

**THIS PRINT COVERS CALENDAR ITEM NO. : 10.8**

**SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY**

**DIVISION:** Sustainable Streets

**BRIEF DESCRIPTION:**

Approving the City of San Francisco Japan Center Garage Corporation's Fiscal Years 2012-2013 and 2013-2014 Operating Budget for the Japan Center Garage and authorizing the San Francisco Municipal Transportation Agency (SFMTA) Director of Transportation, or his designee, to forward the Operating Budget to the Office of the Controller for final approval.

**SUMMARY:**

- Under an agreement executed in July, 2002, the City of San Francisco Japan Center Garage Corporation (Corporation) leases the Japan Center Garage from the City and County of San Francisco.
- The SFMTA provides general oversight and policy direction while the Corporation manages the day-to-day operation of the garage. The SFMTA receives 75 percent of the net income and the Corporation retains 25 percent in the Corporation's capital improvement fund.
- Pursuant to the lease, the Corporation is required to submit an annual operating budget for review and approval by the SFMTA Board of Directors and by the Office of the Controller.
- The Off-Street Parking staff formulated a uniform, two-year budget submittal package that uses industry best practices. The budget development process included line-item review, historical-trend analysis, data-driven forecasting, discussions with the Corporation's Facility Manager and approval by the Corporation Board of Directors.
- The two-year Operating Budget submitted by the Corporation is consistent with the requirements of Proposition A (Charter Section 8A.106) for the even-numbered year and the Corporation will be provided an opportunity to submit amendments to the two-year Operating Budget in the odd-numbered year.
- The SFMTA's proposed Operating Budget for Fiscal Years 2012-2013 and 2013-2014 includes net revenues generated by this garage.

**ENCLOSURES:**

1. SFMTAB Resolution
2. Attachment A: Fiscal Years 2012-2013 and 2013-2014 Operating Budget for the Japan Center Garage

**APPROVALS:**

**DATE**

DIRECTOR \_\_\_\_\_ 4/9/12

SECRETARY \_\_\_\_\_ 4/9/12

**ASSIGNED SFMTAB CALENDAR DATE:** April 17, 2012

**PURPOSE**

The purpose of this report is to seek the San Francisco Municipal Transportation Agency (SFMTA) Board of Directors approval of the City of San Francisco Japan Center Garage Corporation's Fiscal Years 2012-2013 and 2013-2014 Operating Budget for the Japan Center Garage and to authorize the SFMTA Director of Transportation, or his designee, to forward the Operating Budget to the Office of the Controller for final approval.

**GOAL**

This action is consistent with the SFMTA 2008-2012 Strategic Plan.

Goal 2: System Performance – To get customers where they want to go, when they want to be there  
Objective 2.5: Manage parking supply to align with SFMTA and community goals

Goal 3: External Affairs/Community Relations – To improve the customer experience, community value, and enhance the image of the SFMTA, as well as ensure SFMTA is the leader in the industry  
Objective 3.1: Improve economic vitality by growing relationships with businesses, community, and stakeholder groups

Goal 4: Financial Capacity – To ensure financial stability and effective resource utilization  
Objective 4.1: Increase revenue by 20% or more by 2012 by improving collections and identifying new sources  
Objective 4.2: Ensure efficient and effective use of resources

**DESCRIPTION**

The Japan Center Garage is located at 1610 Geary Boulevard and provides 920 parking spaces. Through an agreement executed in July 2002, the City of San Francisco Japan Center Garage Corporation (Corporation) leases the garage from the City and County of San Francisco. The Corporation contracts with a professional parking operator for the day-to-day operation and management of the garage, while the SFMTA provides general oversight and policy direction.

Under the lease agreement, the SFMTA receives 75 percent of the net income and the Corporation retains 25 percent in the Corporation's capital improvement fund. If the capital improvement fund balance exceeds \$2 million at the end of the Corporation's fiscal year, the excess funds are forwarded to the SFMTA.

Pursuant to the lease, the Corporation is required to submit an annual operating budget for the review and approval by the SFMTA Board of Directors and by the Office of the Controller. The SFMTA's Off-Street Parking staff formulated a uniform, two-year budget submittal package for use by all garages, establishing a consistent and effective budget development, review and approval process.

