data Aggregation of Management Platform	The Parking and Mobility Manager and IT department should work together to define a back-end management platform that integrates (or at least interfaces) with all of the parking technology investments. This could include either an integrated platform that functions as one system, or a data aggregation platform that pulls data from multiple systems into one manageable back-end system that can evaluate and manage the program.	Q4 2016 – Year Three	Medium	Ongoing effort that will likely require a second outsourced management contract

Marketing and Education

Action	Description	Timeline	Priority	Cost
Continue Public Outreach at Station Areas	The Parking and Mobility Manager will need to work with the City's planning department and community outreach group to continue ongoing conversations with station area stakeholders about the upcoming light rail opening. This will include working collaboratively to define recommendations and manage commuter traffic demands. The meetings should also be used to help manage expectations and perceptions of the parking program and the role it will play in the light rail system.	Ongoing through RTD opening	High	Staff time plus advertising
Continue Public Outreach with Community	The Parking and Mobility Manager will need to work with the City's neighborhood liaisons to continue the program education efforts before and after rollout. This will include responding to needs for neighborhood parking programs, rollout of new parking policies, introduction of new technologies or new programs, responding to, and preventing patron complaints. When rolling out new policies and practices, it is important to involve the community for transparency purposes. They should also be included in the evaluation process, so that they understand the how and why of the specific improvements.	Ongoing	High	Staff time plus advertising



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Action	Description	Timeline	Priority	Cost
Develop an Opening Day Education Plan	The Parking and Mobility Manager should work with the Communications team to develop an opening day education plan, including how and where to park and the policies associated with opening day. The plan should include activities for six months out, one month out, one week out, and opening day. On opening day, the PAs should be stationed around parking assets at the stations to help new patrons understand where to park and how to pay (if applicable).	Q1 2016 – Q3 2016	High	Staff Time
Implement Social Media Campaign	The Parking and Mobility Manager should work with the Communications team to develop a social media information campaign, including Twitter, Instagram, Facebook, and others. The program should be used to reach a wider market and convey information about the program, including promotions, changes to policy or technology, and general program news.	Q2 2016 - Ongoing	Medium	Staff Time
Begin Program Media Campaign	The Parking and Mobility Manager should work with the Communications team to develop a media strategy, including print and television. The strategy should be tied to certain rollout milestones and be used to positively promote the program and inform the community about the intent of the program and any changes that might be made.	Q1 2016 - Ongoing	Medium	\$75,000 annual budget for marketing and education
Initiate Parking Program Website	The City should implement a parking website (e.g., ParkAurora.gov) that provides information about the program, including where parking is, how much it costs, who can use it, and the policies that govern parking. The website should include both static and dynamic information about the system, including space counts and availability (where appropriate). The website should also include information about how to pay parking citations, how to pay for reserved parking spaces (if any), and who to contact about questions related to the program.	Q1 2016 – Q3 2016	Medium	\$25,000 for website development and maintenance

Branding and Wayfinding

Action	Description	Timeline	Priority	Cost
Rollout Branding Elements	The City should begin rolling out branding elements immediately, so that the public begins to associate the branded parking elements with the program. This will include initial marketing and education materials, signs, web materials, and signage on the outside of garages. The outsourced staff should have apparel and clothing that are branded with these elements. The Parking and Mobility Manager should work with the Communications team to develop messaging that corresponds with the program brand and use it to promote the program.	Q1 2016 – Q4 2016	Medium	\$15,000 - \$30,000 for signage per facility
Identify Facility Wayfinding Needs	The Parking and Mobility Manager should work with an interdepartmental core group to define wayfinding needs for the parking facilities, including directional and trailblazer signage. These signs should be used to move patrons into the parking facility efficiently and reduce confusion and congestion.	Q4 2015 – Q2 2016	Medium	\$250 - \$1,000 per trailblazer sign for wayfinding

Long-Term Recommendations

Beyond the first five years, the City's Parking and Mobility Program should focus on evolution and expansion, using data from the program to define how and where the program expands. General recommendations for the program beyond the first two years are as follows:

Action	Description	Timeline	Priority	Cost
Evaluate Program Performance	Using the benchmarks identified in the Business Plan, the City should collect the necessary data, perform analyses, and make decisions on necessary changes that need to be implemented. These changes could include adjustments to policy or management strategies. Additional changes that may be necessary to implement at this point are changes to parking pricing to determine how the paid parking program is working in effecting user behavior to balance the parking system and whether or not the program should be expanded or adjusted.	Ongoing	High	Staff time for evaluation and policy development



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Action	Description	Timeline	Priority	Cost
On-Street Paid Parking	The City should evaluate a wider-scale implementation of on-street paid parking system, beyond the station areas. The evaluation should be based on available right-of-way and demand for parking, primarily in high density locations and commercial areas. The technology for revenue collection includes parking kiosks and pay-by-phone technology.	Year 5 and beyond	Medium	Staff time for evaluation; technology costs for revenue control and enforcement
Program Expansion	Based on data collection and analysis, the City should consider the expansion of the program and implement Special Area Strategies, such as transit-oriented development (TOD) zones around stations and special management areas around commercial uses. These special areas will be able to focus parking management strategies specific to an individual area, separate from the overall parking management strategies, in order to meet the needs of that area. Implementation of special area strategies relies on evaluation of data and should support community growth patterns and initiatives.	Year 5 and beyond	Medium	Staff time for evaluation Leasing and payback costs for management of private assets Facility development costs for new public facilities
Implement a Parking Facility Maintenance Program	Facility maintenance should be conducted routinely, at least annually if not more frequently as necessary. Routine maintenance helps to ensure that all aspects of the facility are properly cared for and issues are addressed. A maintenance program ensures that there is a systematic and consistent approach to conducting the routine evaluation of facility systems.	Ongoing	High	Staff time for development; assume \$250-300 per space for maintenance reserves (plus inflation)
Develop a Shared Parking Agreement Template	The City should develop a shared parking agreement template that can be used in most shared parking situations. Three templates should be developed, one that assumes City management and oversight of the shared parking facility, a second where management and oversight is the responsibility of the owning party or entity, and a third that governs the sharing of parking assets between private parties. These templates should be general and flexible so that they can be readily available but also flexible to adjust to local conditions.	Year 5 and Beyond	Medium	Staff time for development and oversight

Action	Description	Timeline	Priority	Cost
Define And Implement A Mobility And Financial Incentive Program	An incentive program should be developed and implemented to encourage the use of other forms of transportation and improve mobility at station areas. Incentives can range from provision of improved access (e.g., connectivity to bike routes and/or sidewalks) and improved amenities such as bike lockers and lighting, to provision of transit passes for residents and employees to encourage use of transit. Different incentives should be evaluated and implemented as necessary in appropriate locations to expand mobility options for all users.	As program revenues allow	Medium	Staff time for evaluation and allocation of funds and program funding
Adopt And Implement A Personnel Development Plan	The City's parking program is anticipated to grow and expand, not only with regard to internal staff, but with the number of outsourced staff necessary to manage and enforce the parking system. It is necessary to adopt and implement a Personnel Development Plan in order to outline goals for hiring and training staff, establish consistent messages related to the parking program and brand that the staff should receive and promote themselves.	Beyond Year 5	Low	Staff time (plus outsourced management firm) to assess and implement staffing development plans
Conduct Parking Rate Market Assessments	The City should evaluate parking rates not only in Aurora but in the areas near Aurora (Denver, Boulder, and Fort Collins, as well as the airport) to ensure that they are competitive within the market range. This evaluation should be conducted annually or semi-annually as necessary.	Ongoing	Medium	Staff time for evaluation
Develop An Annual Report	The City should develop a report annually that describes parking system usage, patterns, and trends, highlights the changes made in the last year of the program, the impacts those changes may have made, and necessary steps for future growth and evolution. At the very least, the annual report ensures that the components of the parking system are being reviewed on a regular basis. When conducted annually, the City will be able to see long-term patterns in the system and make adjustments as necessary. The annual report should also present positive investments made by the program, such as reinvestment of revenues, to help paint a positive image of the programs efforts.	Annually	Medium	Budget \$5,000 to \$15,000 annually for development and dissemination of annual report



2. Parking and Mobility Program Purpose and Structure

The Parking and Mobility Enterprise System envisioned by the City of Aurora will serve to promote quality of life and economic development opportunities throughout the community with the implementation of an integrated parking management and mobility enhancement function. The program will evolve over time to serve the entire community of Aurora, helping to link the new Aurora Line/I-225 light rail stations

and commercial, mixed-used, and transit-oriented development (TOD) areas within the community. The cornerstone of the program will be an emphasis on positive customer service and experiences, which should provide a successful foundation for the program's evolution within the community.

The following Mission, Vision, and Guiding Principles will help guide the program's evolution within the Aurora community.

VISION, MISSION, AND GUIDING PRINCIPLES

The central tenet of the Aurora Parking and Mobility Enterprise System will be to manage the program and its elements for the improvement and economic development of the Aurora community. This is expressed through the Vision and Mission statements below, as well as the program guiding principles, which build off previous parking planning work completed in 2009.

Vision

Efficient parking management operations that provide a safe and positive parking environment for customers, as well as support and strengthen the TOD, urban center, and place-making goals of the Aurora community.

