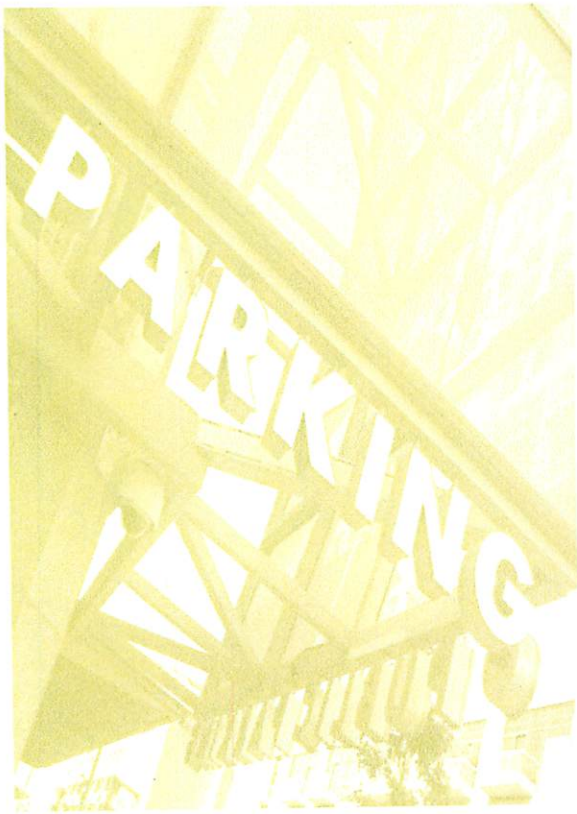
Preliminary Report

HWA PARKING
strickland | jamail



CITY OF AUSTIN DOWNTOWN PARKING MANAGEMENT STUDY

TASK 1

JANUARY 10, 2014

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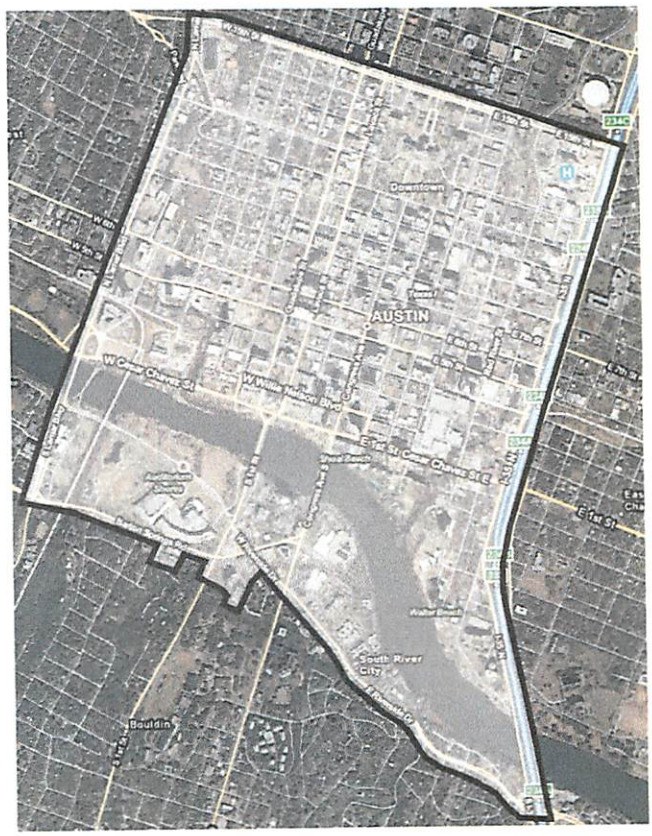
INTRODUCTION

HWA PARKING is pleased to submit the following parking study to the City of Austin. HWA PARKING was commissioned by the City of Austin to conduct a parking study of City of Austin employee parking locations within the Downtown Austin area. The study area is highlighted to the right.



The City of Austin parking management study within the highlight area is broken into two tasks: ~~Task 1 and Task 2~~ 2. Task 1 is a comprehensive parking inventory for each city owned or leased garage/surface lot. Task 2 *(to be submitted at a later date)* is a financial and operational analysis for the City's Town Lake Center, One Texas Center, Palmer Events Center, City Hall, Austin Convention Center (2nd Street), Austin Convention Center (5th Street), and Waller Creek Center parking garages

The City of Austin Parking Management Study is divided into the following sections:

- Introduction
- Parking Methodology
- Task 1
    - City Department/Employee Parking Locations
    - City of Austin Leased Parking
    - City of Austin Parking Garages
        - One Texas Center
        - Town Lake Center
        - Palmer Event Center
        - City Hall
        - Austin Convention Center (2nd Street)
        - Austin Convention Center (5th Street)
        - Waller Creek Center
- Task 2 *(to be submitted at a later date)*

PARKING METHODOLOGY

The scope of our services consisted of Task 1 – City of Austin leased and owned parking data collection and Task 2 - financial and operational analysis of the City owned parking structures as defined below:

- One Texas Center
- Town Lake Center
- Palmer Event Center
- City Hall
- Austin Convention Center (2nd Street)
- Austin Convention Center (5th Street)
- Waller Creek Center

Definition of Terms

Throughout this report, certain terminology specific to parking and parking analysis is used. The following definitions are provided to help clarify their meaning to a broad audience who may be more or less familiar with parking concepts. More complete discussions are provided throughout the report as appropriate.

Design Day - A typical day from which to observe and collect data that would represent most days of the current year.

Parking Supply - The total number of parking spaces within the defined study area.

User Group - The amount of parking spaces supplied to or required by specific classifications of parking patrons. Examples include Office Employees, Retail Customers, and Visitors. Each of these populations may be classified as a user group.

Parking Demand - The number of parking spaces required to satisfy Office Employees, Retail Customers, and Visitors needs on any given day.

Utilization - Number or percent of occupied parking spaces compared to the total inventory within a given area. For off-street garage parking, 90% to 95% percent utilization is considered by parking professionals optimum capacity at which point it becomes difficult for someone to locate a space with relative ease. For on-street parking 80% to 85% percent utilization is considered by parking professionals optimum capacity.

Demand Ratio - The ratio of the number of vehicles observed to occupy parking spaces compared to a reference statistic. For example, if there is a 100,000 square foot building and an observed peak occupancy of 300 vehicles in the employee lot, the Demand Ratio is 3.0 (300/100) per 1,000 square feet.

AVI – Automatic Vehicle Identification is an access media reader to read a windshield sticker or hang tag on the driver's vehicle, similar to a toll tag.

Optimum Utilization Factor - When a parking supply is operating at its optimum efficiency and maximum occupancy has been achieved without causing the patron to spend too much time looking for available space to park. This allows for the timely moving in and out of parking spaces by vehicles and provides for spaces lost to improperly parked vehicles or other obstructions to parking.

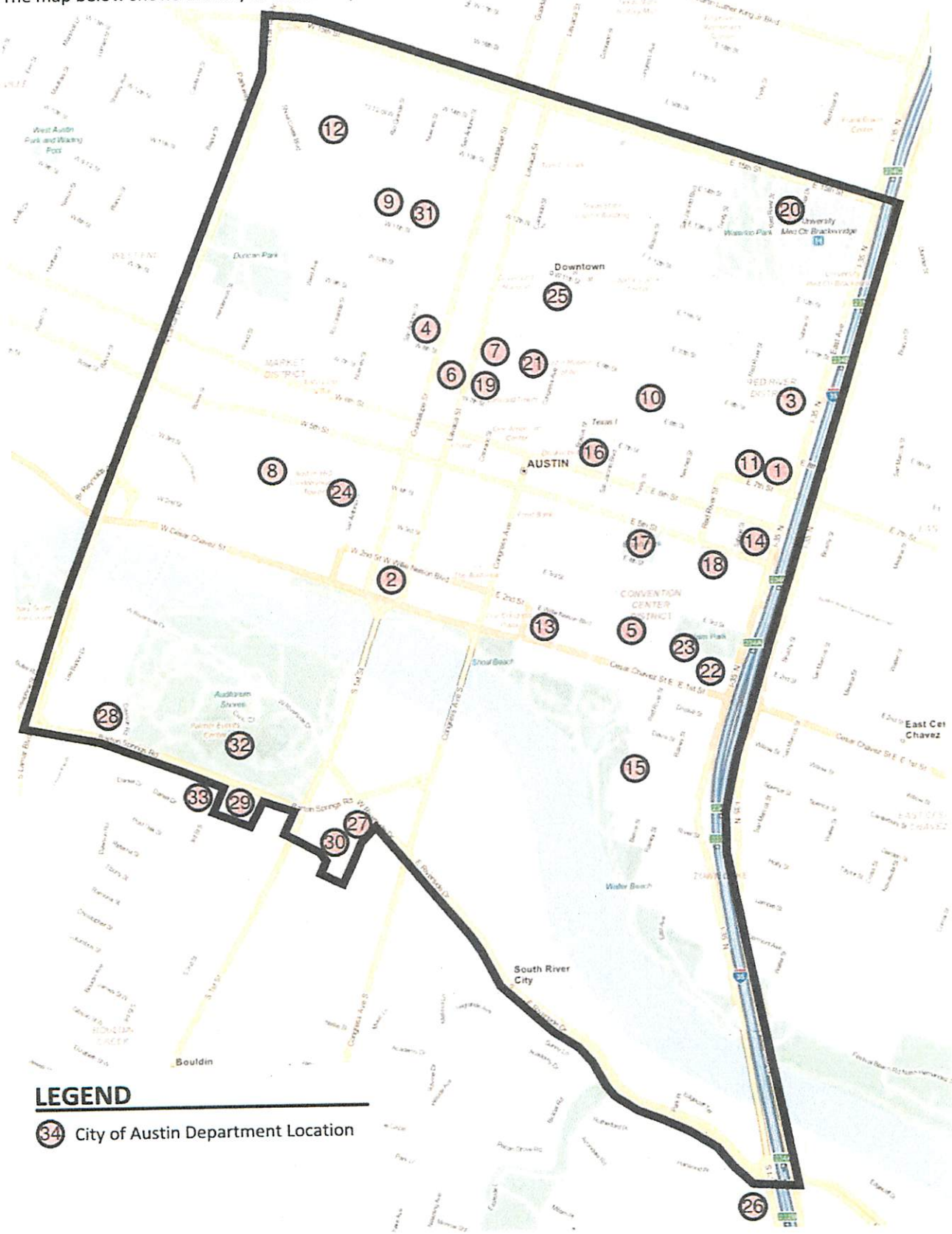
Occupancy (Counts) - Total number of occupied spaces within a given area.