The two-year Operating Budget submitted by the Corporation is consistent with the requirements of Proposition A (specifically, Charter Section 8A.106) for the even-numbered year and the

Corporation will be provided an opportunity to submit amendments to the two-year Operating Budget in the odd-numbered year.

The Corporation's fiscal year ends April 30 to provide adequate time to complete a year-end audit and to transfer net income to the City before the close of the City's fiscal year.

Over the last two months, the SFMTA and Corporation staffs have worked together in developing the proposed Operating Budget. The budget development included a careful review of all revenue and expenses for the current year. The proposed budgets for the next two fiscal years considered current economic conditions, seasonality of parking demand, known upcoming events, scheduled salary increases, and associated payroll expenses. The two-year Operating Budget has been reviewed and approved by the Corporation Board.

**FISCAL YEARS 2012-2013 AND 2013-2014**

Attachment A shows details of the proposed Operating Budget for Fiscal Years 2012-2013 and 2013-2014. A high-level summary is provided in the following table:

	<b>FY2011-2012 Adopted Budget</b>	<b>FY2012-2013 Proposed Budget</b>	<b>Variance to FY2011-2012 Adopted Budget</b>	<b>FY2013-2014 Proposed Budget</b>	<b>Variance to FY2012-2013 Proposed Budget</b>
Gross Revenue	\$4,274,793	\$4,174,555	-2.3%	\$4,250,415	+1.8%
Parking Tax	\$849,181	\$828,407	-2.4%	\$843,239	+1.8%
Expenses	\$1,551,402	\$1,856,994	+19.7%*	\$1,909,930	+1.9%
Net Income to SFMTA	\$1,390,545	\$1,101,115	-20.8%*	\$1,106,960	+0.5%

\*Note: Expenses appear higher and Net Income to the SFMTA appears lower partially because of a new cost-recovery policy instituted by the SFMTA under which the SFMTA is reimbursed on a monthly basis for the Agency's oversight expenses. Were these monthly cost-recovery payments not made, the monies would flow to the SFMTA as Net Income at the close of the fiscal year.

With a slowly improving economy and high unemployment, the staff does not anticipate any significant increase in parking demand during FY 2012-2013. The anticipated gross revenue is \$4,174,555, which is 2.3 percent under the amount adopted for FY 2011-2012. These anticipated amounts are based on the current parking rates at this facility. Any future rate changes may have a significant impact on garage occupancies and revenues.

Expenditures for FY 2012-2013 are proposed at \$1,856,994, which is 19.7 percent over the adopted amount for FY 2011-2012. All SFMTA garages project higher expenses due largely to projected union wage increases and significant new bonding expenditures related to an increased Parking Tax Bond requirement enacted by the City that took effect in January 2011.

As noted above, the Corporation proposes higher expenses and lower net income to the SFMTA for FY2012-2013 partially because of a new cost-recovery policy requiring non-profit corporation garages to reimburse the SFMTA on a monthly basis for the SFMTA's oversight expenses. Were these monthly cost-recovery payments not made, the monies would flow to the

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SFMTA as net income at the close of the fiscal year. Therefore, this change to the Operating Budget for the Japan Center Garage has no significant impact on the overall SFMTA budget.

This new policy affects the net income of the garage in addition to the expenses. The net income is reduced as a result of the increase in expenses generated by the addition of the cost-recovery expense. For FY 2012-2013, it is anticipated that the Corporation will generate \$1,101,115 in net income for the SFMTA. This amount is 20.8 percent under the amount adopted for FY 2011-2012.

For FY 2013-2014, the staff anticipates garage performance to be in line with FY 2012-2013, generating \$1,106,960 in net income for the SFMTA. Staff will continue to monitor the garage performance and revise these projections if necessary.

The City Attorney has reviewed this report.

**ALTERNATIVES CONSIDERED**

No alternative was considered. The garage must have an approved operating budget in order to continue daily operations, which provides parking to the residents and businesses in the area, and generates significant income to support SFMTA programs.

