

THE
BROADMOOR
COLORADO SPRINGS

PARKING OPERATIONS PLAN

FINAL DRAFT

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Prepared for:

THE BROADMOOR
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1.0 EXECUTIVE SUMMARY

1.1 Parking Supply and Allocation

The Broadmoor Hotel and Resort will have 1,840 future off-street parking spaces, which represents a 478-space increase over the existing parking supply of 1,362 spaces. Most of the additional parking will be provided in the new three-level, 940-space parking facility to be located below the Events Center on the north side of Lake Circle. The on-street spaces surrounding the hotel will be eliminated and 100% of the parking demand accommodated in off-street parking facilities.

Main hotel valet parking will consist of the North lot and the top level of the new parking facility (374 spaces). Most of the remaining parking in the new facility will be self-park spaces for hotel guests, visitors, and event patrons (578 spaces). The West hotel will continue to use the West lot for a combination of valet and self-parking (259 spaces). The Golf Club will use a majority of the South lot (90 spaces). The remaining spaces in the South lot will be used for South hotel valet parking (33 spaces). There are six spaces in the Laundry lot. Employees will be permitted to park in the International Center lot (East lot), the Maintenance Department and West hotel employee lot, and on the lowest level of the new parking facility (total of 500 spaces). Employees will no longer be permitted to park on street. The hotel's Loss Prevention Department will monitor both on- and off-street parking and enforce parking regulations in the immediate area of the hotel as approved by the city of Colorado Springs.

1.2 Parking Demand

The 700-room hotel generates maximum guest demand for 420 parking spaces, and approximately 50% of the hotel guests currently valet park. The 1,600 Broadmoor employees produce estimated maximum demand for approximately 500 parking spaces presently, and there will be sufficient off-street employee parking to fully

accommodate this demand. The planned Events Center is anticipated to generate peak demand for 500 parking spaces. This is based on the parking demand currently generated by the International Center. The future parking supply of 1,840 spaces will be sufficient to accommodate 95% to 98% of the hotel functions in an average year. Employees will be required to park at an off-site location on the few occasions when parking demand exceeds the available supply.

1.3 New Parking Facility

The 940-space parking facility will provide parking for both the hotel and Events Center. Three entry/exit lanes will be provided on the Lake Circle (front) side of the parking facility. All employees and self-parkers will be required to enter and exit the facility on the Lake Circle side. Three lanes will also be provided on the Holly Avenue (back) side of the facility. There will be one entry lane and one exit lane for valets during normal operating periods, and three exit lanes for valets and self-parkers only during events. The capacity of the parking facility can be increased by 197 spaces if striped entirely for valet parking.

1.4 Hotel Valet Operations

Hotel valet operations will handle the day-to-day valet parking needs at the Main hotel, South hotel, West hotel, and Golf Club. Storage of valet vehicles, except for the West hotel, will occur primarily on the upper level of the parking facility. The valet route from the front of the Main hotel to the parking facility is through the North lot and is very direct. South hotel valet parking will remain in the south lot. Overflow Golf Club and south valet parking demand will be accommodated in the new parking facility. The West hotel valet operation will be an independent operation. Staging and storing of vehicles at this location will be at the West hotel surface lot.

1.5 Event Valet Operations

Event vehicle drop off and pick up will be along Lake Circle in front of the Events Center. The valet staging area will be designed to accommodate the volume of traffic anticipated for larger events. The same area will be used for bus drop off and pick up. Bus parking will be in the East lot. The valet arrival route from the front of the Events Center to the parking facility is very direct. Two routes have been established to return valet-parked vehicles to departing event patrons. The primary route consists of exiting the facility from Holly Avenue and making a right turn, turning right on First Street, turning right on Lake Avenue, and turning right on Lake Circle and proceeding to the front of the Events Center. It will be required to have hotel personnel directing vehicle and pedestrian traffic after a large event to ensure efficient operations and to eliminate event traffic in the surrounding residential neighborhood. A secondary exit route should be used when retrieval of vehicles is compromised by traffic congestion. This route consists of making a left turn out of the facility onto Lake Circle and then maneuvering around the traffic circle to arrive at the pick up area at the Events Center.

1.6 Other Considerations

Future valet staffing levels are presented in the study for both hotel (Main/South hotel, West hotel and Golf Club) and valet operations (arrival and departure). It is recommended to have four to eight additional valet personnel stationed in the parking facility (four on the top level and two on each of the lower levels if valet parked). Enhancements to valet operations include, among others, the use of radio headgear for improved communications, protecting keys at all times, the use of color-coded and four-part tickets, using valet staff to direct traffic, the use of golf carts to shuttle valets, and maintaining separate egress traffic for self-park patrons in the parking facility.

The hotel will eventually valet park the vast majority of their guests and visitors. With this mind, it recommended to charge hotel guests the same amount for valet and self-parking. A flat fee will be charged for event parking. Self-parkers will pay when entering the facility and valet-parked event attendees will pay at a central cashier station in the Events Center. Other hotel and resort visitors will be charged for parking on an hourly basis. Central pay stations may be set up in the Main and West hotel lobbies and at the Golf Club.

1.7 Conclusion

There will be sufficient off-street parking at the Broadmoor to satisfy parking needs for 95% to 98% of the hotel functions. Employees will be required to park off site on the few occasions when parking demand exceeds the available supply. Most of the new parking will be in the 940-space parking facility on the north side of Lake Circle. The parking facility is being designed to work well with new Broadmoor parking and traffic procedures. These new procedures will enhance the surrounding neighborhood by removing parking from the streets and by directing event traffic to the major truck routes out of the neighborhood. Traffic flow will be further enhanced with the new traffic circle at Mesa Avenue and Lake Circle.

Please refer to the attached report for detailed information supplementing our findings and recommendations.

2.0 PARKING SUPPLY AND ALLOCATION

2.1 Parking Supply

The Broadmoor Hotel and Resort will have 1,840 future off-street parking spaces as indicated in **Table 1**. This represents a 478-space increase over the existing parking supply of 1,362 spaces. Future development will eliminate approximately 480 existing parking spaces; however, approximately 960 new spaces will be added, most of which will be in the three-level parking facility to be located below the planned 60,000 square foot Events Center on the north side of Lake Circle.

Table 1.
Future Parking Supply

Location	Number of Spaces
Broadmoor North (Main)	71
Broadmoor West	259
Broadmoor South Valet	33
Golf Club	90
International Center (East lot)	161
Golden Bee	27
Broadmoor Maintenance	253
Laundry Lot	6
New Parking Facility	940
Total:	1,840

2.2 Parking Allocation

Table 2 indicates the recommended allocation of the 1,840 parking spaces. The 347 Main valet spaces consist of the Broadmoor North lot (71 spaces) and the top level of the parking facility (276 spaces). The 578 self-park spaces are located on the bottom two levels of the 940-space parking facility. West Broadmoor will have 259 parking spaces for a combination of valet and self-parking. The Golf Club will have

90 spaces in the Broadmoor South lot. The remaining 33 spaces in the South lot will be for South hotel valet parking. There are 27 spaces located in the surface lot serving the Golden Bee restaurant. There are six spaces in the Laundry lot. The remaining 500 spaces will be for employee parking and will consist of the International Center lot (161 spaces), Maintenance lot (253 spaces), and 86 spaces on the lowest level of the new parking facility.

Table 2.
 Recommended Future Parking Allocation

User Group	Parking Spaces	
	Number	Percent
Garage Self-Park	578	31%
Employee	500	27%
Main Valet	347	19%
West Hotel	259	14%
South Valet	33	2%
Golf Club	90	5%
Golden Bee	27	1%
Laundry	6	0%
Total:	1,840	100%

The on-street spaces surrounding the Broadmoor Hotel and Resort will be eliminated and 100% of the parking demand accommodated in off-street parking facilities. “No Parking” signs will be placed at appropriate curbside locations.

3.0 PARKING DEMAND

3.1 Guest Parking

The Broadmoor has 700 hotel rooms, 400 in Broadmoor Main and 300 in Broadmoor West. Currently, between 40% and 60% of the hotel guests arrive by vehicle, depending upon the season, which translates into the maximum demand for 280 to 420 parking spaces for hotel guests. Approximately 50% of the hotel guests currently valet park.

3.2 Employee Parking

According to Broadmoor officials, their 1,600 employees currently generate maximum demand for approximately 500 parking spaces. This represents a parking demand ratio of approximately 0.313 spaces per employee. This ratio should provide an accurate indication of employee parking needs if staff is added in the future.

3.3 Events Center/International Center Parking

The Broadmoor will not be booking consumer shows into the new Events Center facility. They are intent on booking trade shows and meetings into the hotel, and all or most of the attendees will be hotel guests. There will, however, be events at the International Center and Events Center that will attract some local attendees. Based on the parking demand currently generated by the International Center, the Events Center is expected to generate maximum demand for 500 parking spaces. There will be adequate capacity provided in the new parking facility to fully accommodate this parking demand.

3.4 Summary

These user groups combined could generate the demand for 1,420 parking spaces. The future parking supply of 1,840 spaces will be sufficient to accommodate 95% to 98% of the hotel functions in an average year. Employees will be required to park at an off-site location on the few occasions when parking demand will exceed the available supply.

4.0 BROADMOOR MAIN (NORTH) VALET PARKING

There are two broad types of valet operations at the Broadmoor - hotel and event valet operations. Hotel valet operations will handle the day-to-day valet parking needs available at the Main hotel, South hotel, Golf Club and West hotel destinations. Storage of valet vehicles, except for the West Hotel location, will occur on the upper level of the parking facility. The West Hotel valet operation will be an independent operation. Staging and storing of vehicles at this location will be at the West Hotel surface lot. Overflow West Hotel valet vehicles will be parked in the parking facility.

The valet manager will have the responsibility of maintaining proper staffing levels to handle the routine parking assignments at all locations of the resort during peak am and pm hours. During peak arrival and departure times it will be necessary to have two to three doormen available to handle the traffic volume at the Main hotel. There will typically be valet personnel stationed at the parking facility. Communications between valet staff will be made by radio system. Valet staff will be shuttled as necessary between the parking facility and valet drop-off and pick-up locations.

It is recommended to use the North lot for valet staging and short-term valet parking. The North lot is also the preferred valet route between the Main hotel entrance and the parking facility, as indicated in **Figure 1**. (All figures can be found at the end of the report following the text.) This route will enable valets to avoid the greeter station.

It is recommended to place parking gates on the north end of the North lot to be used during busy periods to speedup the valet process at the Main hotel entrance. Refer to **Figure 2** for the approximate location of this gate. During less busy periods, the gate arms could be raised and the existing iron-gate utilized. Following is a photograph of the North lot taken from the Main hotel entrance.