CITY DEPARTMENT LOCATIONS

The chart below lists City of Austin department locations, along with approximate staff and onsite parking spaces within the study area.

	BUILDING ADDRESS	BUILDING NAME	CITY DEPARTMENT	PARKING SPACES	EMPLOYEES
1	715 E. 8th Street	Police Headquarters	Police	239	598
2	301 W. 2nd St.	City Hall	Economic Development	724 + 24 VIP	27
			FSD		7
			LAW		88
3	625 E. 10th St.	Waller Creek Center	Austin Water Utility	338	289
4	800 Guadalupe	Central Library / History Center	Library	29	134
5	500 East Cesar Chavez	Austin Convention Center	Convention Center	n/a	n/a
6	700 East 7th St	Municipal Courts	Muni Court	16	137
7	124 W 8th St.	Bldg. Svcs	FSD - Bldg. Svcs.		5
		Controllers Ofc	FSD - Controllers Office		67
		Purchasing	FSD - Purchasing		40
		TARA	FSD - TARA		8
8	301 West Ave.		Austin Energy		
9	1111 Rio Grande St.	Building Services	Public Works	55	15
			Austin Transportation		43
10	401 E 5th Street	Fire Station/EMS Station 6	EMS/Fire	33	53
11	714 E. 8th Street	Building Services	FSD		10
12	1301 Shoal Creek Blvd	Austin Recreation Center	PARD		6
13	201 E. 2nd St.		Economic Development	0	10
14	719 E. 6th Street	DACC	Muni Court	0	18
15	600 River St	Mexican American Cultural Arts Center	PARD	132	7
16	211 E. 7th Street	Downtown Rangers	Police		9
17	409 E 5th Street	O'Henry & Dickenson Museums	PARD		5
18	601 East 5th St.		Convention Center		
19	700 Lavaca St.	Treasury	FSD	7	7
20	1305 Red River	EMS Station Rescue 3	EMS		8
21	201 W. 8th Street	Administration	FSD		7
		Budget Office	FSD		25
22	100 N. IH 35, #1000	Palm Square	HHSD		6
23	217 Red River		Convention Center		
24	300 San Antonio St.		Austin Energy		
25	1006 Congress Ave	Old Lundberg Bakery and Emporium	PARD	11	5
26	1124 South I-35, Suite 300	Riverside Office	CTM	200+	200+
27	105 Riverside Dr.	NA	Contract & Land Mgmt.	15	13
28	1110 Barton Springs Rd	Dougherty Arts Center Complex	PARD	42	25
29	721 Barton Springs Rd.	Town Lake Center	Austin Energy	361	657
30	505 Barton Springs Rd.	One Texas Center	Austin Transportation	764	53
			Contract & Land Mgmt.		50
			Fire - Prevention/Engineering		30
			FSD - Building Services		15
			HHSD		30
			HRD		84
			WPD		180
			Economic Development		13
31	509 W 11th Street	Travis County Jail	Muni Court	2	14+
32	900 Barton Springs Road	Palmer Event Center	Convention Center	n/a	1,197
33	811 Barton Springs	Leased Building	Austin Energy	200	244

The map below shows the City of Austin department locations, within study area, as related to the previous list.

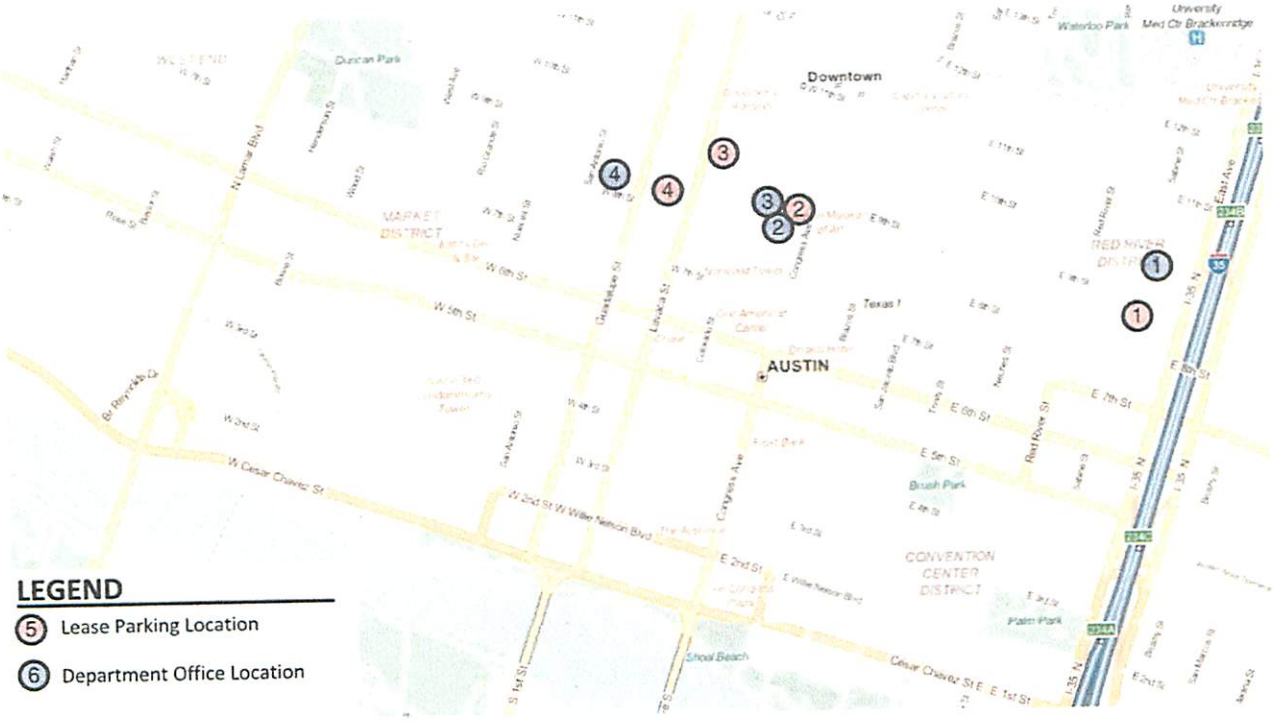


CITY OF AUSTIN LEASED PARKING

Lease Parking

The City of Austin currently leases parking in locations where a city department provides office space within an area that either does not provide any parking or does not have adequate parking for the city staff. Below is a list of City of Austin leased parking, including lease lot/garage location, department associated with the leased parking, department location, number of parking spaces, and cost of parking lease. The table and map below document City of Austin leased parking within the study area.

Map Location	COA Department	Department Location	Parking Location	Parking Spaces	Leased Parking Costs	Monthly Cost	Annual Cost	Lease Expiration
1	FASD	816 Congress Ave.	816 Congress Ave.	55	$ 225.00 space/month	$ 12,375	$ 148,500	9/30/2080
2	FASD	816 Congress Ave.	901 Lavaca St.	90	$ 74.25 space/month	$ 6,683	$ 80,190	9/30/2080
3	Central Library	700 Lavaca St.	700 Lavaca St.	97	$ 100.00 space/month	$ 9,700	$ 116,400	9/30/2015
4	Water Utilities	625 E. 10th St.	701/703 East. 9th St.	52	$ 75.00 space/month	$ 3,900	$ 46,800	12/31/2015
5	Water Utilities	625 E. 10th St.	625 East 10th St.	2	$ 86.25 space/month	$ 173	$ 2,070	12/31/2013
			TOTALS	296		$ 32,830	$ 393,960	
							$ 1,330.95	*annual cost per space*