**FUNDING IMPACT**

Approval of this Operating Budget will result in a net income of \$2,208,075 to the SFMTA during the next two fiscal years. Appropriate net revenues are included in the SFMTA's proposed Operating Budget for Fiscal Years 2012-2013 and 2013-2014.

**OTHER APPROVALS RECEIVED OR STILL REQUIRED**

The Corporation Board of Directors has approved this two-year Operating Budget. Final approval by the Office of the Controller is required.

**RECOMMENDATION**

Staff recommends that the SFMTA Board of Directors approve the City of San Francisco Japan Center Garage Corporation's Fiscal Years 2012-2013 and 2013-2014 Operating Budget for the Japan Center Garage and authorize the SFMTA Director of Transportation, or his designee, to forward the Operating Budget to the Office of the Controller for final approval.

SAN FRANCISCO  
MUNICIPAL TRANSPORTATION AGENCY  
BOARD OF DIRECTORS

RESOLUTION No. \_\_\_\_\_

WHEREAS, The City of San Francisco Japan Center Garage Corporation (Corporation) operates the Japan Center Garage on behalf of the City and County of San Francisco under a lease agreement with the City; and,

WHEREAS, Under the terms of the lease, the Corporation is required to submit an annual operating budget to the San Francisco Municipal Transportation Agency (SFMTA) Board of Directors and to the Office of the Controller for review and final approval; and,

WHEREAS, The Corporation has submitted its Fiscal Years 2012-2013 and 2013-2014 Operating Budget to the SFMTA Board of Directors for review; and,

WHEREAS, The two-year Operating Budget submitted by the Corporation is consistent with the requirements of Charter Section 8A.106 for this even-numbered year; and,

WHEREAS, The Corporation will be provided an opportunity to submit amendments to the two-year Operating Budget in the odd-numbered year; and,

WHEREAS, The SFMTA's proposed Operating Budget for Fiscal Years 2012-2013 and 2013-2014 includes net revenues generated by this garage; and,

WHEREAS, The SFMTA Board of Directors has reviewed the Corporation's Fiscal Years 2012-2013 and 2013-2014 Operating Budget; now, therefore, be it

RESOLVED, That the SFMTA Board of Directors approves the City of San Francisco Japan Center Garage Corporation's Fiscal Years 2012-2013 and 2013-2014 Operating Budget for the Japan Center Garage; and, be it further

RESOLVED, That the SFMTA Board of Directors authorizes the Director of Transportation, or his designee, to forward the Operating Budget to the Office of the Controller for final approval.

I certify that the foregoing resolution was adopted by the San Francisco Municipal Transportation Agency Board of Directors at its meeting of April 17, 2012.

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Secretary to the Board of Directors  
San Francisco Municipal Transportation Agency

