WORK SESSION

May 14, 2009

Clerk

_____

Travis County Commissioners Court Agenda Request

Voting Session _____ Work Session May 14, 2009

I. A. Request made by: _____ Phone # 854-9434
Joseph P. Gieselman, TNR Executive Manager

B. Requested Text:

Receive a final presentation on the status of the Travis County Drainage Study, including results of the quantitative assessment of flood-prone areas.

C. Approved by: _____
County Judge and Commissioners' Court

RECEIVED
COUNTY JUDGE'S OFFICE
09 APR 27 PM 3:28

II. A. Backup memorandum and exhibits should be attached and submitted with this Agenda Request (Original and eight (8) copies of agenda request and backup).

B. Please list all of the agencies or officials names and telephone numbers that might be affected or be involved with the request. Send a copy of this Agenda Request and backup to them:

Joseph Gieselman, 854-9434
Carol Joseph, 854-9418
Anna Bowlin, 854-7561
Don Ward, 854-9317
Steve Schiewe, 854-7580
Richard Duane, 854-9435

III. Required Authorizations: Please check if applicable:

Planning and Budget Office (473-9106)

_____ Additional funding for any department or for any purpose
_____ Transfer of existing funds within or between any line item budget
_____ Grant

Human Resources Department (473-9165)

_____ A change in your department's personnel (reclassifications, etc.)

Purchasing Office (473-9700)

_____ Bid, Purchase Contract, Request for Proposal, Procurement

County Attorney's Office (473-9415)

_____ Contract, Agreement, Policy & Procedure

AGENDA REQUEST DEADLINE: This Agenda Request complete with the backup memorandum and exhibits should be submitted to the County Judge's Office no later than 5:00 PM on Tuesday for the following week's meeting. Late or incomplete requests may be deferred to the next subsequent meeting.

(See reverse side for legal citation of Open Meetings Exceptions)

TRANSPORTATION AND NATURAL RESOURCES DEPARTMENT

JOSEPH P. GIESELMAN, EXECUTIVE MANAGER

411 W. 13th St.
Eleventh Floor
P.O. Box 1748
Austin, Texas 78767
(512) 854-9383
FAX (512) 854-4697

Work Session Agenda Item No.___
May 22, 2008
Supplemental Information

DATE: April 24, 2009

MEMORANDUM

TO: Members of Commissioners' Court

THROUGH: Joseph P. Gieselman, TNR Executive Manager

FROM: Donald W. Ward, P.E., Dir. Road Maintenance & Fleet Services

SUBJECT: Travis County Drainage Study Final Presentation

Summary: The purpose of this item is for the Court to receive a final presentation on the status of the Travis County Drainage Study, including results of the quantitative assessment of flood-prone areas.

TNR staff has worked with consultant HDR Engineering to identify flooding problems related to County transportation infrastructure. The problems addressed in this study consist of low water crossings on County roadways as well as chronic flooding in subdivision areas within the unincorporated portions of the County.

The presentation will consist of a final synopsis of the project and the associated results, including the various ways in which data was collected, methodology for ranking, hydrology and hydraulics.

The study is complete and has been reviewed and accepted by the Texas Water Development Board. A total of forty (40) study areas were selected for analysis and these areas are ranked according to such factors as impacts to emergency access, threat to habitable structures, frequency of reported road closures, etc. A separate ranking list has been created for both low water crossings and subdivision areas.

The presentation will explain the reasoning by which this final list was derived. As part of the conclusion of the study, the consultant has provided alternative solutions and cost estimates for the study areas. These projects may be incorporated into future Road

Maintenance Work Plans or, in the case of the more extensive projects, be implemented as a part of the Capital Improvement Program.

Background:

Travis County has the responsibility to maintain an enormous system of roadways (over 1,200 miles) and bridge/culvert crossings. Over 72 miles of roads are within the 100-year floodplain, and many stream crossings in the County are prone to overtopping even during minor storm events. In addition, there are numerous older subdivisions that were created before County-required drainage standards existed, which periodically sustain flood damage. The repeat flood events of recent years have damaged homes and personal property, as well as roads and bridges, and have placed a financial burden on both County residents and government. It has been difficult for County forces to keep up with the repair of flood damaged areas, and at the same time perform the overall planning necessary to fully address existing flood problems as well as potential problems being created by new development. As a result, past flood protection projects have frequently been undertaken in response to specific rain events in very localized areas rather than being planned on an overall watershed basis.

This study has been structured to assess flood-prone areas on a watershed basis, identify solutions, and prepare an implementation plan to address the problem areas that pose the most significant risk to public health and safety and are the most economical on a benefit/cost basis.

The budget for this project is $695,000. Of that total, $500,000 was approved by the Commissioners' Court and $195,000 funded by a grant from the Texas Water Development Board.

DWW/SLS:sls

Attachment: Presentation materials

Copy: Joe Gieselman
Carol Joseph
Anna Bowlin
Steve Schiewe

Executive Summary

Travis County is located in an area well known as "flash flood alley" due to its vulnerability to flooding from intense storms combined with the steep terrain in western Travis County that feeds lower lying areas in the eastern part of the County. Flooding is the number one weather related cause of death in Texas.

Travis County maintains over 1,200 miles of roads in the unincorporated area serving an estimated 170,000 residents, with over 72 miles of roads located within the 100-year floodplain. There are many stream crossings in the County that are prone to frequent overtopping during storm events, posing a serious threat to public safety and the potential for loss of life. There are also a large number of homes and buildings within the 100-year floodplain. The County has undertaken efforts to identify these areas and systematically work toward mitigating many of these potential hazards. These efforts have included floodplain acquisition (buyouts) of the properties most at risk. In addition to these areas, there are numerous low water crossings and neighborhood (subdivision) areas with flooding problems for which the County needs to develop a plan for mitigation.

Travis County approved a total of $500,000 to perform a study to address flooding problems in the County. The County applied to the Texas Water Development Board (TWDB) for a Flood Protection Planning Grant in December 2006. The TWDB awarded the County a $195,000 grant in March 2007. The study was performed under the direction of the Travis County Transportation and Natural Resource Department (Road Maintenance Division). The County entered into an agreement with HDR Engineering, Inc. to perform the planning study and the study was initiated upon award of the grant.

The study area includes the watersheds of Big Sandy Creek, Cow Creek, Barton Creek, Slaughter Creek, Williamson Creek, Bee Creek, Onion Creek, Bull Creek, Dry Creek, Cottonwood Creek, Wilbarger Creek, Lockwood Creek, Gilleland Creek, Harris Branch, Walnut Creek, Decker Creek, Elm Creek, Cottonmouth Creek, South Fork, Dry East Creek, Maha Creek, Elm Creek South, and Cedar Creek. The planning area encompasses most of Travis County including the extra-terrestrial jurisdictions of various municipalities in the County including the City of Austin. All the watersheds in the planning area are located in the Colorado River Basin.

The primary goal of the study is to develop a plan to address the flood problems through an evaluation of problems on a watershed-wide basis to help guide Travis County in

implementing measures to reduce the threat of flooding. The protection of public safety and welfare is the principal goal of the planning effort. This protection is the basic purpose for conducting the flood protection planning. Ultimately, problem areas deemed to be a severe threat to public safety and welfare due to poor drainage and flooding were given the highest priority with regard to development of solutions. This included the potential for loss of life, overtopping of well-traveled roadways, and flooding of homes and buildings.

It is important to note that various flood protection planning studies have been performed and are ongoing within the study area by Travis County, Lower Colorado River Authority, U.S. Army Corps of Engineers, City of Austin, and others. Some of these previous and ongoing studies overlapped portions of the study area. These studies have identified and quantified flooding issues in areas of Travis County, typically where a high concentration of residences exist that are subject to frequent flooding. There was a clear goal and objective for this study not to repeat previous work. This Drainage Basin Study should not be considered an all inclusive study for Travis County. Some areas of the County were excluded from the study area and this study also serves to supplement previous and ongoing studies. Many of the problems and solutions identified as part of this study were not a part of previous County planning efforts.

The study was performed by conducting the following tasks:

1. Data Collection and Surveying;
2. Hydrologic Analysis;
3. Hydraulic Analysis;
4. Flood Control Alternatives;
5. Economic Analysis;
6. Drainage Basin Study Report; and
7. Public Meetings.

Problem areas, as defined for this study, include specific areas of the County where frequent flooding poses a major threat to public safety and welfare and significant risk to property damage. Flood problem areas that were previously studied by others and those that are already being addressed with projects included in the County's 2005 Bond Program were excluded from this study. Preliminary problem areas were identified through interviews with County maintenance staff and input from Travis County citizens. Meetings were held with tenured Travis County maintenance personnel with abundant historical knowledge of flood problem areas throughout the County. Maintenance supervisors, engineers, and managers were interviewed from both the West and East service areas. Public input on flood problem areas was solicited through public meetings and through a website developed specifically for the study.

The goal of the public involvement effort was to identify other problem areas near where people live or work to supplement or validate the information obtained from County maintenance staff. Two public meetings were held at the beginning of the study, one at the West Service Center and one at the Satellite One Office, to solicit input from citizens in both the western and eastern portions of the County. The meetings were publicly advertised with public notices in community newspapers, notices to neighborhood associations, and strategically placed signs at major road intersections and other highly visible locations. During the meetings, an overview of the study goals and objectives was presented prior to opening the meetings up to one-on-one discussions with citizens about specific flood problem areas. In addition to the public meetings, a project web site was developed and maintained with the web site address of www.traviscountydrainage.com. The project web site was advertised as part of the public meeting advertisements and was utilized to convey study information and solicit input on the study.

Almost 100 preliminary problem areas were identified from the interviews with County staff and the public involvement effort. The problem areas were widely scattered throughout the County. Two primary types of problem areas emerged from the preliminary identification process; flood overtopping at stream crossings that impact emergency access and the ability of citizens to reach their homes during storm events, and flooding in more densely developed and particularly older residential (subdivision) areas. Data was collected at each of the problem areas including field survey, digital GIS data, and record information. Criterion was developed in consultation with County staff as a basis for screening and ranking the preliminary problem areas and develop a list of priority areas for additional study and alternatives analysis. Criteria included threat to public safety, impact to emergency access, flooding of habitable structures, and severity of the flood condition. Engineering analyses, including hydrologic and hydraulic modeling, were performed to provide additional information for each problem area and a final ranking was performed to narrow down the list to 40 priority problems areas for which mitigation alternatives were developed.

The final ranking of the 40 priority problem areas included additional criteria incorporating the results of the engineering analyses and additional public input. At the mid-point of the study, two additional public meetings were held, again at the West and East facilities. The final ranking of the 40 priority problem areas included six neighborhood (subdivision) areas with a concentration of flood prone residences and a number of roadway

stream crossings where overtopping was found to be significant and frequent. Many of the high priority stream crossings serve as the single point of access to a large number of residences in the rural areas of the County. Due to the fact that driving into water is the number one weather-related cause of death in Central Texas, these roadway stream crossings were deemed to be points of significant threat to public safety and welfare.

Alternative analyses were performed for each of the 40 priority problem areas and mitigation plans were developed. Typically, one alternative mitigation plan was developed to meet the full drainage criteria currently enforced for new development and a second alternative plan was prepared to retrofit the problem area with improved drainage. The second alternative plan would not meet the full drainage criteria required for new development, but would provide significant improvement above and beyond existing conditions. Mitigation alternatives included non-structural alternatives of purchase of flood prone property and structural solutions included bridge and culvert upgrades, channel modifications, and storm drain system improvements. Capital cost estimates were prepared for each alternative for the 40 priority problem areas. Table ES-1 presents a summary of the estimated capital cost for the roadway stream crossings identified as needing improvement in the County. Table ES-2 presents a summary of the estimated capital cost for the flood prone neighborhood (subdivision) areas identified. Overall, the total capital cost estimate for the 40 priority problem areas range from approximately $22,600,000 for retrofits to provide improved drainage conditions to almost $50,000,000 to provide mitigation to a level meeting current full drainage criteria.

The recommended improvements will require several years to implement. The County could implement several of the recommended alternative plans using the County's own staff and equipment resources to construct the structural upgrades. However, for most of the recommended alternatives, the required improvements will likely need to be contracted to private companies. Funding for the recommended improvements may be derived from the County's normal annual operating budget. However, due to the magnitude of the capital costs involved, implementation will likely require funding from capital improvement bonds that would be issued in future years and potential assistance from the state and federal government.

Table ES-1.
Summary of Estimated Capital Costs for Stream Crossings

Final Rank	Problem Area	Crossing ID	Alternative 1- Minimum Design Capital Cost	Alternative 2- Full Design Criteria Capital Cost
1	Big Sandy Dr @ Long Hollow Creek	LKT-005	$319,150	$711,274
2	Springdale Road @ Walnut Creek	WLN-001	$3,246,061	$3,580,756
3	Juniper Trail @ Long Hollow	LKT-004	$416,672	$1,186,676
4	Wyldwood Road @ Slaughter Creek	SLA-004	$549,105	$1,528,560
5	Great Divide Road @ Little Barton Creek	LBA-001	$331,004	$1,391,004
6	Fall Creek Road @ Fall Creek	FAL-001	$213,322	$858,434
7	Pedernales Canyon Trail @ Lick Creek	LCK-001	$433,516	$526,096
8	Slaughter Creek Drive @ Trib 1 to Slaughter Creek	SLA-005	$330,664	$763,927
9	Tumbleweed Trail @ unnamed trib to Lake Austin	LKA-001	$59,999	$154,205
10	Crystal Bend Drive @ Harris Branch	HRS-001	$274,730	$1,381,232
11	Cottonwood Drive @ Long Hollow	LKT-003	$224,372	$867,244
12	Jacobson Road @ Maha Creek	MAH-008	$201,247	$458,937
13	Linden Road @ Maha Creek	MAH-009	$404,168	$3,576,385
14	Live Oak Drive @ Sheep Hollow	LKT-002	$168,329	$339,730
15	Springdale Road @ Trib 5 to Walnut Creek	WLN-002	$183,741	$270,946
16	Gregg Lane @ Wilbarger Creek	WLB-004	$278,039	$1,371,626
17	Jesse Bohls Rd. @ unnamed trib to Wilbarger Creek	WLB-002	$279,310	$2,189,503
18	Lime Creek Road @ Fisher Hollow	LKT-010	$165,130	$557,420
19	Nameless Road @ unnamed trib to Big Sandy	LKT-001	$284,248	$918,510
20	D Morgan Road @ Trib to Grape Creek	BAR-002	$96,854	$683,118
21	Bee Creek Road @ Bee Creek	WBC-001	$379,595	$924,162
22	Navarro Creek Rd @ Navarro Creek	DRE-006	$211,053	$1,343,902
23	Bitting School Road @ unnamed trib to Wilbarger Creek	WLB-012	$655,131	$5,276,098
24	Weir Loop Circle @ Devil's Pen Creek	SLA-006	$124,305	$261,901
25	Tom Sassman Road @ Maha Creek	MAH-003	$1,123,764	$1,726,228
26	Felder Lane @ Cottonwood Creek	CTW-003	$209,810	$949,937
27	Parsons Road @ Wilbarger Creek	WLB-009	$437,766	$1,584,547
28	Westlake Drive @ unnamed trib to Lake Austin	WDT-001	$46,452	$131,656
29	Nameless Road @ Nameless Hollow	LKT-007	$220,924	$1,257,092
30	Ledgestone Terrace @ unnamed trib to Pen Creek	SLA-007	$125,457	$125,457
31	Wild Basin Street @ unnamed trib to Bee Creek	BEE-001	$81,451	$146,876
32	Caldwell Ln @ River Timber Dr	COL-001	$69,644	$69,644
33	Nameless Road @ unnamed trib to Big Sandy	LKT-006	$181,569	$400,979
34	Weir Loop @ Williamson Creek	WMS-001	$47,209	$58,075
		Grand Total	**$11,989,240**	**$36,815,718**

Table ES-2.
Summary of Estimated Capital Costs for Subdivision Areas

Final Rank	Problem Area	Alternative 1 Capital Cost	Alternative 2 Capital Cost
1	Swiss Alpine Subdivision	$947,835.16	$2,069,741.75
2	Arroyo Doble Subdivision	$1,049,473.00	$1,243,873.00
3	Twin Creeks Park Subdivision	$344,550.00	$538,242.00
4	Thoroughbred Farms Subdivision	$700,663.82	$997,334.86
5	Southwest Territory Subdivision	$916,439.83	$1,071,206.64
6	Austin Lake Estates Subdivision	$2,353,985.38	$2,997,881.68
	Subtotal Structural Improvements	$6,312,947	$8,918,280
	Swiss Alpine Subdivision Acquisitions	$3,740,915	$3,902,147
	Grand Total	**$10,053,862**	**$12,820,427**

#2

Travis County Employee PARKING COMMITTEE

REPORT PRESENTATION

Work Session

May 14, 2009

Scope of Work

On March 27, 2007, Commissioners Court charged the Parking Committee to:

- ✓ **Study** downtown parking situation and make recommendations for improvement
- ✓ **Research** alternatives to **S**ingle **O**ccupancy **V**ehicles (SOVs)
- ✓ **Recommend** changes to County's parking policy
- ✓ **Answer** questions asked by Commissioners

Scope of Work

What's **NOT** covered in this report:

- ✓ Assigning "Specified Positions"
- ✓ Recommendation to charge for parking
- ✓ The "Last Word" on parking
  - ✓ Policy and implementation phase will include opportunities for more feedback

State of Downtown Parking

556 employees are on the wait list.

- 26% use metered parking
- 19% use private contract parking
- 14% ride the bus
- 75% have tenure of less than 4.5 years
- 50% are pay grade 16 or lower

$98 = average amount employees reported paying for parking per month

State of Downtown Parking
continued

- 2,700 employees work downtown
- 88% of those surveyed drive alone to work
- 1,334 parking spaces are leased or owned
- 30% or 412 spaces are reserved
- Wait is 6 years for county-assigned space

State of Downtown Parking
continued

HOW SPACES ARE USED

Downtown Parking	Non-Reserved	Reserved, Special Use	Reserved, County Vehicles	Reserved, Specified Positions	Total
Owned	757	41	139	232	1,169
Leased	165				165
Total	922	41	139	232	1,334

It could be worse…

For Parking Space, the Price Is Right at $225,000

The New York Times
July 12, 2007

Parking Policies of Employers

- Downtown
  - Government offices have free parking
  - Non-government have free or subsidized parking, or employees park on their own
- Elsewhere
  - Government offices have free parking for management only, or all employees pay but alternative transportation is subsidized
  - Non-government all had active alternative transportation programs

Key Recommendations

- Hire a full-time parking administrator
- Buy, build and/or lease more parking spaces
- Provide transparency by posting policy, wait list and assignment list on intranet
- Increase incentives to encourage alternative transportation

Hire Parking Administrator

- Parking needs have grown beyond downtown; needs have changed
- Responsibilities warrant a full FTE to be successful
- Full-time position was recommended by two previous committees
- Position may coordinate implementation of alternative transportation program

Acquire More Spaces

- Long wait impacts employee retention, productivity and morale
- Spaces needed by employees
- Spaces needed by public: litigants, child support clients, jurors and visitors

49% would not give up county-assigned space under any circumstances

Acquire More Spaces
continued

- Lease costs avg $1,200 per space annually; $98/month
- Build costs avg $30,000 per space
- Build costs may be partially recovered based on fee structure
- Continue to move departments out of CBD

Provide Transparency

- Post policy, wait list and assignment list on the intranet
- Note approved policy exceptions for assignments clearly
- Answer routine questions asked of parking administrator
- Employees will know the benefit is being applied consistently

Sample Intranet Page

logout

Travis Central

Lisa Rush

SEARCH SITE

EMPLOYEE DIRECTORY

HOME | DEPARTMENTS | MY PAGE | RESOURCE CENTER | NEW

TC Directory | Parking | Efficiency Form | Applications

PARKING & Transportation

Parking

Parking Policy
Waiting List
Assigned Parking List
Map of Parking Facilities

Towing!