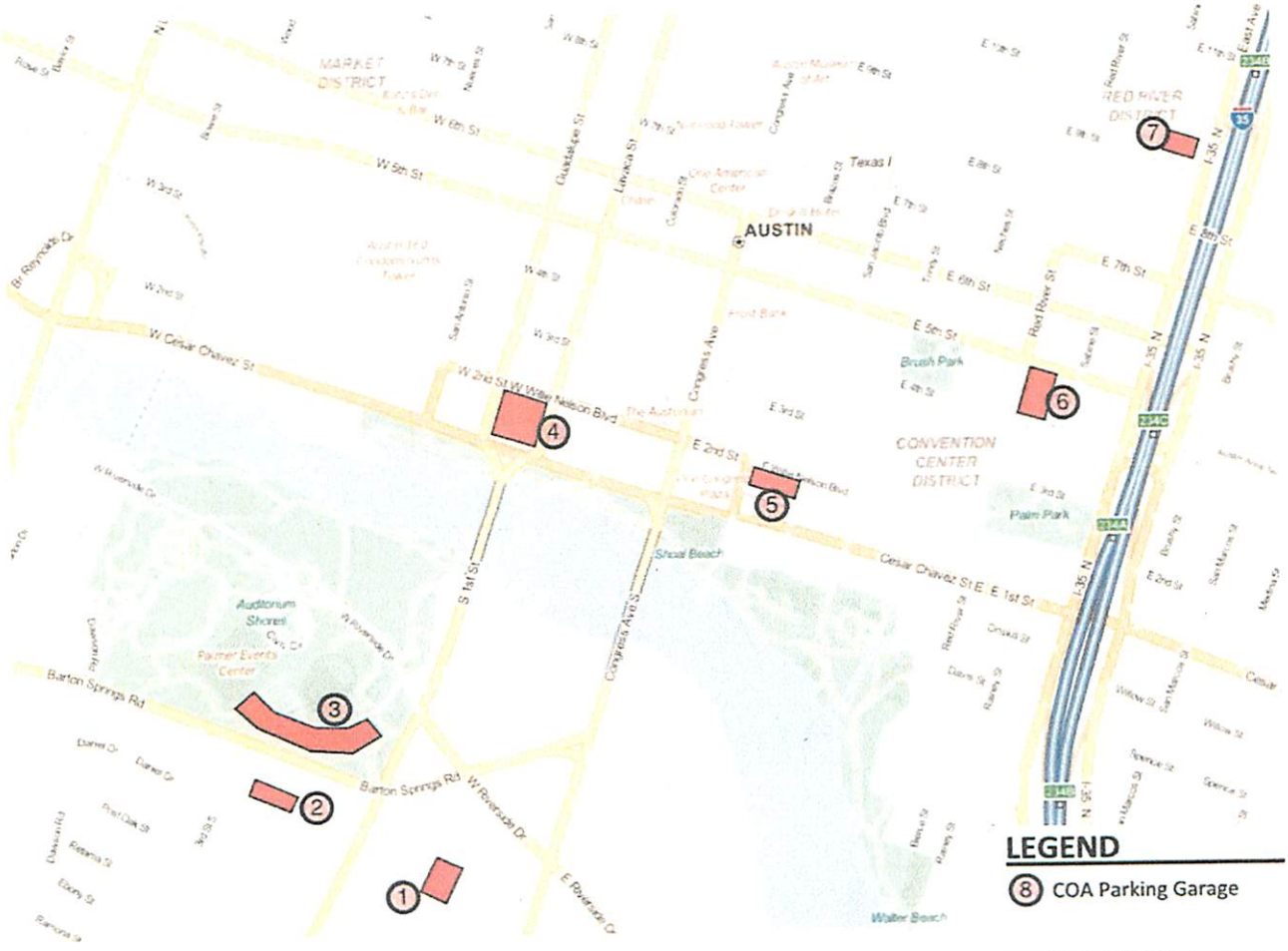


CITY OF AUSTIN PARKING GARAGES

City of Austin Parking Garages

The City of Austin owns several structured parking garages within the study area. The following sections document each structured parking garage, as defined by the study scope, including parking weekday /weekend utilization and garage parking control equipment. The table and map below list the COA structured parking facility locations and size.

Map Location	Garage Name	Garage Location	Parking Spaces
1	One Texas Center	505 Barton Springs Road	764
2	Town Lake Center	721 Barton Springs Road	361
3	Palmer Event Center	900 Barton Springs Road	1,197
4	City Hall	301 W. 2nd Street	724
5	Convention Center (2nd St.)	201 E. 2nd Street	1,014
6	Convention Center (5th St.)	601 E. 5th Street	674
7	Waller Creek Center	625 E. 10th street	286
		TOTAL	**5,020**



1 - One Texas Center (505 Barton Springs Road)

The One Texas Center (OTC) parking garage and surface lot supports multiple departments for employee and visitor parking. The structured parking garage is designated for City of Austin employee parking and visitor overflow parking during the day and occasional event parking during nights and weekends. The OTC surface lot is intended for visitor parking during the day. Even though the garage is designated for event parking on nights and weekends when needed, the surface lot was used for event parking during the weekend data collection for this report. The image to the right highlights the garage and surface parking for OTC.

OTC Parking Equipment

OTC Surface Lot - The surface lot has two ingress/egress locations and neither has parking control equipment. The OTC surface lot is an open and unsecured parking area for OTC visitors.

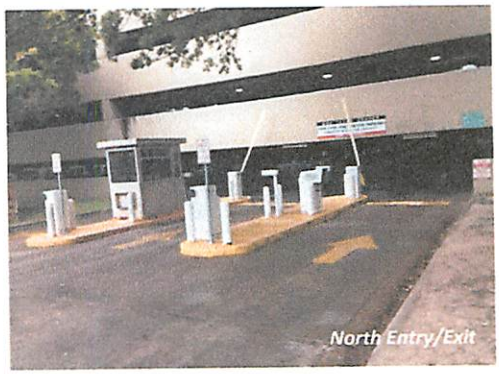
OTC Parking Garage – The parking garage has two ingress/egress locations (north & west). The parking control equipment appears to have been operational at one time, but the equipment is not operational today nor is all the equipment present.

Garage parking control equipment at OTC is out of date and does not match other COA parking control equipment. At a minimum, installing new arms gates, card readers, and parking control equipment system computer is recommended to improve parking management of the garage. Adding an entry station (parking ticket dispenser) and exit station (pay-in-lane) can provide additional revenue opportunities during nights and weekends as demand grows in the area.

North Portal

Number of Lanes 3 (2 ingress/1 egress)

Equipment	Quantity	Operational	Notes
Gates	4	No	Needs replacing, some arms missing
Ticket Station	1	No	Needs replacing
Card Reader	1	No	Needs replacing
Attendant Booth	1	No	
AVI Reader	0	n/a	



West Portal

Number of Lanes 2 (1 ingress/1 egress)

Equipment	Quantity	Operational	Notes
Gates	1	No	Needs replacing, arms missing
Ticket Station	1	No	Needs replacing
Card Reader	1	No	Needs replacing
Attendant Booth	0	n/a	
AVI Reader	0	n/a	

OTC Parking Utilization

To understand the utilization of the OTC garage and parking lot, data was collected on a given typical design week and weekend day. The charts below summarize the data collected from those design days to show how the garage and surface lot (each having its own chart) are utilized.

	One Texas Center
Location	OTC Structured Parking Garage
Use	Office (multiple departments)
Open Parking	619
Reserved Parking	132 (reserved by signage)
ADA Parking	13
Total Parking Supply	764
Parking Type	Unsecured parking garage for office employees & visitor overflow

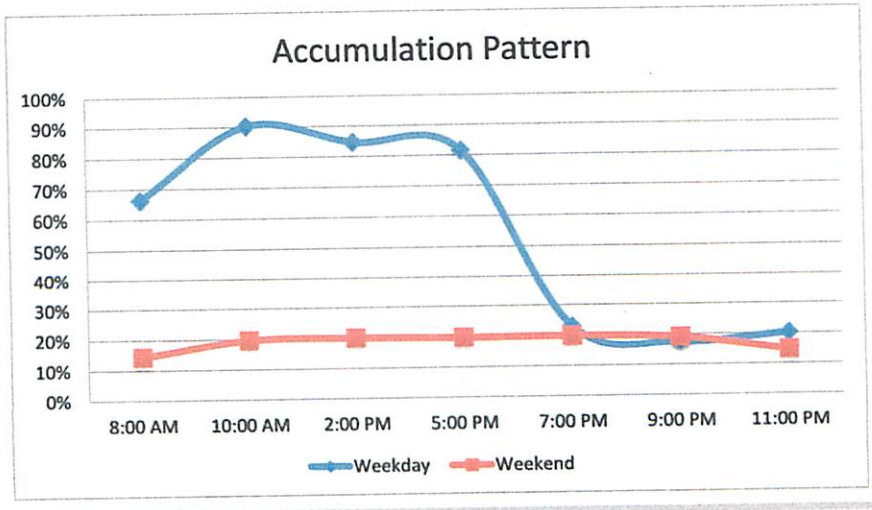
Thursday, November 07, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	447	582	541	526	157	126	143
Reserved Parking	51	94	96	87	17	8	11
ADA Parking	8	13	9	10	2	0	0
Hourly Total Demand	**506**	**689**	**646**	**623**	**176**	**134**	**154**
Open Hourly Occupancy	72%	94%	87%	85%	25%	20%	23%
Reserved Hourly Occupancy	39%	71%	73%	66%	13%	6%	8%
Total Hourly Occupancy	66%	90%	85%	82%	23%	18%	20%

Saturday, November 02, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	100	138	144	138	136	132	106
Reserved Parking	10	12	8	12	16	14	6
ADA Parking	0	0	1	1	0	0	0
Hourly Total Demand	**110**	**150**	**153**	**151**	**152**	**146**	**112**
Open Hourly Occupancy	16%	22%	23%	22%	22%	21%	17%
Reserved Hourly Occupancy	8%	9%	6%	9%	12%	11%	5%
Total Hourly Occupancy	14%	20%	20%	20%	20%	19%	15%

Demand Utilization Chart



	One Texas Center
Location	OTC Surface Parking Lot
Use	Office (visitor parking)
Open Parking	143
Reserved Parking	1 (reserved by signage)
ADA Parking	7
Total Parking Supply	151
Parking Type	Unsecured surface lot for visitors to OTC

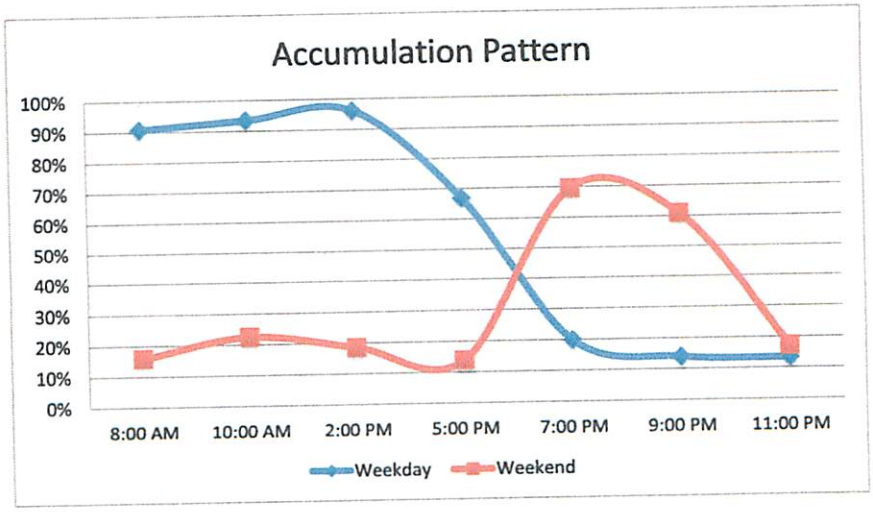
Thursday, November 07, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	132	136	141	95	30	21	20
Reserved Parking	0	1	1	1	0	0	0
ADA Parking	5	4	3	5	0	0	0
Hourly Total Demand	**137**	**141**	**145**	**101**	**30**	**21**	**20**
Open Hourly Occupancy	92%	95%	99%	66%	21%	15%	14%
Reserved Hourly Occupancy	0%	100%	100%	100%	0%	0%	0%
Total Hourly Occupancy	91%	93%	96%	67%	20%	14%	13%