The North lot looking north from the Main Hotel entrance.

5.0 GOLF CLUB (SOUTH) LOT AND VALET PARKING

Only Golf Club members and valets will be allowed to enter this parking area. During evening hours, the unused Golf Club spaces will be used for valet parking. South Hotel valet parking will remain in the South lot and overflow valet vehicles will be parked in the new parking facility.

Overflow Golf Club parking demand will be accommodated in the new parking facility. Valet personnel will be stationed at the front entrance of the Golf Club. After unloading golf clubs and completing the vehicle registration process, the valet attendant will drive the vehicle to the parking facility. The recommended traffic route between the Golf Club and parking facility is indicated in **Figure 3**.



The South lot looking south from under the arch.

6.0 HOTEL VALET PERSONNEL REQUIREMENTS

Table 3 indicates the estimated number of valet staff required at each location (Main/South Hotel, West Hotel and Golf Club) once all of the parking demand is accommodated in off-street parking facilities. There are presently 520 daily valet vehicles and maximum 19 valet staff at these locations (from Guest Services). This represents one staff person per 27.4 vehicles overall. The number of vehicles per staff person ranges from a low of 25.0 at the West Hotel to a high of 35.0 at the Golf Club.

Table 3.
Estimated Number of Valet Personnel Required by Location

Location	Daily Valet Vehicles	Maximum # of Valet Personnel	Daily Vehicles per Valet Attendant	Future Daily Valet Vehicles (1)	Number of Valet Personnel Required (Based on Percentage Valet Parking)					
					50%	60%	70%	80%	90%	100%
Main/South Hotel	300	11	27.3	405	15	18	21	24	27	30
West Hotel	150	6	25.0	203	9	10	12	13	15	17
Golf Club	70	2	35.0	95	3	4	4	5	5	6
Total	520	19	27.4	702	27	32	37	42	47	53
Add. Personnel					8	13	18	23	28	34

(1) 35% increase is based on the number of off-street parking spaces (1,840 future and 1,362 existing).

This analysis anticipates an across-the-board 35% increase in valet parking demand. This is based on the increase in parking supply from 1,362 spaces presently to 1,840 spaces in the future. It is estimated that 27 valet personnel (15 at the Main/South hotel, nine at the West hotel, and three at the Golf Club) will be required if 50% of the hotel guests, visitors and members valet park. (Approximately 50% of the hotel guests currently valet park.) Two doormen will be required at the Main/South hotel and one doorman is required at both the West hotel and Golf Club.

It is recommended to have four to eight additional valet personnel stationed in the parking facility as follows:

- Level 1 – One Supervisor, One Key Operator, and Two Valets

- Level 2 – Two Valets (if valet parked)
- Level 3 – Two Valets (if valet parked)

The number of valet personnel required, excluding those stationed in the parking facility, increases to 53 with 100% valet parking.

7.0 NEW PARKING FACILITY

Figures 4 to 4C are the latest parking facility plans. Indicated on three levels are 940 self-park spaces. It is presently anticipated that the top level (-1 level) of the facility will initially be used for valet parking and the bottom two levels (-2 and -3 levels) will be used for self-parking. The capacity of the parking facility can be increased if striped for valet parking. A valet parking layout is provided for each level in **Figures 5 to 5B**. The capacity of the facility can be increased by 197 spaces if entirely valet parked and, if this is the case, each level will be properly staffed to assist in the arrival and departure of vehicles.

Three entry/exit lanes will be provided on the Lake Circle (front) side of the parking facility for maximum flexibility (one dedicated entry lane, one dedicated exit lane and one reversible lane). All employees and self-parkers will be required to enter and exit the parking facility on the Lake Circle side. Three lanes will also be provided on the Holly Avenue (back) side of the facility. There will be one dedicated entry lane and one dedicated exit lane for valets during normal operating periods, and three exit lanes for valets and self-parkers during events (one exit lane for valets and two exit lanes for self-parkers). Signage will be placed at the exit directing patrons to make a right turn out of the facility onto Holly Avenue. Additional signage will be provided outside of the facility to direct traffic from Holly Avenue to First Avenue and then to Lake Avenue, the major truck route out of the neighborhood. These new procedures will enhance the surrounding neighborhood by removing parking from the streets and by directing event traffic to the major truck routes out of the neighborhood. Traffic flow will be further enhanced with the new traffic circle at Mesa Avenue and Lake Circle.

8.0 EVENTS CENTER VALET PARKING

As mentioned, it is anticipated that the event Center will generate maximum demand for 500 parking spaces in the parking facility. This is based on the parking demand currently generated by the International Center. Valet traffic will be largely separated from self-park traffic in the facility and at the facility exit. The two groups will not intermix until outside of the facility. Holly Avenue is wide enough for a double right turn out of the facility during special events.

The number of valet personnel on duty is related to peak-hour traffic flow, the time it takes valets to park and return a vehicle, and the level of service (LOS) desired by the Broadmoor. The LOS approach, developed by traffic engineers to classify congestion on our roadways, has been adopted by parking designers to classify parking conditions. It is applicable to a number of design considerations in parking, including valet operations. Levels of service for parking range from A (best) to F (worst). The Broadmoor, given its high customer service orientation, should regularly achieve LOS A in valet operations.

8.1 Event Arrival

It is anticipated it will take an average of three minutes to park a vehicle for an event. **Table 4** presents the estimated number of non-guest vehicles associated with events with attendance of 500 to 4,000 and the number of valet staff required for efficient operations based on 25%, 50%, 75% and 100% of the non-guest attendees valet parking. This analysis anticipates that event patrons will arrive over a one-hour period. The valet parking route is very direct from the front of the Events Center to the parking facility, as indicated in **Figure 6**.

During the peak hour, there will be surges in arriving traffic. Accordingly, traffic engineers use peak-hour factors to upwardly adjust the volume of traffic. The peak-hour factor (PHF) is usually determined by measuring volumes in 15-minute

intervals within the hour, selecting the highest 15-minute volume, and converting it to an equivalent hourly rate of flow. A PHF of 0.85 has been found to be reasonable for most traffic situations and is used in this analysis. (For instance, peak-hour flow of $50 \div 0.85 = 59$.)

Table 4.
Number of Valet Personnel by Size of Event and Percent of Valet-Parked Vehicles (Arrival)

Number of Event Attendees	Maximum Number of Non-Guest Vehicles (1)	Number of Valets (2)			
		With 25% Valet Parking	With 50% Valet Parking	With 75% Valet Parking	With 100% Valet Parking
500	63	1	2	3	4
750	94	2	3	5	6
1,000	125	2	4	6	8
1,250	156	3	5	7	10
1,500	188	3	6	9	12
1,750	219	4	7	10	13
2,000	250	4	8	12	15
2,250	281	5	9	13	17
2,500	313	5	10	14	19
2,750	344	6	11	16	21
3,000	375	6	12	17	23
3,250	406	6	12	18	24
3,500	438	7	13	20	26
3,750	469	7	14	21	28
4,000	500	8	15	23	30

(1) Maximum 50% non-guest attendees and parking demand ratio 0.25 space per attendee.

(2) Anticipates a one-hour arrival period for 100% of the crowd, an average park time of 3 minutes and a peak-hour factor (PHF) of 0.85 to account for surges in activity.

8.2 Event Queuing Analysis

The Events Center will have a valet staging area that can accommodate the volume of traffic anticipated for larger events. There can be entrance problems if the reservoir space for valet operations is inadequate and/or if too few valet personnel are on duty. Efficient operations cannot be guaranteed, even with sufficient valet staff, if the staging area is inadequate.

Table 4A indicates there will be one valet for a maximum of 17 non-guest vehicles upon arrival given the recommended staffing levels presented in the previous table.

Table 4A.
 Number of Non-Guest Vehicles per Valet Attendant (Arrival)

Maximum Number of Non-Guest Vehicles (1)	With 25% Valet Parking	With 50% Valet Parking	With 75% Valet Parking	With 100% Valet Parking
63	16	16	16	16
94	12	16	14	16
125	16	16	16	16
156	13	16	17	16
188	16	16	16	16
219	14	16	16	17
250	16	16	16	17
281	14	16	16	17
313	16	16	17	16
344	14	16	16	16
375	16	16	17	16
406	17	17	17	17
438	16	17	16	17
469	17	17	17	17
500	16	17	16	17

The basic formula to calculate the Average Length of Queue (Lq) is as follows:

$$Lq = \frac{t1^2}{1-ti}$$

Where, ti = traffic intensity (ratio of peak flow rate to maximum service rate).

The queuing analysis that follows anticipates 100% of the traffic arrives within a one-hour period.

- X Peak flow of 17 vehicles
- X One valet has a service rate of 20 vehicles per hour; anticipating average park time of three minutes ($60 \div 3 = 20$)
- X Traffic intensity (t_i) = $17 / 20 = 0.85$

$$Lq = \frac{0.85^2}{1 - 0.85} = \frac{0.7225}{0.15} = 4.82 = 5 \text{ vehicles.}$$

The average queue will be approximately five vehicles. Average queues are based on 50% probability; that is, average queues would be exceeded 50% of the time. A 90% probability is typically used for design purposes. For a traffic intensity of 0.85, the introduction of a 90% probability factor increases the queue to twelve vehicles. The valet staging area in front of the Events Center should thus be designed to accommodate up to twelve vehicles. At twenty-two feet per vehicle, 264-feet will be required to accommodate 12 vehicles. The same area will be used for bus drop off and pick up. Bus parking will be in the East lot.

8.3 Event Departure

It is anticipated it will take an average of five minutes to return vehicles to event patrons using the recommended primary route and with Broadmoor personnel directing traffic. All accumulated vehicles should be able to leave within one hour, and about two-thirds should be able to disperse within 30 minutes. This is an acceptable level of service considering that most special event patrons leave simultaneously.

Table 5 presents the valet staff required for efficient operations based on size of event, number of non-guest vehicles, and percent valet parking. A PHF of 0.85 is not used in this analysis as the calculation for the 30-minute departure for two-thirds of the crowd accounts for the surge in activity.

Table 5.
Number of Valet Personnel by Size of Event and Percent of Valet-Parked Vehicles (Departure)

Number of Event Attendees	Maximum Number of Non-Guest Vehicles (1)	Number of Valets (2)			
		With 25% Valet Parking	With 50% Valet Parking	With 75% Valet Parking	With 100% Valet Parking
500	63	2	4	6	7
750	94	3	6	8	11
1,000	125	4	7	11	14
1,250	156	5	9	14	18
1,500	188	6	11	16	21
1,750	219	7	13	19	25
2,000	250	7	14	21	28
2,250	281	8	16	24	32
2,500	313	9	18	27	35
2,750	344	10	20	29	39
3,000	375	11	21	32	42
3,250	406	12	23	34	46
3,500	438	13	25	37	49
3,750	469	14	27	40	53
4,000	500	14	28	42	56

(1) Maximum 50% non-guest attendees and parking demand ratio 0.25 space per attendee.