When you are towed, call **Assured Towing at 292-9869.** Expect to pay at least **$191** to get your car.

Parking Committee

Report to Commissioners
Survey Data
Email Feedback

Adele Noel's stuff

If she want to use this site to communicate with employees.

If you **do not** have an assigned parking space downtown-

DO NOT PARK ILLEGALLY IN THE EMPLOYEE LOTS OR GARAGES!

TOWING IS ENFORCED

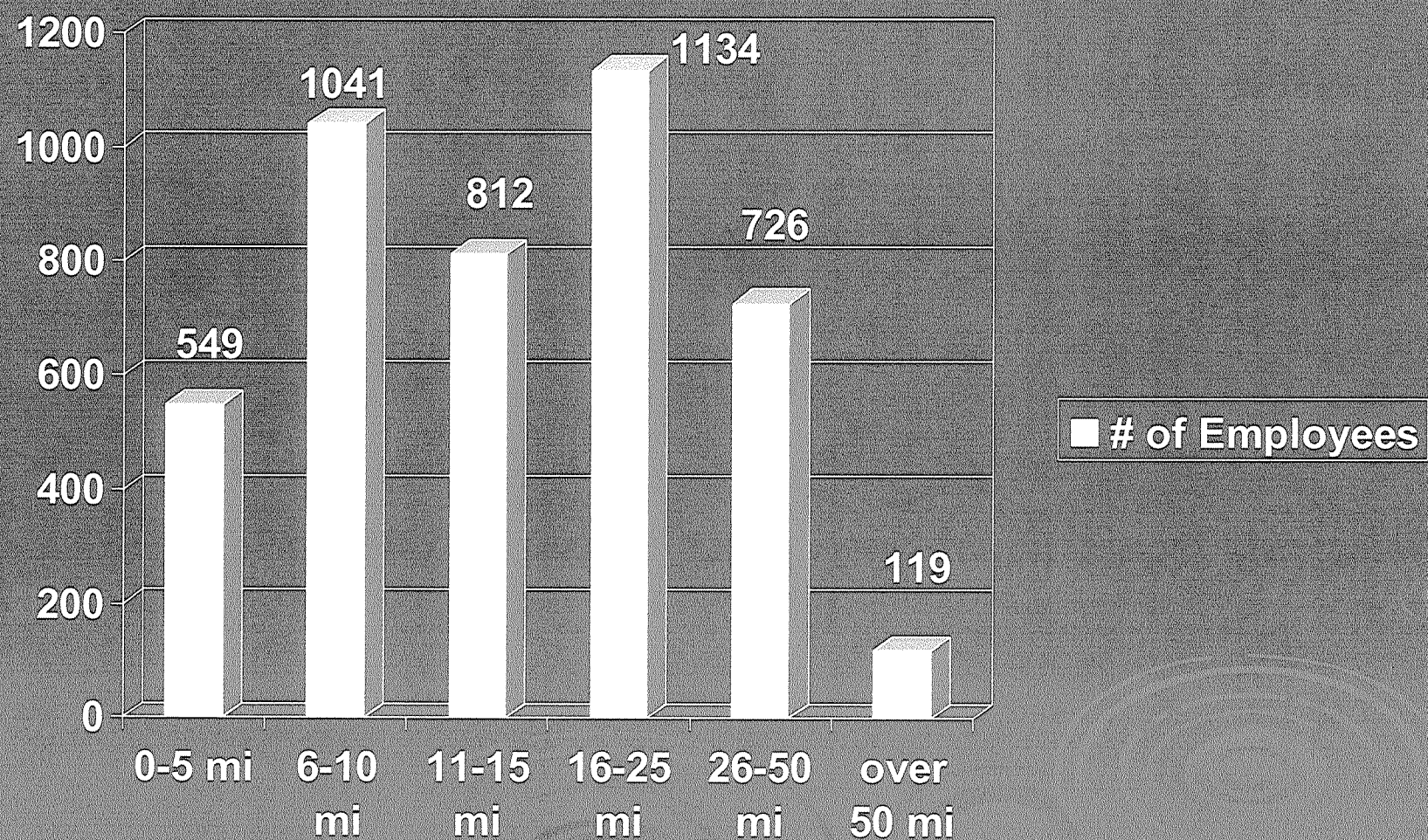
Here are some alternative resources that may help:

- List of local garages and their fees
- Capital Metro
- RideShare Program

Increase Use of Alternative Transportation

- Reduce burden on employees without parking
- Reduce SOVs use; improve air quality
- Options include:
  - Carpools
  - Vanpools
  - Ride-matching
  - Subsidized transit passes
  - Telecommuting
  - Compressed work schedule

Commute Using Home Zip Code



Increase Use of Alternative Transportation

continued

- Employer-Provided Amenities include:
  - Guaranteed ride home
  - Secure bike facilities
  - Commuting tax benefits
    - $230/month for parking
    - $230/month for transit passes or vanpool expenses
    - Save payroll taxes of 7.65% - 3.5% processing fee

Recommended Policy Changes

- Post parking policy on the intranet
- Address ledger vs. hire date issue
- Make the process more transparent
- Perform audit annually
- Reduce definition of carpool from 3 to 2 passengers

Recommended Policy Changes
continued

- Allow organized space sharing
- Create clear policy that addresses reserved/non-reserved spaces
- Create a parking/transportation committee to audit and hear grievances
- Permit departments to use compensation funding to offset employee costs

Recommended Policy Changes
continued

- Implement a pilot of zoned parking

Audit of Vacant Parking Spaces			
	Granger	**EOB**	**San Antonio**
Avg # of Vacant Spaces	**104**	**28**	**118**
Total # of Spaces	**387**	**119**	**380**
% Vacant	**27%**	**24%**	**31%**

*Does not include Spring Break Week 3/16 – 3/20

Strategies for Parking

SHORT TERM

- Adopt policy to address fairness
- Highlight alternative transportation options
- Create telecommuting option
- Open parking facilities after 3pm
- Require use of employee location codes

LONG TERM

- Include Parking Administrator on planning committees
- Build a facility
- Implement a pilot of zoned parking
- Continue to relocate departments

Next Steps…

On the Court's agenda in June:

- Designate staff to implement approved recommendations
- Charge a parking/transportation committee to update parking policy and continue work
- Authorize launch of parking intranet page

Employee Comments

- "Just build another parking garage downtown, or move all of the criminal courts and staff to the jail at Del Valle and build huge parking lots."
- "The County could buy/lease/build a garage. Knock down the Constable 5 bldg and the 1010 Lavaca St. bldg and build a huge garage for everyone!"

Employee Comments

- "I come in at 5 in the morning. There is no bus schedule then."
- "I have too many obligations after work (picking children up from school and day care) for it to work for me."
- "The nearest Park and Ride facility is almost as far from my home as my office, so this is not a good option for me. What about merging parking solutions with telecommuting options?"

Employee Comments

- "Parking is a seniority perquisite and should remain that way, also it should be based solely on seniority with NO other consideration, especially position or political."
- "I think the most unfair aspect of the parking policy is that only the downtown employees are penalized and all other areas have free parking."

Employee Comments

- "End 'free' parking. All of us with parking should pay to subsidize the 600+ who need parking and/or alternatives. Pay for actual total costs plus bonus to bus/bike riders."
- "I finally received a parking space and am very appreciative. I currently do not make enough money to pay for parking and do not live near a Capital Metro bus stop."

Employee Comments

- "It took me 5.5 years and it cost me thousands of dollars in parking fees to private contractors before I got a parking spot. Therefore, I am not enthusiastic about paying for parking again unless the cost is subsidized."
- "It is outrageous and absurd to even suggest that only downtown workers have to face the prospect of paying for parking to weed out the less serious types."

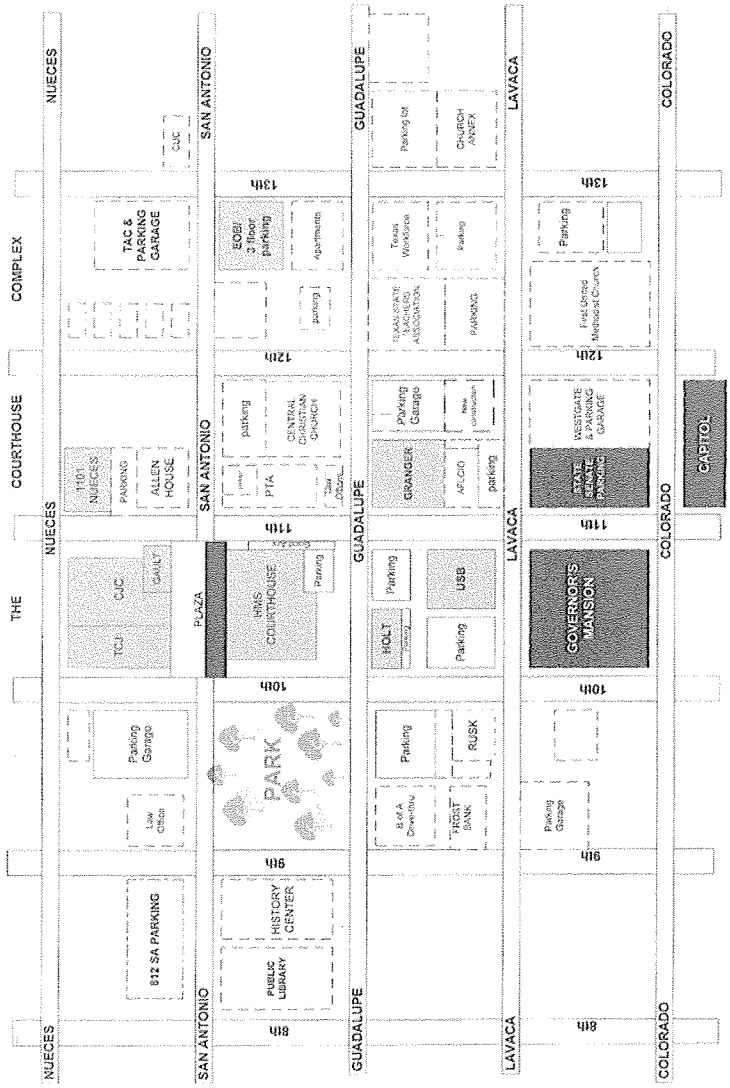
Employee Comments

- "Please do not make it worse. It is difficult now to recruit and retain professional staff when there are so many other job opportunities in the Austin area that provide higher salaries & free parking for employees."

#2

2009

Parking Committee Report



Report Icon Meanings

Q **Question asked by Commissioners Court on 3/17/07**

Parking Committee Recommendation

Survey data & quotes from Employee Survey (anonymous & edited for length)

Supporting Information

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Scope of Work & Recommendations

Scope of Work

On March 27, 2007, Commissioners Court created the Parking Committee and charged it to:

- ✓ **Study** the downtown parking situation and make recommendations to improve it.
- ✓ **Research** the alternatives to **S**ingle **O**ccupancy **V**ehicles (SOVs).
- ✓ **Recommend** changes to the County's parking policy.
- ✓ **Answer** the questions asked by the Commissioners.

The Parking Committee now returns to Commissioners Court with this report and a draft revised parking policy.

Recommended Changes

The Parking Committee makes almost 30 recommendations throughout the report (marked by the pencil symbol) but would like to emphasize these:

- ✓ Hire a full-time parking administrator to enforce policy and coordinate alternative transportation programs.
- ✓ Buy, build and/or lease more parking spaces.
- ✓ Provide transparency by posting the policy, wait list and assignment list on the intranet.
- ✓ Increase incentives to encourage alternative transportation such as free bus passes and commuter tax benefit programs.

To Improve Parking Situation

- ✓ Implement rideshare, vanpool, carpool, teleworking and similar programs to reduce the need for spaces. Participate in CapitalMetro or similar commute solutions programs to encourage employees to use public transportation, bikes, and carpools.
- ✓ Implement a pilot of zoned parking and encourage space sharing to decrease the number of unused spaces.
- ✓ Reduce the number of county vehicles housed downtown.

To Update Parking Policy

- ✓ Change method of how employees are added to waitlist from ledger date to hire date.
- ✓ Maximize the pool of non-reserved spaces available to general employees by limiting the number of reserved spaces. Update the parking policy if spaces are permanently removed from the non-reserved pool. Implement clear, objective criteria and update regularly. Audit annually.
- ✓ Update the Parking Inventory, List of County Vehicles, and Specified Positions.
- ✓ Establish standing Parking/Transportation Committee.

1. Study of Downtown Parking Situation

Overview of Parking Situation

Travis County has 57 departments either fully or partially housed in the Courthouse Complex. Approximately 2,700 employees work in these departments. Of these, 556 downtown employees are on the parking wait list.

There are 1,334 parking spaces in owned or leased garages and lots – 139 for county vehicles, 41 reserved for special use, 232 reserved for specified positions and 922 for employees.

The difference between need and availability of spaces creates a 6 year wait for a county-assigned parking space.

1,334 spaces total
556 more spaces needed

= 6 year wait

Data Sources

This report uses two employee surveys.

1. The primary source is an email survey sent by the parking committee to all employees having an email address on June 27, 2007. The survey's purpose was to capture employee opinions on transportation and parking. Of the 1,396 employees who responded, 66 percent work downtown. Fifty-nine percent of downtown workers who responded have a county-assigned parking space. Almost 600 of the survey responses included written comments. A selection of the comments is included in this report.
2. The second source of employee survey data comes from Transportation and Natural Resources. Adele Noel, Air Quality Project Manager, collected the results for a grant sponsored by Commute Solutions that provided free bus passes for county employees. Approximately 244 bus passes were distributed during the three-month grant period. During July and September 2007, participants were asked to respond to a survey tracking any changes in transportation modes.

Additional sources of information includes:

1. The 2001 Parking Study conducted by Wilbur Smith Associates. This 2001 study detailed the parking environment at the time and provided suggestions for easing the parking needs. Several of the suggestions are repeated in this report.
2. Administrative Operations data for current space allocation and wait list numbers.
3. The county's financial system, HTE, for the demographic and address data.
4. CapitalMetro's website for Commute Solutions information.
5. *Best Workplaces for Commuters,* March and November 2005 publications of the United States Environmental Protection Agency.
6. Research by committee members. Committee members interviewed other Texas counties and major downtown and Central Texas employers to learn their parking practices.

How are the 1,334 downtown spaces used?

Downtown Parking	Non-Reserved*	Reserved for Special Use**	Reserved for County Vehicles	Reserved for Specified Positions***	Total
Courthouse, Front	7			13	20
Courthouse Annex	2	1		16	19
Courthouse, North side		12			12
Executive Office Bldg	73	2	40	4	119
Granger Garage	285	4	33	65	387
10 Guadalupe Lot	46	1	1	20	68
Rusk Bldg,	23	1			24
San Antonio Garage	232	7	33	108	380
USB West & South	83	13	32	6	134
Maintenance, 10th & Lamar	6				6
Total Owned	**757**	**41**	**139**	**232**	**1169**
9 Lavaca	40				40
812 San Antonio	65				65
12th Guadalupe	5				5
13th Guadalupe	10				10
1310 Lavaca	20				20
TAC Lots	25				25
Total Leased	**165**				**165**
Total	**922**	**41**	**139**	**232**	**1334**

*Non-Reserved spaces (922) are the pool of spaces assigned to general employees.
** Special Use spaces are reserved by policy (41) and include parking for grand jurors, visiting judges, the public, the disabled, volunteers, and carpool/vanpool riders.
***Specified Position spaces are reserved for elected and appointed officials and their staff (232).

Who does not have parking?

20% of the estimated 2,700 employees who work downtown do not have assigned parking. Of those on the wait list:

- 50% have worked with the County for less than 3 years; 75% for 4.5 years; the average is 3.4 years
- 50% are pay grade 16 or lower; 40% are 15 or lower; and 25% are 13 or lower

Of those without a parking space:

26% use metered parking,
19% use private contract parking,
14% ride the bus.

$98 is the average amount employees reported paying for parking each month.

These 556 employees may be on the parking wait list for 6 years. A disproportionate number of employees in the lower pay grades are forced to pay for parking because there are no county-assigned spaces available. This is a deterrent from working in Travis County's downtown campus. Most other County sites have free parking.

Q 1.1 – Should the County attempt to acquire additional parking spaces? If so, why?

Q 1.2 – Should the County attempt to acquire additional parking spaces? If not, why not?

A1.1 and A1.2 – Yes.

Travis County should continue acquiring additional leased spaces and buy, lease or build a parking garage downtown. Travis County could purchase a remote parking facility and run a shuttle between the facility and downtown for both county fleet vehicles and employees, as was recommended by the 2001 Parking Study. Per the County Attorney's office, subject to certain location requirements, Travis County does have the authority to build a garage and lease the spaces.

Insufficient employee parking leads to a number of issues for Travis County:

- The long waiting list for employees causes lower morale and a financial burden for new employees. Almost 600 employees included comments with their survey answers. Many of the comments described the difficulties and fiscal costs of not having parking.
- Using metered parking reduces employee productivity because they must feed the meter every two hours or risk a ticket. According to one part-time employee who commented in the survey, a parking ticket cost almost as much as his or her salary for the day.
- It also reduces availability of public parking needed by litigants, child support clients, visitors, and jurors who conduct business within the Courthouse Complex.

Why Lease Spaces?

The most successful parking strategy to date has been a combination of leasing parking spaces and moving parking-intensive offices like the Tax Office and Sheriff to other locations.

Roughly 18% of the non-reserved spaces are provided by leasing. The leasing program provides 165 spaces to employees who otherwise would not have spaces.

$98 per month is the average price the county pays to lease a space.

Cost per year: $193,800

Why to *Not* Lease?

Leasing is a short-term solution. The $193,800 annual cost of leasing is expensive and the leased spaces can be unreliable because:

- Some contracts are month-to-month and not always renewed by the facility owner or operator.

- Prices have increased annually.
- Landlords may place restrictions on the contract, such as maintenance requirements.
- Contracts are difficult to secure at reasonable costs during good economic times.
- The availability of parking spaces in private offices for lease is dwindling.
- This solution does not address the need for additional public spaces.

Why Build a Parking Facility?

Unless Travis County plans to relocate all functions, *including courts,* out of downtown, the need for parking will extend long into the future. The courts are parking-intensive, needing spaces not just for employees but for jurors and litigants. Two previous parking studies (1993 and 2001) recommended additional and adequate parking facilities as a way to accommodate the present and future parking needs for Travis County employees, visitors and the general public.

The Parking Committee has identified three parking-facility options:

1. If building for county-use only, implement zoned parking. Like the airline model, zoned parking "overbooks" a facility, knowing that 15-20 percent of spaces will not be used on a given day.
2. If building for county-public mixed parking, adopt the hospital model where public parking charges offset the cost of building a facility that is also used by employees. The City of Austin is building parking garages as public/private ventures.
3. Consider building and sharing a facility in partnership with another government entity such as Austin Community College, the City of Austin, or the State of Texas. The Austin Community College Rio Grande Campus could be an ideal potential partner as they have land and county employees and students compete for the same spaces. Legal authority for such a relationship would have to be researched.

Why to *Not* Build?

Building downtown is problematic because the County would have to look further than three blocks from the courthouse for a location that could hold an adequate parking facility given the Capital View Corridor issues. The statute also limits the location of a county-owned or county-operated garage to near or adjacent to the County Courthouse. Building a facility would be expensive. The estimated costs for 2009 show that an above ground garage would cost $86 per square foot or $30,000 per space.[1] Building a facility the size of the Granger garage at 170,400 ft^2 would cost $14,654,400 today, not including land.