Saturday, November 02, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	24	34	28	21	103	87	26
Reserved Parking	0	0	0	0	0	0	0
ADA Parking	0	0	0	0	2	5	0
Hourly Total Demand	**24**	**34**	**28**	**21**	**105**	**92**	**26**
Open Hourly Occupancy	17%	24%	20%	15%	72%	61%	18%
Reserved Hourly Occupancy	0%	0%	0%	0%	0%	0%	0%
Total Hourly Occupancy	16%	23%	19%	14%	70%	61%	17%

Demand Utilization Chart



Shared Parking Opportunities

The OTC site's main use is office and office demands are during the week day. Office developments parking demand peaks and 10:00am and 2:00pm during the weekday. As documented in the OTC parking utilization, the OTC site has parking availability during nights and weekends. The OTC site has the ability to provide weekday night and weekend parking to retail/restaurant area patrons and an opportunity to offer a valet parking location to area restaurants. The OTC site also has the ability to provide event parking, not only to the nearby Palmer Event Center, but to other events locations within the study area.

Paid Parking Opportunities

Adding parking equipment entry stations and pay-in-lane exit stations to the parking garage will allow visitors to the site to pull a ticket at entry and pay for the time spent in the garage upon exit. As demand continues to increase in the area, a paid hourly use garage for patrons to the site is an opportunity.

The addition of a parking control equipment 'pay to space' system to the OTC surface lot would help manage the OTC surface lot parking better and create additional revenue opportunities. Similar to the IH-35 surface lot at 6th Street, managed by the City of Austin, patrons parking in the OTC surface lot would be charged for the time parked in the surface lot. This will help limit OTC employees and parking poachers (parkers of lot with a destination other than OTC) from parking in the surface lot. This will help to make additional spaces available to OTC visitors.

Challenges/Issues

- OTC employees and COA vehicles parking, for long periods of time, in the OTC surface lot were observed. This creates less parking for OTC visitors and pushes the visitors to park at the top level of the OTC parking garage or leave the site. Parking spaces in the OTC surface lot should be 100% available to OTC visitors.
- Wayfinding on site is limited. If the OTC surface lot is full, understanding there is additional parking at the OTC parking garage is a challenge for new OTC visitors. We recommend wayfinding is improved onsite to help visitors to understand all the parking locations.
- The current parking control equipment at the parking garage is non-operational and needs to be replaced.

2 – Town Lake Center (721 Barton Springs Road)

The Town Lake Center (TLC) parking garage supports the Town Lake Center office building for Austin Energy employee and visitor parking. The structured parking garage is designated for City of Austin employee parking and visitor parking during the day. The garage is typically closed during evenings and weekends, and occasionally provides evening and weekend parking for some Palmer Event Center staff. The TLC garage has a combination of lower level reserved and upper level open parking spaces during the day. The image right highlights the garage parking for TLC.

TLC Parking Equipment

TLC Parking Garage – The parking garage has two ingress/egress locations (northeast & northwest). The TLC garage does not have any parking control equipment at its ingress/egress portals.

The TLC garage does have an attendant booth for onsite security to monitor vehicles entering the TLC parking garage.

Northeast Portal

Number of Lanes	2	(2 ingress)	
Equipment	**Quantity**	**Operational**	**Notes**
Gates	0	n/a	
Ticket Station	0	n/a	
Card Reader	0	n/a	
Attendant Booth	0	n/a	
AVI Reader	0	n/a	

Northwest Portal

Number of Lanes	1	(1 egress)	
Equipment	**Quantity**	**Operational**	**Notes**
Gates	0	n/a	
Ticket Station	0	n/a	
Card Reader	0	n/a	
Attendant Booth	1	Yes	Security Booth
AVI Reader	0	n/a	

TLC Parking Utilization

To understand the utilization of the TLC garage, data was collected on a given typical design week and weekend day. The charts below summarize the data collected from those design days to show how the garage is utilized.

	Town Lake Center
Location	TLC Parking Garage
Use	Office (Austin Energy)
Open Parking	308
Reserved Parking	45 (reserved by signage)
ADA Parking	8
Total Parking Supply	361
Parking Type	Unsecured parking garage for office employee & visitors

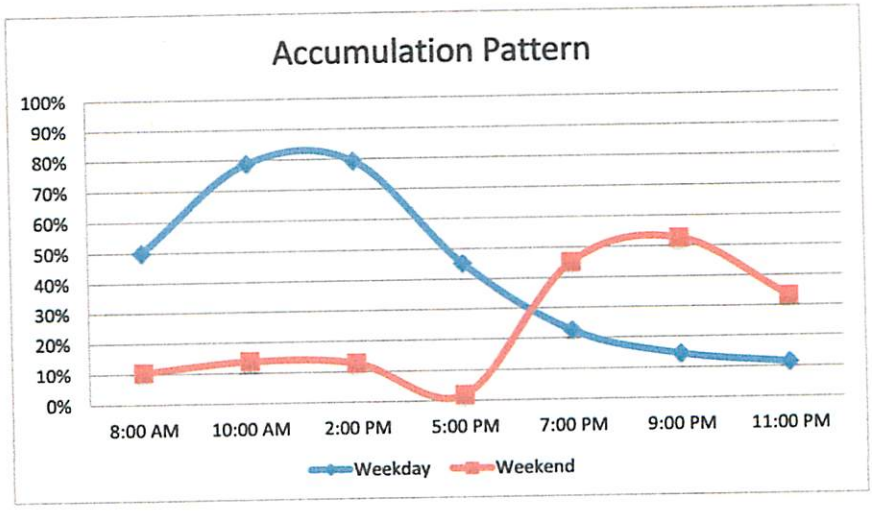
Thursday, November 07, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	162	256	260	131	64	40	32
Reserved Parking	15	23	21	29	16	12	9
ADA Parking	3	5	5	3	1	0	0
Hourly Total Demand	**180**	**284**	**286**	**163**	**81**	**52**	**41**
Open Hourly Occupancy	53%	83%	84%	43%	21%	13%	10%
Reserved Hourly Occupancy	33%	51%	47%	64%	36%	27%	20%
Total Hourly Occupancy	50%	79%	79%	45%	22%	14%	11%

Saturday, November 02, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	30	29	24	6	154	180	94
Reserved Parking	7	20	20	1	5	4	22
ADA Parking	1	1	2	0	4	6	4
Hourly Total Demand	**38**	**50**	**46**	**7**	**163**	**190**	**120**
Open Hourly Occupancy	10%	9%	8%	2%	50%	58%	31%
Reserved Hourly Occupancy	16%	44%	44%	2%	11%	9%	49%
Total Hourly Occupancy	11%	14%	13%	2%	45%	53%	33%

Demand Utilization Chart



Shared Parking Opportunities

The TLC site's main use is office and office demands are during the day. Office developments parking demand peaks and 10:00am and 2:00pm during the weekday. As documented in the TLC parking utilization, the TLC site has parking availability during nights and weekends. The TLC site has the ability to provide weekday night and weekend staff parking to support the Palmer Events Center and an opportunity to offer a valet parking location to area restaurants or Palmer Event Center. As discussed Challenges/Issues section below, we do not recommend the TLC garage is used for event or public patron parking. The TLC garage would be a good location to place all Palmer Event Center staff (including production staff) parking. This would open additional event parking at the Palmer Event Center for the event patrons.

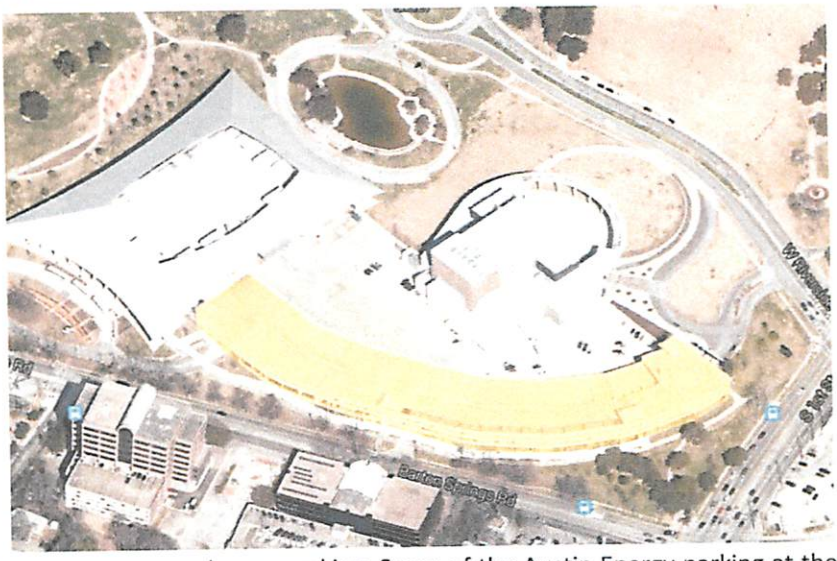
Paid Parking Opportunities

Due to the lower level of service maneuvering the TLC garage, we do not recommend the garage is used as a public parking location during nights and weekends. However, providing leased parking spaces to local restaurants or Palmer Event Center valet parking would provide some additional parking revenues opportunities. Relocating Palmer Event Center and event production stall to the TLC garage would increase paid parking opportunities at the Palmer Event Center garage.