(2) Anticipates a 30-minute departure for two-thirds of the crowd and an average retrieval time of 5 minutes.

8.4 Event Valet Personnel

Valet personnel can be categorized into the following groups. Each group is essential to the total valet operation.

- Head Attendants/Starters/(Front Doormen) – Personnel who greet patrons at the valet drop-off areas and issue parking tickets.
- Runners (Valets) – personnel who pick up and retrieve vehicles from designated arrival areas and the facility.
- Lot Attendants – personnel who shuttle vehicles into the facility and log into the computer system the parking location by user group (members, guests and visitors).
- Dispatchers – personnel who collect parking tickets and communicate to a facility supervisor and/or facility dispatcher to retrieve a requested vehicle.

- Supervisors – Administrative personnel overseeing traffic activity at the drop off areas and facility.

8.5 Event Valet Routes

Two routes have been established to return valet-parked vehicles to departing event patrons. The primary route, indicated in **Figure 7**, consists of exiting the facility from Holly Avenue and making a right turn, turning right on First Street, turning right on Lake Avenue, and turning right on Lake Circle and proceeding to the front of the Events Center. It will be required to have hotel personnel directing vehicle and pedestrian traffic after a large event to ensure efficient operations and to reduce event traffic in the surrounding residential neighborhood. The placement of these personnel is indicated in **Figure 8**.

A secondary exit route should be use when retrieval of vehicles is compromised by traffic congestion (refer to Figure 7). This route consists of making a left turn out of the facility onto Lake Circle and then maneuvering around the traffic circle to arrive at the pick up area at the Events Center. This route is only to be used when delivery times of valet-parked vehicles exceeds 5 minutes.

8.6 Event Valet Procedures

Vehicle drop off and pick up will be along Lake Circle in front of the Events Center. Upon arrival vehicles will be checked for pre-existing conditions. Guest and visitors will be given a parking ticket to have it validated or pay the prevailing parking rate at the central cashiering station located inside the Events Center. Valet staff will shuttle arriving vehicles to the facility from Lake Circle. Parking spaces will be marked by row and space. Keys for valet parked vehicles are to given to the valet attendant stationed in the facility. A log entry is made into the computer system identifying designated parking space, ticket issue, make of vehicle, license plate number, and other information that is pertinent to locating and the retrieval of each vehicle.

Vehicles are to be exclusively “backed-in” to parking spaces unless the facility is striped for valet operations. This parking technique will enhance traffic flow and assist in the retrieval of parked vehicles.

Event patrons must pay the prevailing parking rate at the central cashiering station before a valet retrieves their vehicle. The central cashier, located inside the Event Center, will stamp the parking ticket and provide a receipt as proof that the parking charges have been collected. The event patron will give his/her stamped parking ticket to the head attendant and the valet will radio dispatch to have the requested vehicle delivered to the pick-up area of the Events Center.

9.0 ENHANCEMENTS TO VALET OPERATIONS

To enhance valet operations, the following should be implemented:

- Radio headgear should be utilized for key valet staff.
- No valet personnel are to collect revenue. All transactions are to be handle by a central cashier or by authorized hotel personnel.
- Always properly staff large events.
- All collected keys should remain locked and protected at all times. There are no exceptions to this rule.
- Provide proper training to all valet personnel.
- Use a four-part ticket. A parking ticket will have to be validated or stamped as being paid.
- Use valet staff to help direct traffic during peak times.
- Remove all unnecessary vehicle traffic from the main entrance/exit area of the hotel. Small deliveries such as flowers, postal, etc. should not be done at the main valet drop-off/pick-up area.
- Use golf carts to shuttle valet staff when necessary.
- Provide a separate designated area away from the main valet drop-off/pick-up area for limousines and shuttle buses.
- Cross train valet staff.
- Provide a check and balance of each segmented valet parking operation.
- Color-code parking tickets to distinguish between hotel valet and event valet.
- Park long- and short-term vehicles separately within the facility.
- Maintain separate egress traffic for self-park patrons. A dedicated valet exit lane is a must.

10.0 PARKING FEES

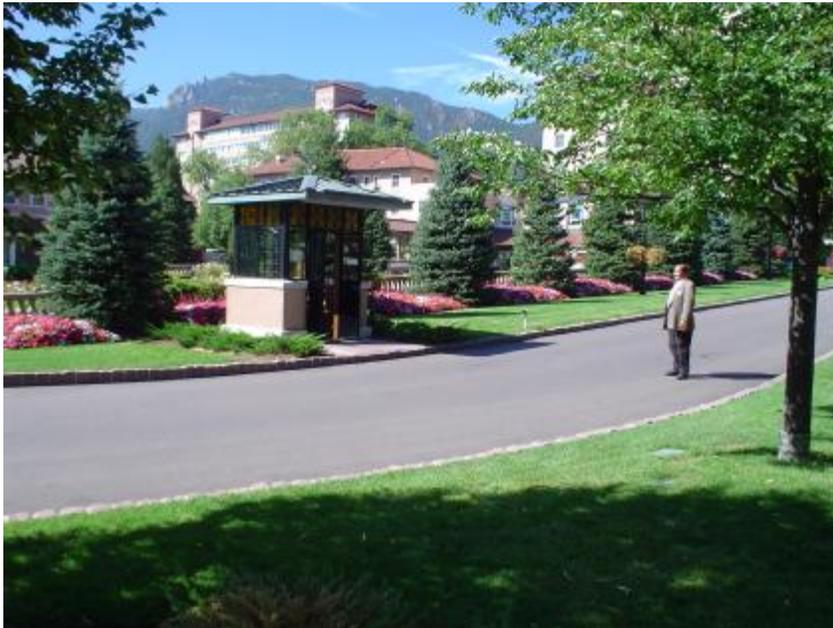
The Broadmoor Hotel and Resort will eventually valet park the vast majority of their guests and visitors. With this mind, it is recommended to charge hotel guests the same amount for valet and self-parking. Hotel guests can have their parking charges applied to their portfolio upon checkout. It is recommended to charge a flat fee for events. Self-park event attendees should pay upon entering the facility. Valet-parked attendees will pay at the central cashier station in the Events Center.

Other hotel and resort visitors will be charged for parking on an hourly basis. Short-term rates usually have a high first-hour rate and the second and succeeding hours are less. A daily maximum will be established based on a five-hour stay. The goal with the rate structure is to have simple rates that do not create a lot of change, adding delay to vehicle exiting times. Exchange of cash should be done quickly and systematically. Acceptance of all major credit cards should also be considered. The restaurants, bars and shops could provide patrons with validations that would pay for a portion or all of their parking. Participating merchants should pay for these validations.

Central pay stations will be set up in the Main and West hotel lobbies and at the Golf Club for patrons to pay for self- and valet-parking on their way out, with the fee based on the length of stay. Again, validations could be substituted for the payment of a fee at these stations. The central pay stations should be staffed with responsible hotel employees. Under no circumstances should valet attendants collect parking fees.

11.0 GREETER STATION

To avoid traffic backups at the greeter station the security personnel will adjust the check-in process when necessary. A stop at this booth should take no more than 30 seconds. Options to allow hotel vehicles to bypass the greeter station should be considered. For example, uniformed hotel personnel such as shuttle bus drivers and valet drivers should not be required to stop at the front booth, as this adds to the traffic queue. It should also be a general rule that no parking is allowed at this entrance portal. If two lanes are provided at this location, pavement arrows and painted lines or traffic buttons would help demarcate the traffic lanes.



The greeter station and entry drive.

12.0 EMPLOYEE PARKING POLICIES

Employees will be permitted to park in the International Center lot (East lot), the Maintenance Department and West Hotel employee lots, and in designated areas on the lowest level of the parking facility. Employees will no longer be permitted to park on street. Employees will also not be permitted to use guest or Golf Club parking areas.

All employees will be required to register their vehicles with the hotel's Loss Prevention Department. Any vehicle that an employee could drive to work (such as a spouse's vehicle) should be registered. Upon registration, a valid sticker will be issued indicating the assigned parking area for each employee. Only one sticker will be issued per employee vehicle. The Loss Prevention Department will periodically change the sticker color as part of a parking management program. All vehicles parked in employee parking areas will be required to have a valid sticker. Anyone parked in an employee lot with an expired sticker will be ticketed.

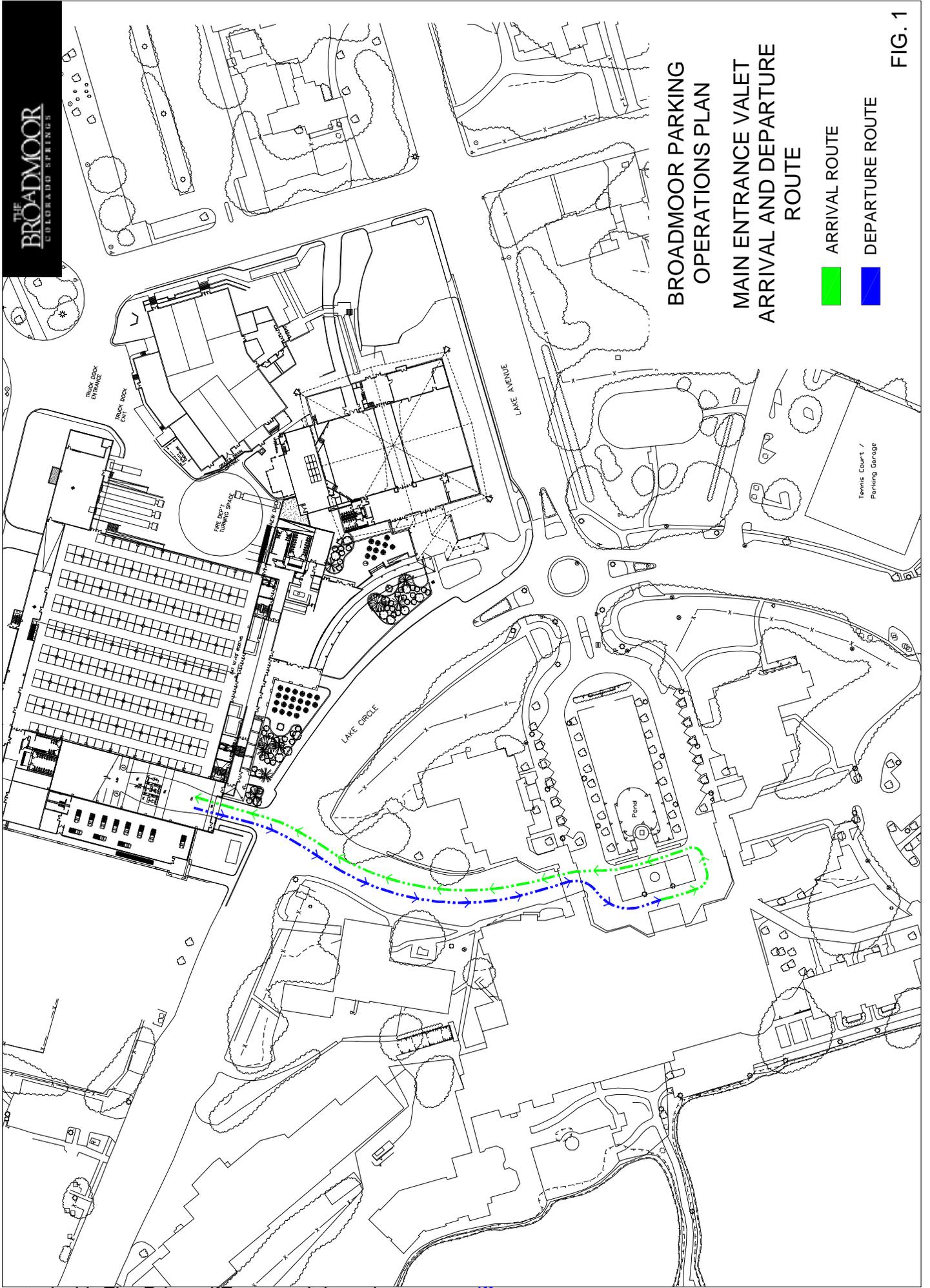
The Loss Prevention Department will maintain an employee-parking database. Employees will be required to sign a parking agreement and to provide proof of auto insurance upon registration.