Suggestions from Parking Survey:

- "I say close the park next to Travis Co. Court House and build garages for employees."

[1] Estimates obtained from Travis County Facilities Management.

- "Just build another parking garage downtown, or move all of the criminal courts and staff next to the jail at Del Valle and build huge parking lots."
- "Maybe you should consider adding on to the existing parking garage."
- "The County could buy/lease/build a garage. Knock down the Constable 5 bldg and the 1010 Lavaca St. bldg and build a huge garage for everyone!"
- "The County should buy another property near the courthouse and build another garage that is bigger than what is currently needed. This County will only continue to grow and we have to meet this demand head on in order to maintain the stability in the working atmosphere and to better serve the County."
- "The County should purchase and build parking garages on existing lots, i.e. the Northeast corner of Guadalupe and 13th, to accommodate employees in the EOB."

Q 1.3 – What alternative transportation and/or parking service providers are available (private parking facilities, meter availability including pre-paid meter cards, and COA hang-tags, CapMetro, carpool organizations, car share, etc.....)?

A 1.3 – *Note: CapMetro programs, carpools, etc., are discussed fully in* Questions 2.1 *and* 2.6.

$98 = the average monthly amount employees pay to lease spaces.

63 % = Percentage of employees without parking who said they would be interested in leasing a space if Travis County could help negotiate a lower rate in a private facility.

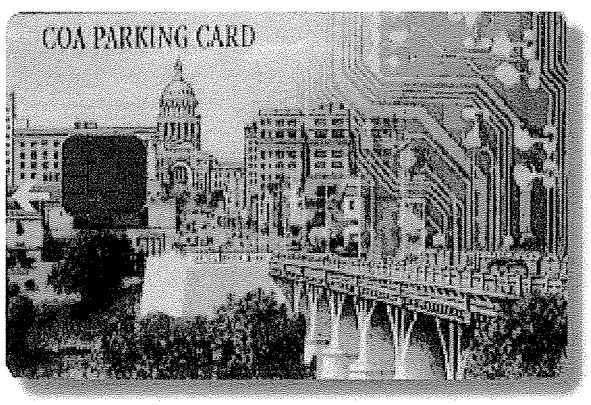
Private Facilities

Travis County currently leases 165 spaces from the closest private facilities that have affordable rates and a block of available spaces.

Employees also have the option of contracting directly with private facilities to arrange parking.

Prepaid Meter Cards

Meter cards may be an option for employees who occasionally need to park downtown because their regular offices are located outside of the Courthouse Complex or they telework. These cards replaced the City of Austin hang tags.



The cards would not be a feasible replacement for assigned employee parking because the monthly cost is higher than leasing spaces.

The COA parking debit card can be used at city parking meters. Cards cannot be used in State meters on streets surrounding the Capitol. The cards cost $5 each plus time credited to the card at

$.25 per quarter-hour. A maximum of $650 (650 hours) can be loaded onto the card. Cards can be recharged at the City's office on 12th and Rio Grande.

Pros

1. Cards can be used to free up space in garages if given to employees who have both an assigned space and only an occasional need to park in downtown for a few hours. *Example: Employees who telework or who office on Airport Boulevard or Palm Square.*
2. Amount credited can be controlled since it is a debit card.

Cons

1. Monthly cost of parking using debit card ($160) is higher than average leased space in a private garage.
2. Card program must be managed and audited.
3. The City does not replace lost, stolen, or damaged cards; nor does it refund unused credit on cards.

Q 1.4 – What is the average number of empty parking spaces in the Granger Parking Garage at 10 am and 3pm Mondays, Wednesdays, and Fridays?

See Complete Chart in Appendix 4.

A. 1.4 – The committee conducted audits of the Granger, San Antonio and Executive Office Building garages from February 23rd through March 27th, 2009. The following summarizes the utilization of parking spaces in those garages during average work weeks. The week of Spring Break was not included in the average calculations.

Audit of Empty Parking Spaces			
	Granger	EOB	San Antonio
Avg # of Vacant Spaces*	104	28	118
Total # of Spaces	387	119	380
% Vacant	**27%**	**24%**	**31%**
**Does not include Spring Break Week 3/16-3/20*			

2. Alternatives to Single Occupancy Vehicles (SOV)

Q 2.1 – What steps may be taken to encourage employees to use public transportation?

Q 2.2 – What steps may be taken to encourage employees to use public transportation and other alternatives to SOV?

A. 2.1 & A 2.2 – The CapitalMetro Commute Solutions Program was established to help larger employers like Travis County implement alternative transportation programs.

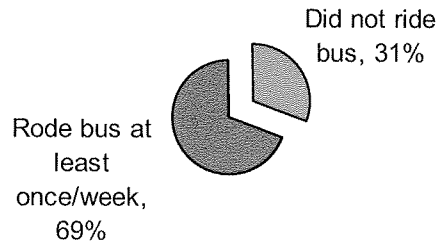
Work with CapitalMetro to develop park-and-ride facilities and employee vanpools. Travis County should participate in the Commute Solutions program or use Commute Solutions as a model to implement its own program.

For three months in 2007, Travis County participated in a **subsidized transit pass grant.** Air Quality Project Manager Adele Noel distributed 244 free bus passes to employees. Sixty percent of the recipients used the passes to take 6,797 bus rides during July and September. One-third responded to the survey reported in the box at right.

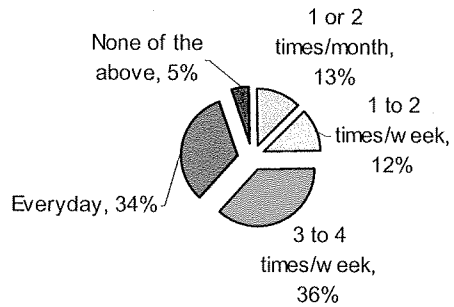
Employees use signs in the elevators and mass email announcements to find carpool riders. Rideshare programs help drivers find carpool opportunities easily. There are vendors who specialize in **ride-matching programs**. Travis County could create a match program in-house, an intranet bulletin board, or a portal on sites such as NuRide.com and RiverCityRideshare.com so that employees have a central location to find carpool options.

Bus Pass Program Survey Results from TNR

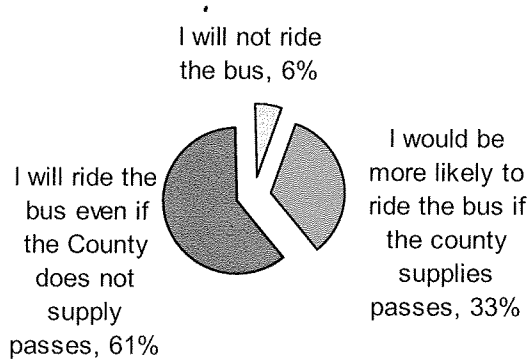
Before the pass program, the employee:



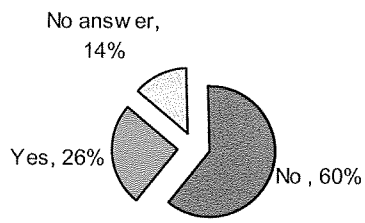
During the pass program, the employee rode the bus:



After the pass program, employees said:



Would employee give up a parking space for a paid bus pass?



6,797 = Number of bus pass trips taken by employees in July & September 2007.

A major reason employees hesitate to give up SOVs is the fear that they will need their cars in an emergency. The **Guaranteed Ride Home** programs provide a limited number of taxi rides that participants can use in the event of an emergency.

Explore relationships with local businesses for **discounted employee rates**. Austin CarShare would allow employees to use car sharing resources downtown to run personal errands or fulfill appointments during the day. Bicycle shops like Mellow Johnny's or gyms could provide facilities such as storage and showers for commuters.

Q 2.3 – How can we accurately measure the number of people who actually give up their parking space and use public transportation?

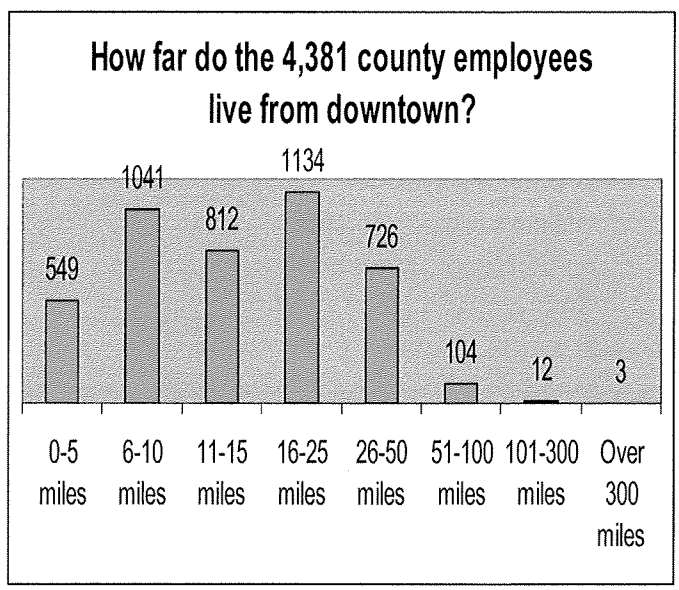
A 2.3 – We may not be able to count the number of employees who relinquish a parking space to use public transportation. Employees who regularly use alternative transportation still want to retain their free parking space. In the rare instance that an employee is offered a parking space and they refuse or defer it, a reason for the decision could be recorded and tracked.

Overwhelmingly, county employees view parking as a benefit earned by many years of service, one that would be gone forever if relinquished. Additionally, employees fear that on days when they would need to drive to work (for example, for doctors' appointments or early release of schools), no free parking space would be available. This causes employees to hoard parking spaces "just in case," even when they routinely take an alternative form of transportation to work.

To avoid the inefficiency of empty spaces, departments should encourage space sharing and cooperation, particularly among teleworkers. Spaces could be designated for use by those who generally use alternative forms of transportation or the County could participate in a guaranteed ride program.

Q 2.4 – Should the Court *discourage* the use of personal vehicles to travel to and from work?

A 2.4 – No, because it would probably not be successful. Employees have rational reasons for driving their personal vehicles to work. Most live 11 miles or further from their workplace[2] and/or have appointments or school pick-ups after work.



[2] Source: List of active employees in H.T.E. system by home zip code.

Most, 68%, said they would not use CapitalMetro even if it were free because:

- After work commitments such as picking up children from daycare and appointments during the day preclude using alternative transportation.
- Riding the bus would take longer.
- There is no bus service near their homes.
- There are scheduling conflicts.
- They use their personal vehicle in their work.

Q 2.5 – Should the Court *encourage* employees to use carpools and other alternatives to single-occupant-vehicles (SOV) to travel to and from work?

A 2.5 – Yes. A program promoting all alternative forms of transportation could help reduce the use of SOVs and ease the burden on employees who lack parking. This program would be highlighted during new employee orientation with an additional component addressing existing employees. The most popular alternative mode is the use of carpools as evidenced by survey responses.

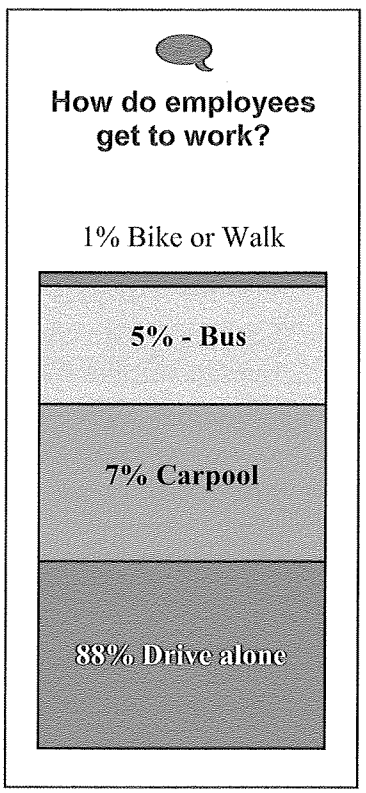
Carpools: Of employees who do not carpool:

- *43% would or might* carpool if assisted in finding partners.
- *44% would or might* carpool if a parking space was provided for the carpool vehicle.
- *54% would not* be interested in carpooling.

Bus:

- 28% answered that they *would use CapitalMetro, if it were free* and when their cars are not needed.
- As for using Park and Rides, 39% said they *would or might use* one if a van were offered instead of a bus.

Bikes: 24% said they *would or might* ride their bike to work if there were showers and bike racks.



Managers should be flexible in allowing indoor storage of bicycles used for commuting and allowing electric bicycles to recharge at County facilities during the day. *Note:* There are bike racks in front of the Granger and USB buildings.

Selected quotes from survey:

- "I come in at 5 in the morning. There is no bus schedule then."
- "I have been riding the bus for eight years and it is a wonderful mode of transportation. Sometimes we have to ride in the older buses that are not very comfortable and sometimes we are fortunate to ride in the newer and more comfortable ones. Riding the bus reduces the amount of wear and tear on my car and saves me money on gas."
- "I have too many obligations after work (picking children up from school and day care) for it to work for me. The buses don't start running until after 0530 and I would have to change into my uniform after getting to work (I would not ride a bus in uniform) [*sic*]The buses take way to long and I would not get home for about an hour when it takes me about 15 to 20 minutes by car. It is also unsafe to ride a bike to work on the routes that I would have to take."

Q 2.6 – (Should the Court encourage employees to use carpools and other alternatives to single-occupant-vehicles (SOV) to travel to and from work?) If so, what practices have been successful elsewhere?

A 2.6 – The Court could make it easier for employees to find carpool buddies and to use alternatives to SOVs. Some practices, like encouraging telecommuting, have advantages beyond savings in parking and emissions. The **Employer-Provided Amenities** and **Work-Place Changes** listed below have had success elsewhere.[3] **Financial Incentives** are discussed in **Q3.11.**

Employer-Provided Amenities

- **Employer-supported vanpools** (in-house or through outside agency such as CapitalMetro's commuter vans)[4] – Employers provide a van, gas, insurance and maintenance to the designated employee driver. The driver can collect five to 12 coworkers either from their homes as with a carpool or from a standard location such as a **transit station shuttle**. Usually this service is combined with a **carpool/vanpool preferential parking space** and a **guaranteed ride home**.
- **Commuter Tax Benefits**[5] – A limited amount of the value of qualified parking, commuter highway vehicle transportation and transit passes an employer provides to employees can be excluded from the employee's wages. In a payroll deduction program, commuters set aside up to $230 per month out of their own paychecks to pay for transit passes or vanpool expenses, or up to $230 per month for parking. For each month, both can be taken up to $460 per month. Federal law allows pre-tax payroll

[3] www.bestworkplaces.org/about/choice.htm is the source for the practices listed here. The site recommends using a combination of the options below to qualify for a "Best Workplaces for Commuters" designation. A Cost to Business Savings calculator is available at www.bestworkplaces.org/resource/calc.htm to help evaluate the options.
[4] Commute Solutions' Let's Ride Vanpooling page www.commutesolutions.com/vanpool.html.
[5] Internal Revenue Service 2009 Publication 15-B, Employer's Guide to Fringe Benefits www.irs.gov/pub/irs-pdf/p15b.pdf.

deductions of up to $2,760 for transit expenses per year per employee and up to $2,760 for parking per year per employee. The savings in employee payroll taxes can be used to pay for the administration of the benefit.

- **Employer-Paid Tax-Free Benefits** – Up to $230 per month for transit or vanpool expenses, or up to $230 per month for parking can be offered tax-free to employees without incurring payroll taxes for the employer or employee. All costs are incurred by the employer.
- **Secure bicycle parking, showers, and lockers** – Some employers add **free electric bicycle recharging stations**. The facilities encourage the use of alternate modes of transportation and are sometimes implemented on a rental basis to assist with cost-recovery of the facilities.
- **Emergency or Guaranteed Ride Home (GRH) programs** generally use subsidized taxi fare to cover emergency rides for Commute Solutions participants, but use of company vehicles is also common. CapitalMetro, for instance, offers a GRH program to its vanpool members and Express/Flyer Bus riders. For an annual membership of $5, riders get up to four taxi rides each calendar year for emergencies and each taxi ride is reimbursable up to $48.50 for fare and gratuity. [6]

Changes in Work Place

- **Compressed work schedules -** A work schedule that allows employees to complete a full-time schedule in fewer than five days a week. Employees can work 10-hour days four days a week, or 12-hour days three days a week. Another option is for employees to work their usual number of hours in a two-week period in nine days, with the tenth day off.
- **Proximate commute** - Employees work at locations closer to their homes.
- **Teleworking (telecommuting)** – A work arrangement in which employees work part- or full-time from alternate locations, such as their homes or telework centers. Teleworking may be used on an as needed basis such as Ozone Watch and Warning days if the department is not ready to implement the policy permanently. A pilot of extended teleworking access is recommended while a more formal policy is developed.[7]

  Teleworking assignments do not change the conditions of employment, total work hours, or compliance with the organization's policies. It works best when applied to job duties that can be done independently with little extra equipment, such as research, analysis, report writing, case review, editing, and planning.

  Some Travis County employees telework already, but informally. Departmental managers decide who may telework, when, how, and for what projects. Per ITS, around 450 employees use VPN (Virtual Path Network) to access the county network from home. Most of these employees work at night. Around 150 are Sheriff's Office employees.

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[6] Commute Solutions' Let's Ride manual www.commutesolutions.com/letsride/grh.html.
[7] A local example of a formal telecommuting policy is the University of Texas Telecommuting Policy http://www.utsystem.edu/policy/policies/int136.html.

Benefits

- Teleworking is an established practice in many organizations. Travis County already has teleworking but on an informal basis.
- Reduced need for parking. Teleworkers can share a parking space with other teleworkers by alternating days at the office.
- Reduced traffic congestion, emissions.
- Office sharing reduces overhead.
- Can be used in disaster preparedness as an alternative workplace.
- Saves time and cost to employee.
- Considered a low-cost employee benefit but is really a management option.
- Can improve employee morale and productivity.

Limitations:

- Can only be used for job duties that do not require interaction with the public or coworkers on a daily basis.
- Requires high-speed Internet access in the employee's home. -- Who pays for this?
- Requires a computer. -- Who provides the computer? For technical and security reasons, it is best if a County laptop is used. Cost= $3,106 for laptop and $311 for software versus $2,608 for a desktop.
- Office phone calls cannot be transferred to the employee's home phone.

An informal survey was sent by the committee to all departments asking for information regarding the current use of telecommuting. The survey asked if departments currently have employees who telecommute and/or if they believe the department could implement telecommuting. Following are the results from all departments that responded to the survey.

Department	Possibility of Implementing Telecommuting?
County Judge	Could consider
PBO	All staff telecommute on an as needed basis
ITS	20 out of 97 employees might be able to telecommute part time
District Attorney	Has 1 teleworker; it may be possible in the future for some staff to telecommute a portion of the week
Probate Court	Not an option - everyone is needed in court
CSCD	Exploring possibility of 2 - 3 Probation Officers telecommuting 2 days a week
TCCES	Could consider 3 positions telecommuting
SACA	Could consider 3 positions telecommuting
TNR	Could consider 7-10 out of 90 employees telecommuting part time
Cash Investment	2 out of 4 employees can telecommute
RMCR	1 current teleworker; would consider more staff telecommuting if part time

Selected Quotes from survey:

- "The County should strongly encourage department heads to require telecommuting for employees whose work can be done away from the office. The County should also encourage department heads to allow flex-time scheduling for those employees whose work can be done outside of regular business hours."
- "The nearest Park and Ride facility is almost as far from my home as my office, so this is not a good option for me. What about merging parking solutions with telecommuting options? Consider going to 4 ten-hour days and splitting County provided parking for non-essential employees in the downtown complex between employees (2 ten hour telecommute days and 2 ten hour days downtown with a parking space, days alternating between 2 employees). If telecommuting from home isn't an option, how about providing space in the precinct offices so that telecommuters could use the County facilities nearest their homes on their telecommute days?"
- "I could telecommute several days per week but I can't as the agency that employs me does not yet demonstrate the flexibility to allow employees to do this."
- "I currently ride the bus at least 3 days a week, but I do like the idea of telecommuting. I have the equipment and services needed to do that. Also, I've done my time and have a county assigned parking space and feel that I should not have to give it up. When I ride the bus I notify a co-worker who does not have a spot and allow him/her to use it."
- "A definite 4 day 10 hr work week would help those individuals having to come to work an extra day and would save in time and gas for them. All areas should look into a 4 day work week, and insure that skeleton administrative help is there. The 4 day work week or alternate would help those individuals in saving as well as benefit them having to not spend any sick or vacation time. Therefore using the day off to do those types of things as well as save on gas."