Challenges/Issues

- The TLC garage is a very difficult garage to maneuver between each level. The turning radius into and out of the ramp are difficult for average size vehicles and practically impossible for very large vehicles. Vehicle wayfinding inside the garage is minimal making it difficult for a rookie driver to the garage to understand which ramp turn into for an inbound or outbound path. This creates a very low level of service for this garage and one that should be avoided for public paid parking. The garage performs better for an office type user that parks in the garage daily and understand how to maneuver inside the garage. This would be the same for a valet operator of Palmer Event Center and event performance staff.
- Wayfinding within the garage is very limited. We recommend wayfinding and lighting within the garage is improved.
- The TLG garage includes 45 reserved parking spaces between the grade level and level 2. Adequate visitor parking should be located at the grade level to give visitors the most convenient parking spaces.

3 – Palmer Event Center (900 Barton Springs Road)



The Palmer Event Center (PEC) garage is an event garage that supports the Palmer Event Center visitor and staff parking. The structured parking garage is designated for PEC event visitor parking, as well as PEC staff during daytime and nighttime uses. The PEC garage also provides 300 weekday daytime (M-F 6a – 6p) parking spaces to Austin Energy employees who office at the Town Lake Center office building. Of the 300 Austin Energy parking spaces within the PEC garage, 182 are reserved parking spaces located on levels 2 and level 3 by the south elevator core. The other 118 Austin Energy parking spaces are non-reserved open parking. Some of the Austin Energy parking at the PEC garage is intended for larger vehicles that cannot maneuver the TLC garage. The image highlights the garage supporting Palmer Event Center.

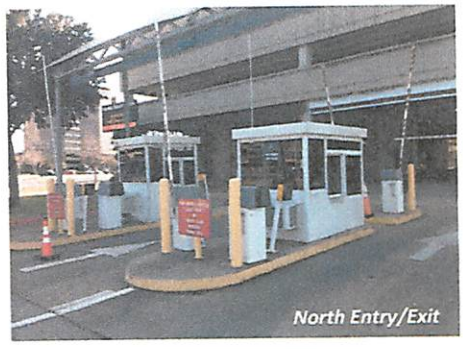
PEC Parking Equipment

PEC Parking Garage – The parking garage has two ingress/egress locations (north & west). Each entry/exit portal includes three lanes, two ingress and one egress. Two attend booths are located at each portal.

The parking control equipment appears to be in good functional condition. The equipment includes card readers which will be helpful for employee parking management. All employees using the PLC garage should access the garage via the card reader using the employees COA access card.

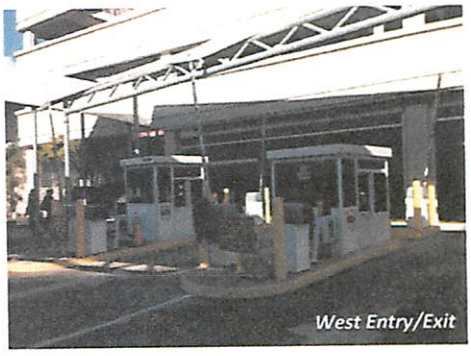
North Portal

Number of Lanes	3	(2 ingress/1 egress)	
Equipment	**Quantity**	**Operational**	**Notes**
Gates	4	Yes	
Ticket Station	2	Yes	
Card Reader	4	Yes	
Attendant Booth	2	Yes	1 ADA compliant booth, 1 standard
AVI Reader	0	n/a	



West Portal

Number of Lanes	1	(1 ingress/1 egress)	
Equipment	**Quantity**	**Operational**	**Notes**
Gates	4	Yes	
Ticket Station	2	Yes	
Card Reader	4	Yes	
Attendant Booth	2	Yes	1 ADA compliant booth, 1 standard
AVI Reader	0	n/a	



PEC Parking Utilization

To understand the utilization of the PEC garage, data was collected on a given typical design week and weekend day. The charts below summarize the data collected from those design days to show how the garage is utilized.

	Palmer Events Center			
Location	PEC Parking Garage			
Use	Event			
Open Parking	991	Weekday (6a-6p)	1173	Weekday (6p - 6a) & Weekend
Reserved Parking	186	"	4	"
ADA Parking	20	"	20	"
Total Parking Supply	1197	"	1197	"
Parking Type	Secured parking garage for event visitors and site staff / AE office employees			

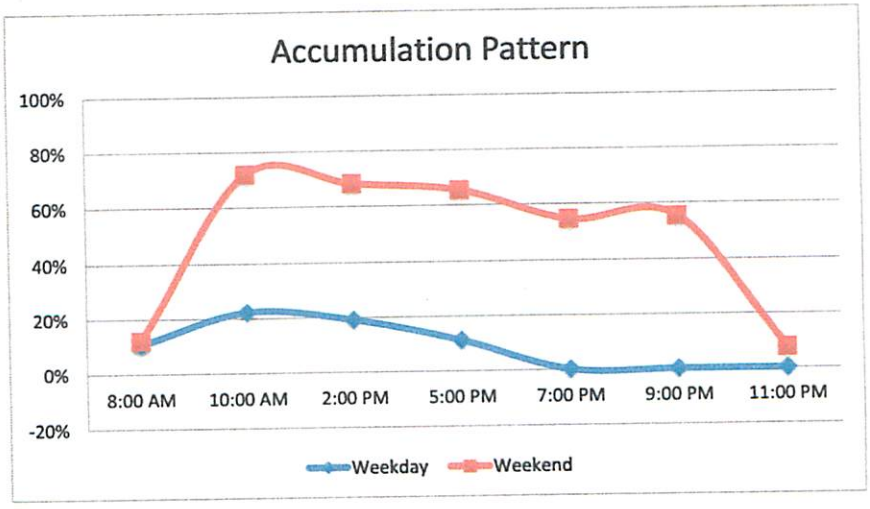
Thursday, November 07, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	67	126	101	91	1	0	0
Reserved Parking	58	136	121	36	0	0	0
ADA Parking	2	5	6	6	0	0	0
Hourly Total Demand	**127**	**267**	**228**	**133**	**1**	**0**	**0**
Open Hourly Occupancy	7%	13%	10%	9%	0%	0%	0%
Reserved Hourly Occupancy	31%	73%	65%	19%	0%	0%	0%
Total Hourly Occupancy	11%	22%	19%	11%	0%	0%	0%

Saturday, November 02, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	146	856	808	783	653	663	92
Reserved Parking	0	0	0	0	0	0	0
ADA Parking	0	4	8	0	0	0	0
Hourly Total Demand	**146**	**860**	**816**	**783**	**653**	**663**	**92**
Open Hourly Occupancy	12%	73%	69%	67%	56%	57%	8%
Reserved Hourly Occupancy	0%	0%	0%	0%	0%	0%	0%
Total Hourly Occupancy	12%	72%	68%	65%	55%	55%	8%

Demand Utilization Chart



Shared Parking Opportunities

The PEC site's main use is event and event demands are typically at nights and weekends during the majority of the year. With the PEC site being an event use, the PEC garage has surplus parking for daytime uses. A good daytime shared use with event parking is an office use. Since office uses peak and 10:00am and 2:00pm during the weekday, additional daytime office parking would make a good shared-use fit for the PEC garage. The PEC garage can provide an additional 75% of its daytime parking surplus to a daytime use. It should be noted during the month of December, PEC does host some daytime events that would need to be managed with any daytime parking.

Paid Parking Opportunities

As discussed in the TLC section above, relocating PEC staff and event performance staff to the TLC garage during night and weekend event times would open additional paid parking opportunities at the PEC garage.

Monthly parking contracts for overflow office parking in the area or other City of Austin departments would provide some additional parking revenue opportunities.

Challenges/Issues

- During site observations some COA or Austin Energy staff parked at the lowest levels and most convenient areas of the garage. If the PEC is to continue to have or increase its daytime office parking, it is recommended an office parking zone is located at the top level of the garage. As the daytime parking zone expands, the parking zone can extend downward to lower levels.
- Currently 186 parking spaces at the PEC garage are reserved on levels 2 and 3 for Austin Energy. Our recommendation would be remove all reserved parking and create office parking zones and keep lower level more convenient parking for PEC visitors. Reserved parking spaces are not efficient and open parking. A daytime parking zone is considered open parking.
- Additional daytime parking demand would need to be managed during to provide enough parking surplus for the few PEC hosted December weekday daytime events. Historical parking demands during these events should be available through the PEC parking control equipment computer system.

4 – City Hall (301 West 2nd Street)

The City Hall parking garage supports employee parking for multiple City Hall departments and visitors. The below-grade parking garage has three parking zones (Reserved, Public & Council Member). For security reasons, the Council Member parking area is a separate secured parking level within the below-grade garage. The 'reserved' parking zone is designated for City Hall employees, City of Austin department Directors, and monthly parking contracts. The 'public' parking zone provides parking for City Hall visitors and City of Austin employees visiting City Hall. The 'public' parking zone also provides a 24/7 public parking location within the 2nd street district. The parking supply for the 'reserve' zone and 'public' zone vary between weekday daytime and weekday nighttime/weekends. The 'reserved' parking zone has a supply of 362 parking spaces from 6:00am to 6:00pm during the week day and a reduce supply of 212 parking spaces during weekday nights and weekends. The 'public' parking zone adjusts from 362 parking spaces during the weekday (6a-6p) to 512 spaces during weekday nights and weekends.

