



## Primary Observations of Pro Forma Analysis / Walker Consultants / 5.7.2026

Prepared by DDA Staff 6.9.2026

### A. Trend Analysis: Table 26 and Table 27

**Table 26 Projected Nominal Revenue and Expenses Summary by Scenario** (pg. 28) and **Table 27 Projected Inflation-Adjusted Revenue and Expenses Summary by Scenario** convey the same overall story: revenues rise modestly over time, but expenses rise faster in the inflation-adjusted version, so cost recovery declines from 2027 through 2035 even though revenues cover 100% of expenses

In Table 26, nominal revenues generally increase every year across transient, permit, and violations/citations categories. The strongest nominal revenue growth appears in the violations/citations line, while most permit lines are flat or slowly rising depending on the scenario.

Table 27 shows the more important real trend, which is that inflation-adjusted revenue declines over time in nearly every category. On-street transient revenue falls from \$3.52 million in 2026 to about \$3.09 million by 2035, and off-street transient revenue also drops steadily. The same downward pattern appears in permit scenarios and violations/citations, indicating that projected price increases are not keeping pace with inflation in real terms.

#### Expense trend

Expenses are mostly upward in both Table 26 and Table 27, especially ongoing operating costs. Enforcement salary and benefits, other operating expense, maintenance, subscription fees, and the sinking fund all rise year by year, while the large parking pay station capital cost occurs only in 2026. In real terms, this means the recurring cost burden keeps building even after the upfront capital purchase of the one-time parking pay station purchase disappears. There were no scenarios projected that attempted to reduce expenses through operational efficiencies or system adjustments.

#### Cost recovery

The cost recovery lines in the table are the summary measures that compare projected revenue against projected expenses, showing how much of the program's cost is covered by fee revenue each year. In plain terms, these figures answer the question "Are revenues enough to pay for the service, and by how much?" A value of 100% means revenue exactly equals cost. Values below 100% mean the service is subsidized, and values above 100% mean revenue exceeds the modeled cost base.

Cost recovery remains strong, but it weakens over the decade. In Table 26, the low-end recovery falls from 188% in 2027 to 167% in 2035, and the high-end recovery falls from 203% to 181%. In Table 27, the inflation-adjusted recovery drops from 183% to 133% on the low end and from 198% to 144% on the high end, showing a clear decline in purchasing-power.

**Key trend: Real value over time diminishes**

A gap between nominal and real performance in the program looks stable or improving in dollars (i.e. Table 26), but weaker after inflation (i.e. Table 27). A simple example is the total low-end revenue, which rises in nominal dollars from about \$7.39 million to \$8.13 million in Table 26, yet falls in inflation-adjusted terms from about \$7.39 million to \$6.49 million in Table 27.

**B. Total Revenue Projections: Low End of Range vs. High End of Range**

The following line items convey the *Scenarios* that were chosen by Walker Consultants when determining the Low End of Range and High End of Range total revenue projections in Table 26 and Table 27.

**Table 26. Nominal Revenue Low End of Range**

The **2026** nominal revenue Low End of Range is **\$7,391,057**, and it is made up of the following 2026 base-year line items:

- Transient On-Street: \$3,520,072.
- Transient Off-Street (Lots): \$409,123.
- Transient Off-Street (Garages) - @ \$1.00/hour: \$743,317.
- Permit Scenario 1 - 10% Increase, Off-Street (Lots): \$85,853.
- Permit Scenario 1 - 10% Increase, Off-Street (Garages): \$830,742.
- RP3 Permit Scenario 4 - Deletion of Zones 1,4; with 10% Increase: \$65,726.
- Violations & Citations Scenario 1 - 10% Increase (Warning for 1st Time Violator): \$1,736,224.

**Table 27 Inflation-Adjusted Revenue Low End of Range**

The **2026** inflation-adjusted Low End of Range is also **\$7,391,057**, and it is made up of the same 2026 base-year line items:

- Transient On-Street: \$3,520,072.
- Transient Off-Street (Lots): \$409,123.
- Transient Off-Street (Garages) - @ \$1.00/hour: \$743,317.
- Permit Scenario 1 - 10% Increase, Off-Street (Lots): \$85,853.
- Permit Scenario 1 - 10% Increase, Off-Street (Garages): \$830,742.
- RP3 Permit Scenario 4 - Deletion of Zones 1,4; with 10% Increase: \$65,726.
- Violations & Citations Scenario 1 - 10% Increase (Warning for 1st Time Violator): \$1,736,224.