3. Recommended Changes to County Parking Policy

Q 3.1 – What steps, if any, might the Court take to ensure fair allocation or assignment of current parking spaces?

Reduce the number of required riders for a carpool from three to two. Travis County can encourage carpooling by continuing to provide carpooling spaces but reducing the number of required participants from three riders to two. Note: Space sharing, when two or more employees take turns using a parking space but do not drive in together, is not the same as carpooling.

Post the parking policy on the Intranet. In survey comments, employees expressed distrust that the parking policy is applied fairly but also demonstrated that they do not know

what the policy says or how it is applied. Most employees have never seen the parking policy. Employees believe that spaces are assigned by longevity with no exceptions but that is not what the current policy instructs.

Address ledger vs. hire date issue in the policy.

Change the policy to make placement on the parking wait list automatic, based on hire date (same as retirement).

In the current policy, employees must request parking by turning in a form. They receive spaces based on the date the request for a parking space is received (are added to the "ledger"), not the first day of employment. For various reasons, some employees fail to add their names to the ledger for some time after they begin work.

Using reports from the Auditor's Office or by importing HTE data, the Parking Administrator can place and remove employees on the parking list based on hire and termination dates without any action by the employee. This policy change would reduce placement confusion and record keeping.

How does an employee miss getting on the parking list?

- Employee didn't own a car when first hired
- Employee didn't hear the part of orientation about the parking wait list
- Employee lost, forgot or thought he had turned in the parking request along with all the other forms during orientation
- Employee knew he would office away from downtown so saw no reason to place name on wait list

Make the parking process more transparent.

Post the parking *wait* and *assignment* lists on the intranet. If needed, include the policy exception that justifies an early parking assignment. Employees do not know that there are exceptions to the assignment order rules. Employees consider parking spaces to be a benefit earned by longevity and notice if a coworker is assigned a place to park before they are. They would be less resentful of the "line jumpers" if they knew about the exemption for elected officials, medical needs, department assignments, etc.

Perform an annual audit of the parking wait and assignment lists against the parking policy to ensure that assignments and exceptions comply with policy. Post the results of the audit on the Intranet.

Specify that newly acquired parking spaces be assigned as promptly as feasible. The reason: Waiting to assign a space can cost an employee who pays for parking an average of $98 per month.

Create a clear parking policy that addresses reserved/non-reserved spaces.

Reserved spaces are those spaces that are set aside for a particular reason or for certain positions. Since the current parking policy was written in the 1990s, the number of reserved spaces has increased to accommodate new courts, additional county vehicles, moves, changes in management levels, and reorganizations, but the policy has not been updated.

Increasing the number of reserved spaces reduces the pool of spaces that can be assigned to employees on the wait list.

The Parking Committee had a difficult time with the reserved/non-reserved space issue. Reserving spaces reduces the availability of spaces to general employees and increases their wait time for a space. Waiting employees see a new employee receive a space immediately and feel it is unfair. However, eliminating reserved spaces would be impractical. The committee tried to find a balance in its recommendations but will need further guidance from the Court and information from affected departments.

The Parking Committee recommends:

1. The number of reserved spaces set aside for grand jurors, visitors, etc. should remain the same as in the current policy. The number of visiting judge spaces should also remain the same but visiting judges should be encouraged to use the space of the judge for whom they are substituting, if possible. The courts should be encouraged to manage the visiting judges spaces so that spaces are not left vacant but are used when not needed by a visiting judge. Similarly, grand juror spaces should be available to employees when not needed for the Grand Jury. Reason: Sharing spaces is more efficient than leaving spaces vacant.
2. County vehicles should continue to receive reserved parking spaces but drivers should be encouraged to park their personal vehicles in the space when the county vehicle is offsite. Reason: The space will not be left vacant and drivers can ensure that the county vehicle's space is available when it is returned at the end of shift.
3. The new policy should prohibit the addition of reserved spaces unless the parking policy is amended by Commissioners Court. For example, spaces should not be assigned to vendors through contracts. Reason: Adding reserved spaces reduces the pool of spaces assignable to employees on the wait list.
4. Positions that receive a parking space out of waitlist order should be renamed "specified positions." Reason: The term "key position" has a different meaning elsewhere in the Travis County Code.
5. Make it clear that reserved parking spaces are assigned to that position, not the employee. Employees who leave a specified position should relinquish the assigned space and be placed on the wait list in hire/ledger date order.
6. The qualifications for selection as a specified position should be clear, objective, and apply equally to all downtown departments. Reason: Clear, objective criteria are easier to enforce and reduce the perception of unfairness. The Parking Committee recommends using an organization chart and/or emergency personnel list to delineate which positions to designate as a "specified position." (This will be contentious. To avoid creating additional inequity, the committee recommends "grandfathering" employees (not positions) who would otherwise lose a space if the new criteria were adopted.)
7. Most elected and appointed officials receive more than one parking space and some receive two spaces in addition to their own. The current policy designates this "(position) +1." The committee recommends naming a specific position on the elected/appointed official's staff instead of using "+1." Reason: When the official's staff

qualifies for a space based on ledger/hire date, the official is left with an additional "free" space, a space not available to the non-reserved pool.

Create a position responsible for managing parking and assign it adequate staffing -- .5 FTE for parking or 1.0 FTE for Parking + Transportation.

When General Services implemented parking administration fourteen years ago the County employed far fewer downtown employees, employees waited two years for parking, and one FTE worked two hours a week to administer parking in addition to her regular duties.

Since 1994, the number of downtown employees has increased to 2,700, the parking wait time has increased to 6 years, and one FTE works approximately 20 hours a week administering parking in addition to her regular full-time duties.

A .5 FTE could assume these duties of the parking administrator:	*A 1.0 FTE could assume the duties of the parking administrator and:*
• Manage parking assignments. • Enforce the parking policy and manage towing process. • Update the Court on how the parking situation is affected by office relocations. • Update the parking wait list on the intranet bi-weekly. • Coordinate striping and numbering of parking facilities. • Issue and track parking tags.	• Advise space planning committees on parking-related space issues. • Implement recommendations to reduce SOVs. • Coordinate with CapMetro and other agencies and serve on teleworking committee. • Coordinate with TNR on clean air projects and other transportation initiatives. • Coordinate with local businesses regarding parking and transportation alternatives whenever possible. • Produce a transportation access guide on the intranet. • Research lease opportunities and manage leased spaces. • Implement a pilot of zoned parking. • Make recommendations when needed to manage parking that may occur in locations outside of the downtown campus.

Review the parking policy annually and update it when exceptions are made.

To enforce the parking policy fairly, the Parking Administrator will need a clear and updated policy. If spaces are to be removed from the non-reserved pool, the policy should be amended.

Create an appeal or grievance process.

Form a standing Parking Committee to audit the policy and respond to grievances and appeals. The committee's decisions would be appealed to Commissioners Court.

Alter space management method.

Repeatedly in the survey employees reported that "there are always empty spaces" in the garage. When Parking Committee members audited the "empty" spaces, there were several reasons why a space may be empty (doctors' appointments, vacations, etc.). The committee recommends continuing to have assigned spaces *but* encouraging more sharing so that no spaces are unused (more administration) and implementing a pilot of zoned parking (less administration but more capital expense).

Assigned Spaces + Sharing

Assigned spaces are the least efficient use of parking spaces. On any given day some employees will be absent and the space will be unused. Some of the inefficiency could be offset by helping employees share spaces that would otherwise sit empty. For example:

- Allow employees to continue to loan spaces to coworkers on the days their spaces are not needed. Vacationing and teleworking employees should be encouraged by their departments to coordinate sharing with employees who do not have parking.
- If it is determined that a space has been sublet or loaned to a non-employee for consideration, the employee should lose that parking space.
- Many employees work a schedule that allows them to leave at 3 p.m. or 3:30. Others schedule appointments in the late afternoon so they do not need to return downtown. Opening the parking facilities to first come, first served after 3 p.m. would help employees who park at meters to save money and use spaces that might otherwise be empty.

Zoned Parking (spaces are not assigned)

The 2001 Parking Study estimated that 15 to 20% of assigned spaces in Travis County parking facilities are unused because of vacations, illness, telecommuting, etc. The audit conducted by the Parking Committee February 23rd through March 27th, 2009 discovered more than 20% of the spaces were consistently empty in the Granger, San Antonio and EOB garages. To ensure the spaces are used, the 2001 Parking Study recommended the practice of "zoned parking."

With zoned parking, a limited number of employees are given permission to park in unassigned spaces on a first come, first served basis. The spaces are "overbooked" by some percentage much like airline seats. It is more space-efficient to have unassigned spaces available to more employees than to have assigned spaces limited to fewer employees who will not use them every day.

For zoned parking to be implemented successfully, facilities must be secured with parking arms that only open for the limited number of employees with passes to park. It helps to combine zoned parking with telework, bus pass programs, etc., to maximize flexibility.

Parking Arms (Needed for Zoned Parking)	Price	Spaces Recovered*
Granger Garage	$25,052	52
USB South and West Lot	$35,292	13
Guadalupe and 10th St. Lot	$29,232	10
EOB (all three entrances)	$44,334	12
San Antonio Garage	$33,738	51
Total for parking arms:	**$167,648**	138

* Used 15% overbook. Spaces reserved for special use and county vehicles are not included but specified position spaces are. Prices were quoted in 2007.

Zoned parking can create problems for employees who work overlapping shifts. Employees may not find a space on their preferred floor in the garage. Also, employees are likely, but not guaranteed, a parking space when they need one. For this reason, assigned spaces may be retained for certain positions.

Q 3.2 – How can we do an audit of the current parking situation (all assigned spaces vis-a-vis actual users of that space)?

The Parking Committee audited the parking situation by reviewing the parking assignment list relative to these aspects: county vehicles assigned spaces, key positions assigned parking, and accuracy of assignment and waiting lists.

1. Parking Policy 11.005 – Appendix B: List of Parking Spaces for County Vehicles
Committee members compared the number of county vehicle parking spots designated in the parking policy and the number in use. Results: There are many more county vehicles assigned general pool spaces than there are spaces set aside for county vehicles in the policy. This finding is not surprising since the number of county vehicles has increased since the parking policy was adopted in the 1990s. As valuable assets, county vehicles are expected to be parked on-site and in designated spots.

Employees who drive county vehicles during the day frequently park their personal vehicles in the county vehicles' space. This practice should be allowed to continue because this form of space sharing utilizes a space that would otherwise be empty during the day. The practice also ensures that the designated space is available when the county vehicle needs it.

Reduce number of county vehicles housed downtown to only those vehicles that are used downtown. Currently, 139 county vehicles are parked in downtown facilities. County vehicles take up 12% of county-owned spaces.

2. Parking Policy 11.006 – Appendix C: Key Positions/Assigned Parking
Committee members compared the "permanent" space assignments to the Chapter 11 Parking Policy "Key Positions" list. Changes such as major reorganizations, the addition of new courts and new departments, and moves from locations with parking to locations without parking have caused the list of reserved spaces to grow since the policy was adopted in the 1990s. As the number of reserved spaces increase, fewer spaces are available in the general pool for assignment to waiting employees.

Amend the "key persons" or "permanent space assignment" list in the policy. Change the term to "specified position" because the term "key person" has a different meaning elsewhere in the Travis County Code. Require that any additions to the position list include an amendment to the parking policy. Even routine changes, such as the addition of new courts, should cause an amendment in the policy if the result is a reduction in the general pool of assignable spaces. Vendors should not be assigned spaces through contracts.

3. Duplicate spaces, relocations, and longevity issues
Name changes, terminations, hirings, relocations, space-transfer requests, etc., cause the parking list to change constantly. Committee members reconciled the parking list against the county's payroll system in H.T.E. for possible errors caused by this dynamic nature of the data. The audit was a valuable exercise because it introduced an opportunity to improve the process. For example, adding an employee ID field reduces the importance of a changing data field (last name) caused by name changes (marriages, divorces).

Implement a process to provide the Parking Administrator with accurate information on new hires, terminations, and relocations. For example, require that the Parking Administrator be given access to termination and new hire reports sorted by employee ID. Require departments to enter location codes into H.T.E. that identify where employees work. Although a few departments are using the field, most departments do not. Currently, there is no consistent identifier used in the system for all employees to provide reliable information as to the location of an employee's primary work site. This field should be a required field for all new PAFs and would be instrumental in updating the parking list accurately for relocations.

After a new parking policy is approved and an initial reconciliation is completed, the parking list should be audited annually.

Q 3.3 – In what creative ways can we have the available spaces be used by more employees?

A 3.3 – In addition to the other recommendations made in this report, create a parking hub in-house. This parking hub could be used on a department, location or county-wide basis. Employees post available parking spaces when they know in advance that their space will be vacant. Employees without parking may then reserve the space. Some

departments already do this informally, telling employees who do not have parking when another will be out of the office, on vacation or sick. The GroupWise calendar, which is used to reserve meeting rooms, has the potential to be used to reserve a parking space.

Q 3.4 – What does the private industry do to maximally allocate parking spaces?

See Summary Chart in Appendix 3.

A 3.4 – The Victoria Transport Policy Institute presents a comprehensive list of parking management strategies. The table in Appendix 4 summarizes the strategies, indicates their typical reduction in parking requirements, and whether they tend to reduce vehicle traffic and therefore provide additional benefits (such as reductions in congestion, accidents, energy consumption, pollution emissions and consumer costs.) Some of these strategies are being recommended by the Parking Committee such as shared parking and improving parking facility design and operation. Further details of how local businesses address parking are provided in questions 3.8 and 3.9.

Q 3.5 – What will be the process for updating the current parking policy?

A 3.5 – Per the charge given to the Parking Committee, a draft of a revised parking policy is included in the appendix of this report. With the assistance of the County Attorney's Office, the committee drafted a policy that incorporates the recommendations included in this report. The revised parking policy is not completed because it has not yet been submitted to the Court and departments for review. Further direction from the Court on this issue is requested.

Selected quotes from survey

- "Parking is a seniority perquisite and should remain that way, also it should be based solely on seniority with NO other consideration, especially position or political."

- "I know that there are more people than spaces but as a trial attorney with a schedule that varies greatly & a parent that needs to pick up/drop off kids I do not see any way to go without a car. I rode the bus for a year, carpooled with my husband for a while and then paid for parking for about three years before I got a space. One thing that seems to be a big problem - if you get assigned out of the downtown area and you give up your spot and then get moved back, you go to bottom of list. This is stupid. Policy should encourage people to park away from downtown and reward those who do - not punish them! Also I know defense attorneys park in county spots that people loan/let them pay them for!"

- "I think the most unfair aspect of the parking policy is that only the downtown employees are penalized and all others areas have free parking. The examination of the parking policy should not just look at how can we get people out of their spaces, but also at the bigger picture and other coalitions that the county is a member of. How can we use this opportunity to address our parking problem and do something for air quality?"

- "There are many people who have assigned parking places who do not work in the downtown area. I feel they should give up their spots. There are also many people who have assigned parking who do not use them because they either use the park and ride or use the disabled parking passes. My suggestion would be that if you personally don't use your assigned parking spot more than 3 times per week, you should give up the parking spot. You should not be able to keep a spot forever if you don't use it because of seniority or because you may get a job back downtown and may need that spot some day. I say "get back on the waiting list"!

Q 3.6 – How should the County address the employee parking problem?

3 .6 – The County should adopt a mix of short-term and long-term strategies to address the parking problem.

Short-term:

- Adopt policies to address fairness issues and to maintain the pool of non-reserved parking spaces.
- Designate a .5 or 1.0 FTE as Parking Administrator to manage parking.
- Open parking facilities to first come, first served for employees after 3 p.m.
- Create telecommuting and flextime options and encourage employees who participate to share spaces.
- Highlight alternative transportation options during new employee orientation and encourage use by the entire workforce. Help employees find carpool options and assist with route and schedule planning.

Long-term:

- Include Parking Administrator or a Parking Committee member in long-term space planning projects.
- Build a parking facility, either downtown or at the Airport complex. If at Airport, run a shuttle from Airport Boulevard to downtown for jurors and employees.
- Adopt the recommendations of the 2001 Parking Study and implement a pilot of zoned parking. *Note*: This is a long-term solution because its success depends upon the installation of infrastructure improvements such as parking arms and badge-entry systems.
- Continue to relocate departments that are currently housed in the Courthouse Complex to areas with sufficient parking for both the department and the public that needs to use the services of the department. The following departments were identified in the 2001 Parking Study as being eligible to be moved from the downtown campus. This table shows how many spaces would be freed and not needed if the department were to move using 2009 data. If all departments were moved, the wait list would be reduced by 87% to 75 employees.

Department	Spaces assigned to Department's Employees	Department employees on wait list	NUMBER OF COUNTY VEHICLES	Spaces freed or not needed if department moved:
TNR	52	30	41	**123**
ITS	65	20	3	**88**
Facilities	35	15	15	**65**
Auditor	37	25	0	**62**
Purchasing	24	9	1	**34**
HRMD	33	5	0	**38**
Commissioners Court	17	4	0	**21**
PBO/Cash Mgt	10	3	0	**13**
RMCR	23	3	2	**28**
Treasurer	4	2	0	**6**
Admin Ops	3	0	0	**3**
Total	**303**	**116**	**62**	**481**

Q 3.7 – What should the County's position be on providing free parking for employees?

A. 3.7 – This subject generated both more survey comments and more passion than any other question. We have included a sampling of quotes to convey the interest this question generates.

The Parking Committee recommends that employees not be charged for parking because:

- Free parking is considered a longevity benefit, one that employees are passionate to retain. Removing this benefit will create much ill-will.
- Justifying and enforcing parking charges at non-downtown locations will be difficult. Locations like Airport Boulevard combine employee parking with free public parking.
- It will be difficult to generate enough revenue to compensate for leased spaces for employees who lack parking by charging employees with parking. Unless employees outside of downtown were charged, each downtown employee with parking will have to pay $47 to compensate each employee without parking $100. Every downtown employee assigned

What amount would you pay for parking if charged?

59 % would pay for parking if it costs $25-$50.

41 % percent would still be willing to pay for parking if it cost $50-$100.

How far would you walk for free parking if Travis County charged for the garages?

12% would walk 0 blocks

44% would walk 1-2 blocks,

26% would walk 3-4 blocks,

12% would walk over 4 blocks.

parking will have to pay $41 per month to raise enough money to lease 721 spaces (provided enough lease spaces were available).[8]

Selected quotes from survey

- "I do not believe we as county employees should have to pay to come to work with the little salary that we receive. As for the employee that do not have a parking space. They should just have to wait just like I and many others had too. I understand their frustration because I was in the same boat back then as they are now. But I waited and did not complain. Because when you first start working for the county and go to orientation it is made very clear that there is a waiting list for parking. They also give you an estimated time frame. I know that I was told it was at least a 5yr wait and it was. So for 5yrs I paid to work w/the county with no reimbursement."

- "I believe we should have free parking, since pay raises are hard to come by. And when there is a cost of living increase its not enough to keep with the economy. We would have to choose between health insurance for the family or parking."