Signs will be posted at the parking lot entrances stating that the parking is reserved for the exclusive use of Broadmoor employees and vehicles parked without a valid sticker will be towed.

The Loss Prevention Department will monitor both on- and off-street parking and enforce parking regulations in the immediate area of the hotel as approved by the city of Colorado Springs. At random intervals several times a day, checkers will walk the entire facility and issue tickets to cars in violation of parking rules. These checkers should utilize hand-held ticket machines and will be given permission to write tickets by the City of Colorado Springs Police Department.

13.0 FIGURES 1 - 8

- Figure 1. Main Entrance Valet Arrival and Departure Route
- Figure 2. North Lot Valet Parking Gate
- Figure 3. Golf Club Valet Arrival and Departure Route
- Figure 4. Broadmoor Hotel Parking Facility – 1st Floor Plan
- Figure 4A. Broadmoor Hotel Parking Facility – Level -1 Floor Plan
- Figure 4B. Broadmoor Hotel Parking Facility– Level -2 Floor Plan
- Figure 4C. Broadmoor Hotel Parking Facility– Level -3 Floor Plan
- Figure 5. Broadmoor Hotel Parking Facility (Valet Layout) – Level -1 Floor Plan
- Figure 5A. Broadmoor Hotel Parking Facility (Valet Layout) – Level -2 Floor Plan
- Figure 5B. Broadmoor Hotel Parking Facility (Valet Layout) – Level -3 Floor Plan
- Figure 6. Broadmoor Events Center Valet Arrival Route
- Figure 7. Broadmoor Events Center Valet Departure Routes
- Figure 8. Traffic Personnel and Signs