**Table 26. Nominal Revenue High End of Range**

The **2026** nominal revenue High End of Range is **\$8,006,293**, and it is made up of the following 2026 base-year line items:

- Transient On-Street: \$3,520,072.
- Transient Off-Street (Lots): \$409,123.
- Transient Off-Street (Garages) - @ \$1.00/hour: \$743,317.
- Permit Scenario 2 - Recommended Increase Rate, Off-Street (Lots): \$201,084.
- Permit Scenario 2 - Recommended Increase Rate, Off-Street (Garages): \$1,047,360.

- RP3 Permit Scenario 9 - Addition of New or Expanded Zones; Peer High End Rate: \$231,487.
- Violations & Citations Scenario 2 - 10% Increase (\$10 Fine for 1st Time Violator): \$1,853,850.

**Table 27. Inflation-Adjusted Revenue High End of Range**

The **2026** inflation-adjusted High End of Range also **\$8,006,293**, and it is made up of the same 2026 base-year line items:

- Transient On-Street: \$3,520,072.
- Transient Off-Street (Lots): \$409,123.
- Transient Off-Street (Garages) - @ \$1.00/hour: \$743,317.
- Permit Scenario 2 - Recommended Increase Rate, Off-Street (Lots): \$201,084.
- Permit Scenario 2 - Recommended Increase Rate, Off-Street (Garages): \$1,047,360.
- RP3 Permit Scenario 9 - Addition of New or Expanded Zones; Peer High End Rate: \$231,487.
- Violations & Citations Scenario 2 - 10% Increase (\$10 Fine for 1st Time Violator): \$1,853,850.

**DDA staff has provided four (4) individual pro forma worksheets, as attachments, for Table 26. Projected Nominal Revenue to assist in understanding each of Walker Consulting’s scenarios.**

**C. Annual Revenue and Expense Growth for Table 26. Nominal Revenue**

**Revenue**

The nominal revenue lines mostly use an implied 1.07% average annual revenue growth rate from 2026 to 2035.

Comparison across line items:

- Transient on-street revenue rises from \$3,520,072 to \$3,873,932, which is about 1.07% per year.
- Off-street lots rises from \$409,123 to \$450,250, also about 1.07% per year.
- Off-street garages rises from \$743,317 to \$818,040, again about 1.07% per year.
- Many permit and citation lines move by the same general step-up pattern.

Not every line behaves the same way in the nominal table. Several permit scenarios are flat in nominal dollars, so the 1.07% figure is best understood as the average growth rate for the revenue categories that are explicitly escalated, not a universal rate for every line.

**Expenses**

For Table 26, total expenses rise from \$5,563,998 in 2026 to \$4,864,511 in 2035, but because 2027 is much lower than 2026 due to the one-time parking pay station capital cost of dropping out, the overall pattern is not a simple smooth increase. Excluding that 2026 capital spike of \$1,682,500, the recurring expense base grows gradually year by year at 2.5%.

The largest recurring expense growth comes from Other Operating Expense. It rises from \$1,971,614 in 2026 to \$2,470,937 in 2035, which is the biggest dollar increase among the recurring expense lines.

## D. Annual Revenue and Expense Growth for Table 27. Inflation-adjusted Revenue

### Revenue

The inflation-adjusted revenue table is not showing growth over time; it is showing a decline in real terms. Based on the total inflation-adjusted revenue path from \$7,391,057 in 2026 to \$6,485,063 in 2035, the implied average annual growth rate is about -1.47% per year. That negative rate means the model is losing about 1.5% of real revenue value per year on average across the forecast period. In other words, the inflation adjustment is offsetting the underlying revenue increases.

### Expenses

The expense pattern is essentially the same as Table 26 because the expense lines are not altered by the inflation-adjustments. The same 2026 capital cost appears up front, followed by gradually increasing recurring expenses in later years.