- "Although I realize it is difficult for newer employees to park, I feel that those of us that have waited on the list for years should not be penalized. I would be willing to pay a minimum amount for my parking space if need be."

- "I would gladly pay for a space up to 90.00 per month."

- "I don't mind having to pay for parking I already have to pay $85 per month for private parking but I don't mind because I know my car is being watched by an attendant."

- "Please do not make it worse. It is difficult now to recruit and retain professional staff when there are so many other job opportunities in the Austin area that provide higher salaries & free parking for employees. Would be perceived to be unfair if the County takes away or charges an employee for a parking space when they have waited in excess of 6 yrs for a parking space. I would suggest any changes to the parking policy should apply to all County staff (elected/appointed officials, exec mgrs, dept heads, county vehicles, employees, etc.). If the policy is changed to charge staff in the downtown complex for parking spaces, then the same amount should be charged to staff in other locations."

- "I'm working 2 jobs trying to make ends meet. I can not afford to pay for parking. If I could afford it I would pay. I have been taking chances by parking in open spaces in the county garage. I get emails saying that I need to move my car. The other day someone put stickers all over my car windows saying no parking. I don't like being a burden I just don't know what else to do."

- "It is outrageous and absurd to even suggest that only downtown workers have to face the prospect of paying for parking to weed out the less serious types. If you are going to suggest charging for parking, then every person who parks at every site, even those with free and sufficient parking, ought to pay the same amount. Otherwise you are discriminating against those downtown and creating two classes of employees. Only apply the money to

[8] Assumes 1,200 downtown employees have county-assigned parking. 721 spaces equal the number of parking spaces currently leased and the number of employees on the wait list.

contracting for more spaces. If you charge - no exempt slots. The electeds and appointeds pay, too, and county vehicles. Bottom line---everyone must be in the same boat and treated equally even if it all sucks. Stop telling everyone to ride the bus."

- "It took me 5.5 years and it cost me thousands of dollars in parking fees to private contractors before I got a parking spot. Therefore, I am not enthusiastic about paying for parking again unless the cost is subsidized. A cost of $50 / month would cost the employee $1200 out of pocket in two years. That's a lot of many to all employees, and not affordable to many. If a fee is charged to park in county facilities, it needs to be a minimal amount."

- "It would be extremely unfair to require employees in the downtown area to pay for parking when county employees in other locations have parking provided. The only fair thing would be to compensate those in the downtown area who do not have parking."

- "Maximum fee $60.00. Currently salaries are very low to pay more for parking anywhere."

- "I again, feel that as a long time employee I should NOT have to pay or give up my parking. I waited a long time for parking and feel that I deserve it. I would love to keep it and feel that I should. Again, being an 11 year plus employee my parking works for me."

- "The County has charged for parking before. I remember having to pay to park in the Granger garage; it was more for covered than on the 8th floor."

- "Travis County should provide parking for all of its employees at no charge. As average government employees we do not make much money as it is and with costs of living continuing to go up we average folk need every dime we make to make ends meet. If you must charge, perhaps charge the employees that make over $60,000.00 year, including Commissioners, Judges, Attorneys, etc."

- "We really need to address this problem for county employees. We serve & protect this city. Solutions, parking passes for us to park free at meters. First come, first serve on parking spaces, add on the current parking garage by building higher, give us a good rate on another parking garage. Large cities like Philly and New York are already doing this. Why is Texas in the dark ages? Most employees that I've talked to are willing to pay 10.00 to 20.00 a month for parking. The convenience would be worth it. Thank you"

- "As a county employee the waiting list when I started was approximately 6 yrs. I finally received a parking space and am very appreciative. As stated on previous questions I currently do not make enough money to pay for parking and do not live near a Capitol Metro bus stop."

- "End "free" parking. All of us with parking should pay to subsidize the 600+ who need parking and/or alternatives. Pay for actual total costs plus bonus to bus/bike riders. (No tax money.) Assign a block of parking to shift employees to share. Provide bonus to persons who take alternative methods and do not use any parking space. Bus / bike riders should have a bonus above costs funded by the persons who pay for parking spaces."

Q 3.8 – What is the policy of other major employers in Central Texas?

Q 3.9 – What is the policy of other major employers in Central Texas and elsewhere?

See Summary Charts in Appendix 2.

A. 3.8 and 3.9 – Among the **government employers in downtown Austin**, the policy is to provide free employee parking but not necessarily assigned parking or parking located at the work site. In both the City of Austin and the state offices, management is most likely to have on-site parking and employees are provided leased parking. The employee parking for the state agencies is first come, first served, usually in garages. In both cases, there appears to be sufficient parking.

Committee members called four **county governments**: Bexar, Harris, Tarrant, and Dallas counties. None of the counties surveyed provided free parking to all employees:

- Tarrant County charges all employees, regardless of their position, $15 per month for uncovered parking and $20 per month for covered parking. There is an 18-month wait list in Tarrant County.
- Bexar County provides free parking to elected/appointed officials and management but charges other employees $50 per month. There is a six-year wait list for parking in Bexar.
- In Harris and Dallas counties, upper management has free parking but other employees must find parking on their own. These downtown areas have more options available for parking, including metered spaces and surface lots.

Among the 12 **non-government employers in downtown Austin** surveyed by the committee, seven provide free parking, usually in leased space. Two employers leave parking up to the employee. Employees of the other three employers pay between $45 and $100 per month for parking in leased space. (In the case of the employees who pay $45, parking in the leased spaces costs $85 but the employer subsidizes $40.)

Q 3.10 – Should the County treat parking as a benefit (i.e. those without spaces are compensated as Auditor does) or as a User Fee Amenity (i.e. those with spaces pay for the spaces)?

A 3.10 – The committee recommends continuing to treat parking as a benefit much like longevity pay. Downtown employees who stay with the county eventually receive a parking space (around 2 years after they begin receiving longevity pay at four years).

The committee would like to stress that the parking benefit is not applied equally to all employees. Employees who work outside of downtown do not have to wait or pay for parking. Certain positions receive spaces immediately while others wait about six years.

The Auditor's Office addresses this by compensating employees who do not have a parking space to offset the cost of paying for parking. The compensation ends when the

employee is offered a parking place. This is funded by the department's allocation for compensation issues.

Permit County departments the flexibility to use their compensation dollars to offset parking costs for employees who do not have county-assigned parking.

Survey respondents stated that, on average, $54 is a fair amount per month that Travis County should compensate those employees who do not have parking spaces.

- 45% believed the amount should be $1-$50;
- 33% believed it should be $51-$100;
- 16% believed there should be no compensation; and
- 7% believed it should be over $100.

When asked to specify the amount of compensation to the type of parking, 60% said those parking in a garage should receive $1-$50, while 27% thought they should receive $0. If parking in a surface lot, 69% of the respondents believed the amount of compensation should be $1-$50, and 28% believed it should be $0.

Q 3.11 – If parking is to be treated as a benefit, should the limited benefit be triaged by need or by longevity?

A 3.11 – Parking should be treated like longevity. The survey showed that employees believe that longevity is an equitable method. Unlike need, which is subjective, the hire date is a quantitative measure that can be applied automatically and equally.

Q 3.12 – If the benefit is triaged by need, what standards should be applied to assess the need (small children, distance between home and work, health concerns, job requires unique travel flexibility.....)?

A 3.12 – A revised parking policy should include a provision for employees to receive a space out of hire-date order if they have a documented medical need. The hire-date exception is also applied to carpoolers and specific elected and appointed positions. Other than the exceptions identified in the policy, the committee does not recommend parking be assigned by need.

Q 3.13 – How might the Court use financial incentives to address current parking problems?

A 3.13 - *Note: Non-financial Employer-Provided Amenities are discussed in Q2.6*[9]

Parking cash-out – An employee receives some benefit, usually money, for days he does not use employer-provided parking. Employees may "cash-out" the value of employer-provided parking by foregoing parking, and receive the taxable cash value of the parking in return. Employees who continue to use free parking forego the cash but realize quickly that there is an opportunity cost to "free" parking and begin to behave as though they pay for parking.

Another cash-out scenario is the flat monthly **commuter/parking allowance**. Employers "charge" the employee for parking in employer lots but give an allowance that can be used for parking or commuter fare. If the employee uses the employer parking, he pays for it out of the allowance. This solution can be combined with commuter tax benefits and made part of regular payroll processes. If the employee gives up the space, he gets more money, on which he pays taxes. In all of the scenarios, the employee pays taxes on the cash received and the employer has an administrative burden.

By providing an incentive not to use employer-provided parking, cash-outs encourage employees to use alternative forms of transportation.

Tax-free transit/vanpool benefits – Employers can provide tax-free commuting benefits to their employees up to $230 per month for transit or vanpool expenses and up to $230 per month for parking expenses. Employers save money because they do not pay federal income or payroll taxes on the value of the fringe benefit. Employees receive this benefit for free.

Q 3.14 – Are such incentives affordable?

A 3.14 – For some employers, cash-outs are cheaper than leasing or building additional facilities. Cash-outs can be distributed daily, monthly, or annually. Other benefits like bus passes, teleworking opportunities, etc., can be offered in lieu of cash. More study will need to be completed to assist the Court with decisions on the affordability of the options. Comparison should be made between financial incentives and non-financial incentives like teleworking.

The Parking Survey asked employees, "What is the dollar amount you would accept to give up your parking space?" Of the respondents who answered the question, 34% said the median amount they would accept is $100. Six percent of employees would give up their parking spot for more salary and 1 percent would if given a free bus pass. However, the rest said they would not give up their county parking space under any circumstances.

[9] This report relies on information received from various tax sourcres, and such laws are subject to change. The statements made in this report may have to be revised if and when the County considers implementing these programs.

Conclusion

Parking is a difficult issue to resolve for Travis County. Several studies have been completed and yet the wait for an assigned space is still six years. Employees and constituents alike have difficulty finding parking in the congested Courthouse Complex. The Parking Committee appointed by the Commissioners Court on March 27, 2007, has spent numerous hours researching options and identifying solutions to provide some relief.

Of the many recommendations offered in this report, the committee would especially like to highlight the following. These would make the greatest impact in alleviating some of the frustration associated with employee parking.

- **Hire a full-time Parking Administrator to enforce policy**. The size of the workforce has grown and the needs of employees and downtown businesses have changed. A full-time position is required to adequately manage the parking needs of the County, including the Courthouse and Airport Complexes. This recommendation has been made by two previous committees and is no less important today.

- **Buy, build and/or lease more parking spaces**. About one-fifth of the County's downtown workforce is without parking and is expected to wait six years for an assigned space. Lack of parking affects productivity and is an employee retention issue. As possible, departments and vehicles that are not needed downtown should be moved to another location.

- **Provide transparency by posting the policy, wait list and assignment list on the intranet**. Employees want to believe there is equality in the assignment of parking spaces. Posting the information on the County's intranet site would allow employees to confirm their place on the wait list, verify their parking assignment, and understand exceptions to the normal assignment rules. It would reduce the inquiries to the Parking Administrator. And it would provide a check and balance to the method of assignment.

- **Increase incentives to encourage alternative transportation**. Although employees are unlikely to give up a parking space once assigned, this would reduce the burden for employees without assigned spaces. It may also encourage employees to try alternatives to SOVs if a guaranteed ride home or pool of spaces for alternative transportation uses were available. Additionally, the environmental and air quality impacts would also be beneficial.

Appendix 1. Summary of Parking Committee Recommendations Table

Page 7	Continue acquiring additional leased spaces and buy, lease or build a parking garage downtown. Purchase a remote parking facility and run a shuttle between the facility and downtown for both county fleet vehicles and employees.
Page 8	Three parking-facility options have been identified: build for county-use only, implementing zoned parking; build for county-public mixed parking, adopting the hospital model where public parking charges offset the cost of building a facility that is also used by employees; consider building and sharing a facility in partnership with another entity such as Austin Community College, the City of Austin, or the State of Texas.
Page 11	Work with CapitalMetro to develop park-and-ride facilities and employee van pools.
Page 11	Create a match program in-house, an intranet bulletin board, or a portal on a site such as NuRide.com or RiverCityRideshare.com so employees have a central location to find carpool options.
Page 12	Participate in a Guaranteed Ride Home program providing a limited number of taxi rides that participants can use in the event of an emergency.
Page 12	Explore relationships with local businesses for discounted employee rates related to transportation needs.
Page 12	Departments should encourage space sharing and cooperation, particularly among teleworkers.
Page 13	Managers should be flexible in allowing indoor storage of bicycles used for commuting and allowing electric bicycles to recharge at County facilities during the day.
Page 17	Travis County can encourage carpooling by continuing to provide carpooling spaces but reducing the number of required participants from three riders to two.
Page 17	Post the parking policy on the Intranet.
Page 18	Address ledger vs. hire date issue in the policy.
Page 18	Make the parking process more transparent.
Page 18	Perform an annual audit of the parking wait and assignment lists against the parking policy to ensure that assignments and exceptions comply with policy.

Page 18	Specify that newly acquired parking spaces be assigned as promptly as feasible.
Page 18	Create a clear parking policy that addresses reserved/non-reserved spaces.
Page 20	Create a position responsible for managing parking and assign it adequate staffing -- .5 FTE for parking or 1.0 FTE for Parking + Transportation issues.
Page 21	Review the parking policy annually and update it when exceptions are made.
Page 21	Create an appeal or grievance process.
Page 21	Alter space management method. Implement a pilot of zoned parking and encourage space sharing to decrease the number of unused spaces.
Page 22	Continue to allow employees who drive county vehicles during the day to park their personal vehicles in the county vehicles' space.
Page 22	Reduce number of county vehicles housed downtown to only those vehicles that are used downtown.
Page 23	Amend the "key persons" or "permanent space assignment" list in the policy. Require that any additions to the position list include an amendment to the parking policy.
Page 23	Implement a process to provide the Parking Administrator with accurate information on new hires, terminations, and relocations.
Page 23	Audit the parking list annually after a new parking policy is approved and an initial reconciliation is completed.
Page 23	Create a parking hub in-house that could be used on a department, location or county-wide basis. Employees would post available parking spaces when they knew in advance that their space would be vacant so it could be reserved by those without parking.
Page 25	Adopt a mix of short-term and long-term strategies to address the parking problem.
Page 26	Do not charge employees for parking.
Page 29	Continue to treat parking as a benefit much like longevity pay.
Page 30	Allow compensation funding to be used to offset employee parking costs.
Page 30	Continue to treat parking like longevity pay. Employees view this as a equitable

	method.
Page 30	Do not assign parking by need. Include a provision for employees to receive a space if they have a documented medical need, are in a carpool, and other exceptions specified in the parking policy.

Appendix 2. Parking Policy Summary Table

1. What is the policy of other major employers in Central Texas?

Downtown Government	
City of Austin	▪ Parking depends on the department and building in which the employee works. ▪ Some have parking right in the same building.
Austin Public Library - 800 Guadalupe	▪ Free parking for employees. ▪ Parking for management onsite. ▪ Leased spaces for other employees.
Austin History Center – 810 Guadalupe	▪ Free parking for employees. ▪ Employer pays for employee parking in leased spaces.
State of Texas	▪ House and Senate have assigned spaces. ▪ Commissions have space in garages around the Capitol that are on a first come/first served basis. ▪ There are also public parking spaces that are paid parking.
Federal Courthouse - 200 W. 8th St.	▪ Judges, clerks, department managers have on-site parking. ▪ Other employees park in leased parking.
US Post Office	Free parking for employees.

Downtown, Non-Government	
Allan House Lawyers – 1104 San Antonio	▪ Firm rents from Central Christian Church for $85 and supplements $40 of this for employees. ▪ Employees pay $45 per month.
Chase Bank --800 Lavaca Chipotle Grill- 801 Congress	Employees park on their own.
Clark, Thomas & Winters – 700 Lavaca	Employees pay $100 per month.
Frost Bank – 401 Congress	Employees pay $80 per month.
Texas PTA – 408 W. 11th Texas State Teachers' Assoc. - 316 12th Minton/Burton - 1100 Guadalupe Lloyd, Gosselink, Blivens -816 Congress Harry Whittington – 807 Brazos	Firm/Employer pays for/supplies parking.
IBC Bank – 816 Congress Wolf Camera - 607 Congress	Spaces leased to provide parking.

2. What is the policy of other major employers elsewhere?

Government

Bexar County	▪ There is a 6 year wait for parking. In process of building two new garages downtown. ▪ Employees pay $50 per month. *Exception*: management, elected/appointed officials and employees with more than 25 years of service park free.
Dallas County	▪ Employees responsible for own parking. *Exception*: Elected/Appointed Officials and some upper management have assigned parking. ▪ Employees can get a DART pass for $5 a month. The pass also covers Fort Worth & Dallas.
Harris County	▪ Parking spaces for management positions only. ▪ County credit union has some discounts for bus passes. ▪ Some private lots cost $2 per day but employees hesitate to use these lots because of safety concerns.
Tarrant County	▪ 1 ½ year waiting list. ▪ All employees pay $15 for open parking or $20 for covered. Supplements a bus pass.
City of Madison, WI	▪ Within bond covenant for new structures, not permitted to have free parking. Includes contracts with vendors. ▪ Only downtown parkers charged; offices in outlying areas have free parking. ▪ To help compensate downtown employees, paid for 8-hour work day but only work 7.75 hours. 25 hour extra goes toward parking costs. ▪ City offers free bus passes and park and ride lots operated by Madison Metro. Pay on per ride basis - $.92/ride. ▪ City operates 6 garages ranging from 1600 – 5000 spaces. Metered parking is $1.25/hr, garage is $1.10/hr 6am – 6pm and $3 total 6pm – 6am. ▪ Have own car pooling computer matching program.
Other Agencies in Madison, WI	▪ Madison County provides parking for 80% of its downtown employees with a 1,000 space garage. Employees pay $15-17/day. Free bus passes available. ▪ State of Wisconsin has no free parking. Pay $133/mth with 1.5 year waiting list. $1.10/hr at meters. Also have bus pass and car pool programs. State uses own vans when they are off duty for a van pool. They are assigned by neighborhood and use IRS rate to figure costs based on mileage that is split by passengers.

Non-Government

Whole Foods – 525 N Lamar Blvd	• Transportation issues fall within their core mission. There is no separate budget line for transportation. For example, new bike racks fall under Regular Repair/Maintenance line. Off-and-on 10-20 staff spends 1-2 hours/week on setting up systems and disseminating information -- as part of their overall core values. No non-monetary incentives offered. • The global office encourages carpool and vanpool internally. Many of the younger team members are more likely to bus and bike. They have several bike racks -- most are for general use. • Thought they had a more than ample parking lot but they're still working on it. There are 590 store-level employees and 350 upstairs-office employees who park there. • Their participation in the CapMetro program hit a snag, though it was highly successful. The company votes on benefits every 2-3 years. They determined that the transportation subsidy was a benefit not available to all the other stores. They're looking at other ways to provide free bus passes. They distributed 150 passes for the free program. They're currently selling bus passes for $10/month.
Spansion – 5501 E Oltorf St	• Member of EPA's Best Workplaces for Commuters (BWC.gov). Non-Monetary incentives offered: Winner of Commute Challenge three years in a row. Committed just under $20,000 in 2006. There are more telecommuters who aren't part of the program (same with carpoolers, etc.) Staff time/labor: 40 hours/year. • Carpool matching + incentives. Reserved spaces and gas money for carpoolers. Vanpools via

	• Bus passes – free for employees. Bus riding stats: 2 bus passes/month. • Bike parking and on-site showers & lockers. • Awareness campaigns with Monthly prize drawings. Steady stream of people joining the program for incentives. 100 active employees per month with 50 more participating of and on. • 28 telecommuters joined program.
Advanced Micro Devices 5204 E Ben White Blvd	• Austin office has 2500 employees. There are 50-100 cars per day saved from coming to AMD. Active participants total 150. Objective: Take cars off the road. Staff time/labor: One part-time staff at 20 hours/week. Resources committed by company: $5,000/year. Promote via mass e-mails, refining logo/slogan, create new marketing materials. They are phasing out subsidies when the scope changes from Austin to North America. They are replacing the subsidy with a pre-tax payroll for bus or vanpool vouchers (@ $30/month). Tax code allows $110/month for mass transit. • 5 sub-programs: Carpool, Vanpool, Bike, Bus, Telecommute. Offer various incentives, monthly drawings. Non-monetary incentives offered: Preferred parking, bike racks, and showers. Toyota, local bike shop discounts in the works. Track how often using alternative methods to get incentives. • Provide preferred parking for vanpools and carpools. Setting up park & ride vanpools for new SW Parkway site. • Bus riding stats: Avg. of 12 riders/month. Covered & secured bike racks & showers on-site.
University of Colorado in Boulder, CO	▪ Faculty and staff ride buses and light rail free of charge. ▪ No longer present university parking in employee orientation – only alternative modes of transportation. As a result, has seen an increase in holders of bus passes (from 80% in 1998 to 99% in 2005) and a reduction in SOV use. In 1995, 67% drove alone and 19% used transit. In 2005, 55% drove alone and 37% used transit at least once during a typical week.