Mission

Support the growth and development of the Aurora community through the implementation of community-based parking management strategies and coordinated mobility enhancements. Parking management will achieve this mission by being:

- » Customer-focused
- » Self-sustaining (long-term)
- » Financially accountable



Guiding Principles

The following principles have been identified to support the implementation of the Parking & Mobility Enterprise System:

1. **Adequate and Safe Access for All Users** – Adequate and safe access to rail transit services should be provided for users of all modes of transportation.
 - a. Previous studies indicate a parking shortfall related to the Aurora Line opening. Close monitoring of parking supply will be an ongoing effort.
 - b. The City should continue to pursue funding opportunities to provide adequate and safe access.
2. **Economic Development** – The provision and management of parking should be viewed as an economic development tool to support the City’s growth strategies. The City should consider parking as a tool to foster long-term urban development and redevelopment by helping to facilitate parking solutions and drive the reinvention of transit stations and core areas as an urban destination.
3. **Parking Management** – The parking management program should be designed for the betterment of the community, with a focus on providing a resource that serves the parking customer, Aurora’s citizens, businesses, and visitors. The program shall be designed with the following tenets in mind:
 - a. Sustainability – the parking management program should follow the sustainability goals outlined by the City, with a focus on encouraging alternative travel modes through smart growth design and transportation demand management (TDM) principles.
 - b. Focus on Mobility – The parking management program should have a scope wider than just parking. While the development of parking management strategies will be an initial focus, in the long-term the program will also develop strategies and programs to enhance overall mobility throughout the community. This focus could include strategies to integrate parking with transit, cycling, and pedestrian initiatives, as well as programmatic support for the enhancement of transportation and community elements.
 - c. Customer Service – The parking management program should be rooted in providing exceptional customer service, with the program designed to support citizens, business owners, visitors, and development. Positive customer service will be the foundation for a community-centric parking management approach that supports the “quality of life” issues important to the City and its citizens.
 - d. Technology – The parking management program will strive to implement technologies that enhance the customer experience and provide a system that allows management to improve parking, traffic, and community operations. The use of integrated technologies will be a cornerstone of a creating a “data-driven” management plan.
 - e. Ease of Use – The parking management program will provide a system of parking that is easy to use and understand by promoting good wayfinding, marketing, branding, and information to help the Aurora community better use and understand the system.
 - f. Efficient Use of Parking – The parking management program will make efficient use of existing and future parking by providing sufficient parking levels to support area needs, coordinating public and private partnerships, and managing supply to prioritize use based on adjacent needs and use. The concept of shared parking will be actively promoted between both public and private parking assets. The City will take an active role in promoting and facilitating shared parking to ensure that supply is not exaggerated and demand is adequately met within provided supply.
4. **Land Consumption and Parking Utilization** – Land consumption for parking should be minimized and more efficient parking space utilization should be encouraged through land use design and parking



Parking & Mobility Enterprise

management measures.

5. **Market Based Approach** – A market-based approach should be explored and promoted by making commuters pay all or portion of the cost of providing commuter parking. Parking is expensive and it is not “free.” Charging for parking can raise revenues to help offset the cost of providing parking and managing its usage.
6. **Situations to Be Avoided** – The following situations should be avoided:
 - a. Missed development opportunities
 - b. Inappropriate distribution and allocation of parking spaces
 - c. Spillover commuter parking impacts to neighborhoods and businesses

OVERALL PROGRAM STRUCTURE

The City of Aurora should implement a hybrid parking management structure that includes a single internal staff member (the Parking and Mobility Manager) and a staff comprised of outsourced staff managed through a structured management agreement, off-street parking facilities, on-street parking, neighborhood parking programs, program financial performance, system planning, and enforcement

The insourced Parking and Mobility Manager, who is located in the City’s Public Work’s organization, would provide management oversight for the program and direct the actions of the outsourced staff. The components of the program include off-street parking facilities, on-street parking, neighborhood parking programs, program financial performance, system planning, and enforcement. The Parking and Mobility Manager will be supported by an internal advisory team from various departments within the City

Internal Parking Program – Roles and Responsibilities

The City of Aurora Parking and Mobility Enterprise System will have complete responsibility for the management of all parking related program elements, including the following program components:

- » **Off-Street Parking Facility Management** – This includes day-to-day operations of parking facilities (both garage and surface) as well as maintenance, management, marketing, and security of facilities.
- » **On-Street Parking Resource Management** – This component includes management of metered and unmetered on-street spaces, which could include commercial districts, station areas, and neighborhood areas.
- » **Collaborative Management of Private Assets** – This includes working with private sector property and business owners, as well as developers, to define shared or leased parking management agreements, or development plans for public-private partnership of facility construction.
- » **Parking Enforcement** – Enforcement includes introduction of on-street and off-street parking enforcement, management of citations, and collection of violation revenue.
- » **Parking Planning and Policy Development** – This includes developing plans and policies to support the parking program, as well as coordinating with area stakeholders such as businesses, medical campuses, residents, the Regional Transportation District (RTD), and Denver Regional Council of Governments (DRCOG).
- » **Technology Acquisition and Management** – This includes the planning, acquisition, management, and maintenance of parking management, revenue control, communications, and associated technologies to help manage and support the data-driven program operation.

- » **Operations and Maintenance** – Operations and maintenance includes the overall day-to-day operation of the programs assets and the ongoing routine, preventive, and reactive maintenance needs of the program assets.
- » **Finance and Budgeting** – This includes developing, adapting, and managing annual and program budgets, as well as capital acquisition and ongoing maintenance and management costs.
- » **Mobility/Transportation Alternative Programs** – These programs include the introduction and management of mobility improvements intended to enhance the transportation system and support an efficient parking and mobility enterprise program.

The internal City staff for the Aurora Parking and Mobility Enterprise System will initially consist of a single Parking and Mobility Manager supported by internal administrative staff and existing staff members from various departments within the City. The program will be further supported by the outsourced management staff procured through a request for proposals. These outsourced managers should be embedded in City offices and serve as proxy staff members with responsibilities to the City of Aurora. In successful examples of this type of program throughout the country, having staff embedded within the City has helped promote a more seamless operation internally.

In the short-term, the Parking and Mobility Manager will be counted on to help with program building and implementation. This will include helping to enact policies of this business plan, bring on and manage outsourced vendors, and develop new policies and strategies to help the program evolve and respond to community needs. In the longer term, after the program is more established, the Parking and Mobility Manager will need to be more focused on program maintenance and management, helping to ensure that the system is self-sustaining and financially accountable. The longer term role of the Parking and Mobility Manager will include evaluating program management, helping to implement new parking assets and policy, and strengthening the connection between mobility and the parking program.

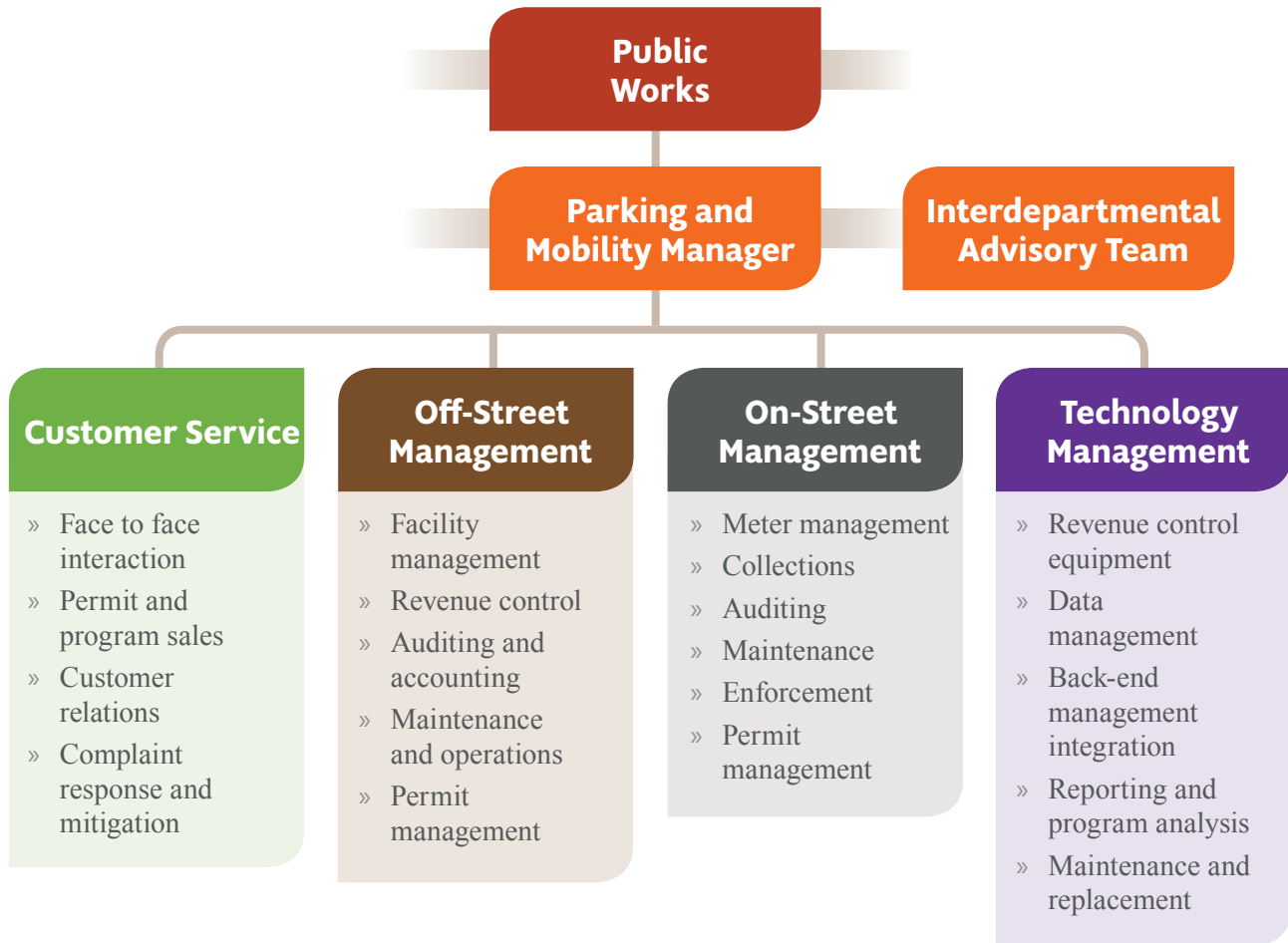
Over time, the internal function of the parking management group may need to expand beyond the initial Parking and Mobility Manager to include supervisory staff for on-street, off-street, planning, and/or data management programs. These positions will initially be filled by outsourced management teams and their project managers. In the long-term, the City should evaluate the need for expansion of internal staff to achieve the goals of the parking program. Additionally, the City should evaluate the insourced versus outsourced structure of the department over time. It may be necessary to take some or all of the components of the program in-house as the City evaluates the community's response to the program's management impacts.