For Table 27, total expenses rise from \$5,563,998 in 2026 to \$4,864,511 in 2035, but because 2027 is much lower than 2026 due to the one-time parking pay station capital cost of dropping out, the overall pattern is not a simple smooth increase. Excluding that 2026 capital spike of \$1,682,500, the recurring expense base grows gradually year by year at 2.5%.

The largest recurring expense growth comes from Other Operating Expense. It rises from \$1,971,614 in 2026 to \$2,470,937 in 2035, which is the biggest dollar increase among the recurring expense lines.

## E. Revenue Surplus

The following summarizes the surplus revenue that is projected in the scenarios of both Table 26 and Table 27 as presented by Walker Consulting.

### Revenue Surplus: Table 26. Nominal Low End of Range

Year	Total revenue	Total expenses	Surplus
2026	\$7,391,057	\$5,563,998	\$1,827,059
2027	\$7,469,438	\$3,980,088	\$3,489,350
2028	\$7,548,657	\$4,081,183	\$3,467,474
2029	\$7,628,725	\$4,184,845	\$3,443,880
2030	\$7,709,649	\$4,291,140	\$3,418,509
2031	\$7,791,439	\$4,400,135	\$3,391,304

Year	Total revenue	Total expenses	Surplus
2032	\$7,874,104	\$4,511,898	\$3,362,206
2033	\$7,957,654	\$4,626,500	\$3,331,154
2034	\$8,042,097	\$4,744,013	\$3,298,084
2035	\$8,127,444	\$4,864,511	\$3,262,933

**Revenue Surplus: Table 27. Inflation-adjusted Low End of Range**

Year	Total revenue	Total expenses	Surplus
2026	\$7,391,057	\$5,563,998	\$1,827,059
2027	\$7,284,414	\$3,980,088	\$3,304,326
2028	\$7,179,316	\$4,081,183	\$3,098,133
2029	\$7,075,742	\$4,184,845	\$2,890,897
2030	\$6,973,669	\$4,291,140	\$2,682,529
2031	\$6,873,075	\$4,400,135	\$2,472,940
2032	\$6,773,939	\$4,511,898	\$2,262,041
2033	\$6,676,238	\$4,626,500	\$2,049,738
2034	\$6,579,953	\$4,744,013	\$1,835,940
2035	\$6,485,063	\$4,864,511	\$1,620,552

## F. Other Operating Expense Line

The **Other Operating Expense** is one of the largest recurring cost lines in the model. In the nominal table, it increases from \$1,971,614 in 2026 to \$2,470,937 in 2035, and it rises in a smooth, year-by-year pattern rather than in sudden jumps.

The steady growth suggests it is a broad inflation-linked operating cost, not a one-time project expense. Because it keeps climbing while many revenue lines grow more slowly or decline in real terms, it becomes a major reason surplus narrows over time.

The Other Operating Expense line is bigger than several other ongoing expense items, including the subscription fee, annual maintenance, and sinking fund. That means even small percentage increases in Other Operating Expense have a noticeable impact on total expenses and long-term cost recovery.

The DDA assumes that embedded in the assumptions of the Other Operating Expense line is utility expenses. On Page 14 of the Pro Forma Analysis, Table 12. Parking Expense Summary 2022-2024, the **Utilities** line cost is second highest only to the combined personnel costs (i.e. Salaries / Benefits and Payroll Taxes / Pension Expenses). The City's detailed expense summary identified that it paid \$1,062,358 in Utility expenses in 2024. This line item does not seem accurate given what is understood about **utility costs** associated with operating parking structures and surface parking lots, and is either stated in error or contains far more unidentified expenses that are unrelated to actual utility costs.

### Typical Utility Costs of Parking Structure

A typical annual utility cost for a 300-space parking structure is often in the low tens of thousands of dollars, but the exact amount depends on whether the garage has elevators, lighting controls, ventilation, snow melt, security systems, and whether water/sewer or other services are included. Parking structures are usually much lower energy users than the buildings they serve.