Appendix 3. Parking Management Strategies Table

Strategy	Description	Typical Reduction	Traffic Reduction
Shared Parking	Parking spaces serve multiple users and destinations.	10-30%	
Parking Regulations	Regulations favor higher-value uses such as service vehicles, deliveries, customers, quick errands, and people with special needs.	10-30%	
More Accurate and Flexible Standards	Adjust parking standards to more accurately reflect demand in a particular situation.	10-30%	
Parking Maximums	Establish maximum parking standards.	10-30%	
Remote Parking	Provide off-site or urban fringe parking facilities.	10-30%	
Smart Growth	Encourage more compact, mixed, multi-modal development to allow more parking sharing and use of alternative modes.	10-30%	X
Walking and Cycling Improvements	Improve walking and cycling conditions to expand the range of destinations serviced by a parking facility.	5-15%	X
Increase Capacity of Existing Facilities	Increase parking supply by using otherwise wasted space, smaller stalls, car stackers and valet parking.	5-15%	X
Mobility Management	Encourage more efficient travel patterns, including changes in mode, timing, destination and vehicle trip frequency.	10-30%	X
Parking Pricing	Charge motorists directly and efficiently for using parking facilities.	10-30%	X
Improve Pricing Methods	Use better charging techniques to make pricing more convenient and cost effective.	Varies	X
Financial Incentives	Provide financial incentives to shift mode, such as cash out.	10-30%	X
Unbundle Parking	Rent or sell parking facilities separately from building space.	10-30%	X
Parking Tax Reform	Change tax policies to support parking management objectives.	5-15%	X
Bicycle Facilities	Provide bicycle storage and changing facilities.	5-15%	X
Improve User Information and Marketing	Provide convenient and accurate information on parking availability and price, using maps, signs, brochures and electronic communication.	5-15%	X
Improve Enforcement	Insure that parking regulation enforcement is efficient, considerate and fair.	Varies	
Transportation Management Associations	Establish member-controlled organizations that provide transport and parking management services in a particular area.	Varies	X
Overflow Parking Plans	Establish plans to manage occasional peak parking demands.	Varies	
Address Spillover Problems	Use management, enforcement and pricing to address spillover problems.	Varies	
Parking Facility Design and Operation	Improve parking facility design and operations to help solve problems and support parking management.	Varies	

Source: Victoria Transport Policy Institute, http://www.vtpi.org/tdm/tdm28.htm. This table summarizes the parking management strategies described in this chapter. It indicates the typical reduction in the amount of parking required at a destination, and whether a strategy helps reduce vehicle traffic, and so also provides congestion, accident and pollution reduction benefits.

Appendix 4. Audit of Empty Parking Spaces in County Garages

Audit of Empty Parking Spaces					
Day	**Date**	**Time**	**Granger**	**EOB**	**San Antonio**
Monday	23-Feb	10:00 AM	100	23	N/D
Monday	23-Feb	3:00 PM	88	27	95
Wednesday	25-Feb	10:00 AM	87	23	N/D
Wednesday	25-Feb	3:00 PM	93	24	108
Friday	27-Feb	10:00 AM	114	38	N/D
Friday	27-Feb	3:00 PM	139	36	146
Monday	2-Mar	10:00 AM	105	27	N/D
Monday	2-Mar	3:00 PM	124	24	113
Wednesday	4-Mar	10:00 AM	91	26	N/D
Wednesday	4-Mar	3:00 PM	97	28	N/D
Friday	6-Mar	10:00 AM	105	36	N/D
Friday	6-Mar	3:00 PM	126	30	141
Monday	9-Mar	10:00 AM	104	27	N/D
Monday	9-Mar	3:00 PM	90	28	90
Wednesday	11-Mar	10:00 AM	97	26	96
Wednesday	11-Mar	3:00 PM	74	24	103
Friday	13-Mar	10:00 AM	100	32	N/D
Friday	13-Mar	3:00 PM	121	34	140
Monday	16-Mar	10:00 AM	122	30	N/D
Monday	16-Mar	3:00 PM	118	32	156
Wednesday	18-Mar	10:00 AM	N/D	34	N/D
Wednesday	18-Mar	3:00 PM	124	38	N/D
Friday	20-Mar	10:00 AM	154	45	N/D
Friday	20-Mar	3:00 PM	167	52	197
Monday	23-Mar	10:00 AM	109	29	N/D
Monday	23-Mar	3:00 PM	111	22	102
Wednesday	25-Mar	10:00 AM	95	26	N/D
Wednesday	25-Mar	3:00 PM	122	N/D	116
Friday	27-Mar	10:00 AM	N/D	36	N/D
Friday	27-Mar	3:00 PM	N/D	N/D	162

Avg # Vacant Spaces*	104	28	118
Total # of Spaces	387	119	380
% Vacant	**27%**	**24%**	**31%**

**Does not include Spring Break Week 3/16-3/20*
N/D (no data) represent missed counts.

CHAPTER 11. Parking

§ 11.001 Purpose

§ 11.002 Definitions

§ 11.003 Administration of this Policy

§ 11.004 Commuting Options

§ 11.005 Inventory and Control of Parking Facilities

§ 11.006 Additional Parking Facilities

§ 11.007 Reserved Spaces

§ 11.008 Non-Reserved Spaces

§ 11.009 Transferring Non-Reserved Spaces

§ 11.010 Parking Committee

§ 11.011 Complaints and Appeals

§ 11.012 Inventory of Downtown County Parking Facilities

§ 11.013 Specified Positions

§ 11.001 Purpose

(a) The purpose of this Chapter 11 is to:

(1) codify the policy and associated procedures which Travis County uses to allocate limited parking resources;

(2) implement and enforce such policy and procedures in an efficient, transparent and effective manner; and

(3) provide parking facilities or arrangements for Travis County employees in a consistent, rational and equitable manner.

(b) The scope of this policy is limited to County Parking Facilities located in the CBD until such time that parking spaces in non-CBD facilities need to be allocated using the procedures established by this policy.

(c) This Chapter 11 shall also be known as the "Parking Policy."

§ 11.002 Definitions

(a) "Assigned Space" means a Non-Reserved Space that has been assigned to an employee on the Waitlist.

(b) "Carpool" means a group of two or more County employees riding in the same vehicle to their workplace at least three out of five County work days a week.

(c) "Central Business District" ("CBD") means the downtown section of the City of Austin in which the highest percentage of retail, office, hotel, entertainment and governmental land uses are located.

(c) "Commissioners Court" means the Travis County Commissioners Court.

(d) "County-Owned Vehicles" means those vehicles owned by Travis County.

(e) "County Parking Facilities" means the complete inventory of parking facilities located in the CBD and listed in § 11.012.

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(f) "Non-Reserved Space" means a parking space in a County Parking Facility that does not fall within a Reserved Spaces category under § 11.007. Non-Reserved Spaces include the general pool of parking spaces from which employees on the Waitlist are assigned spaces.

(g) "Parking Administrator" means the Travis County employee designated to manage and enforce this Parking Policy. The Parking Administrator shall be selected by the Executive Manager designated by Commissioners Court to be responsible for parking matters.

(h) "Parking Committee" means the panel consisting of those County employees appointed by the Commissioners Court and having the responsibilities described in § 11.010.

(i) "Reserved Space" means a parking space in a County Parking Facility that has been removed from the pool of available County-provided parking spaces because it falls within one of the reserved space use categories described in § 11.007.

(j) "Specified Position Space" means a County-provided parking space reserved for those specified positions listed in § 11.013.

(k) "Transfer Request List" means the list of County employees who have requested a transfer from one assigned space to another.

(l) "Waitlist" means the list of County employees who have not yet been assigned a County-provided parking space, and which is maintained by the Parking Administrator to ensure the equitable assignment of County-provided parking spaces.

(m) "Waitlist Number" means the serial number assigned to a County employee on the Waitlist.

§ 11.003 Administration of this Policy

(a) The Executive Manager designated by Commissioners Court to be responsible for parking matters is hereby authorized to delegate the responsibilities and duties assigned to him or her in this Parking Policy to the Parking Administrator.

(b) The Parking Administrator shall manage the assignment of parking spaces in County Parking Facilities according to this Parking Policy and perform the other duties assigned to him or her in this Parking Policy.

(c) It shall be the responsibility of the Human Resources Management Department to inform new County employees of this Parking Policy.

(d) The Auditor's Office shall provide to the Parking Administrator, on a semi-monthly basis, a report of employee transfers, new hires and terminations so that the Waitlist may be updated.

§ 11.004 Commuting Options

(a) The Parking Administrator shall use best efforts to make available information regarding employee commuting options on the intranet.

(b) The Human Resources Management Department shall present to employees commuting options during New Employee Orientation by distributing any materials that have been provided to the department by the Parking Administrator.

§ 11.005 Inventory and Control of Parking Facilities

(a) **Inventory.** The Parking Administrator shall update the County Parking Facilities inventory at least twice a year.

(b) **Striping and Signage.** The Parking Administrator shall be responsible for striping and signage of the County Parking Facilities. This responsibility shall include painting and/or installation of appropriate signage (space

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numbers, Specified Position titles and any other necessary information) on all spaces located within the County Parking Facilities.

(c) **Unauthorized Vehicles**. The Parking Administrator shall be responsible for control of County Parking Facilities.

(1) **Enforcement.** Enforcement of this Travis County Parking Policy shall be based on a "complaint" system. If an employee finds an unauthorized vehicle parked in the employee's assigned parking space, or in a parking space that the employee reasonably believes to be an illegal or dangerous space, the employee may contact the Parking Administrator, which shall take appropriate action to resolve the situation, including by arranging for removal of the vehicle from the parking facility.

(2) **Enforcement Procedure.** The Parking Administrator will, if circumstances warrant, attempt to locate the driver of the unauthorized vehicle for up to one half-hour (30 minutes) after receiving the complaint, and, if the driver is located, shall ask the driver to immediately move the unauthorized vehicle. In the event that the Parking Administrator concludes that circumstances do not permit a search for the driver of the unauthorized vehicle, or if the driver of the unauthorized vehicle refuses to move, then the Parking Administrator may take immediate action to remove the vehicle from the County Parking Facility.

(d) **Warnings**. The Parking Administrator may place warning tickets on vehicles that are parked in a County Parking Facility without proper authorization.

(e) **Towing**. Unauthorized and/or abandoned vehicles parked in a County Parking Facility will be subject to impoundment at the vehicle owner's expense.

§ 11.006 Additional Parking Facilities

(a) **Non-County Temporary Parking Permits.**

(1) Temporary parking permits for use of spaces located on the grounds of the University of Texas campus will be provided to early-voting elections personnel, convenient to the University of Texas early voting site.

(2) The Travis County Elections Division staff shall seek to obtain an appropriate number of such permits to ensure that early-voting elections personnel are provided a sufficient number of temporary parking spaces, in convenient locations.

(b) **Acquisition of Additional Properties**

(1) Within ten (10) business days of the closing of a real estate transaction in which the County acquires title to real property that includes an additional parking facility, the additional facility shall be added to the inventory of County Parking Facilities listed in § 11.012.

(2) Within five (5) business days of the inventory update, the parking spaces made available as a result of the real estate acquisition will be assigned in accordance with the Assignment Procedures described in § 11.008(b).

(c) **Leased Parking Facilities**

(1) Within ten (10) business days of the conclusion of a lease or license transaction in which the County acquires the right to use additional parking spaces in facilities owned by third parties, the additional facility shall be added to the inventory of County Parking Facilities listed in § 11.012.

(2) Within five (5) business days of the inventory update, the parking spaces made available as a result of the lease or license transaction will be assigned in accordance with the Assignment Procedures described in § 11.008(b).

(3) In the event a lease or license to use parking spaces in a third-party facility is terminated and/or expires on its own terms, the Parking Administrator shall immediately (within three (3) days of

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termination/expiration) notify all employees who use such spaces. Reassignment of parking spaces for affected employees shall proceed in accordance with §11.008(b)(2)(D).

§ 11.007 Reserved Spaces

(a) **Reserved Spaces.** Parking spaces shall be reserved in the downtown area for the uses and durations specified below:

(1) **Public Use**. Eleven (11) spaces in one or more County Parking Facilities are reserved for use by members of the public while they are conducting business with the County.

(2) **Grand Juror Use**. Twelve (12) spaces on the southwest corner of 11th Street and Guadalupe Street shall be reserved for use by the members of the Grand Jury during their prescheduled meeting times. At all other times, the spaces will remain reserved for temporary assignment by the Parking Administrator on an as-needed basis and in his/her discretion. The Parking Administrator and criminal courts administrative staff shall cooperate to ensure that the Parking Administrator is given timely notice of all Grand Jury meeting schedules and to enforce the restrictions on use of reserved spaces by Grand Jurors as described herein.

(3) **Visiting Judges Use**. Five (5) spaces in the downtown campus area shall be reserved for visiting judges. Visiting judges will be strongly encouraged to first use the space assigned to the judge for whom they are substituting. If that is not possible, they may use the reserved spaces designated as "Visiting Judges" spaces.

(4) **Volunteer Use.** Three (3) spaces shall be reserved in the downtown campus area for use by volunteers in County facilities. The Parking Administrator shall provide volunteers with a placard or other written signage that may be placed in the volunteer's vehicle identifying the vehicle as authorized to use the reserved space.

(5) **County-Owned Vehicles Use.** County-Owned Vehicles will be assigned spaces in County Parking Facilities on an as-needed basis when and if parking on public thoroughfares is not available.

(6) **Specified Positions Use.** Specified Position Spaces shall be reserved at the County Parking Facility located in closest proximity to the place of work of the person holding the specified position. Specified Position Spaces are assigned to the County position, not to the individual person holding that position. An employee hired into a specified position receives a Specified Position Space but does not retain the Specified Position Space if he or she transfers to a position not listed in § 11.013.

(b) **Restrictions.** Because any increase in the number of Reserved Spaces inventory reduces the pool of assignable spaces to County employees, the following restrictions apply:

(1) **Contracts**. Parking spaces may not be assigned to vendors by contract unless the proposed space is reserved by amending this Parking Policy.

(2) **Sub-Leasing.** Parking spaces provided to a County employee, either by reservation or by assignment, are for the sole use of the employee and may not be subleased or traded except through authorized procedures. "Subleasing" or substituting parking spaces without authorization from the Parking Administrator may result in forfeiture of an assigned parking space. However, allowing another County employee to use one's assigned space if the space would otherwise be unused is not restricted.

(3) **Revising Number or Category of Reserved Spaces or Specified Positions.** Revision of the number or category of Reserved Spaces listed in § 11.007(a) or revision of the number of Specified Positions requires the approval of the Commissioners Court through the amendment of this Parking Policy.

(4) **One Space per Employee.** No employee may be assigned more than one space.

§ 11.008 Non-Reserved Spaces

(a) **Responsibility.** The Parking Administrator shall be responsible for:

(1) Assigning parking spaces from the pool of Non-Reserved Spaces to employees on the Waitlist according to this Parking Policy.

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(2) Maintaining the Waitlist.

(3) Maintaining the Transfer Request List.

(4) Monitoring and enforcing parking space assignments. This responsibility includes administering towing procedures when needed.

(5) Providing process transparency. For transparency and auditing purposes, the Waitlist, the Parking Facility Inventory and this Parking Policy shall be made available for viewing on the intranet.

(b) **Assignment Procedures.** Non-Reserved Spaces shall be assigned to County employees in Waitlist Number order, which is based on hire date.

(1) **Waitlist.** The Parking Administrator shall establish and maintain the Waitlist.

(A) The Waitlist will include the employee name, the date of hire and the employee's Waitlist Number.

(B) The Waitlist will be available on the intranet.

(C) Each employee who has a Travis County email account and whose name has been added to the Waitlist will receive an email notification indicating the employee's Waitlist Number at least annually.

(2) **Waitlist Number.** Each employee on the Waitlist will be given a Waitlist Number.

(A) The date of hire of the employee will serve as the effective date of that employee's entry onto the Waitlist.

(B) In the event multiple employees are hired on a given date, the names of the employees shall be entered on the Waitlist in order of employee number (from lowest to highest), as designated by the Travis County Auditor's Office.

(C) When an employee receives an assigned parking space, that employee's name will be removed from the Waitlist and the next employee on the Waitlist will move up.

(D) Within five (5) days of termination/expiration of a lease or license for use of parking spaces in third-party facilities in which an employee has been assigned a parking space, the Parking Administrator shall place the names of affected employees back on the Waitlist, in the order described above (hire date, then employee number).

(E) Within five (5) days of receiving the semi-monthly report from the Auditor's Office detailing personnel changes, the Parking Administrator shall make the necessary adjustments to the Waitlist.

(3) **Assignment List.** The Parking Administrator shall keep a written record of spaces assigned, employees assigned to the spaces, the numerical order of space assignments, and the date on which the assignment was made.

(4) **Special Requests.** Employees may submit any special requests (e.g. medical need, car pool, specific lot or garage space, etc.) that the employee wishes the Parking Administrator to consider when that employee is assigned a parking space. The Parking Administrator, in his or her discretion, may consider or refuse to consider such special requests.

(5) **Exceptions.** Spaces will be assigned by the Parking Administrator in order as listed on the Waitlist, with only the following exceptions, in order of priority:

(A) **Medical Need.** An assignment may be made out of Waitlist serial order to accommodate an employee's need based on a permanent or long-term medical need, when satisfactory documentation of such need is presented to the Parking Administrator. The Parking Administrator shall have discretion to make assignments out of Waitlist serial order for medical reasons.

(B) **Carpool.** An assignment may be made out of Waitlist serial order to accommodate a request for a Carpool space.

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(i) Documentation of members of the Carpool must be presented to the Parking Administrator as a precondition to receiving a Carpool assignment.

(ii) It shall be the duty of the Parking Administrator from time to time to verify that each assigned Carpool space is still being used by a Carpool of two (2) or more County employees. The assignment of a Carpool space will be revoked if the Carpool ceases to exist and the space will be reassigned to the employee listed next in order on the Waitlist.

(iii) Once one of the members of the Carpool is assigned an individual parking space, the remaining member of the Carpool shall have ten (10) days to replace that member with another County employee; if no replacement is found within the time required, the Carpool space will be reassigned.

(iv) In the event Travis County receives a grant intended to encourage use of carpooling as a means of transportation, such funds shall be used, to the extent permitted by the Carpool grant terms and conditions and any other applicable laws, to support and advance the goals and purposes set forth in this policy.