Parking & Mobility Enterprise

Organizational Chart

The following organizational chart defines the location of the parking management function of the City, as well as the distribution of responsibilities within the group.



OUTSOURCED MANAGEMENT - ROLES AND RESPONSIBILITIES

The Parking and Mobility Manager will be supported by outsourced staff procured through one or more management agreements. The organizational chart defines the program components that need to be managed and require special assistance from the outsourced management firm. The use of one firm for all components will provide the best opportunity for consistency amongst management areas. However, hiring a firm that does all aspects may restrict the City from getting the best management available. If the City desires to have the best possible management practices, it may be necessary to engage multiple firms. For example, the City of Denver has separate management firms, each managing a different aspect of the parking system—on-street, parking garages, surface lots, and data management. It is recommended that if multiple firms are selected, each firm should focus on a particular aspect of the parking system.

Phased Management Evolution

Based on the proposed phasing of the program, the following approach should be considered for the outsourced management function within the City.

- » **Opening Day Roles**— On day one of the program, the primary responsibilities of the outsourced management team(s) will be to manage and enforce the expanded neighborhood permit parking program, manage and operate the Iliff Garage, Hotel/Conference Center Garage, and Municipal Building Garage, and manage and enforce some on-street spaces and leased surface lot spaces around the new transit stations. Additionally, the outsourced team will be integral in initial customer service and outreach, as well as some limited data and technology management. Because of the limited scope and scale of the initial program, the City should consider using one vendor for the management of all aspects initially. This single-vendor approach will allow for a more cohesive and consistent approach to management.
- » **Mid Term Roles** – After the first year of program operation, the City should evaluate where the program needs to evolve and expand. At this time, the City could consider partnering with private businesses to manage parking assets near the station areas to help provide public parking and minimize impacts to adjacent businesses and residents. The City and the outsourced manager will need to evaluate staffing, resource, and technology needs for this evolution.
- » **End of Term Roles** – The City should continue evaluating and expanding the program, using data-driven decisions to implement policies, technologies, and strategies. Based on the proposed timeline of the program, it is likely that the City of Aurora could partner with RTD to manage and operate station area parking assets along the Aurora Line/I-225 Line, including the Nine Mile station. The City and the outsourced manager will need to evaluate staffing, resource, and technology needs for this evolution. The sections that follow in this business plan outline how and where policies should be implemented to serve the community. After the completion of the initial contract, the City should rebid the outsourced parking management contract and evaluate the use of multiple vendors for the program, allowing for more expertise and knowledge to be applied to the various components of the program.

Under all conditions listed above, the City should require that the vendor or vendors provided a dedicated project manager who is knowledgeable in the fields of parking management, operations, and customer service. This project manager should be stationed within the City of Aurora offices and work collaboratively with the City's Parking and Mobility Manager. As the program expands, there will be a need for additional outsourced management support, which may require additional project managers to be stationed within the City offices. As the program evolves, those outsourced project managers may give way to full-time City positions for program supervisors, who would assist the Parking and Mobility Manager with program management.

It is highly recommended by the project team and the regional peer review group (that facilitated a review of the overall business plan approach during the life of this project) that the management teams from the outsourced vendors be embedded in the City of Aurora parking management staff's office location. By locating vendor staff in the office with the Parking and Mobility Manager, there is a higher likelihood that all attention is devoted to the implementation and management of the Aurora parking program.

The initial term of the outsourced contract should be three years (with options for two subsequent one year extensions), which would allow the City to work with a vendor to implement and expand the program initially as the garages and light rail open. After that period, the City could either extend that vendor's contract or rebid for an expanded scope of services, based on the evolution of the program.



Parking & Mobility Enterprise

Ultimate Outsourced Management Responsibilities

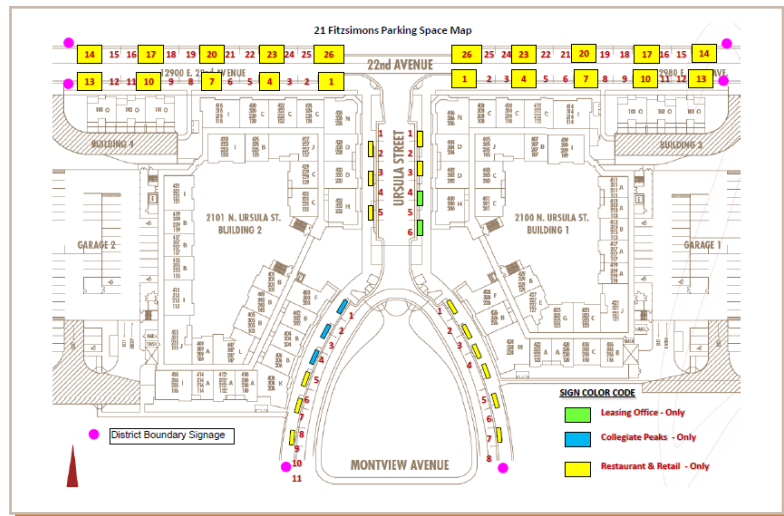
Ultimately, the outsourced management firm(s) will be responsible for a number of components of the parking system, including the following elements. While all components will not be active on day one, the City should begin to consider these elements early on because the program will likely expand quickly within the year after the light rail line opens and the demand for off-street and on-street parking is enhanced.

Customer Service

The cornerstone of the Aurora Parking and Mobility Enterprise System is customer service. As such, one of the most important pieces of the program will be the way its customers experience parking and how they are treated throughout the process of finding, using, and paying for parking. That experience also deals with customer complaints, which will be inevitable once the program is implemented. The outsourced vendor will be responsible for collecting, documenting, responding to, and preventing customer complaints, with the direct oversight of the Parking and Mobility Manager and other City staff, especially communications and neighborhood outreach. Another integral part of the customer experience is the introduction of parking ambassadors (PAs), who will act as the face of the program, provide information to users on the parking system as well as the area in general. Their role is to inform the public as well as enforce the parking regulations. The collaboration between the City, the outsourced vendor(s), and PAs will be essential for the development of a consistent message and education platform that helps integrate the program into the everyday life of Aurora citizens. This will ensure that the PAs and outsourced vendor(s) uphold the City's overall vision for customer service and its core values of integrity, respect, professionalism, and customer service.

On-Street Parking Management

The on-street parking management component of the program will include space and curb management, parking space permitting or enforcement, and special management overlay areas, such as neighborhoods, station areas, and commercial or business areas. Management will include metered and unmetered spaces. It will be critical for the City and the Parking and Mobility Manager to define the managed areas in the early stages of program development. For example, the Fitz21 Business Improvement District (BID) manages their own on-street parking. The City and Parking and Mobility Manager, in conjunction with the BID, should determine the appropriateness of taking over parking management in the area. In that example, those spaces in Fitz21 would need to be made public if the City were to manage, rather than restricting specific spaces to specific businesses.



Within on-street parking management, the following elements will need to be considered as part of the introduction and development of parking management.

- » **On-Street Revenue Operations** – on-street operations will include the management, operation, maintenance, and collection of parking meters or kiosks. The introduction of new on-street parking meter technology should provide for the collection of credit/debit payments, as well as pay-by-phone. The City and its outsourced agent will need to ensure ongoing Payment Card Industry (PCI) compliance and security of credit/ debit transactions. The metered system could also include a pay-by-phone component, which would necessitate further integration of data systems to ensure compliance with payment and parking policy restrictions.
- » **Enforcement** – Enforcement of parking policy will include both on-street and off-street parking spaces and will include issuance of citations, collection of citation revenue, adjudication of parking violations, and vehicle towing or immobilization for scofflaw offenders. For simple citation adjudication matters, the outsourced vendor should be used to improve customer service and streamline the appeals process. However, for more complicated appeals and adjudication matters, the City should take care to maintain separation between citation issuance and adjudication with their outsourced vendor, because the combination of these two elements could create potential conflicts of interest within the issuance and review of violations. Many communities use a separate violation review board which is responsible for hearing appeals and processing violations after issuance and before they are introduced into the City court system. The enforcement vendor should also closely follow the direction of the Parking and Mobility Manager, especially as it relates to customer service and the introduction of the PA model. The contract should be written with this particular vendor to ensure payment and management fees are not related to the issuance of citations as a performance metric.
- » **Permit Management** – Permit management could extend to both on-street and off-street assets, and will likely include neighborhood permit parking programs, commuter/vanpool/carpool programs near stations, and monthly permit issuance in City-owned or maintained garages and surface lots. The outsourced vendor will be responsible for the issuance, management, tracking, complaint response and enforcement in all facilities. The City Parking and Mobility Manager will be responsible for making recommendations for permit rates (should it be decided that there is a cost for permits), defining oversell percentages, and monitoring the program success. Related to neighborhood parking programs, the City will immediately move this program from traffic engineering to the new parking program, reevaluate the issuance of permits, and reassess current programs. The reevaluation should include ensuring that a suitable number of residents support the creation of the program; that enforcement assets are suitable to manage the program; and that signage and permit costs are included in the cost to purchase permits.

Off-Street Parking Management

The off-street parking management component of the program will include parking facility operations and management for City-owned, maintained, and managed parking facilities. This could include facilities that the City owns outright, facilities for which the City has entered into public-private management agreements, or facilities where the City leases or maintains spaces in private parking assets. The day-to-day operations of these facilities will include management, access control, operations, security, revenue control, accounting, and auditing. The City may wish to enter into an outsourced agreement with a firm for off-street management, or may end up with multiple firms based on the specific circumstances of the City parking asset. In either case, the City should control decisions that are made at each parking facility and should ensure that there is a consistent experience from the customer end of the transaction.



Parking & Mobility Enterprise

Technology Management

The technology component of the City's parking management program will likely span all sectors, including on-street, off-street, enforcement, customer service, and wayfinding. It is essential that the management of technology platforms is done as efficiently as possible to ensure an easier management function, provide data for the continual management and evolution of the program, and support management decisions. Initial technologies will include pay-on-foot kiosks, phone-based payment, and license plate recognition enforcement. Future program enhancements could include the integration of the E-470 tolling platform as a secondary payment option to help promote easier and more consistent payment opportunities for residents.