City Hall Parking Equipment

City Hall Parking Garage – The below grade parking garage has two ingress/egress locations (Lavaca - east & Guadalupe - west). The east location is a one-way entry into the garage and the west location is a one-way exit from the garage. At Level B1, the 'public' parking and 'reserved' parking zones each have its own dedicated ingress/egress lanes. To enter the 'public' parking zone, a customer pulls a ticket at the dedicated entry lane. Upon exit, the public parking patron returns the parking ticket to the parking attendant and pays the hourly fee to exit. A city employee can enter and exit the 'public' parking area by showing the attendant their COA identification.

To enter and exit the 'reserved parking zone, both City Hall employees and monthly parking contracts use a proximity access card to enter and exit the 'reserved' parking zone.

Reserved Zone Entry/Exit

Public Portal

Number of Lanes 2 (1 ingress/1 egress)

Equipment	Quantity	Operational	Notes
Gates	2	Yes	
Ticket Station	1	Yes	
Card Reader	2	Yes	
Attendant Booth	1	Yes	1 ADA compliant booth
AVI Reader	0	n/a	

Public Zone Entry/Exit

Reserved Portal

Number of Lanes 2 (1 ingress/1 egress)

Equipment	Quantity	Operational	Notes
Gates	2	Yes	
Ticket Station	0	n/a	
Card Reader	2	Yes	
Attendant Booth	0	n/a	
AVI Reader	1	Yes	

City Hall Parking Utilization

To understand the utilization of the City Hall parking garage, data was collected on a given typical design week and weekend day. The charts below summarize the data collected from those design days to show how the garage is utilized.

	City Hall			
Location	City Hall Parking Garage - Employee/Contract Parking Zone			
Use	Office (employee/monthly contract)			
Open Parking	335	Weekday (6a-6p)	189	Weekday (6p - 6a) & Weekend
Reserved Parking	18	"	18	"
ADA Parking	9	"	5	"
Total Parking Supply	362	"	212	"
Parking Type	Secured parking garage zone for office employees & monthly parking contracts			

Thursday, November 07, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	85	270	294	221	166	126	136
Reserved Parking	2	18	13	7	2	0	0
ADA Parking	1	2	4	4	2	0	0
Hourly Total Demand	**88**	**290**	**311**	**232**	**170**	**126**	**136**
Open Hourly Occupancy	25%	81%	88%	66%	88%	67%	72%
Reserved Hourly Occupancy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total Hourly Occupancy	24%	80%	86%	64%	80%	59%	64%

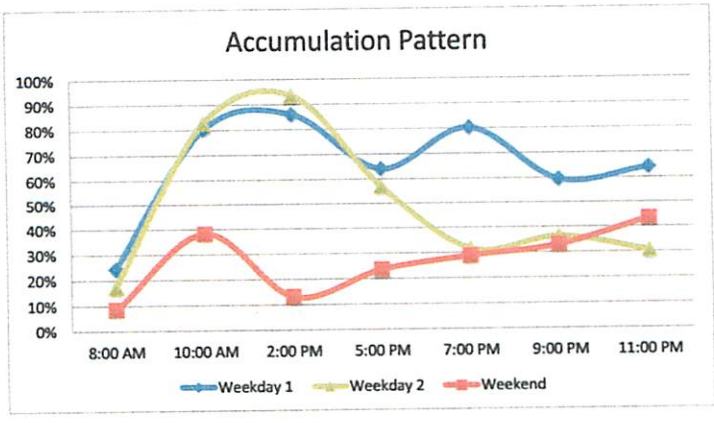
Saturday, November 02, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	18	77	20	50	61	70	92
Reserved Parking	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ADA Parking	0	4	8	0	0	0	0
Hourly Total Demand	**18**	**81**	**28**	**50**	**61**	**70**	**92**
Open Hourly Occupancy	10%	41%	11%	26%	32%	37%	49%
Reserved Hourly Occupancy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total Hourly Occupancy	8%	38%	13%	24%	29%	33%	43%

Thursday, November 21, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	60	281	334	204	115	77	65
Reserved Parking	0	17	0	0	0	0	0
ADA Parking	3	2	5	3	0	0	0
Hourly Total Demand	**63**	**300**	**339**	**207**	**115**	**77**	**65**
Open Hourly Occupancy	18%	84%	100%	61%	34%	41%	34%
Reserved Hourly Occupancy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total Hourly Occupancy	17%	83%	94%	57%	32%	36%	31%

Demand Utilization Chart



	City Hall			
Location	City Hall Parking Garage - Public Parking Zone			
Use	Public Parking			
Open Parking	356	Weekday (6a-6p)	502	Weekday (6p - 6a) & Weekend
Reserved Parking	0	"	0	"
ADA Parking	6	"	10	"
Total Parking Supply	362	"	512	"
Parking Type	Secured parking garage zone for City Hall visitors and downtown public parking			

Thursday, November 07, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	60	203	201	258	342	380	206
Reserved Parking	0	0	0	0	0	0	0
ADA Parking	0	2	2	1	0	0	1
Hourly Total Demand	**60**	**205**	**203**	**259**	**342**	**380**	**207**
Open Hourly Occupancy	17%	57%	56%	72%	68%	76%	41%
Reserved Hourly Occupancy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total Hourly Occupancy	17%	57%	56%	72%	67%	74%	40%

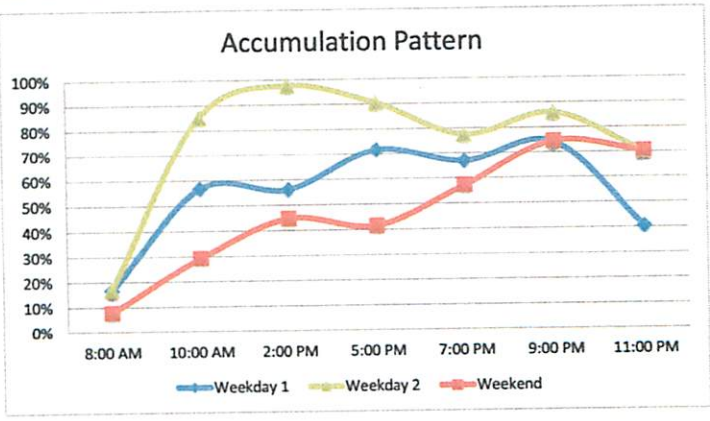
Saturday, November 02, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	40	150	229	213	292	381	360
Reserved Parking	0	0	0	0	0	0	0
ADA Parking	0	0	0	0	1	1	1
Hourly Total Demand	**40**	**150**	**229**	**213**	**293**	**382**	**361**
Open Hourly Occupancy	8%	30%	46%	42%	58%	76%	72%
Reserved Hourly Occupancy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total Hourly Occupancy	8%	29%	45%	42%	57%	75%	71%

Thursday, November 21, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	61	304	351	326	279	439	358
Reserved Parking	0	0	0	0	0	0	0
ADA Parking	1	5	3	2	2	2	2
Hourly Total Demand	**62**	**309**	**354**	**328**	**281**	**441**	**360**
Open Hourly Occupancy	17%	85%	99%	92%	78%	87%	71%
Reserved Hourly Occupancy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total Hourly Occupancy	17%	85%	98%	91%	78%	86%	70%

Demand Utilization Chart



Shared Parking Opportunities

The City Hall parking is broken into different parking zones, each having a different primary use. The 'reserved' parking zone supports the City Hall employees and monthly contract office employees working outside of City Hall. The 'reserved' parking zone peak use is office parking and office uses peak and 10:00am and 2:00pm during the weekday. Since office is reduced after 5:00pm during the work week, the 'reserved ' parking zone can efficiently be reduce, as currently practiced, or removed to increase the parking supply for the 'public' parking zone.

As the CBD area continues to develop and surface lots are removed from the downtown parking supply, monthly parking contract demand increase for CBD weekday (6a – 6p) office parkers.

With its prime parking location in the lower CBD area, providing a continued public parking option for a downtown designation patron for hourly or event parking should be continued and expanded. Utilizing the City Hall to maximize the weekday daytime office parking and nights and weekend event/restaurant parker will maximize the parking occupancy of the City Hall garage.

Paid Parking Opportunities

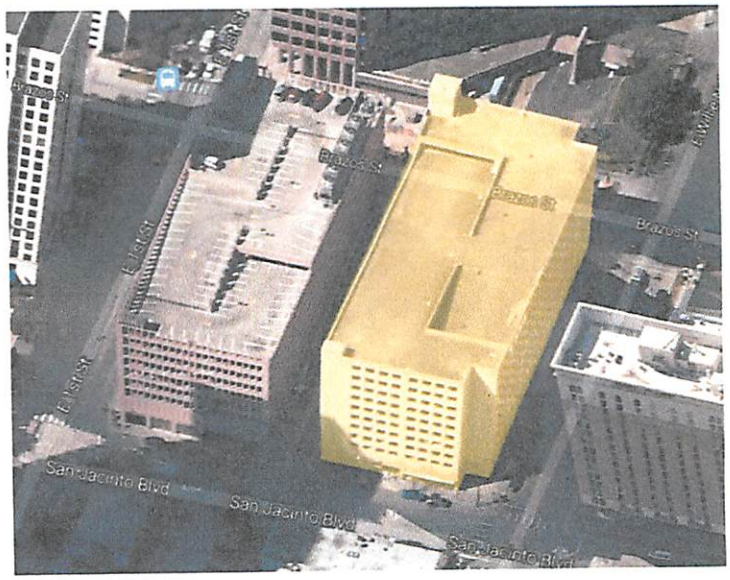
Increasing weekday daytime monthly parking contracts for CBD office parking can provide additional paid public parking opportunities.

Challenges/Issues

- City Council days provide the most demand on the City Hall garage 'public' parking zone. The current City Hall parking management plan would require the parking to be managed during City Council days (twice a month) to provide adequate parking for City.
- Entering and exiting the 'public' parking zone can become very congested during peak times. One solution to increase entry and exit flow and help maneuverability would be to create a dedicated one-way entry into the parking area and one-way dedicated exit out of the parking area. For example, the current 'public' parking entry and exit lanes would become two entry lanes into the City Hall parking, and then the lanes at the current 'reserved' parking zone portal would become two exit only lanes where patrons and employees would exit the parking area. The 'reserved' parking zone could be removed to just provide a unified parking area or a 'reserved' parking zone could remain as a nest within the larger parking area.