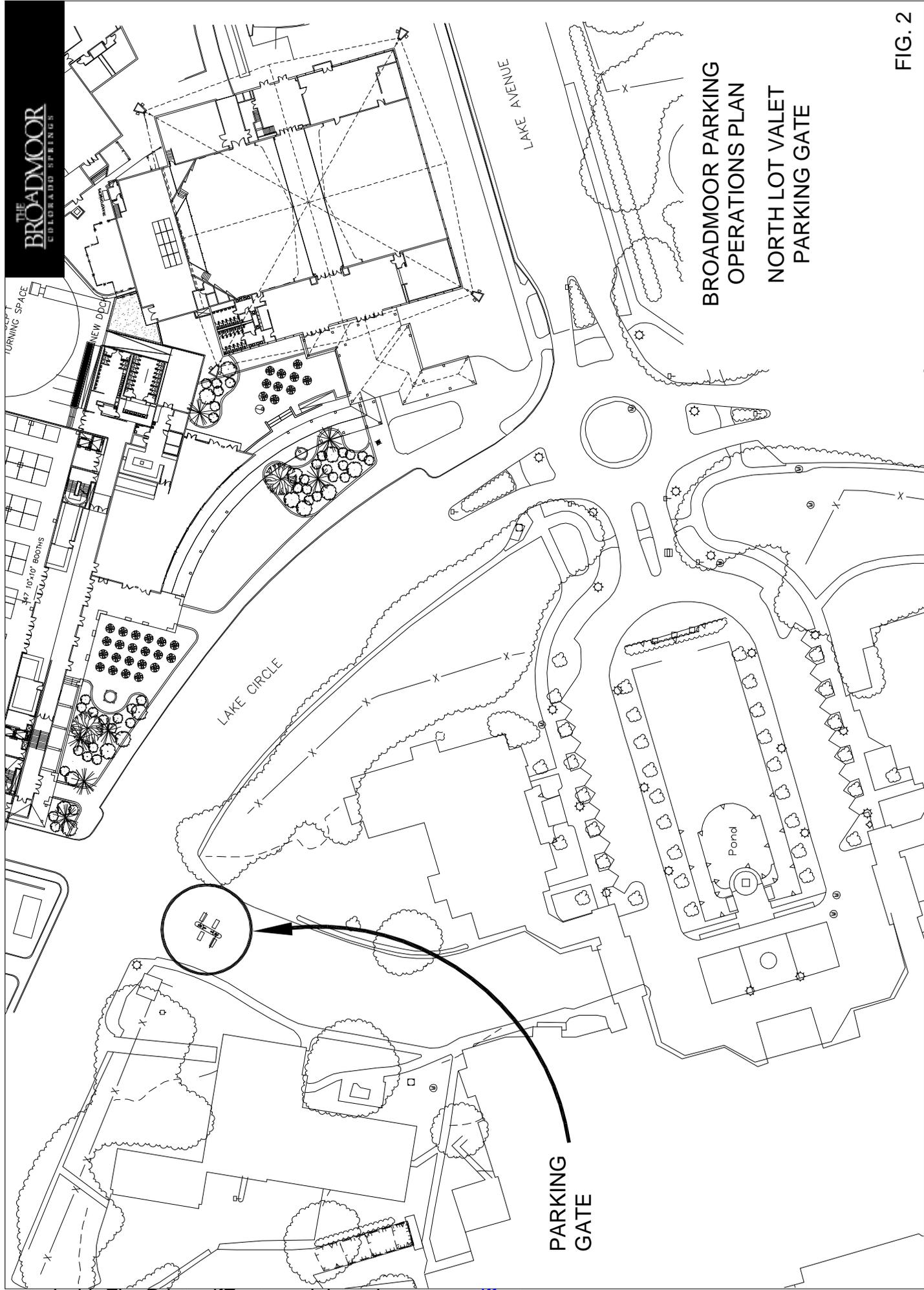
**BROADMOOR PARKING
OPERATIONS PLAN**

**MAIN ENTRANCE VALET
ARRIVAL AND DEPARTURE
ROUTE**

ARRIVAL ROUTE

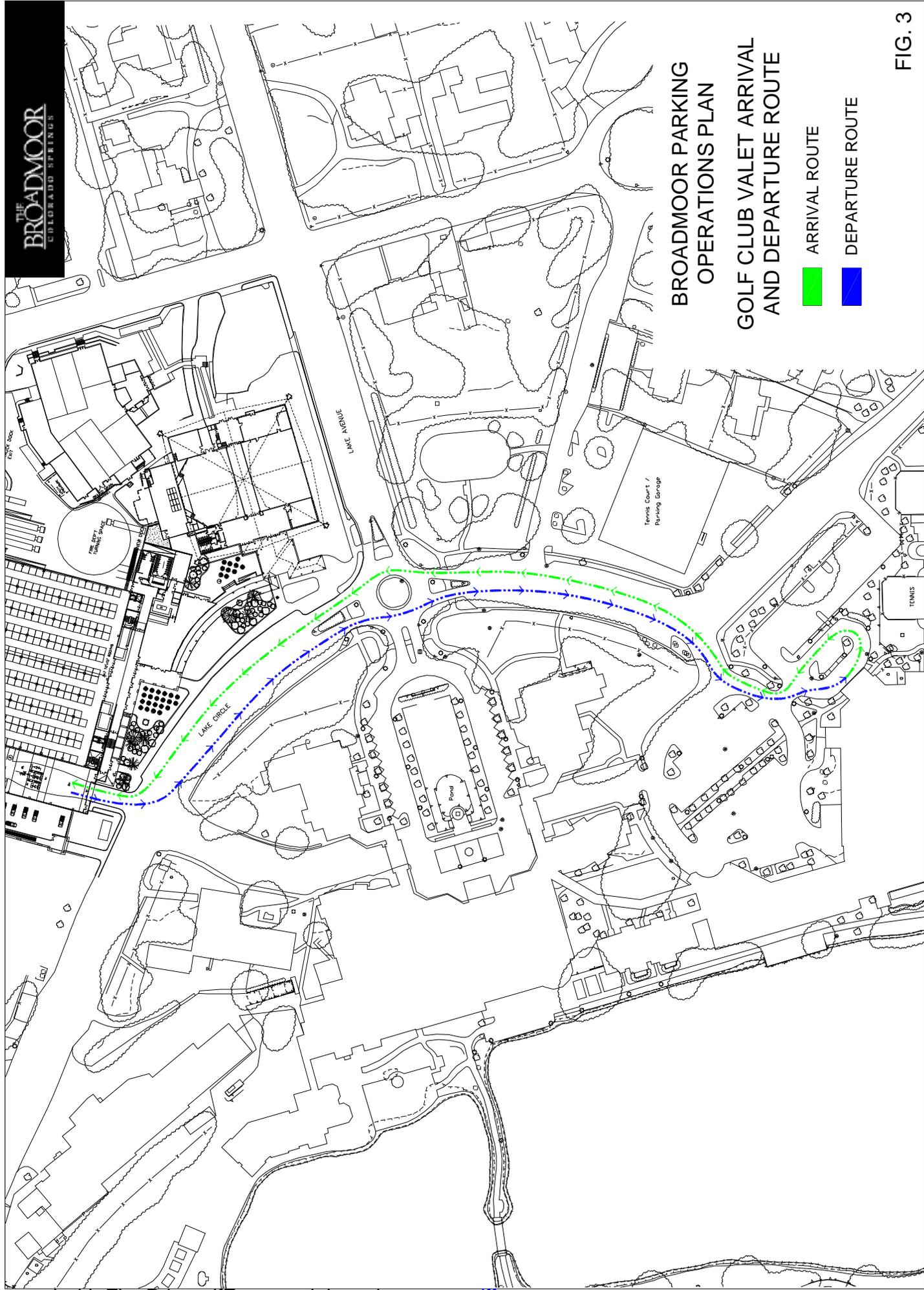
DEPARTURE ROUTE

FIG. 1



**BROADMOOR PARKING
OPERATIONS PLAN
NORTH LOT VALET
PARKING GATE**

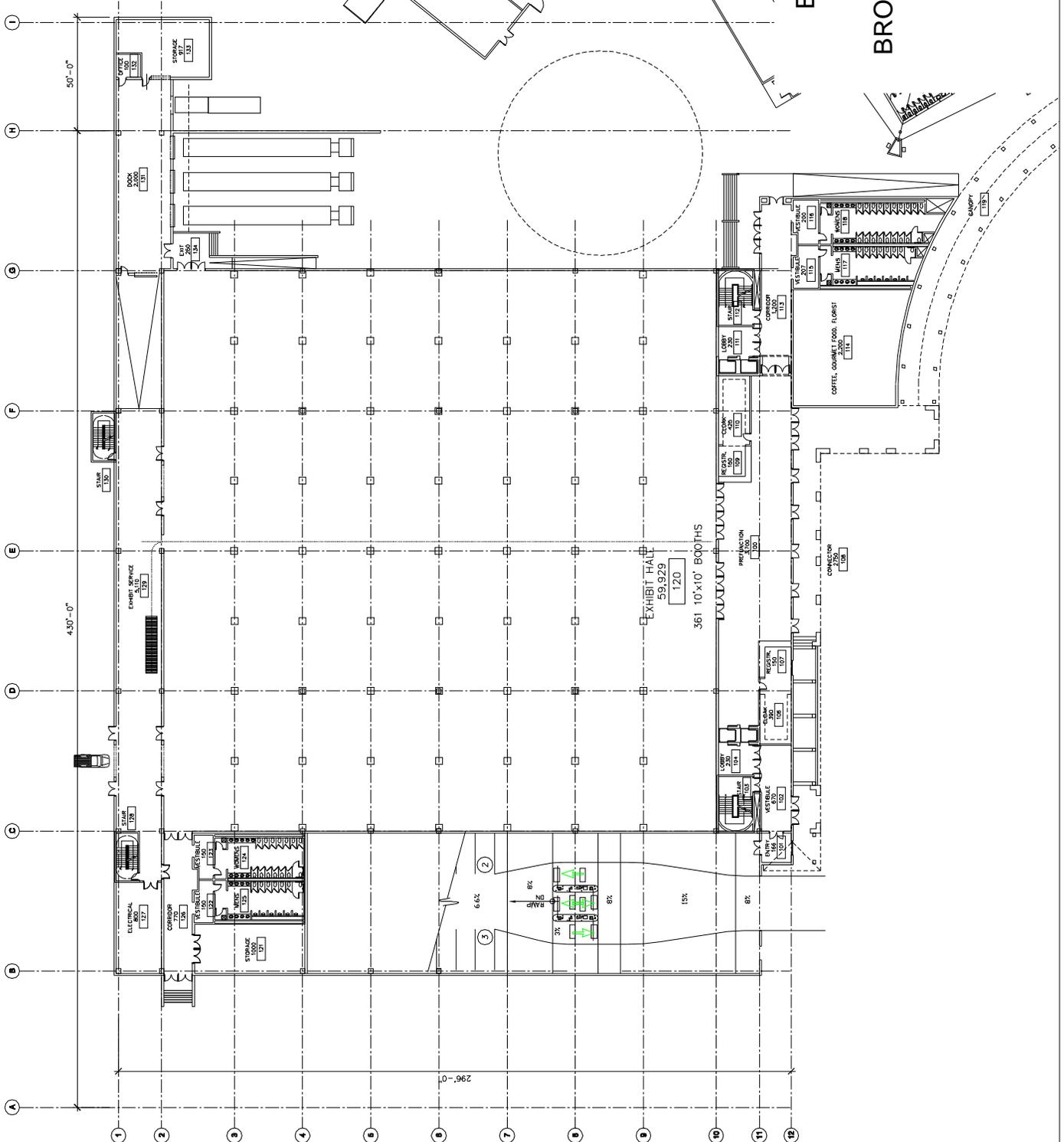
FIG. 2



**BROADMOOR PARKING
OPERATIONS PLAN**
**GOLF CLUB VALET ARRIVAL
AND DEPARTURE ROUTE**

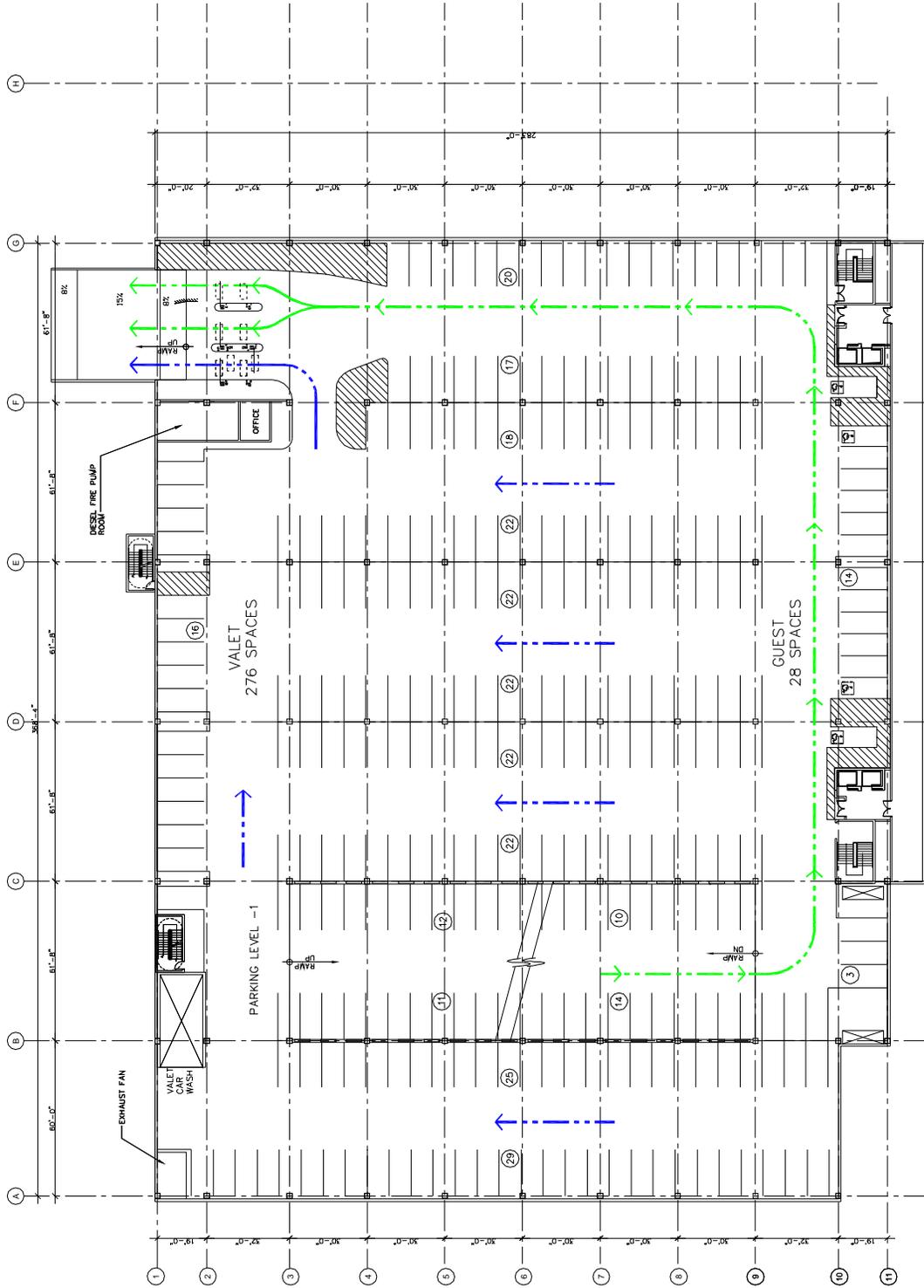
- ARRIVAL ROUTE
- DEPARTURE ROUTE

FIG. 3



BROADMOOR PARKING
OPERATIONS PLAN
BROADMOOR HOTEL PARKING
FACILITY
1ST FLOOR PLAN

FIG. 4



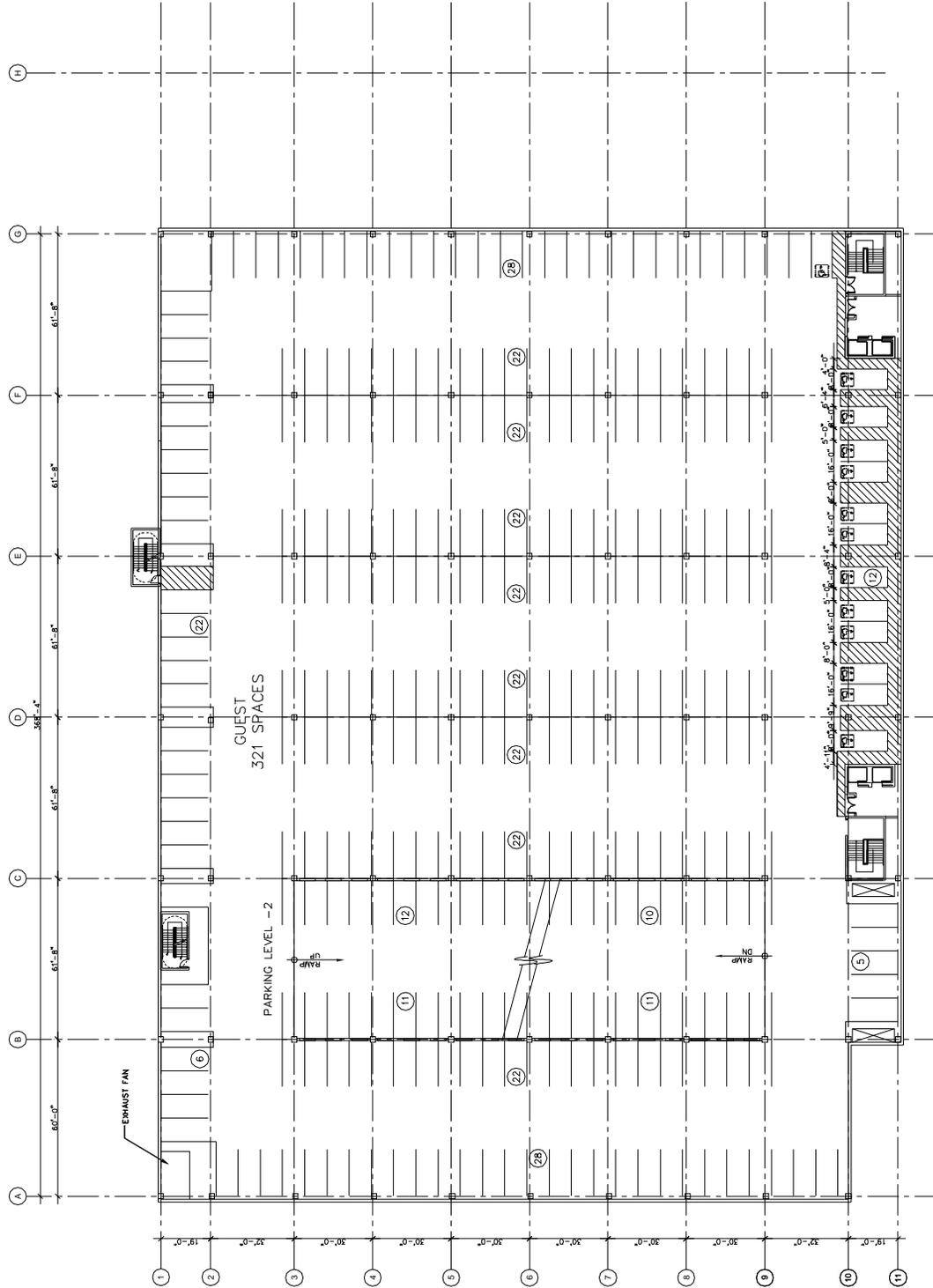
LEVEL -1 - 304 SPACES
 LEVEL -2 - 321 SPACES
 LEVEL -3 - 315 SPACES
 TOTAL - 940 SPACES