The Technology Master Plan will define the specific components to include, as well as the integration or interfacing of technologies, coordination with the Information Technology (IT) department, and decisions to ensure that the system is future-proofed from technology evolutions. The outsourced vendor will be responsible for maintaining this system, acquiring and defining new technology needs, operating and integrating technologies, and processing and maintaining system data. The City's IT department will be heavily involved in this aspect of the outsourced management, helping to integrate new parking technology with existing and future City technology platforms, whenever possible.

Parking and Mobility Enterprise

The parking and mobility service provided by the City should be operated as an enterprise fund within the City of Aurora, with the goal of generating revenue for a self-sustaining organization, as well as providing opportunities to use excess revenue to support the community through transportation, mobility, streetscape, aesthetic, and capital improvement enhancements. The program may not be self-sustaining in the first few years, but the ultimate goal should be to operate efficiently and generate enough revenue to cover those expenses without an ongoing subsidy from the general fund or other City funding sources. Because of the likelihood that the program will not be self-sustaining in the initial years, the City should initially set the program up as a special revenue fund, and then transition into an enterprise fund as the program evolves.

The long-term goal of the program is to create a financially self-sustaining work unit that is able to fund the operational, management, administrative, and technical aspects of the program within the revenues generated from the program. Financially self-sustaining parking programs rely on all phases of the parking program contributing to the revenue collected. In most cases, a managed parking structure will not pay for itself, but when the revenues from on-street management and enforcement are added in, the program is able to sustain the operational needs. In many cases, programs that have all of these aspects under one management structure can also generate enough revenue to contribute to the economic needs of other aspects of the parking and transportation system. For example, the City of

Enterprise Funds

An enterprise fund establishes a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Under enterprise accounting, the revenues in expenditures of services are separated into separate funds with their own financial statements, rather than commingled with the revenues and expenses of all other government activities. Enterprise funds are required to be self-sustaining financially. The City of Aurora currently has enterprise funds for Water, Wastewater, and Golf services.

Boulder uses excess revenues from the parking system to fund private sector employee Eco-Passes as well as streetscape and transportation enhancements. By setting this program up as an Enterprise Fund, the City of Aurora has positioned itself for similar success down the road. Over time, as the program becomes self-sustaining, any excess revenues should be reinvested into mobility enhancements for the community and/or returned to benefit areas that help promote and support the managed parking system with the City of Aurora.

The enterprise fund for parking and mobility services will have the dual benefit of funding those programs for the greater good of the community, as well as providing a more transparent view of the parking operation within the City. Because the funds are dedicated to the program, annual reporting should be able to define how and where those funds are collected and spent, as well as beneficial investments back into the community. As part of the marketing and education program, the City should communicate and advertise the positive use of the revenues.

MOBILITY SERVICES WITHIN PARKING

Existing Mobility Investments

The City of Aurora currently has a number of mobility-related TIP projects that have been funded by DRCOG and are slated for implementation in the coming years. These projects will directly serve connectivity to the RTD stations and the Aurora community, and include:

- » Toll Gate Creek Trail
- » Westerly Creek Trail to Toll Gate Creek Trail Cross-town Connector
- » 23rd Ave. Bike/Pedestrian Path at Fitzsimons Station
- » Metro Center Station Area Bike/Pedestrian Connector Facility

The inclusion of mobility services within the parking program at its inception is a critical step to ensure the City of Aurora program is truly serving the community and invested in the community's future vision. Parking should not be viewed in a silo, but rather as a vital component of the transportation system that helps manage the balance between driving, transit, cycling, and walking trips. Free and abundant parking often leads to an increase in single-occupancy vehicle trips, which runs counter to the goals of TOD, which drives much of the vision for the community around the new Aurora Line/I-225 transit stations. Managed parking often discourages driving trips and helps manage the growth patterns in the community. In fact, parking management is often the most effective tool in the mobility management toolbox.

Currently, the majority of citizens still prefer to drive their car as the primary mode of transport. However, as parking is better integrated into the transportation

planning realm, the easier it will be to help people migrate from one travel mode to another. Within the Parking and Mobility Enterprise System, the following elements should be included (and funded) to ensure that the parking and transportation system are aligned to accomplish the future vision for the City of Aurora.

- » **Bicycle infrastructure and support**, including bike lanes and paths, and bike parking facilities, such as bike lockers and storage shelters
- » **Pedestrian infrastructure and support**, including sidewalks and paths, streetscape, and safe crossings
- » **Shared services**, including rideshare, carshare, and bikeshare to promote reduced vehicle ownership and enhanced first and last mile connectivity
- » **Financial incentives**, including Eco-Passes or cash out for employees, incentives for unbundling residential spaces, and incentives to promote shared public-private parking facilities



- » **Technology enhancements**, including mobile and dynamic information platforms that help to identify parking spaces, reduce congestion, and travel, and link the parking and transit system for synced commute information

PARKING AS AN ECONOMIC DEVELOPMENT STRATEGY

Parking plays a vital role in supporting a community's economic development, as businesses rely on parking availability and accessibility to accommodate the demands of their customers. Parking is the first and last experience that customers have with an area, and the City should do its part to ensure that that experience is a positive one. The management of parking should therefore be geared towards providing quality customer service and a positive parking experience to support core area business activity. Highly congested, over-occupied, or overpriced parking systems can deter potential customers from coming to, and spending time in an area. On the other hand, easily accessible and available parking ensures customers have a place to park. However, there is a balance between providing too much and not enough parking that must be reached to ensure that a parking system is operating most efficiently. To reach that balance, parking management tools should be applied to meet and mitigate parking demands and encourage efficiency in the parking system, supporting access to core area businesses and their consumer base.

Further, the idea that parking assets can be used to stimulate development and growth have gained greater acceptance as innovative programs from around the country have proven this concept with many successful examples. Parking is no longer a standalone entity or a private component of individual development. Instead, it is a tool that communities are using to realize the vision of urban high-density development, without the need to follow archaic parking planning and development practices. Many communities are using the concept of shared centralized parking as a catalyst for new development, with the communities providing parking and receiving the return on investment in the form of development, sales tax revenue, and community growth.

One of the primary guiding principles of the "parking-as-economic-development" policy is to view parking development projects and the resulting infrastructure as true investments. As with any other type of investment, there should be an expectation of a specific return for public dollars invested. Based on successful strategies from around the country, a five to one return is recommended as a goal. For example, if the City were to invest \$10,000,000 in a new parking facility, the expected return on this investment would be at least \$50,000,000 in private-sector investment. This is one means of leveraging parking investment as a tool for community and economic development.

Two of the key lessons learned from communities where this model has been successfully applied include:

1. A reinforcement of the importance of "shared parking" as a central component of the strategy. This is important because the ability to leverage complementary (as opposed to overlapping) peak parking accumulation factors allows the sharing of spaces between land uses and thereby allows the garage to support more private sector development projects. This greatly enhances the chances of attaining the five to one return on investment goal.
2. Recognize the importance of retaining ownership and control of parking assets (i.e., leasing the spaces, not "giving them away.")

This approach also encourages a broader assessment of the economic impacts of proposed development projects, including: initial project value, jobs creation (short-term and long-term), property tax impacts, estimated sales tax contributions, and potential for stimulating additional development or community investment.

3. Budget and Pro Forma

The final section of this Business Plan includes a discussion of the proposed operating expenses, revenues, and program budget associated with the recommendations and implementation schedule outlined in the previous sections. The section includes a discussion of the financial model built for the Aurora Parking and Mobility Enterprise System, the assumptions that were used to build the model, the potential initial and ongoing capital costs, potential revenues from paid parking and citations, and a working pro forma for the program's first several years.

AURORA PARKING AND MOBILITY FINANCIAL MODEL

Financial models allow you to visualize the financial health of your parking operations now and for the future. While a comprehensive, well thought out model doesn't guarantee a successful operation, it will vastly improve your forecasting capability, track and monitor current and future operational aspects, assist in the creation of metrics and dashboards, and aid in the development of strategic plans. The elements of the financial model developed in conjunction with this business plan include:

1. Revenue sources
 - a. On-Street – including transient revenue from on-street parking transactions
 - b. Off-Street – including transient revenue from off-street parking transactions
 - c. Monthly Permits – including priority permits for commuter spaces in parking facilities
 - d. Citations – including projected citation revenue as a proportion of total program revenue. Citation revenue was held at 5%, based on conservative estimates from similar programs, including Boulder, CO and Tempe, AZ.
2. Operating Expenses – including management fees for outsourced management, lease payback/revenue sharing for public-private partnerships, and general facility and program operating costs
3. Capital Costs
 - a. Technology and Equipment – including on-street and off-street revenue control technology, enforcement technology and equipment, and signage, wayfinding, and security equipment
 - b. Bond Repayments – for parking structures
 - c. Other debt sources – for leased or deferred technology

GENERAL ASSUMPTIONS

The following assumptions were used throughout the model.

Revenue Sources

There were several potential revenue sources identified at each station, including the following:



Off-Street Parking Revenue

- » Spaces in parking facilities were designated as either transient (daily) or permit (monthly). Permit space thresholds were based on the overall capacity of the parking facility.
- » Monthly priority permit amount is \$50 in initial years (this amount was based on market analysis in Paid Parking Policy document, as well as desire to price permits lower than accumulated daily rate)
- » Transient parking is collected as a daily rate, with the rate set at \$3 in initial years
- » Average parking facility occupancy was set at 70%, based on projections from the Park+ model (average of all parking demands)

On-Street Parking Revenue

- » On-street parking was added at stations where right-of-way would allow and demand dictated a need. The following locations were included:
 - » Near Dayton parking lot (75 spaces)
 - » Around the Iliff garage (100 spaces)
 - » Near the Florida station area (100 spaces)
 - » Near the Metro Center station (80 spaces)
 - » Near the Abilene station area (50 spaces)
- » On-street parking revenue is collected on an hourly basis. In early years, when demand is primarily for commuters, the rate was set at \$.50 per hour and a total of 10 hours were allowed per transaction to allow all day parking while restricting overnight parking. In later years, as the areas redevelop around the stations, the rate was adjusted to \$1 per hour and time restrictions reduced to four hours and then ultimately 2 hours per transaction.
- » Average on-street parking occupancy was set at 70%, based on projections from the Park+ model (average of all parking demands)

Neighborhood Parking Programs

- » Neighborhood Parking Programs were included at Iliff, Florida, and 13th Avenue, based on the location of residential areas around the station (multi-family housing was not included as the lots associated with these locations would be restricted by property management)
- » The model assumed that there would be 2 tags per household, with the first tag provided for free and the second provided at a cost of \$15
- » The model assumed that half of the homes within the impact area would purchase a second permit

Revenue Growth

Revenue was assumed to grow annually at 1%. This conservative estimate assumes that much of the light rail demand will be created on day one, and additional demands for parking will be phased in slowly over time. The revenue growth for the program may be higher based on the policies and practices implemented, but the initial model uses this conservative estimate to predict future revenue growth.