If the garage is mostly open-air with basic lighting, expect the cost of utilities to be at the low end of the range; if it is enclosed with elevators and ventilation, costs move materially higher. For a simple above-grade garage, which resembles all three of Fort Collins public parking structures, a rough budget planning estimate is often around \$5,000 to \$20,000 per year for utilities. A structured garage with intensive lighting, ventilation, and/or heating loads (e.g. underground parking structure) can exceed that range, especially in colder climates or where water and elevator service are material operating costs.

The DDA-owned Old Town Parking Structure had \$11,884 in total utility expenses in 2025, and **\$5,193 in 2026 YTD utility expenses** for electricity, storm drainage and water.

## QUESTIONS:

- Based on the assumption that the Transient On-street parking utilization will decrease by 10% in the first year of implementation of on-street pay parking, but utilization increases 1% each year thereafter, will the same unhealthy peak parking occupancy challenges that exist today return in 10 years if additional capacity is not added to the system?
- In a fixed-capacity environment (i.e. no new parking spaces added), is there a ceiling-effect where higher prices can eventually reduce demand, shift behavior, or cause substitution to other modes, which would flatten revenue growth sooner than the model assumes?
- In a fixed-capacity environment if the ceiling-effect takes hold and higher prices reduce demand, then is there a correlation to possible reduction in sales tax revenues collected in the downtown core? In this scenario, when and by how much does the possible reduction in sales tax revenue collected in the downtown core begin to erode the favorable margin derived from new transient parking revenue?
- What are assumed hours for transient revenue collection in Off-street Garages? Eight (8) hours, twelve (12) hours, twenty-four (24) hours?
- Does the maintenance sinking fund coverage appropriately relate to future expenses for maintaining parking system assets? Specific to parking structures, is there anything not included in this assumption based on the known costs in the capital replacement and reserve funding plan?
- What are the embedded expenses in Other Operating Expense line, and are any of these expenses representative of past one-time costs (e.g. deferred maintenance repairs funded with ARPA), or are these recurring annual operating expenses as projected through 2035?