JURISDICTIONAL
 REPLACEMENT/NEW SPACES
 REQUIRED: 534

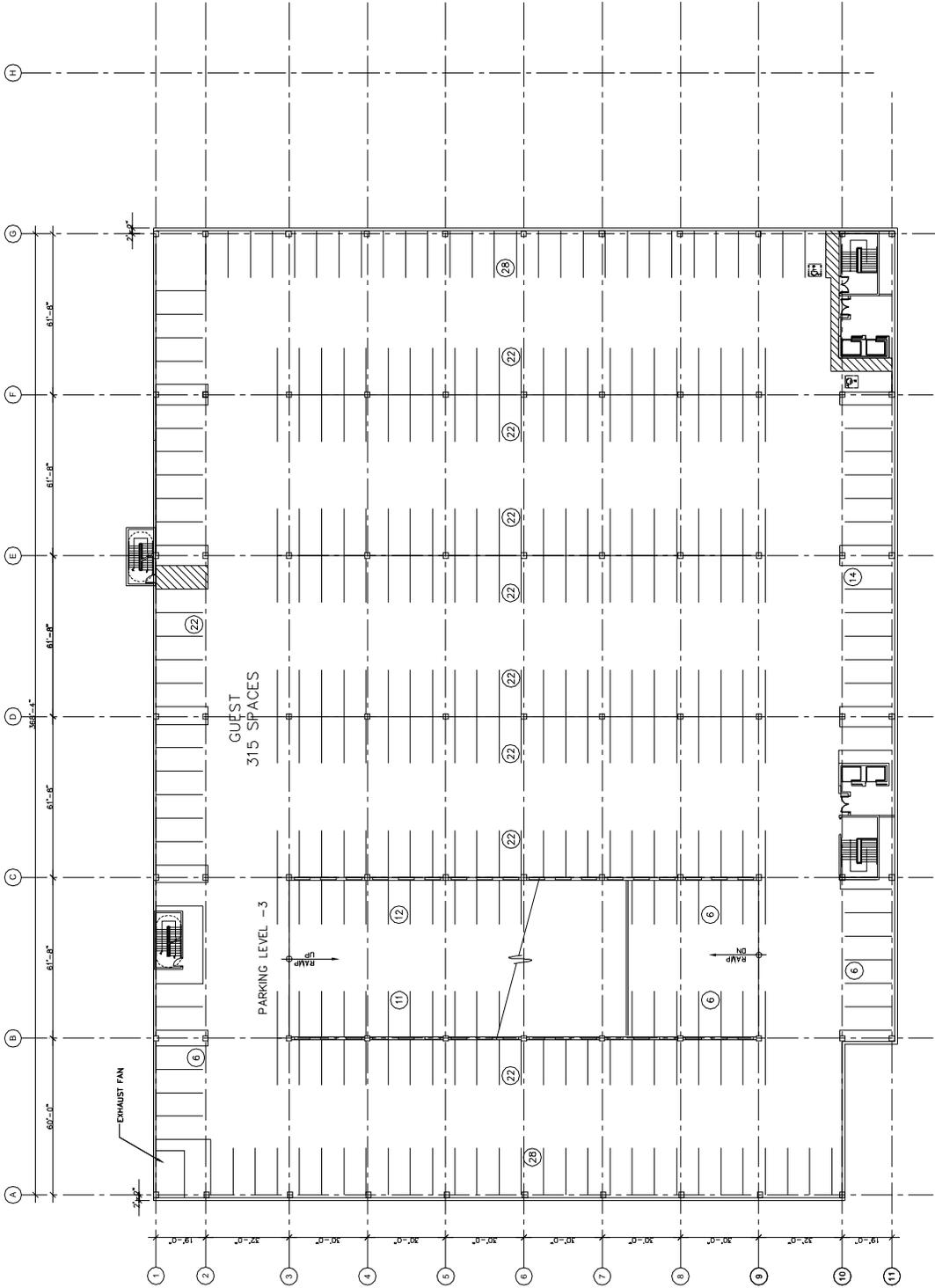
SELF-PARK ROUTE
 VALET ROUTE

BROADMOOR PARKING
 OPERATIONS PLAN
 BROADMOOR HOTEL PARKING
 FACILITY

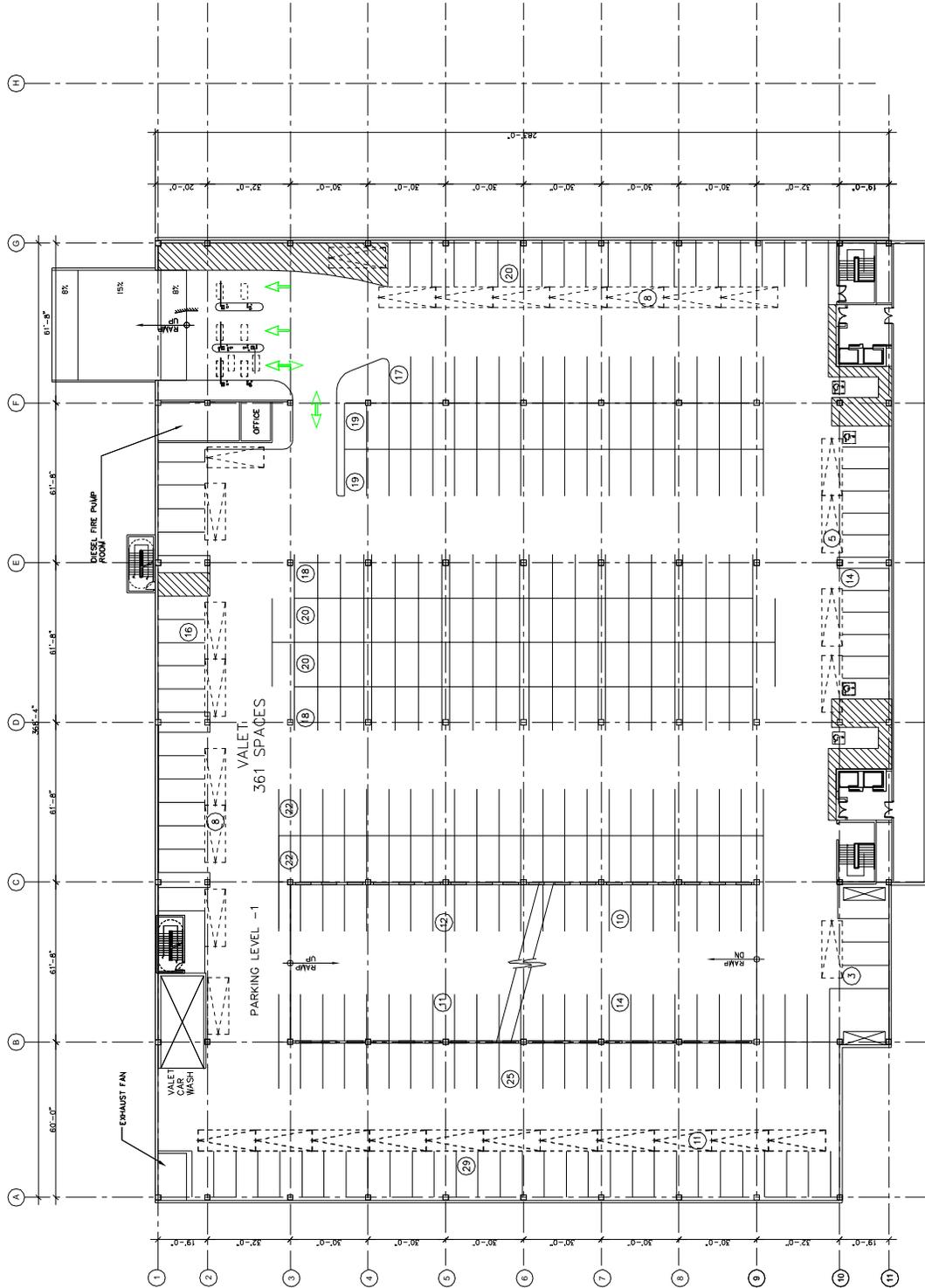
LEVEL-1 FLOOR PLAN



BROADMOOR PARKING
OPERATIONS PLAN
BROADMOOR HOTEL PARKING
FACILITY
LEVEL-2 FLOOR PLAN



BROADMOOR PARKING
OPERATIONS PLAN
BROADMOOR HOTEL PARKING
FACILITY
LEVEL-3 FLOOR PLAN

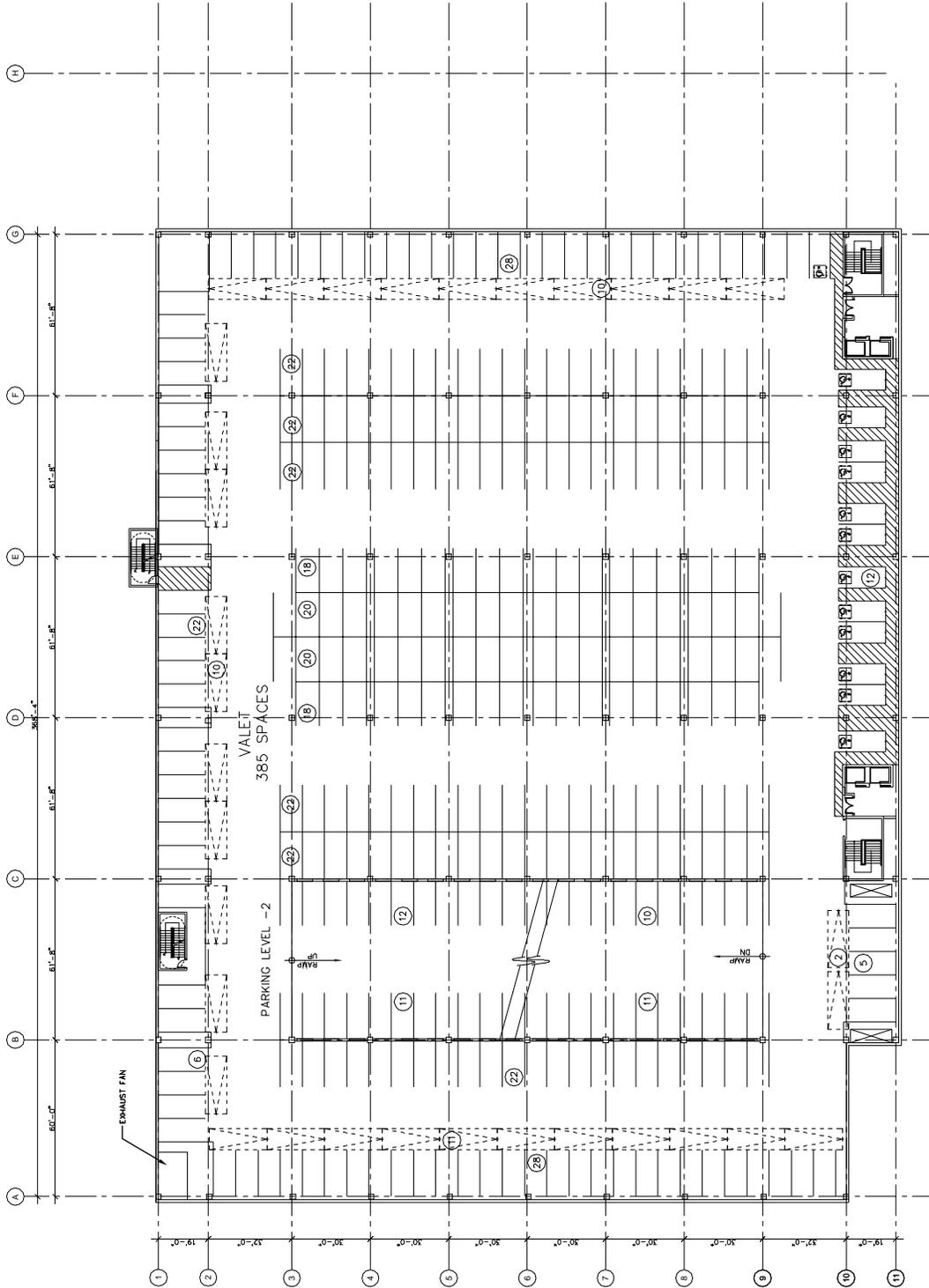