Expenses

The primary expenses associated with operations are within the management fee for the program. The management fee was structured based on an introductory cost (primarily at the Iliff garage) and an escalating as spaces are added to the program. Additionally enforcement costs were applied for on-street parking and neighborhood parking programs. These costs were assumed to be:

- » Management Fee
 - » \$180,000 for initial outsourced parking management (i.e., Iliff parking garage)
 - » Revenues, operating costs, and management fees for the Hotel/Conference Center Garage were not included in this analysis as the garage expenses and profit will be self-contained for most of the period covered in this financial analysis
 - » \$15 per space for each additional off-street space added to the parking system
- » Enforcement Fees
 - » \$45,000 per parking officer
 - » Officer responsibilities were split between stations
 - » The number of officers grows within the program as the number of spaces and areas grows
- » Maintenance Reserves
 - » Maintenance reserves were calculated based on \$260 per space annual cost, based on industry standards
 - » For Iliff Garage, RTD annual contribution was deducted from overall maintenance reserve expenses
- » Administrative Costs
 - » \$125,000 per year for salaries and internal administrative costs
 - » \$75,000 per year for outreach, marketing, education, and branding components

Overall, expenses were projected to grow at 3% per year, accounting for increases in staff and material costs and overall inflation.

Capital Costs (Construction and Technology)

Capital costs defined in the model include the following elements

- » Construction costs were defined as the actual costs for Iliff and Hotel/Conference Center garages. These costs are illustrative only and were not included in capital costs for the program or debt service requirements.
- » Pay-on-Foot Stations in Off-Street Parking Facilities
 - » \$15,000 per station
 - » Assumed two kiosks per facility added
- » Multispace meter
 - » \$15,000 each per kiosk
- » Enforcement Technology
 - » Car - \$25,000
 - » LPR - \$18,000
 - » Handheld device and printer \$4,500
- » Active Security- Cameras and Blue light stations
 - » \$150,000 for Iliff parking garage
 - » \$10,000 - \$15,000 per surface lot added
- » Economic life
 - » Garage is 30 years
 - » PARCS, LPR and Cameras is 10 years
 - » Planning rate is 5% on debt service for capital technology investments. No debt service is considered for Iliff or Hotel/Conference Center garages



PHASED BUSINESS PLAN IMPLEMENTATION

This model was designed with the flexibility to evaluate phased program opportunities, including fluid changes to implementation and execution timelines. While the initial year seems to be fairly well defined, years two and beyond could be difficult to predict at this time, but the dynamic aspects of the model make evaluation of phasing opportunities possible.

In particular, there were three distinct opportunities that were evaluated as part of the financial modeling and budgeting portion of this business plan. These opportunities include:

1. **Initial Base Program** – Base Program – this scenario included the components of the Aurora Parking and Mobility Program that will be implemented on day one of the program, including the Iliff parking garage, on-street parking around station areas as demands and right-of-ways dictate, and neighborhood permit parking programs for neighborhoods surrounding stations.
2. **Opportunity 1** – Public-Private Partnerships – this opportunity builds off of the Initial Base Program and includes the implementation of public parking at private parking facilities, with lease or payback arrangements from the City to the private owner. The scenario begins two years from now and carries these private parking assets throughout the life of the program.
3. **Opportunity 2** – City/RTD Partnership – the third opportunity builds off of Opportunity 1, and includes a partnership between the City and RTD to manage and operate RTD parking facilities along the Aurora Line/I-225 Line. The facilities include Dayton, Nine Mile, 2nd/Abilene, 13th Avenue, and Peoria. The management of these facilities is included in year 5 of this estimate and includes revenues from the collection of payments, shared revenue with RTD, management fees, and enhanced enforcement and technology costs.

These scenarios are described in following sections.

Initial Base Program

The first scenario uses the known components of the parking and mobility program to define revenue potential, operating expense expectations, and overall net income for the program. The base program includes the following components:

- » Iliff parking garage – 600 spaces, with a mixture of transient and priority permit spaces (100 spaces).
- » On-street parking, including:
 - » Near Dayton parking lot (75 spaces)
 - » Around the Iliff garage (100 spaces)
 - » Near the Florida station area (100 spaces)
 - » Near the Metro Center station (80 spaces)
 - » Near the Abilene station area (50 spaces)
- » Neighborhood permit parking, including around Iliff (335 total homes, 168 paid permits), Florida (669 total homes, 335 paid permits), and 13th Avenue (375 total homes, 188 paid permits)
- » Administrative and marketing/education costs
- » Management fees for the Iliff garage and enforcement fees split between the on-street parking areas and NPP areas (4.5 total enforcement officers)

- » Parking rates were defined as transient (on-street and off-street) and permit (priority off-street and neighborhood). Rates were held constant for five years, and then adjusted at the five year point to account for increased demands around the station areas (as defined by the Park+ model).

The rate structure is as follows:

Rate	Year 1	Year 5
Off-Street Transient (Daily)	\$3	\$4
Off-Street Permit (Monthly)	\$50	\$55
On-Street (Hourly)	\$0.50	\$1
Neighborhood Permit (2nd Permit)	\$15	\$15

- » Capital costs, as follows:

CAPITAL COSTS		Direct Cost	Including Tax / Indirect Costs	Service Life (Years)
Technology:				
	Kiosks			
On-street MSMs @	\$15,000.00 per meter for 12 block faces	\$180,000	\$198,000	10
<i>Garage Technology:</i>	\$15,000.00 per station for 2 stations	\$30,000	\$33,000	10
<i>Enforcement:</i>				
Smartphones	\$4,500.00 per unit for 3 units	\$13,500	\$14,850	7
Vehicles	\$25,000.00 per vehicle 3 vehicle	\$75,000	\$82,500	7
LPR Units	\$18,000.00 per unit for 3 units	\$54,000	\$59,400	7
<i>Wayfinding:</i>				
Sensors	\$700.00 per stall 0 stalls	\$0	\$0	10
Website		\$0	\$0	10
<i>Back-end:</i>				
Back-end Management (integration)		\$0	\$0	10
Garage Elements:				
Security, Signage, Wayfinding		\$150,000	\$165,000	7
Sub-total Technology/Other Garage Elements		\$502,500	\$552,750	
Other Capital:				
Cost of RPP Programs (start-up) @	\$0.00 per program programs	\$0	\$0	10
Sub-total Other Capital		\$0	\$0	
GROSS DEVELOPMENT COST		\$502,500	\$552,750	



Initial Base Program Proforma

	Year 0 2016	Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021	Year 10 2026	Year 15 2031	Year 20 2036	Year 25 2041	Year 30 2046	TOTAL
INCOME												
13th Avenue	\$0	\$2,813	\$2,813	\$2,953	\$2,953	\$2,813	\$2,813	\$2,813	\$2,813	\$2,813	\$2,813	\$84,656
Abilene	\$0	\$36,750	\$37,118	\$37,489	\$37,864	\$77,395	\$100,482	\$105,608	\$110,995	\$116,657	\$122,608	\$2,879,140
Dayton	\$0	\$55,125	\$55,676	\$56,233	\$56,795	\$116,092	\$150,724	\$158,412	\$166,493	\$174,985	\$183,911	\$4,318,710
Florida	\$0	\$78,518	\$79,253	\$80,246	\$80,995	\$159,807	\$205,982	\$216,233	\$227,008	\$238,331	\$250,233	\$5,909,307
Illiff	\$0	\$548,513	\$553,973	\$559,613	\$565,182	\$797,586	\$876,422	\$921,000	\$967,852	\$1,017,094	\$1,068,848	\$26,657,225
Metro Center	\$0	\$58,800	\$59,388	\$59,982	\$60,582	\$123,832	\$160,772	\$168,973	\$177,592	\$186,651	\$196,172	\$4,606,624
Nine Mile	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Peoria	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Income	\$0	\$780,518	\$788,219	\$796,515	\$804,372	\$1,277,525	\$1,497,194	\$1,573,038	\$1,652,752	\$1,736,531	\$1,824,584	\$44,455,663
EXPENSES												
Administrative Costs	\$125,297	\$128,429	\$131,640	\$134,931	\$138,304	\$141,762	\$160,391	\$181,467	\$205,314	\$232,294	\$262,819	\$5,638,399
Consultant Services	\$75,000	\$75,750	\$76,508	\$77,273	\$78,045	\$78,826	\$82,847	\$87,073	\$91,514	\$96,182	\$101,089	\$2,634,956
13th Avenue	\$0	\$16,875	\$17,381	\$17,903	\$18,440	\$18,993	\$22,018	\$25,525	\$29,590	\$34,303	\$39,767	\$802,835
Abilene	\$0	\$33,750	\$34,763	\$35,805	\$36,880	\$37,986	\$44,036	\$51,050	\$59,181	\$68,607	\$79,534	\$1,605,670
Dayton	\$0	\$33,750	\$34,763	\$35,805	\$36,880	\$37,986	\$44,036	\$51,050	\$59,181	\$68,607	\$79,534	\$1,605,670
Florida	\$0	\$33,750	\$34,763	\$35,805	\$36,880	\$37,986	\$44,036	\$51,050	\$59,181	\$68,607	\$79,534	\$1,605,670
Illiff	\$106,875	\$309,000	\$317,040	\$325,309	\$333,813	\$343,138	\$390,581	\$445,467	\$508,720	\$581,656	\$665,796	\$13,926,159
Metro Center	\$0	\$16,875	\$17,381	\$17,903	\$18,440	\$18,993	\$22,018	\$25,525	\$29,590	\$34,303	\$39,767	\$802,835
Nine Mile	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Peoria	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$307,172	\$648,179	\$664,238	\$680,734	\$697,681	\$715,670	\$809,963	\$918,206	\$1,042,272	\$1,184,559	\$1,347,840	\$28,622,195
NET OPERATING INCOME	(\$307,172)	\$132,338	\$123,982	\$115,781	\$106,690	\$561,855	\$687,231	\$654,832	\$610,480	\$551,972	\$476,744	\$15,833,468
Total Debt Service	\$0	(\$79,397)	(\$79,397)	(\$83,853)	(\$83,853)	(\$83,853)	(\$100,272)	(\$113,037)	(\$134,460)	(\$137,009)	(\$180,611)	(\$3,478,121)
NET INCOME	(\$307,172)	\$52,941	\$44,584	\$31,928	\$22,837	\$478,002	\$586,959	\$541,795	\$476,020	\$414,962	\$296,133	\$12,355,347
CUMULATIVE BALANCE	(\$307,172)	(\$254,231)	(\$209,647)	(\$177,719)	(\$154,882)	\$323,120	\$2,766,170	\$5,591,807	\$8,130,078	\$10,338,251	\$12,048,175	