**Table 26. Projected Nominal Revenue and Expenses Summary by Scenario**

**Low End Revenue Less Expenses**

Category	Sub-Category	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenue	Transient	Transient - On-Street & Off-Street (Lots)										
		Transient On-Street	\$3,520,072	\$3,557,737	\$3,595,805	\$3,634,280	\$3,673,167	\$3,712,470	\$3,752,193	\$3,792,342	\$3,832,920	\$3,873,932
		Transient Off-Street (Lots)	\$409,123	\$413,500	\$417,925	\$422,396	\$426,916	\$431,484	\$436,101	\$440,767	\$445,483	\$450,250
		Transient - Off-Street (Garages)										
		Transient Off-Street (Garages) - @ \$1.00/hour	\$743,317	\$751,271	\$759,309	\$767,434	\$775,645	\$783,945	\$792,333	\$800,811	\$809,380	\$818,040
	Permit	Permit - Off-Street Facilities										
		Scenario 1 - 10% Increase										
		Permit Off-Street (Lots) 10% Increase	\$85,853	\$86,771	\$87,700	\$88,638	\$89,587	\$90,545	\$91,514	\$92,493	\$93,483	\$94,483
		Permit Off-Street (Garages) 10% Increase	\$830,742	\$839,631	\$848,615	\$857,695	\$866,873	\$876,148	\$885,523	\$894,998	\$904,574	\$914,253
		Permit - Residential Parking Permit										
		Scenario 4 - Deletion of Zones 1,4; with 10% Increase	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726
	Violations & Citations	Scenario 1 - 10% Increase (Warning for 1st Time Violator)	\$1,736,224	\$1,754,801	\$1,773,578	\$1,792,555	\$1,811,735	\$1,831,121	\$1,850,714	\$1,870,517	\$1,890,531	\$1,910,760
Expenses	Capital Expenses	Parking Pay Station Capital Cost	\$ (1,682,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Ongoing Expenses	Reoccurring Subscription Fee	\$ (11,250)	\$ (11,536)	\$ (11,829)	\$ (12,129)	\$ (12,437)	\$ (12,753)	\$ (13,077)	\$ (13,409)	\$ (13,750)	\$ (14,099)
		Annual Maintenance	\$ (56,000)	\$ (57,422)	\$ (58,881)	\$ (60,377)	\$ (61,910)	\$ (63,483)	\$ (65,095)	\$ (66,748)	\$ (68,444)	\$ (70,182)
		Enforcement Salary and Benefits	\$ (1,374,724)	\$ (1,409,642)	\$ (1,445,447)	\$ (1,482,162)	\$ (1,519,809)	\$ (1,558,412)	\$ (1,597,995)	\$ (1,638,584)	\$ (1,680,205)	\$ (1,722,882)
		Other Operating Expense	\$ (1,971,614)	\$ (2,021,693)	\$ (2,073,044)	\$ (2,125,699)	\$ (2,179,692)	\$ (2,235,056)	\$ (2,291,827)	\$ (2,350,039)	\$ (2,409,730)	\$ (2,470,937)
	Capital Maintenance	Sinking Fund	\$ (467,910)	\$ (479,795)	\$ (491,982)	\$ (504,478)	\$ (517,292)	\$ (530,431)	\$ (543,904)	\$ (557,719)	\$ (571,885)	\$ (586,411)
	<b>Total Revenue less Expense</b>		<b>\$1,827,059</b>	<b>\$3,489,349</b>	<b>\$3,467,475</b>	<b>\$3,443,879</b>	<b>\$3,418,509</b>	<b>\$3,391,304</b>	<b>\$3,362,206</b>	<b>\$3,331,155</b>	<b>\$3,298,083</b>	<b>\$3,262,933</b>
Total Revenue		<b>Total Nominal Revenue (Low End of Range by Selected Scenario)</b>	<b>\$7,391,057</b>	<b>\$7,469,438</b>	<b>\$7,548,657</b>	<b>\$7,628,725</b>	<b>\$7,709,649</b>	<b>\$7,791,439</b>	<b>\$7,874,104</b>	<b>\$7,957,654</b>	<b>\$8,042,097</b>	<b>\$8,127,444</b>
		<b>Total Nominal Revenue (High End of Range by Selected Scenario)</b>	<b>\$8,006,293</b>	<b>\$8,089,483</b>	<b>\$8,173,564</b>	<b>\$8,258,544</b>	<b>\$8,344,433</b>	<b>\$8,431,242</b>	<b>\$8,518,979</b>	<b>\$8,607,656</b>	<b>\$8,697,281</b>	<b>\$8,787,865</b>
Total Expenses		<b>Total Inflation-Adjusted Expenses (Including Sinking Fund)</b>	<b>\$5,563,998</b>	<b>\$3,980,088</b>	<b>\$4,081,183</b>	<b>\$4,184,845</b>	<b>\$4,291,140</b>	<b>\$4,400,135</b>	<b>\$4,511,898</b>	<b>\$4,626,500</b>	<b>\$4,744,013</b>	<b>\$4,864,511</b>
Cost Recovery		<b>Total Projected Cost Recovery (Low End of Range by Selected Scenario)</b>	<b>133%</b>	<b>188%</b>	<b>185%</b>	<b>182%</b>	<b>180%</b>	<b>177%</b>	<b>175%</b>	<b>172%</b>	<b>170%</b>	<b>167%</b>
		<b>Total Projected Cost Recovery (High End of Range by Selected Scenario)</b>	<b>144%</b>	<b>203%</b>	<b>200%</b>	<b>197%</b>	<b>194%</b>	<b>192%</b>	<b>189%</b>	<b>186%</b>	<b>183%</b>	<b>181%</b>

Source: Walker Consultants, 2025

DDA Staff Summary	Summary of Nominal Revenue (1.07% annual increase) less inflation-adjusted expenses (including sinking fund)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Low End Revenue Less Expenses</b>		\$1,827,059	\$3,489,349	\$3,467,475	\$3,443,879	\$3,418,509	\$3,391,304	\$3,362,206	\$3,331,155	\$3,298,083	\$3,262,933
High End Revenue Less Expenses		\$2,442,295	\$4,109,396	\$4,092,381	\$4,073,699	\$4,053,294	\$4,031,108	\$4,007,082	\$3,981,157	\$3,953,266	\$3,923,353
Low End Revenue Less Expenses (Without On-street paid parking)		(\$352,386)	(\$412,930)	(\$475,545)	(\$540,291)	(\$607,227)	(\$676,414)	(\$747,916)	(\$821,797)	(\$898,126)	(\$976,968)
High End Revenue Less Expenses (Without On-street paid parking)		\$262,850	\$207,117	\$149,361	\$89,529	\$27,558	(\$36,610)	(\$103,040)	(\$171,795)	(\$242,943)	(\$316,548)