LEVEL-1 - 366 SPACES
 LEVEL-2 - 385 SPACES
 LEVEL-3 - 386 SPACES
 TOTAL - 1137 SPACES

JURISDICTIONAL
 REPLACEMENT/NEW SPACES
 REQUIRED: 534

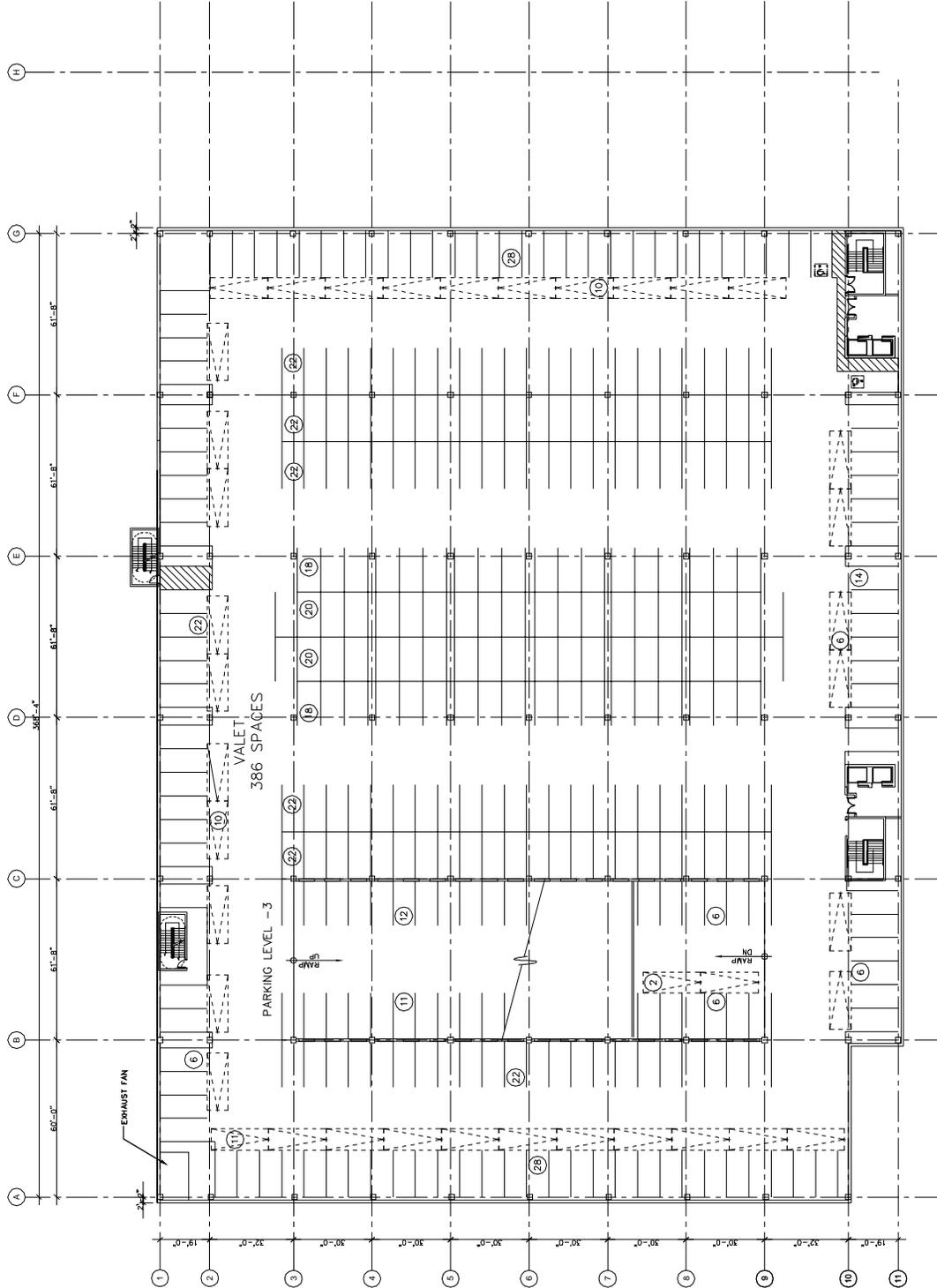
BROADMOOR PARKING
 OPERATIONS PLAN
 BROADMOOR HOTEL PARKING
 FACILITY
 VALET PARKING LAYOUT
 LEVEL-1 FLOOR PLAN

FIG. 5



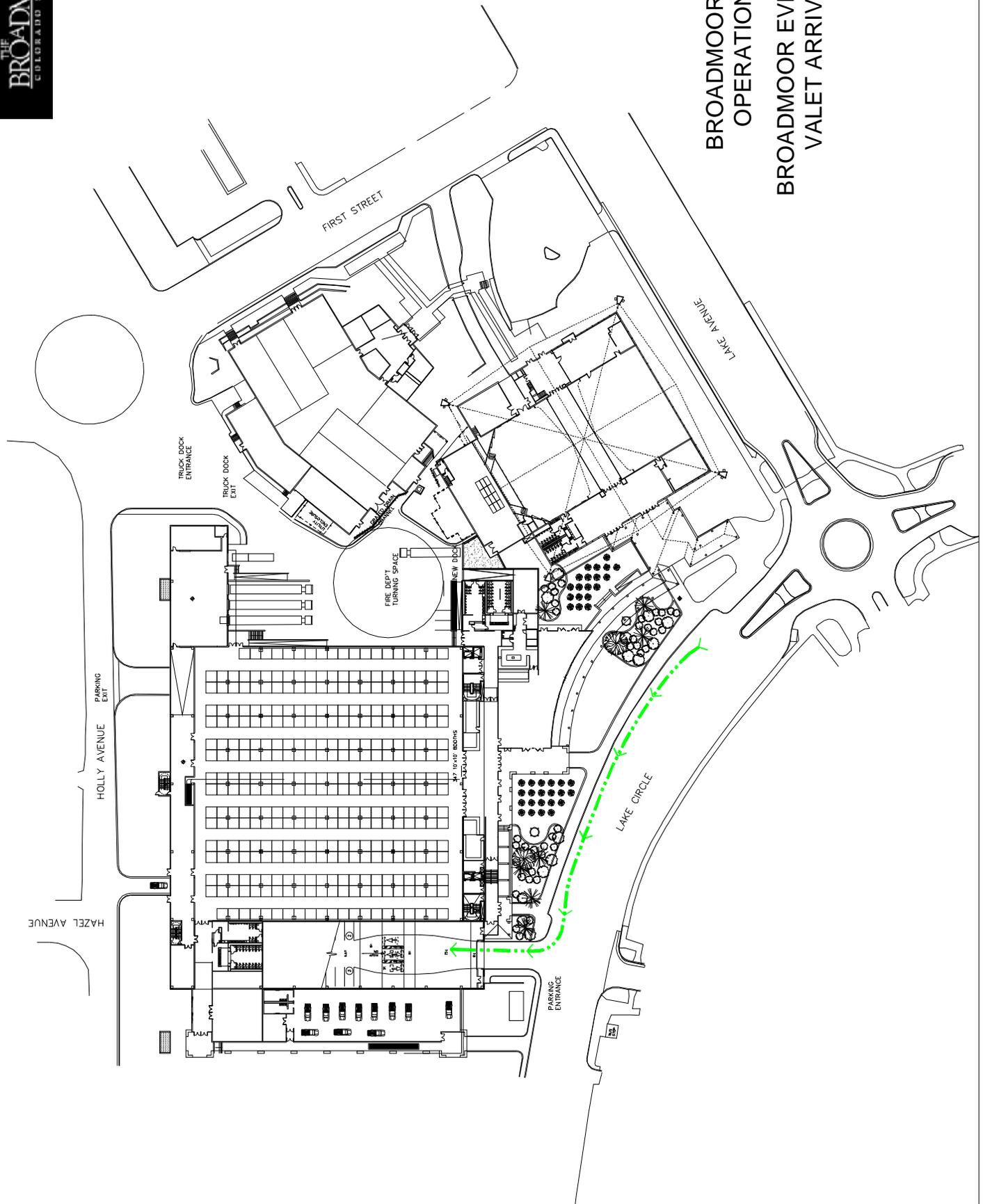
BROADMOOR PARKING
OPERATIONS PLAN
BROADMOOR HOTEL PARKING
FACILITY
VALET PARKING LAYOUT
LEVEL-2 FLOOR PLAN