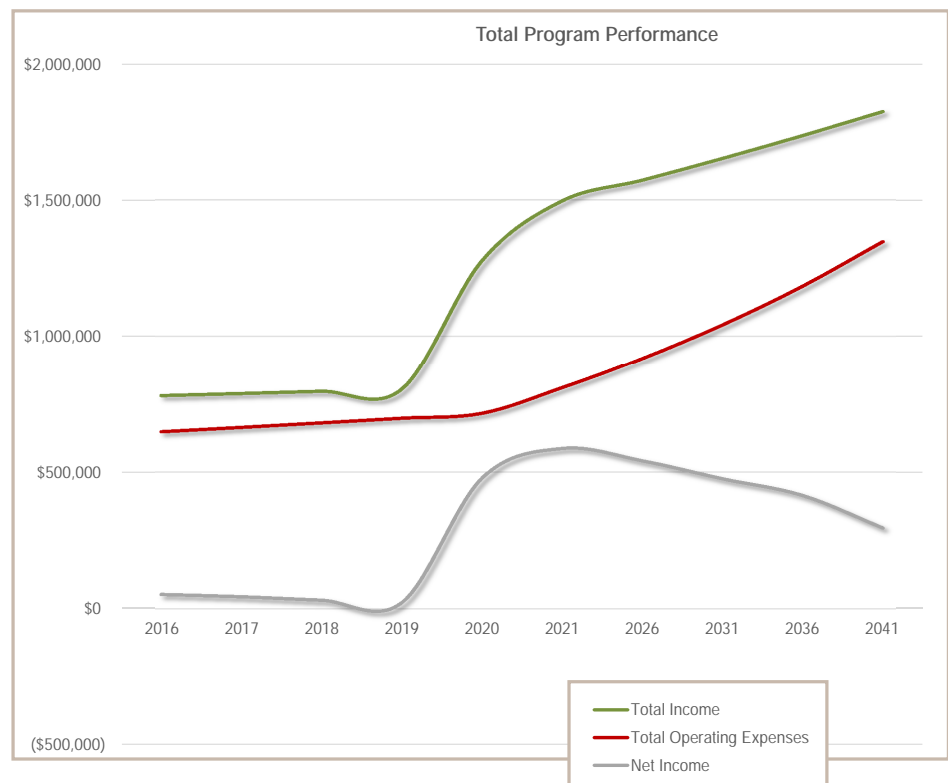
These assumptions were used to define the total costs and revenues associated with the program. For 2016 (Year 0), no revenues were assumed for the program, and expenses included administrative and outreach costs, as well as half of a year of outsourced management. 2017 represents the first year of revenue generation, and the model indicates the following outputs for years one through ten:

Year	Income	Expense	Debt Service*	Net Income	Cash Flow
2016	\$0	(\$307,172)	\$0	(\$307,172)	(\$307,172)
2017	\$780,518	(\$648,179)	(\$79,397)	\$52,941	(\$254,231)
2018	\$788,219	(\$664,238)	(\$79,397)	\$44,584	(\$209,647)
2019	\$796,515	(\$680,734)	(\$83,853)	\$31,928	(\$177,719)
2020	\$804,372	(\$697,681)	(\$83,853)	\$22,837	(\$154,882)
2021	\$1,277,525	(\$715,670)	(\$83,853)	\$478,002	\$323,120
2022	\$1,290,197	(\$733,563)	(\$83,853)	\$472,780	\$795,900
2023	\$1,302,995	(\$751,947)	(\$83,853)	\$467,195	\$1,263,095
2024	\$1,315,922	(\$770,835)	(\$83,853)	\$461,234	\$1,724,329
2025	\$1,328,978	(\$790,242)	(\$83,853)	\$454,883	\$2,179,212

*Debt service is for the capital procurement of technology and management equipment only. No debt service was identified for either Iliff or Hotel/Conference Center garages.

As shown in the chart above, the program is expected to have a negative cash flow for the first five years. While net income will turn positive in year 2 (with the introduction of parking management at the various stations along the I-225/Aurora line), the cash flow won't turn positive until year 5. In year 5 (in conjunction with higher demands related to redevelopment and associated rate increase), the program begins to see a positive cash flow.

The graphic shown to the right provides a look at operating expenses, revenues, and net income for the entire 30 year projection for the program. The chart shows a second proposed rate increase at year 10, then a steady growth of total income. However, net income begins to fall around this period as the total expenses are expected to grow at a faster rate than the program revenues.





Parking & Mobility Enterprise

Opportunity 1 – Public-Private Partnerships

Opportunity 1 builds off of the Initial Base Program, and introduces two new public-private parking partnerships. The two locations are the Florida station area and the Metro Center station area. The public-private opportunity includes all of the previous elements from the Initial Base Program (shown in the bulleted list in the previous section), as well as the following components:

- » Lease of 250 surface lot spaces at EcoTech; the City should maintain a 25% revenue share on net revenue as payback for the leased spaces. That revenue could be returned in the form of Eco-Passes for employees and students, up to but not exceeding the negotiated revenue share from net revenue
- » Lease of 650 surface lot spaces at the Town Center of Aurora; the City should maintain a 25% revenue share on net revenue as payback for the leased spaces
- » These two locations were added in Year 3 of the budget
- » Management fees for the two locations estimated at \$15 per space per month; enforcement fees split between the on-street parking areas and NPP areas (6 total enforcement officers)
- » Parking rates were defined as transient (on-street and off-street) and permit (priority off-street and neighborhood). Rates were held constant for five years, and then adjusted at the five year point to account for increased demands around the station areas (as defined by the Park+ model). The rate structure is as follows:
- » Capital costs, as follows:

Rate	Year 1	Year 5
Off-Street Transient (Daily)	\$3	\$4
Off-Street Permit (Monthly)	\$50	\$55
On-Street (Hourly)	\$0.50	\$1
Neighborhood Permit (2nd Permit)	\$15	\$15

YEAR 3 (Public-Private Partnership)						
CAPITAL COSTS	Direct Cost	Including Tax / Indirect Costs		Direct Cost	Including Tax / Indirect Costs	Service Life (Years)
Technology:						
Kiosks			Kiosks			
On-street MSMs @ \$15,000.00 per meter for 12 block faces	\$180,000	\$198,000	0 block faces	\$0	\$0	10
Off-Street Technology \$15,000.00 per station for 6 stations	\$90,000	\$99,000	4 stations	\$60,000	\$66,000	10
Enforcement:						
Smartphones \$4,500.00 per unit for 3 units	\$13,500	\$14,850	1 units	\$4,500	\$4,950	7
Vehicles \$25,000.00 per vehicle 3 vehicle	\$75,000	\$82,500	1 vehicle	\$25,000	\$27,500	7
LPR Units \$18,000.00 per unit for 3 units	\$54,000	\$59,400	1 units	\$18,000	\$19,800	7
Wayfinding:						
Sensors \$700.00 per stall 0 stalls	\$0	\$0	0 stalls	\$0	\$0	10
Website	\$0	\$0		\$0	\$0	10
Back-end:						
Back-end Management (integration)	\$0	\$0		\$0	\$0	10
Garage Elements:						
Security, Signage, Wayfinding	\$170,000	\$187,000		\$20,000	\$22,000	7
Sub-total Technology/Other Garage Elements	\$582,500	\$640,750		\$127,500	\$140,250	
Other Capital:						
Cost of RPP Programs (start-up) @ \$0.00 per program programs	\$0	\$0	programs	\$0	\$0	10
Sub-total Other Capital	\$0	\$0		\$0	\$0	
GROSS DEVELOPMENT COST	\$582,500	\$640,750		\$127,500	\$140,250	