5 – Convention Center: 2nd Street (201 East 2nd Street)

The Austin Convention Center (Conv. Ctr. 2nd) parking garage is an event garage that supports the Austin Convention Center visitor and downtown public parking. The structured parking garage is an open public parking garage that offers monthly contract parking and hourly parking to the downtown and convention center area. The image to the right highlights the Convention Center – 2nd Street garage.



Conv. Ctr. 2nd Parking Equipment

Conv. Ctr. 2nd Parking Garage – The parking garage has two ingress/egress locations (San Jacinto St. - east & Brazos St. - west).

Public parking patrons enter from the San Jacinto or Brazos St. sides to pull a ticket at the dedicated entry lane. Upon exit, the public parking patron returns the parking ticket to the parking attendant (if on duty) or submits the ticket to the pay-in-lane station and pays the hourly fee to exit. To enter and exit the garage, the monthly parking contracts use a proximity access card at the dedicated entry and exit lanes.

San Jacinto St. Portal

Number of Lanes 2 (1 ingress/1 egress)

Equipment	Quantity	Operational	Notes
Gates	2	Yes	
Ticket Station	1	Yes	
Card Reader	2	Yes	
Attendant Booth	1	Yes	
AVI Reader	0	n/a	
Pay-in-Lane	1	Yes	

San Jacinto Entry/Exit

Brazos St. Portal

Number of Lanes 2 (1 ingress/1 egress)

Equipment	Quantity	Operational	Notes
Gates	2	Yes	
Ticket Station	1	Yes	
Card Reader	2	Yes	
Attendant Booth	1	Yes	
AVI Reader	0	n/a	
Pay-in-Lane	1	Yes	

Brazos St. Entry

Brazos St. Exit

Conv. Ctr. 2nd Parking Utilization

To understand the utilization of the Conv. Ctr. 2nd St. garage, data was collected on a given typical design week and weekend day. The charts below summarize the data collected from those design days to show how the garage is utilized.

Austin Convention Center - 2nd Street				
Location	Convention Center (2nd St.) Parking Garage			
Use	Event			
Open Parking	922	Weekday (6a-6p)	989	Weekday (6p - 6a) & Weekend
Reserved Parking	73	"	6	"
ADA Parking	19	"	19	"
Total Parking Supply	1014	"	1014	"
Parking Type	Secured parking garage for monthly contract and downtown public parking			

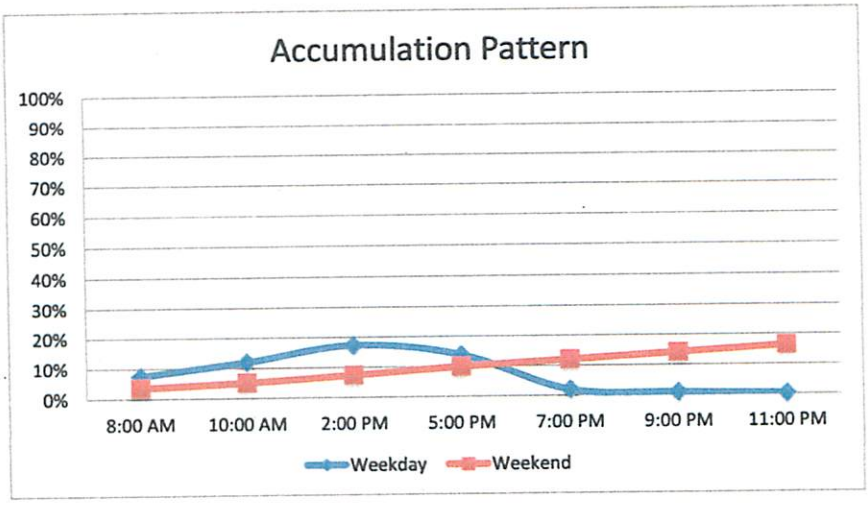
Thursday, November 07, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	0	45	99	66	13	8	2
Reserved Parking	72	73	73	73	5	0	0
ADA Parking	3	3	3	1	1	0	0
Hourly Total Demand	**75**	**121**	**175**	**140**	**19**	**8**	**2**
Open Hourly Occupancy	0%	5%	11%	7%	1%	1%	0%
Reserved Hourly Occupancy	99%	100%	100%	100%	7%	0%	0%
Total Hourly Occupancy	7%	12%	17%	14%	2%	1%	0%

Saturday, November 02, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	36	47	66	94	117	140	164
Reserved Parking	0	0	0	0	0	0	0
ADA Parking	0	5	9	7	5	4	2
Hourly Total Demand	**36**	**52**	**75**	**101**	**122**	**144**	**166**
Open Hourly Occupancy	4%	5%	7%	10%	12%	14%	17%
Reserved Hourly Occupancy	0%	0%	0%	0%	0%	0%	0%
Total Hourly Occupancy	4%	5%	7%	10%	12%	14%	16%

Demand Utilization Chart



Shared Parking Opportunities

Conv. Ctr. 2nd St. is a multi-purpose public parking garage with its primary function is to support Austin Convention Center conventions. Since there was not a large convention operating at the Austin Convention Center during the data collection for this study, the peak demand was weekday office parking. Office parking peaks at 10:00am and 2:00pm during the weekday. Being a public parking garage in the downtown area, the Conv. Ctr. 2nd garage has the ability to increase weekday (6a – 6p) monthly parking contracts as office parking demands increase in the area, and market as a nights and weekend public parking option for local retail/restaurants patrons. If not already being marketed, the Conv. Ctr. 2nd can also look to offer a valet parking location for local restaurant valet operations during nights and weekends. Office parking peaks during the weekday and retail/restaurant parking peaks during nights and weekends.

The Conv. Ctr. 2nd St. garage is also a prime parking location for many of the downtown events throughout the year.

Paid Parking Opportunities

Increasing weekday daytime monthly parking contracts for CBD office parking can provide additional paid public parking opportunities. Offering parking to area restaurant valet operations is an additional paid parking opportunity.

Challenges/Issues

- Providing adequate parking for any weekday daytime convention center events along with the monthly parking contracts could be a challenged and would need to be managed.

6 – Convention Center: 5th Street (601 East 5th Street)

The Austin Convention Center (Conv. Ctr. 5th) garage is an event garage that supports the Austin Convention Center visitor and downtown public parking. The structured parking garage is a public parking garage that offers hourly and monthly parking to the downtown convention center area. The image to the right highlights the Convention Center – 5th Street garage.

Conv. Ctr. 5th St. Parking Equipment

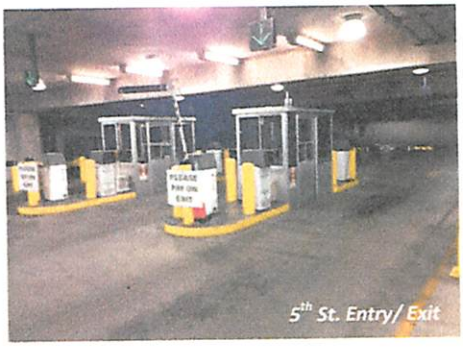
Conv. Ctr. 5th St. Parking Garage – The parking garage has one ingress/egress portal on the 5th Street, north side of the garage. The portal consists of one dedicated entry lane, one dedicated exit lane, and one center multipurpose lane that can adjusts traffic flow direction during peak times.

Public parking patrons enter the garage from 5th Street to pull a ticket at the dedicated entry lane. Upon exit, the public parking patron returns the parking ticket to the parking attendant (if on duty) or submits the ticket to the pay-in-lane station and pays the hourly fee to exit. To enter and exit the garage, the monthly parking contracts use a proximity access card at the dedicated entry and exit lanes.

5th St. Portal

Number of Lanes 3 (1 ingress/1 egress/1 multipurpose)

Equipment	Quantity	Operational	Notes
Gates	4	Yes	
Ticket Station	1	Yes	
Card Reader	4	Yes	
Attendant Booth	2	Yes	
AVI Reader	0	n/a	


5th St. Entry/ Exit

Conv. Ctr. 5th St. Parking Utilization

To understand the utilization of the Conv. Ctr. 5th St. garage, data was collected on a given typical design week and weekend day. The charts below summarize the data collected from those design days to show how the garage is utilized.