FIG. 5A



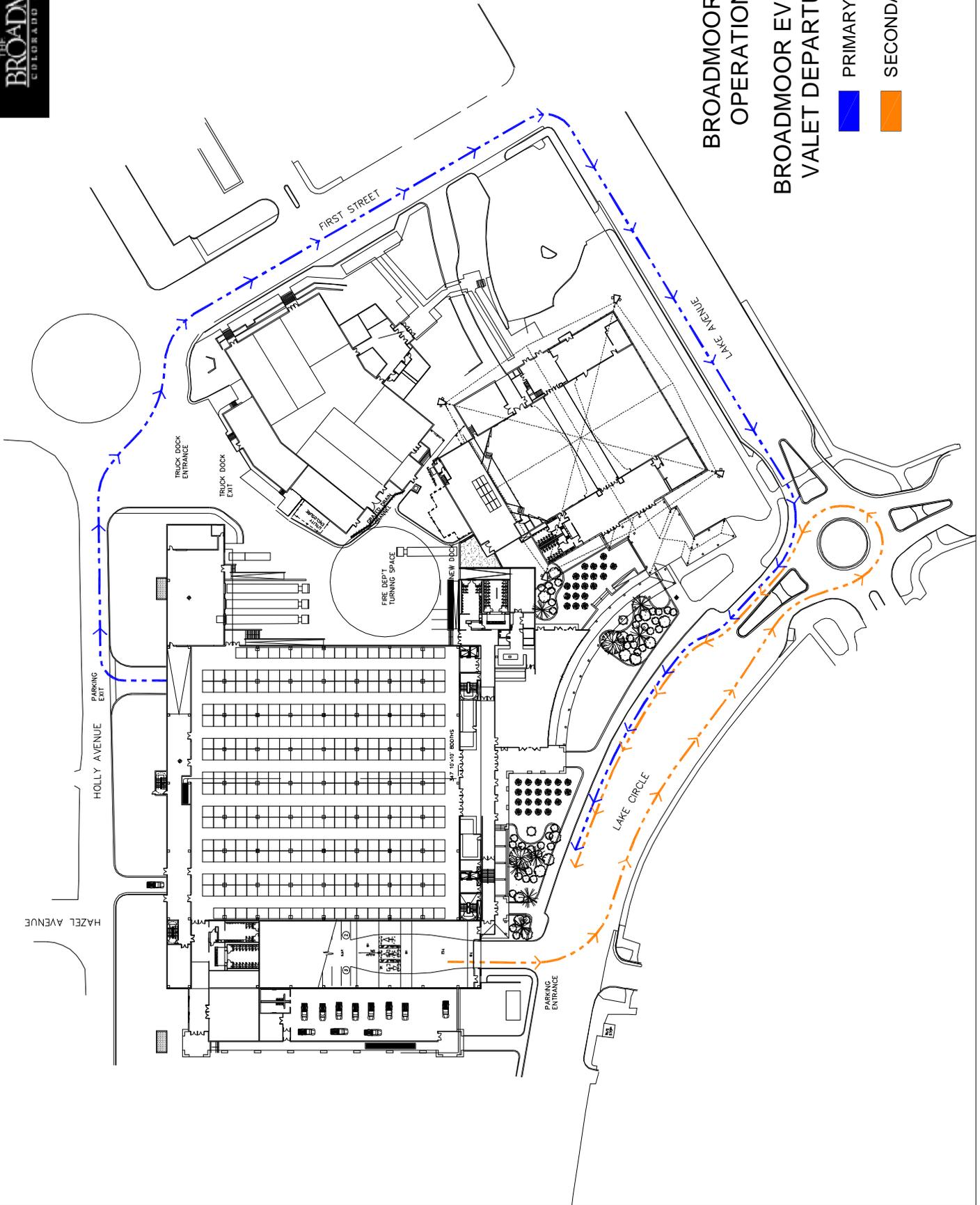
BROADMOOR PARKING
OPERATIONS PLAN
BROADMOOR HOTEL PARKING
FACILITY
VALET PARKING LAYOUT
LEVEL-3 FLOOR PLAN

FIG. 5B



BROADMOOR PARKING
OPERATIONS PLAN
BROADMOOR EVENTS CENTER
VALET ARRIVAL ROUTE

FIG. 6



BROADMOOR PARKING
OPERATIONS PLAN

BROADMOOR EVENTS CENTER
VALET DEPARTURE ROUTES

PRIMARY ROUTE

SECONDARY ROUTE

FIG. 7

PARKING ABBREVIATIONS:



TRAFFIC PERSONNEL



SIGN DESIGNATION

SIGN NUMBER AND MESSAGE



DIRECTIONAL SIGN:
TO RESORT AND LAKE AVENUE



DIRECTIONAL SIGN:
TO RESORT AND HIGHWAYS



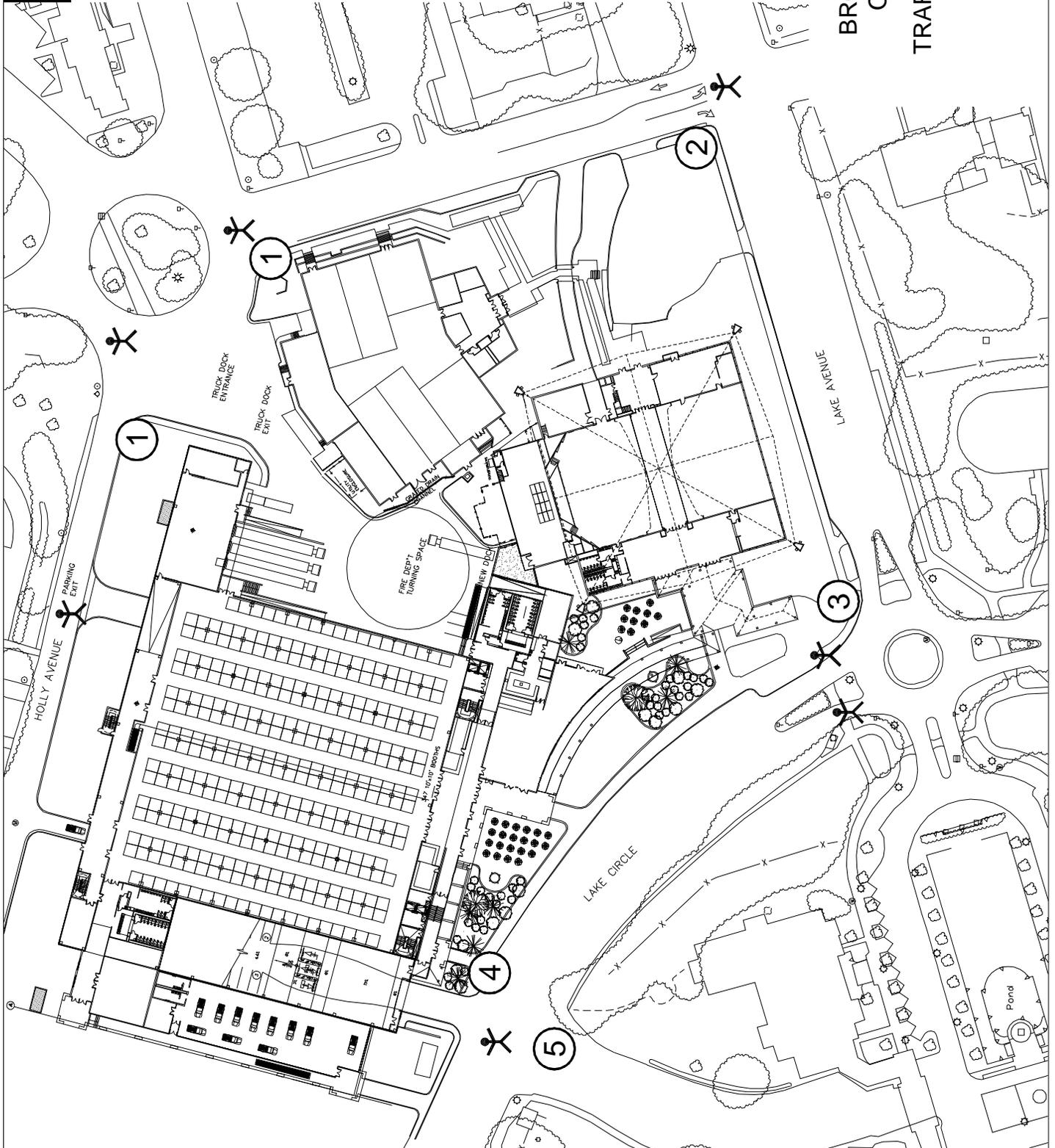
DIRECTIONAL SIGN:
TO HOTEL & RESORT /
EVENT CENTER AND PARKING GARAGE



DIRECTIONAL SIGN:
TO PARKING GARAGE



RESTRICTED AREA SIGN:
VALET ENTRY / EXIT ONLY



BROADMOOR PARKING
OPERATIONS PLAN
TRAFFIC PERSONNEL AND
SIGNS