**Table 26. Projected Nominal Revenue and Expenses Summary by Scenario**  
**High End Revenue Less Expenses**

Category	Sub-Category	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenue	Transient	Transient - On-Street & Off-Street (Lots)										
		Transient On-Street	\$3,520,072	\$3,557,737	\$3,595,805	\$3,634,280	\$3,673,167	\$3,712,470	\$3,752,193	\$3,792,342	\$3,832,920	\$3,873,932
		Transient Off-Street (Lots)	\$409,123	\$413,500	\$417,925	\$422,396	\$426,916	\$431,484	\$436,101	\$440,767	\$445,483	\$450,250
		Transient - Off-Street (Garages)										
		Transient Off-Street (Garages) - @ \$1.00/hour	\$743,317	\$751,271	\$759,309	\$767,434	\$775,645	\$783,945	\$792,333	\$800,811	\$809,380	\$818,040
	Permit	Permit - Off-Street Facilities										
		Scenario 2 - Recommended Increase Rate										
		Permit Off-Street (Lots) Mkt Rate	\$201,084	\$203,236	\$205,410	\$207,608	\$209,830	\$212,075	\$214,344	\$216,637	\$218,955	\$221,298
		Permit Off-Street (Garages) Mkt Rate	\$1,047,360	\$1,058,567	\$1,069,893	\$1,081,341	\$1,092,912	\$1,104,606	\$1,116,425	\$1,128,371	\$1,140,444	\$1,152,647
		Scenario 9 - Addition of New or Expanded Zones; Peer High End Rate	\$231,487	\$231,487	\$231,487	\$231,487	\$231,487	\$231,487	\$231,487	\$231,487	\$231,487	\$231,487
	Violations & Citations	Scenario 2 - 10% Increase (\$10 Fine for 1st Time Violator)	\$1,853,850	\$1,873,686	\$1,893,735	\$1,913,998	\$1,934,477	\$1,955,176	\$1,976,097	\$1,997,241	\$2,018,611	\$2,040,210
Expenses	Capital Expenses	Parking Pay Station Capital Cost	\$ (1,682,500)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Ongoing Expenses	Reoccurring Subscription Fee	\$ (11,250)	\$ (11,536)	\$ (11,829)	\$ (12,129)	\$ (12,437)	\$ (12,753)	\$ (13,077)	\$ (13,409)	\$ (13,750)	\$ (14,099)
		Annual Maintenance	\$ (56,000)	\$ (57,422)	\$ (58,881)	\$ (60,377)	\$ (61,910)	\$ (63,483)	\$ (65,095)	\$ (66,748)	\$ (68,444)	\$ (70,182)
		Enforcement Salary and Benefits	\$ (1,374,724)	\$ (1,409,642)	\$ (1,445,447)	\$ (1,482,162)	\$ (1,519,809)	\$ (1,558,412)	\$ (1,597,995)	\$ (1,638,584)	\$ (1,680,205)	\$ (1,722,882)
		Other Operating Expense	\$ (1,971,614)	\$ (2,021,693)	\$ (2,073,044)	\$ (2,125,699)	\$ (2,179,692)	\$ (2,235,056)	\$ (2,291,827)	\$ (2,350,039)	\$ (2,409,730)	\$ (2,470,937)
	Capital Maintenance	Sinking Fund	\$ (467,910)	\$ (479,795)	\$ (491,982)	\$ (504,478)	\$ (517,292)	\$ (530,431)	\$ (543,904)	\$ (557,719)	\$ (571,885)	\$ (586,411)
	<b>Total Revenue less Expense</b>		\$2,442,295	\$4,109,396	\$4,092,381	\$4,073,699	\$4,053,294	\$4,031,108	\$4,007,082	\$3,981,157	\$3,953,266	\$3,923,353
Total Revenue		<b>Total Nominal Revenue (Low End of Range by Selected Scenario)</b>	\$7,391,057	\$7,469,438	\$7,548,657	\$7,628,725	\$7,709,649	\$7,791,439	\$7,874,104	\$7,957,654	\$8,042,097	\$8,127,444
		<b>Total Nominal Revenue (High End of Range by Selected Scenario)</b>	\$8,006,293	\$8,089,483	\$8,173,564	\$8,258,544	\$8,344,433	\$8,431,242	\$8,518,979	\$8,607,656	\$8,697,281	\$8,787,865
Total Expenses		<b>Total Inflation-Adjusted Expenses (Including Sinking Fund)</b>	\$5,563,998	\$3,980,088	\$4,081,183	\$4,184,845	\$4,291,140	\$4,400,135	\$4,511,898	\$4,626,500	\$4,744,013	\$4,864,511
Cost Recovery		<b>Total Projected Cost Recovery (Low End of Range by Selected Scenario)</b>	133%	188%	185%	182%	180%	177%	175%	172%	170%	167%
		<b>Total Projected Cost Recovery (High End of Range by Selected Scenario)</b>	144%	203%	200%	197%	194%	192%	189%	186%	183%	181%