(C) **Move *to* Specified Position.** When an employee on the Waitlist is appointed to a Specified Position listed in § 11.013, that employee must, effective as of the date of the appointment, immediately begin to use the Specified Position Space specially designated for that position.

(i) That employee's name shall be removed from the Waitlist and the Waitlist order will be accordingly adjusted.

(ii) If the employee appointed to a Specified Position has already received, and is using, an assigned space, the employee shall, effective as of the date of appointment, immediately begin to use the Specified Position Space and cease using the previously assigned space, which shall be reassigned in serial order of the Waitlist.

(D) **Move *from* Specified Position.** When an employee moves from a Specified Position listed in § 11.013, that employee will be placed on the Waitlist in the order specified in § 11.008(b).

§ 11.009 Transferring Non-Reserved Spaces

(a) **Transferring Spaces.** Employees who have been assigned a Non-Reserved Space may request a transfer of their assigned parking space to an available Non-Reserved Space by contacting the Parking Administrator to have their name added to the Transfer Request List. Transfer requests will be granted for the purpose of transferring an assigned space in a remotely located County Parking Facility to a location in closer proximity to the employee's worksite.

(1) Transfer requests will be granted in priority order based on, first, the date of submission of the transfer request and, second, the distance (greatest to least) between the employee's worksite and the County Parking Facility in which the employee's assigned space is located.

(2) If multiple employees request transfers on the same date, and the distance between those employees' worksites and the County Parking Facilities in which their assigned spaces are located is equal, then the transfer requests shall be granted in order of, first, hire date, and, second, employee number (from lowest to highest).

(b) **Shift Changes.** Notwithstanding the prohibition against subleasing or trading parking spaces, the Parking Administrator is authorized to work with various Travis County departments, including the Sheriff's Office and the Community Supervision and Corrections Department, to accommodate shift changes and work-site transfers for employees of those departments, and may reassign parking spaces from time to time accordingly.

§ 11.010 Parking Committee

(a) **Purpose**. The Parking Committee shall have as its primary purpose the final resolution, in an expeditious and fair manner, of conflicts and disputes related to County-provided parking spaces and/or arising out of this Parking Policy.

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(b) **Responsibilities**. The Parking Committee shall:

(1) **Assist.** Assist the Parking Administrator in overseeing the implementation, management and enforcement of this Parking Policy.

(2) **Evaluate.** At least once annually, assess and evaluate the quality of the Parking Administrator's performance of his/her obligations as set forth in this Parking Policy.

(3) **Research.** Continue to research and monitor alternative transportation modes that are or may become available to County employees and to present such alternatives to the Commissioners Court at least once every two years.

(4) **Audit.** At least once annually, perform a comprehensive audit (including a written report and any other appropriate documentation) evaluating the extent to which the purposes of this Parking Policy as described in § 11.001 have been achieved.

(5) **Recommend.** On an as-needed basis, recommend modifications to this Parking Policy and/or adoption of supplementary County transportation policies.

(c) **Complaints.** The Parking Committee shall also receive, maintain and act on complaints and appeals received from County employees relating to Parking Policy matters, including without limitation those matters described in § 11.011.

(d) **Composition and Selection.**

(1) **Membership.** The Parking Committee shall consist of seven (7) members, all of whom shall be full-time County employees. At least two (2) members of the committee should be on the Waitlist and at least two (2) members should use alternate methods of transportation regularly. For each grievance, at least three (3) members will be selected to serve.

(2) **Excluded.** The following positions or departments are excluded from membership eligibility:

(A) elected or appointed officials;

(B) immediate staff to the Commissioners Court;

(C) the Parking Administrator; and

(D) immediate staff to the Executive Manager who supervises the Parking Administrator.

(3) **Selection.** Parking Committee members shall be selected by Commissioners Court.

(4) **Term.** Parking Committee members shall commit to serve a two-year term.

§ 11.011 Complaints and Appeals.

(a) **Written Complaint.** When an employee believes that the Parking Administrator has erred in the assignment of a parking space according to this Parking Policy, or has otherwise failed to manage the County Parking Facilities and/or to enforce this Parking Policy in a prompt, fair and conclusive manner, the employee shall present the complaint in writing to the Parking Committee.

(b) **Review by Committee.** The Parking Committee shall review the parking assignment, or other Parking Policy matter that is the subject of the complaint, for conformance with this Travis County Parking Policy and shall either affirm or modify the Parking Administrator's decision or render a new decision on that basis.

(c) **Appeal to Commissioners Court.** Employees may appeal the Parking Committee's decision to the Commissioners Court by notifying the Commissioners Court in writing of their intent to appeal and by requesting that the matter be placed on the Commissioners Court agenda. During the next practicable Voting Session of the Commissioners Court, the Commissioners Court shall consider the appeal and make a final decision on the parking assignment or other Parking Policy matter that is the subject of the complaint.

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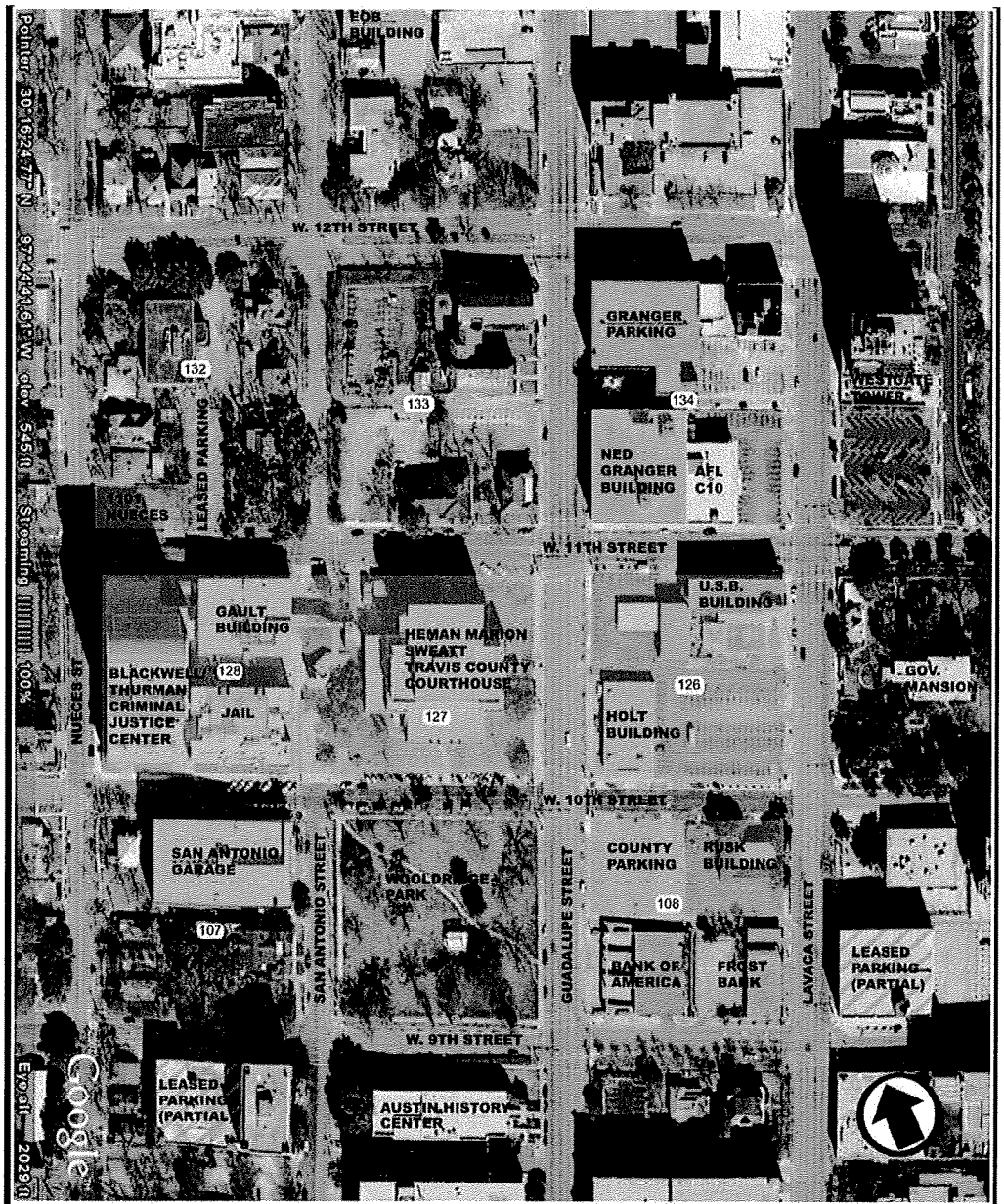
Committee Member	***Department***
Florence Briceno	Sheriff's Office
Rachel G. Castro	District Clerk's Office
Lori Clyde	Purchasing Department
Sydnia Crosbie, *co-chair*	Transportation & Natural Resources
David Escamilla / Tenley Aldredge	County Attorney's Office
Loretta Farb	Office of Commissioner, Precinct 2
Moses Guzman	Treasurer's Office
Lynn Harper	Administrative Operations
Amanda Janecek	District Attorney's Office
Jeanie Maldonado	Sheriff's Office
Edith Moreida	Office of Commissioner, Precinct 4
Rose Rowland	Facilities Management Department
Lisa Rush, *co-chair*	Records Management Department
Melissa Velasquez	Office of the County Judge
Melinda Watts	County Attorney's Office
Dina White	District Attorney's Office
Mike Wichern / Carolyn Damron	Auditor's Office
Martin Zamzow	Transportation & Natural Resources



TRAVIS COUNTY DOWNTOWN CAMPUS

#3

Travis County Commissioners Court Agenda Request

Voting Session **May 19, 2009** (Date) Work Session **May 14, 2009** (Date)

I. Request

Request made by: Alicia Perez, Executive Manager Phone # 854-9343
Signature of Elected Official/Appointed Official/Executive Manager/County Attorney

Requested text:

A. RECEIVE COMPENSATION COMMITTEE AND EVERGREEN SOLUTIONS, LLC PROGRESS REPORT, INCLUDING RECOMMENDATIONS THAT WOULD IMPACT FISCAL YEAR 2010 AND TAKE APPROPRIATE ACTION

B. DISCUSS REVISION TO CLASSIFIED PAY SCALE EFFECTIVE OCTOBER 1, 2009, AS PROPOSED BY EVERGREEN SOLTIONS, LLC, INCLUDING COMPENSATION COMMITTEE RECOMMENDATIONS AND TAKE APPROPRIATE ACTION

Approved by: _____
Signature of Commissioner or County Judge

II. Additional Information

A. Backup memorandum and exhibits should be attached and submitted with this Agenda Request (original and eight copies of request and backup).

B. List all of the agencies or official names and telephone numbers that might be affected or be involved with the request. Send a copy of the request and backup to each party listed.

III. Required Authorizations: Please check if applicable:

_____ Court Appointed Compensation Committee

_____ Planning and Budget Office (854-9106)

_____ Human Resources Management Department (854-9165)

_____ County Attorney's Office (854-9415)

_____ County Auditor's Office (854-9125)

RECEIVED
COUNTY JUDGE'S OFFICE
09 MAY -5 PM 4:14

Human Resources Management Department

209 W. 9th Street, Room 100 • P.O. Box 1748 • Austin, Texas 78767 • (512) 473-9165 / FAX(512) 473-4203

MEMORANDUM

DATE: May 14, 2009

TO: Members of the Commissioners Court

VIA: Alicia Perez, Executive Manager, Administrative Operations

FROM: Linda Moore Smith, Director, Human Resources Department

SUBJECT: Travis County Classified Compensation Structure

Proposed Motions:

A. Receive Compensation Committee and Evergreen Solutions, LLC Progress Report, including recommendations that would impact Fiscal Year 2010 and take appropriate action.

B. Discuss revision to Classified Pay Scale Effective October 1, 2009, as proposed by Evergreen Solutions, LLC, including Compensation Committee recommendations and take appropriate action

Background:

The Commissioners Court appointed and charged the Compensation Committee to achieve the following objectives ....

- Develop a Compensation Strategy based on specific issues and opportunities that affect classified employees
- Formulate policy recommendations to enhance the Compensation System
- Identify needed improvements to the Compensation System
- Benchmark to comparable employers for best practices for structures and strategies
- Analyze and prioritize recommendations for short (FY 10) and long term improvements in the equity and excellence of the Compensation System

Evergreen Solutions, LLC was contracted to work with Human Resources Department Staff and the Compensation Committee to facilitate the meetings and to provide compensation related expertise and consultation.

A. Receive Compensation Committee and Evergreen Solutions, LLC, Progress Report, including recommendations that would impact Fiscal Year 2010 and take appropriate action.

After five meetings of vigorous discussion and much civil debate, the Committee voted on the preliminary recommendations, as summarized below.

A. Receive Compensation Committee and Evergreen Solutions, LLC Progress Report, including recommendations that would impact Fiscal Year 2010 and take appropriate action

Compensation Committee Short-Term (FY 10) Recommendations
1. Suspend the FY 2009 Market Salary Study until the Compensation Committee completes its work on the Compensation Structure
2. Make every effort to preserve departments' current funding levels (no budget cuts) before funding any addition to compensation
Further, the Committee voted that *IF* funding is available for compensation increases, the Commissioners Court should fund the following items in *priority order*.
1. Adjust the Classified Pay Scale as recommended by Evergreen Solutions and match the amount of adjustment to the pay scale with an across-the-board increase for classified employees
2. Fund Pay-for-performance
3. Fund Career ladders

Specifically, the Committee stated that its vote to support the Classified Pay Scale adjustment was in keeping with its Charge to analyze, prioritize, and make recommendations for short- and long-term improvements in the equity and excellence of the Classification and Compensation System. Their decision was based on the following conditions:
• The Classified Pay Scale should never be adjusted unless the adjustment is fully funded
• Anytime there is an across-the-board increase, the Classified Pay Scale should be adjusted in the same amount
• Whatever funding is available in FY 10 should be provided, even if less than that recommended by Evergreen Solutions, and the Pay Scale adjusted accordingly
• This process would continue for as long as the current Classification and Compensation System is in place

B. Discuss revision to Classified Pay Scale effective 10/1/09, as proposed by Evergreen Solutions, LLC, including Compensation Committee recommendations and take appropriate action.

B. Discuss revision to Classified Pay Scale effective 10/1/09, as proposed by Evergreen Solutions, LLC, including Compensation Committee recommendations and take appropriate action

The Travis County Classified Pay Scale was analyzed by Evergreen Solutions to assess its market competitiveness. The analysis revealed that the overall Pay Scale is behind the market minimum – midpoint – maximum pay ranges of comparable peer jurisdictions.

Evergreen Recommends a 2.5% Adjustment to Classified Pay Scale, Effective 10/1/09

The Commissioners Court last approved a 3% overall increase to the Classified Pay Scale in October 2005.

Current Classified Pay Scale
Evergreen Solutions, LLC - Summary of Recommendations

1. **Continue Open Range Pay Scale Approach**

   Note: An Open Range Pay Scale offers defined minimums and maximums with flexibility to vary movement through pay grades based on tenure, performance skill acquisition, etc.

2. **Add two pay grades (33 and 34) to the top of the Classified Pay Scale**

   Note: Minimizes compression by adding room at top of pay scale to allow maintenance of internal equity relationships.

3. **Increase the range widths for grades 30 thru 34 to 70%**

   Note: Expanded range widths to market competitiveness to facilitate recruitment and retention of upper level professionals and senior management.

4. **Increase the current pay scale minimums by 2.5%, effective October 1, 2009**

   Note: The 2.5% increase to minimums will shift the entire scale by 2.5%; thereby, changing the midpoint and the maximum

See Attachment (Pages 1 – 13)

Evergreen Solutions, LLC - Project Report

Travis County

Classification and Compensation Pay Structure

CURRENT CLASSIFIED PAY SCALE

Table 1
Travis County
Classified Salary Schedule

Pay Grade	Minimum	Midpoint	Maximum	Range Width	Percent Dif
1	Retired				
2	Retired				
3	Retired				
4	$16,068.00	$19,281.60	$22,495.20	40%	
5	$17,160.83	$20,593.04	$24,025.04	40%	7
6	$18,360.78	$22,032.82	$25,705.06	40%	7
7	$19,646.22	$24,066.64	$28,487.06	45%	9
8	$21,017.15	$25,746.03	$30,474.91	45%	7
9	$22,495.20	$27,556.67	$32,618.14	45%	7
10	$24,079.54	$29,499.39	$34,917.38	45%	7
11	$25,773.07	$31,571.49	$37,369.90	45%	7
12	$27,573.10	$33,777.95	$39,980.93	45%	7
13	$29,501.26	$36,138.96	$42,776.86	45%	7
14	$31,556.51	$38,657.22	$45,757.92	45%	7
15	$33,764.43	$42,205.49	$50,646.54	50%	9
16	$36,121.07	$45,151.39	$54,181.50	50%	7
17	$38,648.90	$48,311.12	$57,973.34	50%	7
18	$41,348.32	$51,685.50	$62,022.48	50%	7
19	$44,240.56	$55,300.75	$66,360.94	50%	7
20	$47,347.04	$59,138.90	$71,020.56	50%	7
21	$50,667.76	$63,334.75	$76,001.74	50%	7
22	$54,223.31	$67,779.09	$81,335.07	50%	7
23	$58,016.19	$75,420.59	$92,824.99	60%	11
24	$62,086.34	$80,712.32	$99,338.10	60%	7
25	$66,434.99	$86,365.55	$106,295.90	60%	7
26	$71,084.42	$92,409.82	$113,735.02	60%	7
27	$76,055.20	$98,871.76	$121,688.32	60%	7
28	$81,389.78	$105,806.69	$130,223.60	60%	7
29	$87,088.56	$113,215.02	$139,341.70	60%	7
30	$93,194.40	$121,152.72	$149,111.04	60%	7
31	$99,728.72	$129,647.23	$159,565.95	60%	7
32	$106,712.94	$138,726.85	$170,740.75	60%	7

PROPOSED CLASSSIFIED PAY SCALE

Table 2
Travis County
Proposed Classified Pay Scale
October 2009

Pay Grade	Minimum	Midpoint	Maximum	Range Width	Percent Dif
1	Retired				
2	Retired				
3	Retired				
4	$16,469.70	$19,763.64	$23,057.58	40%	
5	$17,589.85	$21,107.82	$24,625.79	40%	7
6	$18,819.80	$22,583.76	$26,347.72	40%	7
7	$20,137.38	$24,668.28	$29,199.19	45%	9
8	$21,542.58	$26,389.66	$31,236.74	45%	7
9	$23,057.58	$28,245.54	$33,433.49	45%	7
10	$24,681.53	$30,234.87	$35,788.22	45%	7
11	$26,417.40	$32,361.31	$38,305.23	45%	7
12	$28,262.43	$34,621.47	$40,980.52	45%	7
13	$30,238.79	$37,042.52	$43,846.25	45%	7
14	$32,345.42	$39,623.14	$46,900.86	45%	7
15	$34,608.54	$43,260.68	$51,912.81	50%	9
16	$37,024.10	$46,280.12	$55,536.15	50%	7
17	$39,615.12	$49,518.90	$59,422.68	50%	7
18	$42,382.03	$52,977.54	$63,573.04	50%	7
19	$45,346.57	$56,683.22	$68,019.86	50%	7
20	$48,530.72	$60,663.40	$72,796.07	50%	7
21	$51,934.45	$64,918.07	$77,901.68	50%	7
22	$55,578.89	$69,473.62	$83,368.34	50%	7
23	$59,466.59	$77,306.57	$95,146.55	60%	11
24	$63,638.50	$82,730.05	$101,821.60	60%	7
25	$68,095.86	$88,524.62	$108,953.38	60%	7
26	$72,861.53	$94,719.99	$116,578.45	60%	7
27	$77,956.58	$101,343.55	$124,730.53	60%	7
28	$83,424.52	$108,451.88	$133,479.24	60%	7
29	$89,265.77	$116,045.51	$142,825.24	60%	7
30	$95,524.26	$128,957.75	$162,391.24	70%	11
31	$102,221.94	$137,999.62	$173,777.29	70%	7
32	$109,380.76	$147,664.03	$185,947.30	70%	7
33	$117,037.42	$158,000.51	$198,963.61	70%	7
34	$125,230.04	$169,060.55	$212,891.06	70%	7

Evergreen Solutions, LLC

Travis County

Classification and Compensation Pay Structure

A. Compensation Committee Progress Report

and

B. Classified Pay Structure Report

Commissioners Court

Work Session May 14, 2009

Voting Session May 19, 2009

Todd Osburn
Project Manager

A. Compensation Committee Progress Report

The Travis County Compensation Committee was formed at the direction of the Travis County Commissioner's Court. The Committee Objectives include:

- Develop a Compensation Strategy based on Compensation Issues and Opportunities that affect rank and file employees; and

- Formulate related policy recommendations that enhance the County's Compensation System.