Opportunity 1 Proforma

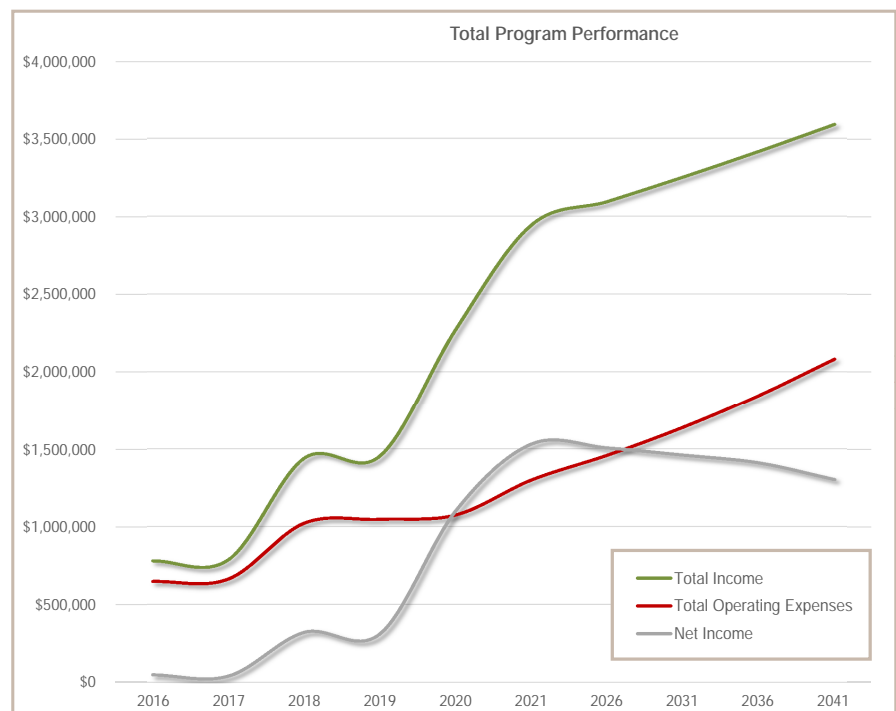
	Year 0 2016	Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021	Year 10 2026	Year 15 2031	Year 20 2036	Year 25 2041	Year 30 2046	TOTAL
INCOME												
13th Avenue	\$0	\$2,813	\$2,813	\$2,953	\$2,953	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$109,031
Abilene	\$0	\$36,750	\$37,118	\$37,489	\$37,864	\$96,744	\$125,603	\$132,010	\$138,744	\$145,821	\$153,259	\$3,561,620
Dayton	\$0	\$55,125	\$55,676	\$56,233	\$56,795	\$145,115	\$188,404	\$198,015	\$208,116	\$218,732	\$229,889	\$5,342,430
Florida	\$0	\$78,518	\$79,303	\$263,445	\$266,080	\$394,933	\$551,448	\$579,236	\$608,442	\$639,137	\$671,398	\$15,501,446
Illiff	\$0	\$548,513	\$553,973	\$559,613	\$565,182	\$985,719	\$1,083,679	\$1,138,786	\$1,196,705	\$1,257,578	\$1,321,556	\$32,431,417
Metro Center	\$0	\$58,800	\$59,388	\$520,669	\$525,876	\$647,217	\$992,478	\$1,043,105	\$1,096,314	\$1,152,237	\$1,211,012	\$27,530,586
Nine Mile	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Peoria	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Income	\$0	\$780,518	\$788,269	\$1,440,402	\$1,454,750	\$2,273,478	\$2,945,362	\$3,094,902	\$3,252,069	\$3,417,254	\$3,590,865	\$84,476,532
EXPENSES												
Administrative Costs	\$125,297	\$128,429	\$131,640	\$134,931	\$138,304	\$141,762	\$160,391	\$181,467	\$205,314	\$232,294	\$262,819	\$5,638,399
Consultant Services	\$75,000	\$75,750	\$76,508	\$77,273	\$78,045	\$78,826	\$82,847	\$87,073	\$91,514	\$96,182	\$101,089	\$2,634,956
13th Avenue	\$0	\$16,875	\$17,381	\$17,903	\$18,440	\$18,993	\$22,018	\$25,525	\$29,590	\$34,303	\$39,767	\$802,835
Abilene	\$0	\$33,750	\$34,763	\$35,805	\$36,880	\$37,986	\$44,036	\$51,050	\$59,181	\$68,607	\$79,534	\$1,605,670
Dayton	\$0	\$33,750	\$34,763	\$35,805	\$36,880	\$37,986	\$44,036	\$51,050	\$59,181	\$68,607	\$79,534	\$1,605,670
Florida	\$0	\$33,750	\$34,763	\$112,500	\$115,875	\$119,351	\$138,361	\$160,398	\$185,945	\$215,562	\$249,895	\$4,898,241
<i>Lease Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$33,860</i>	<i>\$33,959</i>	<i>\$34,945</i>	<i>\$57,716</i>	<i>\$59,524</i>	<i>\$60,902</i>	<i>\$62,516</i>	<i>\$63,464</i>	<i>\$1,520,586</i>
Illiff	\$106,875	\$309,000	\$317,040	\$325,309	\$333,813	\$343,138	\$390,581	\$445,467	\$508,720	\$581,656	\$665,796	\$13,926,159
Metro Center	\$0	\$16,875	\$17,381	\$167,625	\$172,654	\$177,833	\$206,158	\$238,993	\$277,059	\$321,187	\$372,344	\$7,230,552
<i>Lease Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$81,954</i>	<i>\$82,173</i>	<i>\$84,626</i>	<i>\$154,140</i>	<i>\$158,471</i>	<i>\$162,118</i>	<i>\$165,674</i>	<i>\$168,150</i>	<i>\$3,986,805</i>
Nine Mile	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Peoria	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Operating Expenses	\$307,172	\$648,179	\$664,238	\$1,022,965	\$1,047,023	\$1,075,447	\$1,300,284	\$1,459,018	\$1,639,524	\$1,846,588	\$2,082,391	\$43,849,873
NET OPERATING INCOME	(\$307,172)	\$132,338	\$124,032	\$417,437	\$407,728	\$1,198,031	\$1,645,078	\$1,635,883	\$1,612,545	\$1,570,667	\$1,508,474	\$40,626,659
Total Debt Service	\$0	(\$83,853)	(\$83,853)	(\$95,985)	(\$95,985)	(\$95,985)	(\$113,541)	(\$129,882)	(\$152,789)	(\$160,438)	(\$205,976)	(\$3,969,191)
NET INCOME	(\$307,172)	\$48,485	\$40,178	\$321,452	\$311,743	\$1,102,046	\$1,531,537	\$1,506,001	\$1,459,756	\$1,410,229	\$1,302,498	\$36,657,468
CUMULATIVE BALANCE	(\$307,172)	(\$258,687)	(\$218,509)	\$102,943	\$414,686	\$1,516,731	\$7,423,700	\$15,032,060	\$22,453,034	\$29,628,788	\$36,350,296	

These assumptions were used to define the total costs and revenues associated with the program for Opportunity 1. For 2016 (Year 0), no revenues were assumed for the program, and expenses included administrative and outreach costs, as well as half of a year of outsourced management. 2017 represents the first year of revenue generation, and the model indicates the following outputs for years one through ten:

Year	Income	Expense	Debt Service*	Net Income	Cash Flow
2016	\$0	(\$307,172)	\$0	(\$307,172)	(\$307,172)
2017	\$780,518	(\$648,179)	(\$83,853)	\$48,485	(\$258,687)
2018	\$788,269	(\$664,238)	(\$83,853)	\$40,178	(\$218,509)
2019	\$1,440,402	(\$1,022,965)	(\$95,985)	\$321,452	\$102,943
2020	\$1,454,750	(\$1,047,023)	(\$95,985)	\$311,743	\$414,686
2021	\$2,273,478	(\$1,075,447)	(\$95,985)	\$1,102,046	\$1,516,731
2022	\$2,296,075	(\$1,100,853)	(\$95,985)	\$1,099,237	\$2,615,968
2023	\$2,318,898	(\$1,126,942)	(\$95,985)	\$1,095,970	\$3,711,939
2024	\$2,341,949	(\$1,153,735)	(\$95,985)	\$1,092,229	\$4,804,168
2025	\$2,365,230	(\$1,181,251)	(\$95,985)	\$1,087,994	\$5,892,162

As shown in the chart above, the program is expected to have a negative cash flow for the first three years. Net income turns positive at year 2, with the introduction of parking management at Iliff and on-street assets. In year 3, with the introduction of public-private management at Florida and Metro Center, the program revenues see a modest increase. In year 5 (in conjunction with higher demands related to redevelopment and associated rate increase), the program begins to see a positive cash flow. The lots do not provide a large revenue increase, because the revenues collected at those facilities are largely offset by the lease payback and provision of EcoPasses for employees.

The graphic shown at the right provides a look at operating expenses, revenues, and net income for the entire 30 year projection for the program. The chart shows a second proposed rate increase at year 10, then a steady growth of total income. Unlike the first scenario, the second scenario operating expenses exceed the income generated by the program, largely due to the lease payback at the private lots. For this scenario to be sustainable, the City would need to negotiate reduced rate EcoPasses and negotiate a smaller portion of revenue return for leased spaces.





Parking & Mobility Enterprise

Opportunity 2 – City/RTD Partnership

The third scenario builds off of the Initial Base Program and Opportunity 1, and introduces a partnership between the City of Aurora and RTD for the Parking and Mobility Enterprise Program to manage and operate RTD parking facilities along the Aurora Line/I-225 Line. This opportunity includes all of the previous elements from the last two scenarios (shown in the bulleted lists in the previous two sections), as well as the following components:

- » Manage and operate parking at Aurora Line/I-225 Line, including parking at Dayton, Nine Mile, 2nd/Abilene, 13th Avenue, and Peoria stations
- » The partnership with RTD would include a revenue share, estimated at 25% of revenue's collected at each location. The revenue share would be returned to RTD based on net revenue after the City covers the cost of running the program.
- » These locations were added to the program portfolio in Year 5 of the budget
- » Management fees for the two locations estimated at \$15 per space per month; enforcement fees split between the on-street parking areas and NPP areas (9 total enforcement officers)
- » Parking rates were defined as transient (on-street and off-street) and permit (priority off-street and neighborhood). Rates were held constant for five years, and then adjusted at the five year point to account for increased demands around the station areas (as defined by the Park+ model). The rate structure is

Rate	Year 1	Year 5
Off-Street Transient (Daily)	\$3	\$4
Off-Street Permit (Monthly)	\$50	\$55
On-Street (Hourly)	\$0.50	\$1
Neighborhood Permit (2nd Permit)	\$15	\$15