Source: Walker Consultants, 2025

DDA Staff Summary	Summary of Nominal Revenue (1.07% annual increase) less inflation-adjusted expenses (including sinking fund)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	<b>Low End Revenue Less Expenses</b>	\$1,827,059	\$3,489,349	\$3,467,475	\$3,443,879	\$3,418,509	\$3,391,304	\$3,362,206	\$3,331,155	\$3,298,083	\$3,262,933
	<b>High End Revenue Less Expenses</b>	\$2,442,295	\$4,109,396	\$4,092,381	\$4,073,699	\$4,053,294	\$4,031,108	\$4,007,082	\$3,981,157	\$3,953,266	\$3,923,353
	<b>Low End Revenue Less Expenses (Without On-street paid parking)</b>	(\$352,386)	(\$412,930)	(\$475,545)	(\$540,291)	(\$607,227)	(\$676,414)	(\$747,916)	(\$821,797)	(\$898,126)	(\$976,968)
	<b>High End Revenue Less Expenses (Without On-street paid parking)</b>	\$262,850	\$207,117	\$149,361	\$89,529	\$27,558	(\$36,610)	(\$103,040)	(\$171,795)	(\$242,943)	(\$316,548)

**Table 26. Projected Nominal Revenue and Expenses Summary by Scenario**  
**Low End Revenue Less Expenses (without On-street paid parking)**