The Committee's charge includes:

- Identify needed improvements to compensation system utilizing the list of Compensation Issues and Opportunities;

- Elicit input from rank and file employees through focus groups, surveys, forums and/or other methods deemed appropriate;

- Benchmark to comparable employers to determine best practices for compensation structures and strategies; and

- Analyze, prioritize and make recommendations for short and long term improvements in the equity and excellence of the County's compensation system.

Since the Committee's inception, it has met five times. Meetings were facilitated by Evergreen Solutions, LLC. Meetings have occurred on the following days:

- February 18, 2009
- March 4, 2009
- March 18, 2009
- March 30, 2009
- April 15, 2009

In addition to the first meeting at which the Committee ground rules were established, meetings have focused on establishing issue priorities, compensation philosophy, the classified pay scale, and short term compensation priorities. Committee highlights are listed below:

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Compensation Committee Highlights

- **Highlights of First Meeting (February 18, 2009)**

Established meeting dates, times, and locations.

Established role of facilitator and outside subject matter expert.

Adopted general meeting rules.

Adopted specific committee rules including quorum, proxy, and voting rules.

Reviewed current strengths and weaknesses of the current compensation system.

- **Highlights of Second Meeting (March 4, 2009)**

The second meeting was dedicated to a review of Committee priorities. In other words, the meeting was focused on what members most wanted to accomplish as a result of the committee process. Generally, the Committee found that a review of compensation philosophy was a necessary first step. Structure would flow from the philosophy and policies and procedures would result logically from the philosophy and structure.

Additionally, consensus formed around two key principles:

1. Compensation needs to become a more central focus of the budgeting process.
2. Compensation should be walled off in the preliminary budget.

- **Highlights of Third Meeting (March 18, 2009)**

The first half of the third meeting centered on Evergreen Solutions 's recommendations for changes to the County's General Pay Scale. The Committee voted to approve the following recommendations:

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1. Recommendation of a 2.5% COLA (if funding permits).
2. Recommendation to adjust the pay scale by whatever COLA is passed for the rest of the employees up to 2.5%. Thus if the COLA is 2%, the pay scale would be adjusted by 2%.
3. Recommendation that this process would continue for as long as the current system is in place.

In effect, the Committee approved the Evergreen recommendations and went one step further by tying the adjustment of the pay scale to approved cost of living increases and proposing a continuation of this policy for as long as the County operates under the current unified pay scale system.

The second half of the meeting focused on Committee issues related to the County's compensation philosophy.

- **Highlights of Fourth Meeting (March 30, 2009)**

The first half of the meeting centered on discussion of the meeting minutes. Although the meeting minutes were approved, a motion was made to re-open the discussion of the recommendations related to the classified pay scale. The following recommendations, which supersede those approved at the March 18 meeting, were approved:

1. In keeping with Committee Charge #4, the Committee agrees with Evergreen's recommendation that the pay scale needs to be adjusted upward in FY 10.
2. However, the pay scale should never be adjusted unless the adjustment is fully funded.
3. Anytime there is an across-the-board pay increase, the pay scale should be adjusted in the same amount.
4. Whatever funding is available in FY 10 should be provided, even if less than that recommended by Evergreen, and the pay scale adjusted accordingly.
5. Recommendation that this process would continue for as long as the current system is in place.

The second half of the meeting focused on a list of 10 compensation philosophy issues.

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- **Highlights of Fifth Meeting (April 15, 2009)**

The meeting addressed the short term issues related to the FY 2010 budget. The purpose of the meeting was to provide the Commissioner's Court with the Committee's input on compensation-related issues in time for the beginning of the budget process. Several committee members observed that the recommendations would probably be quite different if the purpose was to provide recommendations on long term changes. After prolonged discussion, the Committee voted to approve a series of short term recommendations to the Commissioner's Court.

Travis County Compensation Committee
Short-Term Funding Priorities

In response to the direction of the Commissioner's Court, the Travis County Compensation Committee met to consider compensation items related to FY 10. The Compensation Committee voted to approve the following recommendations to the Court.

- Commissioner's Court should direct HRD to suspend Year 1 of the Market Salary Study.
- Commissioner's Court should make preserving the budget the primary priority before funding any additions to compensation.

If budget conditions permit, Commissioner's Court should prioritize funding the implementation of compensation additions in the following manner:

1. Adjusting the pay scale and implementing an across-the-board increase in a manner consistent with previous recommendations.
2. Funding pay-for-performance.
3. Funding career ladders.

B. Classified Pay Scale Report

Travis County Structure

Travis County uses a unified pay plan for general employees. The pay plan has 32 pay grades; however grades one through three have been retired. Thus the number of active pay grades is 29. The current pay structure is shown in Table 1.

Table 1
Travis County
Classified Salary Schedule

Pay Grade	Minimum	Midpoint	Maximum	Range Width	Percent Dif
1	Retired				
2	Retired				
3	Retired				
4	$16,068.00	$19,281.60	$22,495.20	40%	
5	$17,160.83	$20,593.04	$24,025.04	40%	7
6	$18,360.78	$22,032.82	$25,705.06	40%	7
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11	$25,773.07	$31,571.49	$37,369.90	45%	7
12	$27,573.10	$33,777.95	$39,980.93	45%	7
13	$29,501.26	$36,138.96	$42,776.86	45%	7
14	$31,556.51	$38,657.22	$45,757.92	45%	7
15	$33,764.43	$42,205.49	$50,646.54	50%	9
16	$36,121.07	$45,151.39	$54,181.50	50%	7
17	$38,648.90	$48,311.12	$57,973.34	50%	7
18	$41,348.32	$51,685.50	$62,022.48	50%	7
19	$44,240.56	$55,300.75	$66,360.94	50%	7
20	$47,347.04	$59,138.90	$71,020.56	50%	7
21	$50,667.76	$63,334.75	$76,001.74	50%	7
22	$54,223.31	$67,779.09	$81,335.07	50%	7
23	$58,016.19	$75,420.59	$92,824.99	60%	11
24	$62,086.34	$80,712.32	$99,338.10	60%	7
25	$66,434.99	$86,365.55	$106,295.90	60%	7
26	$71,084.42	$92,409.82	$113,735.02	60%	7
27	$76,055.20	$98,871.76	$121,688.32	60%	7
28	$81,389.78	$105,806.69	$130,223.60	60%	7
29	$87,088.56	$113,215.02	$139,341.70	60%	7
30	$93,194.40	$121,152.72	$149,111.04	60%	7
31	$99,728.72	$129,647.23	$159,565.95	60%	7
32	$106,712.94	$138,726.85	$170,740.75	60%	7

As seen in Table 1, range widths get wider as the pay plan progresses upward. Grades 4-6 have range widths of 40 percent. Grades 7 through 14 have range widths of 45 percent, while the range widths of Grades 15-22 are 50 percent. Grades 23 through 32 have range widths of 60 percent. Generally, the midpoint distance between grades is set at seven percent. The midpoint distance is different for Grades 7, 15, and 23. This is a result of the change in range widths that occurs at these points in the scale.

Pay Structure Approaches

Generally, pay structures take one of four forms:

- Grade and Step
- Open Range
- Pure Market
- Broad Band

Grade and Step

Grade and step plans are characterized by designated pay grades that have a minimum and maximum and a defined number of increments (steps) in between that employees move to, typically after serving a specified period of time. Under the most common form of a grade and step plan, employees move up one step with the successful completion of one year of service. The distance between steps varies, though generally the distance between steps has shrunk over time. Travis County's POPS scale is an example of a grade and step plan.

Another prominent example of a grade and step approach is the pay scale used by the Federal Government. The federal pay scale, used by most federal employees, has 15 pay grades. Each grade has 10 steps. For most pay grades, the distance between steps is a fixed dollar amount, with the dollar amount between steps increasing as one goes to higher grades within the pay scale. Original placement in the pay scales is generally fixed by educational level, though a certain amount of negotiation is usually involved in the initial placement.

Grade and step plans have distinct advantages and disadvantages. From an employee standpoint, this compensation approach offers the advantage of being able to plan advancement through a pay grade. Increases are typically granted routinely, and employees can expect to advance with service tenure. From an organizational standpoint, budgeting is usually easy to accomplish since it is fairly simple to plan future outlays.

However, grade and step plans also have a number of disadvantages. Since advancement through the pay plan is usually based on tenure, the grade and step approach has little connection to employee performance. Managers find it difficult to advance productive employees through the pay grades at faster rates than unproductive employees. Thus grade and step plans limit manager flexibility.

Open Range

The open range system has some of the same features of the grade and step plan since it is characterized by designated pay grades that have defined minimums and maximums. However,

instead of fixed increments for increases, managers are able to vary movement through the pay grades based on factors such as tenure, employee performance and acquisition of employee skills. Thus open range systems offer improved flexibility and the ability to move key employees through the range more quickly. This makes it easier to recruit and retain key employees.

Pure Market

Pure market approaches are based on slotting jobs based on market rates. Minimums and maximums are set by surveying market averages. Within market ranges, employees are slotted based on such characteristics as tenure, performance and skill acquisitions. Some market approaches are characterized by defined pay grades but in others no pay grades are set. Theoretically, all classifications can have their own pay grades. A pure market approach has distinct advantages and disadvantages. The primary advantage is that each job is defined by market forces. This offers an organization the opportunity to recruit and retain employees based strictly on market forces. However, such an approach requires the acquisition of a large amount of market data on a regular basis. This can be expensive, time consuming and can, at times, can cause great debate over the internal value of jobs. Advances in data collection techniques and the availability of secondary data sources have made the implementation of pure market systems more accessible.

Broadbanding

Broadbanding pay structures use a small number of large salary pay ranges, instead of many different pay grades within an organization. The main objective of a broadband is to reduce salary ranges within a certain level but introduce broader pay ranges within a job level or family. Broadbanding groups jobs with similar skill set requirements into pay groups within the organization. Jobs within a particular broadband do not have to necessarily report to the same supervisor(s) particularly in larger organizations where similar skill sets are required in multiple departments or divisions.

Broadbanding can be used to encourage employee development by reducing barriers to employee mobility within the organization. Employees within a given band may capitalize their learned skills through lateral progressions within the organization. Such moves are typically fast tracked. Employees are not pressured into availing themselves of existing broadband opportunities. However, those employees who are so inclined are afforded the opportunity to further advance their career through lateral transitions which should eventually lead to upward mobility into higher levels of the broadband. Ultimately, such moves should be designed to prepare the employee for upward promotion into a higher broadband.

Trends

The most pronounced trend in the area of compensation structure has been the shift from traditional step and grade plans to more flexible compensation arrangements. Within the private sector, the presence of step and grade plans is now confined mostly to highly unionize manufacturing environments. Although somewhat expensive, these contracts help businesses predict future labor costs. The public sector has been somewhat slower to move away from step and grade systems.

These arrangements are still quite prevalent in some areas of the public sector, most noticeably in public safety organizations such as police and fire departments.

As both the public and private sectors have moved away from grade and step plans, open range, pure market, and broadbanding systems have replaced them. These compensation approaches offer improved flexibility over the grade and step approach.

Recommendations

Recommendation #1

Travis County should continue to use an open range approach.

Rationale

While broadbanding has gained in popularity nationally, this approach requires a great deal of preliminary ground work. Job families need to be specified, progression through the range needs to be identified, organizational design needs to be examined, and the workforce needs to be educated on the merits and mechanics of the plan. More importantly, the County's culture is probably not ready for such a dramatic shift. Broadband systems are not consistent with hierarchical structures, and the County's management style is very much a hierarchal system. Additionally, the success of broadbanding in the public sector is spotty at best.

A pure market approach is also not likely to work well at Travis County. This type of compensation structure requires allowing salary levels to be determined almost exclusively by external equity. The culture at Travis County probably would not be ready for this type of approach since internal equity relationships play a large role in the allocation of jobs within the pay structure. The hierarchical management structure would probably not accommodate situations where employees make nearly an identical amount as their immediate subordinates. Additionally, a number of informal internal equity relationships across departments have been established, and market data that suggested these relationships no longer hold would probably lead to a great deal of discontent.

The other alternative structure available to the County is a grade and step approach. As noted earlier, this approach is based primarily on tenure. Performance has little impact on employee progression in a grade and step approach, which is why many jurisdictions have abandoned this type of approach. The de-emphasis of performance sends a message to employees that performance does not count. Sending such a message would be counter to current trends in compensation management.

Recommendation#2

Travis County should add two pay grades to the top of the pay scale.

Rationale

The current strategic plan approach used by the County has typically resulted in the upgrading of jobs within the pay scale. In a system that examined all jobs at once, adjustments to the scale itself could accommodate many of the market upgrades, and an increase in the number of grades may not be necessary. However, the County's current approach means that jobs progress vertically rather than horizontally. This will eventually result in a compression at the top of the scale as jobs shift upward within the pay plan. To accommodate this compression, it is necessary to add room to the top of the pay scale to allow internal equity relationships to be maintained.

Recommendation #3

Travis County should increase the range widths for grades 30-34 to 70%.

Rationale

Currently, the range widths for grades 30-32 is 60%. Typically the incumbents within these pay grades are either advanced professionals or senior management. The current range width of 60% is lower than for the City of Austin, Bexar County, the City of Dallas, the City of Round Rock, the City of San Antonio and even the State of Texas. To facilitate recruitment and retention of upper level professionals and senior management, the width of these ranges needs to be increased to competitive levels.

Recommendation #4

Travis County should increase the current pay scale minimums by 2.5% in October, 2009.

Rationale

Adjustments to pay scales are necessary to keep pace with inflation and to reduce the "top-out" effect that occurs at the top end of pay ranges. Organizations that conduct across the board market studies will typically adjust their pay plans in accordance with the market results. Thus, employees can move horizontally as a result of the market studies in addition to vertically through the pay plan. The approach adopted by Travis County mitigates the requirement to do frequent pay plan adjustments since much of the employee movement is done vertically. Still, the pay plan requires adjustment periodically to move entry rates upward and to move the top-end of the pay scale to better reflect market conditions.

The last significant change to the Travis County pay scale took place in October 2005. At that time, the scale was increased three percent overall and a number of pay grades had their ranges increased. Since that time, the County has gone through a complete Strategic Plan cycle, with one-third of the

jobs reviewed each year in 2006, 2007, and 2008. While the placement of jobs within the scale has varied by market findings, the scale itself has remained unchanged. From October 2005 to January 2009, the Consumer Price Index has increased approximately six percent. Thus, an item purchased for $100 in October, 2005 would now cost approximately $106.

While it is not possible to know what prices will do in the future, the best estimate of future events are based on past experience. This means that it is like that inflation will grow by slightly less than two percent before October 2009 and continue to do so over the next strategic planning cycle. If the County does not adjust the minimums this year, it will either have to keep the present minimums until the end of the next three-year strategic planning cycle or adjust it during the middle of the planning cycle. Such an adjustment during the middle of the planning cycle will be viewed as unfair by those whose jobs were reviewed in the first year. Failure to adjust the plan this coming year would then result in the pay range minimums going unchanged for at least six years, and possibly as many as seven years. This is simply too long to go without adjusting the pay scale, even in a system that is marked by horizontal progression. Overall, even with a one pay grade increase, employee minimums will have fallen approximately one percent since the last scale adjustment. The proposed 2.5 percent adjustment will offset the current loss and keep the County more competitive in the years ahead.

Adjustment of the pay scale minimums would have both positive and negative effects. The positive effects include raising entry rates, thus improving the County's hiring ability, and increasing range maximums, which will reduce the number of red-lined employees. Negative effects include the cost of bringing employees to the new minimums (unless the County decides to live with the green-circles) and compression at the bottom of the pay scale.

The proposed pay scale for October, 2009 is shown in Table 2.

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Table 2
Travis County
Proposed Classified Pay Scale
October 2009

Pay Grade	Minimum	Midpoint	Maximum	Range Width	Percent Dif
1	Retired				
2	Retired				
3	Retired				
4	$16,469.70	$19,763.64	$23,057.58	40%	
5	$17,589.85	$21,107.82	$24,625.79	40%	7
6	$18,819.80	$22,583.76	$26,347.72	40%	7
7	$20,137.38	$24,668.28	$29,199.19	45%	9
8	$21,542.58	$26,389.66	$31,236.74	45%	7
9	$23,057.58	$28,245.54	$33,433.49	45%	7
10	$24,681.53	$30,234.87	$35,788.22	45%	7
11	$26,417.40	$32,361.31	$38,305.23	45%	7
12	$28,262.43	$34,621.47	$40,980.52	45%	7
13	$30,238.79	$37,042.52	$43,846.25	45%	7
14	$32,345.42	$39,623.14	$46,900.86	45%	7
15	$34,608.54	$43,260.68	$51,912.81	50%	9
16	$37,024.10	$46,280.12	$55,536.15	50%	7
17	$39,615.12	$49,518.90	$59,422.68	50%	7
18	$42,382.03	$52,977.54	$63,573.04	50%	7
19	$45,346.57	$56,683.22	$68,019.86	50%	7
20	$48,530.72	$60,663.40	$72,796.07	50%	7
21	$51,934.45	$64,918.07	$77,901.68	50%	7
22	$55,578.89	$69,473.62	$83,368.34	50%	7
23	$59,466.59	$77,306.57	$95,146.55	60%	11
24	$63,638.50	$82,730.05	$101,821.60	60%	7
25	$68,095.86	$88,524.62	$108,953.38	60%	7
26	$72,861.53	$94,719.99	$116,578.45	60%	7
27	$77,956.58	$101,343.55	$124,730.53	60%	7
28	$83,424.52	$108,451.88	$133,479.24	60%	7
29	$89,265.77	$116,045.51	$142,825.24	60%	7
30	$95,524.26	$128,957.75	$162,391.24	70%	11
31	$102,221.94	$137,999.62	$173,777.29	70%	7
32	$109,380.76	$147,664.03	$185,947.30	70%	7
33	$117,037.42	$158,000.51	$198,963.61	70%	7
34	$125,230.04	$169,060.55	$212,891.06	70%	7

Compensation Committee Input Related to the Classified Pay Scale

At the March 30 meeting of the Travis County Compensation Committee, the Committee voted to approve the following recommendations related to classified pay scale.

1. In keeping with Committee Charge #4, the Committee agrees with Evergreen's recommendation that the pay scale needs to be adjusted upward in FY 10.

2. However, the pay scale should never be adjusted unless the adjustment is fully funded.

3. Anytime there is an across-the-board pay increase, the pay scale should be adjusted in the same amount.

4. Whatever funding is available in FY 10 should be provided, even if less than that recommended by Evergreen, and the pay scale adjusted accordingly.

5. Recommendation that this process would continue for as long as the current system is in place.

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