	YEAR 1		YEAR 5 (RTD TRANSITION)		Service Life (Years)
	Direct Cost	Including Tax / Indirect Costs	Direct Cost	Including Tax / Indirect Costs	
CAPITAL COSTS					
Technology:					
Kiosks			Kiosks		
On-street MSMs @ \$15,000.00 per meter for 12 block faces	\$180,000	\$198,000	0 block faces	\$0	10
Off-Street Technology \$15,000.00 per station for 6 stations	\$90,000	\$99,000	10 stations	\$150,000	10
Enforcement:					
Smartphones \$4,500.00 per unit for 3 units	\$13,500	\$14,850	2.75 units	\$7,875	7
Vehicles \$25,000.00 per vehicle 3 vehicle	\$75,000	\$82,500	2.75 vehicle	\$43,750	7
LPR Units \$18,000.00 per unit for 3 units	\$54,000	\$59,400	2.75 units	\$31,500	7
Wayfinding:					
Sensors \$700.00 per stall 0 stalls	\$0	\$0	1225 stalls	\$857,500	10
Website	\$0	\$0		\$0	10
Back-end:					
Back-end Management (integration)	\$0	\$0		\$0	10
Garage Elements:					
Security, Signage, Wayfinding	\$170,000	\$187,000		\$45,000	7
Sub-total Technology/Other Garage Elements	\$582,500	\$640,750		\$1,135,625	
Other Capital:					
Cost of RPP Programs (start-up) @ \$0.00 per program programs	\$0	\$0	programs	\$0	10
Sub-total Other Capital	\$0	\$0		\$0	
GROSS DEVELOPMENT COST	\$582,500	\$640,750		\$1,135,625	

as follows:

- » Capital costs, as follows:



Opportunity 2 Proforma

	Year 0 2016	Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021	Year 10 2026	Year 15 2031	Year 20 2036	Year 25 2041	Year 30 2046	TOTAL
INCOME												
13th Avenue	\$0	\$2,813	\$2,813	\$2,953	\$2,953	\$283,055	\$297,302	\$312,276	\$328,014	\$344,555	\$361,939	\$8,355,677
Abilene	\$0	\$36,750	\$37,118	\$37,489	\$37,864	\$323,056	\$363,459	\$381,999	\$401,485	\$421,965	\$443,489	\$10,243,621
Dayton	\$0	\$55,125	\$55,676	\$56,233	\$56,795	\$428,654	\$486,406	\$511,218	\$537,295	\$564,703	\$593,508	\$13,714,086
Florida	\$0	\$78,518	\$79,303	\$263,445	\$266,080	\$394,933	\$551,448	\$579,236	\$608,442	\$639,137	\$671,398	\$15,501,446
Illiff	\$0	\$548,513	\$553,973	\$559,613	\$565,182	\$985,719	\$1,083,679	\$1,138,786	\$1,196,705	\$1,257,578	\$1,321,556	\$32,431,417
Metro Center	\$0	\$58,800	\$59,388	\$520,669	\$525,876	\$647,217	\$992,478	\$1,043,105	\$1,096,314	\$1,152,237	\$1,211,012	\$27,530,586
Nine Mile	\$0	\$0	\$0	\$0	\$0	\$1,422,473	\$1,495,034	\$1,571,295	\$1,651,447	\$1,735,688	\$1,824,225	\$41,999,418
Peoria	\$0	\$0	\$0	\$0	\$0	\$629,357	\$661,461	\$695,202	\$730,664	\$767,936	\$807,108	\$18,582,172
Total Income	\$0	\$780,518	\$788,269	\$1,440,402	\$1,454,750	\$5,114,463	\$5,931,266	\$6,233,117	\$6,550,365	\$6,883,796	\$7,234,236	\$168,358,424
EXPENSES												
Administrative Costs	\$125,297	\$128,429	\$131,640	\$134,931	\$138,304	\$141,762	\$160,391	\$181,467	\$205,314	\$232,294	\$262,819	\$5,638,399
Consultant Services	\$75,000	\$75,750	\$76,508	\$77,273	\$78,045	\$78,826	\$82,847	\$87,073	\$91,514	\$96,182	\$101,089	\$2,634,956
13th Avenue	\$0	\$16,875	\$17,381	\$17,903	\$18,440	\$78,750	\$91,293	\$105,833	\$122,690	\$142,231	\$164,885	\$3,106,651
<i>RTD Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$56,768</i>	<i>\$58,510</i>	<i>\$60,445</i>	<i>\$61,970</i>	<i>\$63,754</i>	<i>\$64,899</i>	<i>\$1,587,002</i>
Abilene	\$0	\$33,750	\$34,763	\$35,805	\$36,880	\$86,625	\$100,422	\$116,417	\$134,959	\$156,454	\$181,374	\$3,480,855
<i>RTD Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$46,400</i>	<i>\$47,858</i>	<i>\$49,532</i>	<i>\$50,827</i>	<i>\$52,422</i>	<i>\$53,429</i>	<i>\$1,301,212</i>
Dayton	\$0	\$33,750	\$34,763	\$35,805	\$36,880	\$95,625	\$110,856	\$128,512	\$148,981	\$172,709	\$200,218	\$3,827,832
<i>RTD Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$57,477</i>	<i>\$59,249</i>	<i>\$61,142</i>	<i>\$62,694</i>	<i>\$64,401</i>	<i>\$65,571</i>	<i>\$1,605,522</i>
Florida	\$0	\$33,750	\$34,763	\$112,500	\$115,875	\$119,351	\$138,361	\$160,398	\$185,945	\$215,562	\$249,895	\$4,898,241
<i>Lease Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$33,860</i>	<i>\$33,959</i>	<i>\$34,945</i>	<i>\$57,716</i>	<i>\$59,524</i>	<i>\$60,902</i>	<i>\$62,516</i>	<i>\$63,464</i>	<i>\$1,520,586</i>
Illiff	\$106,875	\$309,000	\$317,040	\$325,309	\$333,813	\$343,138	\$390,581	\$445,467	\$508,720	\$581,656	\$665,796	\$13,926,159
Metro Center	\$0	\$16,875	\$17,381	\$167,625	\$172,654	\$177,833	\$206,158	\$238,993	\$277,059	\$321,187	\$372,344	\$7,230,552
<i>Lease Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$81,954</i>	<i>\$82,173</i>	<i>\$84,626</i>	<i>\$154,140</i>	<i>\$158,471</i>	<i>\$162,118</i>	<i>\$165,674</i>	<i>\$168,150</i>	<i>\$3,986,805</i>
Nine Mile	\$0	\$0	\$0	\$0	\$0	\$254,250	\$294,745	\$341,691	\$396,113	\$459,204	\$532,343	\$9,802,111
<i>RTD Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$284,609</i>	<i>\$293,105</i>	<i>\$301,532</i>	<i>\$308,816</i>	<i>\$315,832</i>	<i>\$321,054</i>	<i>\$7,913,798</i>
Peoria	\$0	\$0	\$0	\$0	\$0	\$115,875	\$134,331	\$155,726	\$180,529	\$209,283	\$242,617	\$4,467,334
<i>RTD Revenue Share</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$126,847</i>	<i>\$130,762</i>	<i>\$134,672</i>	<i>\$138,096</i>	<i>\$141,466</i>	<i>\$144,036</i>	<i>\$3,536,408</i>
Total Operating Expenses	\$307,172	\$648,179	\$664,238	\$1,022,965	\$1,047,023	\$2,183,708	\$2,511,324	\$2,786,896	\$3,097,247	\$3,452,827	\$3,853,980	\$80,464,421
NET OPERATING INCOME	(\$307,172)	\$132,338	\$124,032	\$417,437	\$407,728	\$2,930,755	\$3,419,943	\$3,446,222	\$3,453,118	\$3,430,969	\$3,380,256	\$87,894,002
Total Debt Service	\$0	(\$83,853)	(\$83,853)	(\$95,985)	(\$95,985)	(\$248,674)	(\$270,049)	(\$346,064)	(\$373,954)	(\$466,682)	(\$518,723)	(\$9,683,208)
NET INCOME	(\$307,172)	\$48,485	\$40,178	\$321,452	\$311,743	\$2,682,082	\$3,149,894	\$3,100,158	\$3,079,164	\$2,964,287	\$2,861,533	\$78,210,795
CUMULATIVE BALANCE	(\$307,172)	(\$258,687)	(\$218,509)	\$102,943	\$414,686	\$3,096,768	\$17,029,551	\$32,659,421	\$48,135,670	\$63,392,354	\$77,903,623	

These assumptions were used to define the total costs and revenues associated with the program for Opportunity 2. For 2016 (Year 0), no revenues were assumed for the program, and expenses included administrative and outreach costs, as well as half of a year of outsourced management. 2017 represents the first year of revenue generation, and the model indicates the following outputs for years one through ten:

Year	Income	Expense	Debt Service*	Net Income	Cash Flow
2016	\$0	(\$307,172)	\$0	(\$307,172)	(\$307,172)
2017	\$780,518	(\$648,179)	(\$83,853)	\$48,485	(\$258,687)
2018	\$788,269	(\$664,238)	(\$83,853)	\$40,178	(\$218,509)
2019	\$1,440,402	(\$1,022,965)	(\$95,985)	\$321,452	\$102,943
2020	\$1,454,750	(\$1,047,023)	(\$95,985)	\$311,743	\$414,686
2021	\$5,114,463	(\$2,183,708)	(\$248,674)	\$2,682,082	\$3,096,768
2022	\$5,165,470	(\$2,228,621)	(\$248,674)	\$2,688,175	\$5,784,943
2023	\$5,216,987	(\$2,274,668)	(\$248,674)	\$2,693,645	\$8,478,588
2024	\$5,269,019	(\$2,321,881)	(\$248,674)	\$2,698,464	\$11,177,052
2025	\$5,321,571	(\$2,370,292)	(\$248,674)	\$2,702,606	\$13,879,658

As shown in the chart above, the first five years do not change from the previous scenario (because the RTD partnership doesn't begin until year 5. In year 5, the new locations are added, as well as the aforementioned rate increases due to demand. The result is a large increase in net income potential for the program.

The graphic at the right provides a look at operating expenses, revenues, and net income for the entire 30 year projection for the program. The chart shows a second proposed rate increase at year 10, then a steady growth of total income. Much like the previous scenarios, the program maintains a positive net income throughout the life of the program. However, the gap between total income and operating expenses diminishes over time (based on the assumption that revenues increase at 1% and operating expenses increase at 3%).