Category	Sub-Category	Type	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenue	Transient	Transient - Off-Street (Garages)										
		Transient Off-Street (Garages) - @ \$1.00/hour	\$743,317	\$751,271	\$759,309	\$767,434	\$775,645	\$783,945	\$792,333	\$800,811	\$809,380	\$818,040
	Permit	Permit - Off-Street Facilities										
		Scenario 1 - 10% Increase										
		Permit Off-Street (Lots) 10% Increase	\$85,853	\$86,771	\$87,700	\$88,638	\$89,587	\$90,545	\$91,514	\$92,493	\$93,483	\$94,483
		Permit Off-Street (Garages) 10% Increase	\$830,742	\$839,631	\$848,615	\$857,695	\$866,873	\$876,148	\$885,523	\$894,998	\$904,574	\$914,253
		Permit - Residential Parking Permit										
		Scenario 4 - Deletion of Zones 1,4; with 10% Increase	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726	\$65,726
Violations & Citations		Scenario 1 - 10% Increase (Warning for 1st Time Violator)	\$1,736,224	\$1,754,801	\$1,773,578	\$1,792,555	\$1,811,735	\$1,831,121	\$1,850,714	\$1,870,517	\$1,890,531	\$1,910,760
		Enforcement Salary and Benefits	\$ (1,374,724)	\$ (1,409,642)	\$ (1,445,447)	\$ (1,482,162)	\$ (1,519,809)	\$ (1,558,412)	\$ (1,597,995)	\$ (1,638,584)	\$ (1,680,205)	\$ (1,722,882)
Ongoing Expenses		Other Operating Expense	\$ (1,971,614)	\$ (2,021,693)	\$ (2,073,044)	\$ (2,125,699)	\$ (2,179,692)	\$ (2,235,056)	\$ (2,291,827)	\$ (2,350,039)	\$ (2,409,730)	\$ (2,470,937)
Capital Maintenance		Sinking Fund	\$ (467,910)	\$ (479,795)	\$ (491,982)	\$ (504,478)	\$ (517,292)	\$ (530,431)	\$ (543,904)	\$ (557,719)	\$ (571,885)	\$ (586,411)
	<b>Total Revenue less Expense</b>		<b>(\$352,386)</b>	<b>(\$412,930)</b>	<b>(\$475,545)</b>	<b>(\$540,291)</b>	<b>(\$607,227)</b>	<b>(\$676,414)</b>	<b>(\$747,916)</b>	<b>(\$821,797)</b>	<b>(\$898,126)</b>	<b>(\$976,968)</b>
Total Revenue		<b>Total Nominal Revenue (Low End of Range by Selected Scenario)</b>	<b>\$7,391,057</b>	<b>\$7,469,438</b>	<b>\$7,548,657</b>	<b>\$7,628,725</b>	<b>\$7,709,649</b>	<b>\$7,791,439</b>	<b>\$7,874,104</b>	<b>\$7,957,654</b>	<b>\$8,042,097</b>	<b>\$8,127,444</b>
		<b>Total Nominal Revenue (High End of Range by Selected Scenario)</b>	<b>\$8,006,293</b>	<b>\$8,089,483</b>	<b>\$8,173,564</b>	<b>\$8,258,544</b>	<b>\$8,344,433</b>	<b>\$8,431,242</b>	<b>\$8,518,979</b>	<b>\$8,607,656</b>	<b>\$8,697,281</b>	<b>\$8,787,865</b>
Total Expenses		<b>Total Inflation-Adjusted Expenses (Including Sinking Fund)</b>	<b>\$5,563,998</b>	<b>\$3,980,088</b>	<b>\$4,081,183</b>	<b>\$4,184,845</b>	<b>\$4,291,140</b>	<b>\$4,400,135</b>	<b>\$4,511,898</b>	<b>\$4,626,500</b>	<b>\$4,744,013</b>	<b>\$4,864,511</b>
Cost Recovery		<b>Total Projected Cost Recovery (Low End of Range by Selected Scenario)</b>	<b>133%</b>	<b>188%</b>	<b>185%</b>	<b>182%</b>	<b>180%</b>	<b>177%</b>	<b>175%</b>	<b>172%</b>	<b>170%</b>	<b>167%</b>
		<b>Total Projected Cost Recovery (High End of Range by Selected Scenario)</b>	<b>144%</b>	<b>203%</b>	<b>200%</b>	<b>197%</b>	<b>194%</b>	<b>192%</b>	<b>189%</b>	<b>186%</b>	<b>183%</b>	<b>181%</b>

Source: Walker Consultants, 2025

DDA Staff Summary	Summary of Nominal Revenue (1.07% annual increase) less inflation-adjusted expenses (including sinking fund)											
	Low End Revenue Less Expenses	\$1,827,059	\$3,489,349	\$3,467,475	\$3,443,879	\$3,418,509	\$3,391,304	\$3,362,206	\$3,331,155	\$3,298,083	\$3,262,933	
	High End Revenue Less Expenses	\$2,442,295	\$4,109,396	\$4,092,381	\$4,073,699	\$4,053,294	\$4,031,108	\$4,007,082	\$3,981,157	\$3,953,266	\$3,923,353	
	<b>Low End Revenue Less Expenses (Without On-street paid parking)</b>	<b>(\$352,386)</b>	<b>(\$412,930)</b>	<b>(\$475,545)</b>	<b>(\$540,291)</b>	<b>(\$607,227)</b>	<b>(\$676,414)</b>	<b>(\$747,916)</b>	<b>(\$821,797)</b>	<b>(\$898,126)</b>	<b>(\$976,968)</b>	
	High End Revenue Less Expenses (Without On-street paid parking)	\$262,850	\$207,117	\$149,361	\$89,529	\$27,558	(\$36,610)	(\$103,040)	(\$171,795)	(\$242,943)	(\$316,548)	