	Austin Convention Center - 5th Street			
Location	Convention Center (5th St.) Parking Garage			
Use	Event			
Open Parking	549	Weekday (6a-6p)	653	Weekday (6p - 6a) & Weekend
Reserved Parking	108	"	4	"
ADA Parking	17	"	17	"
Total Parking Supply	674	"	674	"
Parking Type	Secured parking garage for monthly contract and downtown public parking			

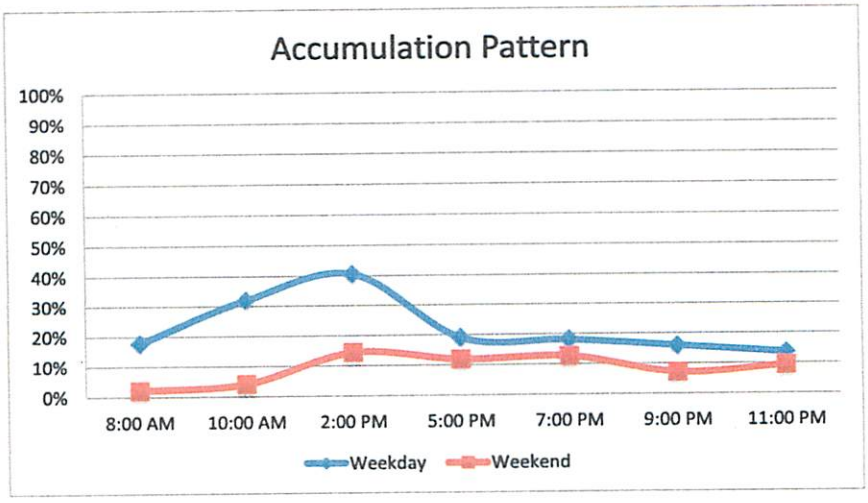
Thursday, November 07, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	10	104	162	49	121	107	91
Reserved Parking	106	108	108	78	0	0	0
ADA Parking	3	3	3	1	1	0	0
Hourly Total Demand	**119**	**215**	**273**	**128**	**122**	**107**	**91**
Open Hourly Occupancy	2%	19%	30%	9%	19%	16%	14%
Reserved Hourly Occupancy	98%	100%	100%	72%	0%	0%	0%
Total Hourly Occupancy	18%	32%	41%	19%	18%	16%	14%

Saturday, November 02, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	14	28	97	80	85	48	63
Reserved Parking	0	0	0	0	0	0	0
ADA Parking	0	0	0	0	0	0	0
Hourly Total Demand	**14**	**28**	**97**	**80**	**85**	**48**	**63**
Open Hourly Occupancy	2%	4%	15%	12%	13%	7%	10%
Reserved Hourly Occupancy	0%	0%	0%	0%	0%	0%	0%
Total Hourly Occupancy	2%	4%	14%	12%	13%	7%	9%

Demand Utilization Chart



Shared Parking Opportunities

The Conv. Ctr. 5th St. garage is a multi-purpose public parking garage with its primary function is to support Austin Convention Center conventions. Since there was not a large convention operating at the Austin Convention Center during the data collection for this study, the peak demand was weekday office parking. Office parking peaks at 10:00am and 2:00pm during the weekday. Being a public parking garage in the downtown area, the Conv. Ctr. 5th St. garage has the ability to increase weekday (6a – 6p) monthly parking contracts as office parking demands increase in the area, and market as a night and weekend public parking option for local retail/restaurants and 6th Street district patrons. If not already being marketed, the Conv. Ctr. 5th St. garage can also look to offer a valet parking location for local restaurant valet operations during nights and weekends. Office parking peaks during the weekday and retail/restaurant parking peaks during nights and weekends.

The Conv. Ctr. 5th St. garage is also a prime parking location for many of the downtown events throughout the year.

Paid Parking Opportunities

Increasing weekday daytime monthly parking contracts for CBD office parking can provide additional paid public parking opportunities. Offering parking to area restaurant valet operations is an additional paid parking opportunity.

Challenges/Issues

- Providing adequate parking for any weekday daytime convention center events along with the monthly parking contracts could be a challenged and would need to be managed.

7 – Waller Creek Center (625 East 10th Street)

The Waller Creek Center (WCC) parking garage supports the City of Austin Waller Creek Center office building. WCC currently has two parking locations; the structured parking garage on campus and a leased surface lot, as listed in the COA leased parking section, off campus. Both parking garage and leased parking are 100% reserved parking for WCC employees. Employees of WCC are assigned a reserved parking space in either the parking garage or the leased surface lot. The structured parking garage is open during the week day and is closed during the night and weekends.

The WCC building also leases two (2) ADA parking spaces off the 10th St. drive, as listed in the COA leased parking section, to support accessible parking for the building.

WCC Parking Equipment

WCC Parking Garage – The parking garage has three ingress/egress locations (10th St. and two on 9th St.). The 10th St. portal includes an entry and exit lane, while 9th St. has separate entry and exit portal locations. The garage's parking access control equipment is limited to overhead coiling doors at each entry/exit and a card reader at the 10th St. entry lane.

The leased surface lot is an unsecured lot with no parking control equipment.

10th St. Portal

Number of Lanes 2 (1 ingress/1 egress)

Equipment	Quantity	Operational	Notes
Gates	2	Yes	Overhead coiling door
Ticket Station	0	n/a	
Card Reader	1	Yes	
Attendant Booth	0	n/a	
AVI Reader	0	n/a	

9th St. Portal

Number of Lanes 1 ea. (1 ingress or 1 egress)

Equipment	Quantity	Operational	
Gates	1 ea.	Yes	Overhead coiling door
Ticket Station	0	n/a	
Card Reader	0	n/a	
Attendant Booth	0	n/a	
AVI Reader	0	n/a	

HWA PARKING
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WCC Parking Utilization

To understand the utilization of the WCC garage, data was collected on a given typical design week and weekend day. The charts below summarize the data collected from those design days to show how the garage is utilized.

	Waller Creek Center
Location	WCC Structured Parking Garage & Leased Surface Lot
Use	Office (Water Department)
Open Parking	0
Reserved Parking	338 (286 garage + 52 surface, reserved by signage)
ADA Parking	0
Total Parking Supply	338
Parking Type	Unsecured parking garage/leased lot for office employees

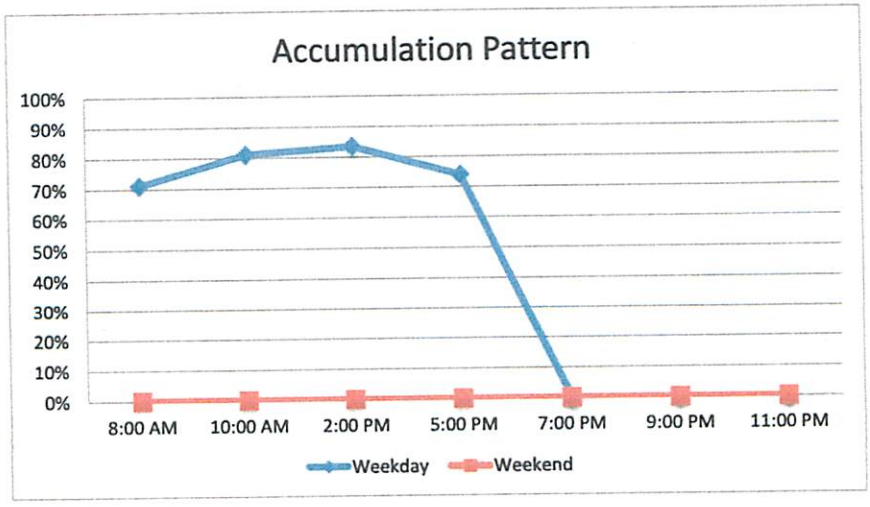
Tuesday, December 10, 2013

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Reserved Parking	240	274	282	250	0	0	0
ADA Parking	0	0	0	0	0	0	0
Hourly Total Demand	**240**	**274**	**282**	**250**	**0**	**0**	**0**
Open Hourly Occupancy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Reserved Hourly Occupancy	71%	81%	83%	74%	0%	0%	0%
Total Hourly Occupancy	71%	81%	83%	74%	0%	0%	0%

No Weekend Collection (Garage Closed)

Time	8:00 AM	10:00 AM	2:00 PM	5:00 PM	7:00 PM	9:00 PM	11:00 PM
Open Parking	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Reserved Parking	0	0	0	0	0	0	0
ADA Parking	0	0	0	0	0	0	0
Hourly Total Demand	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Open Hourly Occupancy	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Reserved Hourly Occupancy	0%	0%	0%	0%	0%	0%	0%
Total Hourly Occupancy	0%	0%	0%	0%	0%	0%	0%

Demand Utilization Chart



Shared Parking Opportunities

The WCC site's main use is office and office demands are during the day. Office developments parking demand peaks and 10:00am and 2:00pm during the weekday. As documented in the WCC parking utilization, the WCC site has parking availability during nights and weekends. Since office parking peaks during the weekday, the WCC garage has the ability to provide parking supply for area night and weekend uses as demand increases.

Paid Parking Opportunities

Current night and weekend demand uses are low in this area, however, as demand increases the WCC garage has the ability to provide weekday night and weekend parking to night and weekend area uses (i.e.,. retail, restaurants, events). The WCC garage can also offer a valet parking location to area restaurant valet operations.

Challenges/Issues

- Currently the WCC parking garage and leased surface lot practice individual reserved parking spaces for employees of the WCC office building. An individual reserved parking space is the least efficient way to manage parking. By converting reserved parking spaces to open parking stalls will increase the parking garage efficiency. If needed, a few spaces (5% max. of garage total) for department heads can remain reserved.
- If the garage is converted to open parking, the leased parking lot can be terminated since the parking garage will perform more efficiently and allow more employees to park.
- The garage does not have parking control equipment to support public parking. The current parking control equipment could be used by a valet operations company by gaining access with an issued proximity card.

Parking Control Equipment Summary

The parking control equipment at each of the garage locations is inconsistent between being operational, manufactures, type or intended operational use for the equipment. Locations like the convention center department garages and City Hall have the most equipment use and are maintained better than other locations. However, having a parking control equipment network with the same manufactured equipment, same types of equipment at each location, the same intended operational use, and the same back of house software system will help the City of Austin better manage parking at the different locations and develop a more efficient City of Austin parking system.

Shared Parking Summary

Certain land uses do not simultaneously generate demand for parking at the same time (i.e. hotel parking requirements peak at night when offices need very few, if any, spaces). With some of the parking garages having parking surplus available during non-site peaks times, the city has the opportunity to increase the parking utilization of certain city garages by offering parking to land uses that peak when the site demand is minimal. For example, 80% of the Palmer Event Center daytime parking spaces sit unused during the weekday for eleven months out of the year. Increasing the Palmer Event Center garage weekday daytime parking would help increase the overall utilization of the garage and increase revenue opportunities at Palmer Event Center or at other locations.

HWA PARKING

strickland | jamail

3700 West Sam Houston Parkway S | Suite 100 | Houston, Texas 77042
(T) 713.458.7730 | (F) 713.868.0046

5113 Southwest Pkwy | Suite 295 | Austin, Texas 78735
(T) 512.306.8722 | (F) 512.306.9779

www.hwaparking.com