**Attachment A**

**JAPAN CENTER GARAGE CORPORATION – JAPAN CENTER GARAGE  
PROPOSED BUDGET FOR FY 2012-2013 AND FY 2013-2014**

	<b>FY 2011-2012 Adopted Budget</b>	<b>FY 2012-2013 Proposed Budget</b>	<b>Variance to FY 2011-2012 Adopted Budget</b>	<b>FY 2013-2014 Proposed Budget</b>	<b>Variance to FY 2012-2013 Proposed Budget</b>
<b>REVENUE*</b>					
Taxable Transient Revenue	\$ 2,769,984	\$ 2,639,563	-4.7%	\$ 2,690,484	1.9%
Taxable Monthly Parking	\$ 1,469,117	\$ 1,502,741	2.3%	\$ 1,525,709	1.5%
<b>Gross Parking Revenue</b>	<b>\$ 4,245,905</b>	<b>\$ 4,142,034</b>	-2.4%	<b>\$ 4,216,193</b>	1.8%
<b>Gross Revenue (includes other income)</b>	<b>\$ 4,274,793</b>	<b>\$ 4,174,555</b>	-2.3%	<b>\$ 4,250,415</b>	1.8%
Parking Tax	\$ (849,181)	\$ (828,407)	-2.4%	(843,239)	1.8%
<b>Net Revenue</b>	<b>\$ 3,425,612</b>	<b>\$ 3,346,148</b>	-2.3%	<b>\$ 3,407,176</b>	1.8%
<b>EXPENSES</b>					
Personnel Cost	\$ 697,309	\$ 772,580	10.8%	\$ 799,888	3.5%
Payroll Expense	\$ 326,279	\$ 379,025	16.2%	\$ 401,484	5.9%
Utilities	\$ 108,973	\$ 113,689	4.3%	\$ 117,100	3.0%
Services	\$ 267,587	\$ 327,429	22.4%	\$ 321,274	-1.9%
Supplies	\$ 87,696	\$ 91,371	4.2%	\$ 94,112	3.0%
Other Costs	\$ 26,208	\$ 30,100	14.9%	\$ 29,888	-0.7%
Garage Management**	\$ 37,350	\$ 142,800	282.3%	\$ 146,184	2.4%
<b>Total Operating Expenses</b>	<b>\$ 1,551,402</b>	<b>\$ 1,856,994</b>	19.7%	<b>\$ 1,909,930</b>	2.9%
<b>Net Operating Income</b>	<b>\$ 1,874,210</b>	<b>\$ 1,489,154</b>	-20.5%	<b>\$ 1,497,246</b>	0.5%
Total Corporate Expenses	\$ 20,150	\$ 21,000	4.2%	\$ 21,300	1.4%
<b>Net Income (Operating &amp; Corporate)</b>	<b>\$ 1,854,060</b>	<b>\$ 1,468,154</b>	-20.8%	<b>\$ 1,475,946</b>	0.5%
25% Surplus Revenue to Corporation	\$ 463,515	\$ 367,038	-20.8%	\$ 368,987	0.5%
<b>Income to SFMTA</b>	<b>\$ 1,390,545</b>	<b>\$ 1,101,115</b>	<b>-20.8%</b>	<b>\$ 1,106,960</b>	<b>0.5%</b>

\*See following page for Glossary of Terms.

\*\*Increase due to newly instituted SFMTA administrative cost recovery.

**Attachment A (continued)**

**GLOSSARY OF TERMS**

<b>Term</b>	<b>Description</b>
<b>REVENUE</b>	
Taxable Transient Revenue	Revenue generated from short-term parking ranging from a few minutes to a few days.
Non-Taxable Transient Revenue	Revenue generated from hotel parkers who are taxed by their hotel for parking at the garage.
Taxable Monthly Parking	Revenue generated from monthly parking patrons.
Taxable Miscellaneous Parking Revenue	Fees and penalties paid for account activations, late payments, and garage re-openings.
Non-Parking Revenue	Revenue generated from retail leases, ATM and vending machine agreements and advertising.
Corporate Income	Income from corporate investing activities.
Gross Revenue	Revenue from ALL sources.
Parking Tax	25% tax is added to all parking garage rates.
Net Revenue	Gross revenue minus parking tax.
<b>EXPENSES</b>	
Personnel Cost	All gross payroll expenses inclusive of vacation, holiday and sick pays.
Payroll Expense	All payroll related taxes, employee insurance premiums and retirement payments.
Utilities	Expenses for gas, electric, water, sewer, telephone, internet, refuse disposal, etc.
Services	Fees paid for contractual security and janitorial, armored transport, uniform cleaning, liability insurance, garage audit services, credit card fees, legal services, etc.
Supplies	Expenses for repairs and maintenance, parking supplies, such as tickets and office supplies.
Other Costs	This includes taxes and licenses, marketing, dues and subscriptions, memberships and community benefit programs.
Garage Management	Expenses for the management and incentive fees paid to the facility operators as outlined in their board approved operating agreements.
Total Operating Expenses	Includes ALL operating expenses.
Corporate Expenses	Expenses for the management and repayment of bonds used to fund the construction of the garage, as well as legal fees related to the management of garage retail lease agreements.
Surplus Revenue to Corporation	A portion of the total net income dedicated to facility improvement and major repairs as outlined in the facility specific lease agreements. Each agreement specifies the percent of net income dedicated to this reserve and the cap after which all revenues flow to the SFMTA or the RPD.
Net Income to SFMTA / RPD	Total income to the SFMTA or the RPD after capital reserve requirements has been satisfied.