



**Chief
Executive
Office.**

COUNTY OF LOS ANGELES

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CHIEF EXECUTIVE OFFICER

Fesia A. Davenport

February 29, 2024

To: Supervisor Lindsey P. Horvath, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

**MOVING PARKING ENFORCEMENT SERVICES FROM THE SHERIFF'S
DEPARTMENT TO THE DEPARTMENT OF PUBLIC WORKS (ITEM NO. 10,
AGENDA OF OCTOBER 17, 2023)**

On October 17, 2023, the Board of Supervisors (Board) approved a motion directing my office, in collaboration with the Director of Public Works (DPW), the Sheriff, and in consultation with County Counsel, to prepare a full business analysis, including organizational structure with appropriate levels of management and staffing and a budget and funding analysis, and proceed with the steps required to transfer all parking enforcement services and authority from the Sheriff's Department (LASD) to DPW. The Board further directed my office to report in writing in 120 days with an implementation plan which should include, but is not limited to:

- a) Specific steps required for DPW to fully execute parking enforcement services no later than July 1, 2024;
- b) Programmatic, contracting, and logistical needs;
- c) Staffing, any necessary movement of existing staff, and changes to current organization structures needed to maintain current levels of service and expanded service hours that are comparable to similar jurisdictions;
- d) Necessary amendments or additions to Los Angeles County (County) ordinances to transition parking enforcement authority from LASD to DPW;
- e) Short- and long-term goals and performance metrics;
- f) A process to transfer capital assets and parking citation processing tools for executing parking enforcement services to DPW;



- g) Funding plan, including gaps, opportunities, and steps needed to transfer parking enforcement revenues from LASD to DPW;
- h) A communication plan for unincorporated area residents to be informed of the transition before and after it occurs;
- i) Comparison to parking enforcement services provided by neighboring jurisdictions; and
- j) A timeline for implementation and any additional steps and tools to ensure a swift transition of service.

The Board further directed my office to consult, where appropriate, with labor on the impact of the transition, and requested that the Sheriff promptly make available or provide access to all information (including, but not limited to data, reports, employee information, strategic documents, budget reports, and correspondence) requested by the Director of DPW to effectuate the transition.

In response to the motion, my office formed an interdepartmental working group that included DPW, LASD, and County Counsel, reviewed budgetary and operational information, evaluated the role of contracted partners in parking enforcement, conducted an asset scan to better understand LASD's use of vehicles and equipment as part of its parking enforcement operation, and worked closely with DPW to develop an operating model for parking enforcement within its transportation core service area. We also convened meetings with other cities to discuss their experiences administering a civil parking enforcement unit, including the Cities of Los Angeles and Long Beach.

Through our work, we have learned that parking enforcement is a complex operation integrated within the law enforcement operations of LASD. We continue to work through operational details with DPW and expect we will refine program parameters and performance metrics as we approach the Board-mandated July 1, 2024, transition date.

This report focuses on our most critical findings to date, including the fiscal impact of transitioning parking enforcement duties to DPW, major changes to the operating model necessitated by moving the program to a civilian department, and labor concerns.

Additional Funding Is Needed to Move Parking Enforcement to DPW

During the deliberations of the motion that directed that parking enforcement be transferred from LASD to DPW, the assumption was that the operation could be transferred in a way that was cost neutral to the County General Fund. After an extensive and ongoing analysis, we have determined that the program transfer will

not be cost neutral. We expect that relocating the program will require both onetime startup funding and additional ongoing net County cost (NCC) not already included in the LASD budget to ensure the successful transition of the parking enforcement program to DPW.

Attached is a line-item cost out of the parking enforcement operation within LASD. This cost out shows that, at a high level, LASD's actual costs to operate the parking enforcement program in Fiscal Year 2022-23 were \$10,799,482, with operating revenue (from citations and other fees) of \$12,268,164, resulting in a program savings of \$1,468,682. The Fiscal Year 2023-24 Adopted Budget similarly budgeted \$10,534,000 for operating costs and \$12,117,000 in revenue, for a budgeted program savings of \$1,583,000.

However, we have identified costs not included in the budgetary estimates. For example, the LASD parking fleet relies on aging vehicles that are at or beyond end-of-life, requiring replacement. LASD's practices of budgeting for and charging for overhead are different than DPW's and will result in additional budgeted costs once the program moves to DPW. LASD's parking enforcement leverages a robust dispatch and radio infrastructure that supports its general law enforcement operations. This dispatch and radio infrastructure must be enhanced within DPW to support parking enforcement effectively. DPW also will need to add management personnel to oversee the program as the program is currently managed by sworn personnel at LASD who oversee a larger portfolio and who will not transfer with the program.

We are working with DPW to both refine their cost estimates and minimize the impact of new funding requests, while still ensuring successful parking enforcement operations at DPW. We expect to submit a final cost estimate to your Board on or before March 19, 2024.

Because we anticipate a fiscal impact from the transition, this motion will be assessed under the Board's Fiscal Resilience Protocols adopted on January 23, 2024, which require motions having an NCC impact to be assessed and ranked in advance of the appropriate budget phase according to their readiness status.

We Continue to Analyze Operating Changes Required by Transitioning Parking Enforcement from a Law Enforcement Agency to a Civilian Agency

Transitioning parking enforcement to a civilian agency will require substantial changes to the current operating model. These changes will have both a fiscal impact and require that DPW create departmental infrastructure to support parking enforcement programming.

As mentioned above, DPW will need to develop additional dispatch and radio capacity. There is a cost associated with developing this additional capacity, including staffing.

Untangling parking enforcement from overlapping law enforcement duties and countywide operations is more complicated and requires continued planning.

LASD's parking enforcement officers currently have access to in-vehicle computers that connect to the California Law Enforcement Telecommunications System (CLETS). CLETS is a computer network that gives police departments access to national databases maintained by the Federal Bureau of Investigation, the Department of Motor Vehicles (DMV), the State of California, and others. CLETS information can only be accessed by authorized law enforcement and criminal justice personnel. Any information obtained from the system can be used for "official use" only.

Currently, access to the system enables parking enforcement officers to identify vehicles as stolen or used in the commission of a crime. Identifying these vehicles is currently a core parking enforcement function and a regular interface with law enforcement operations at LASD. Should parking enforcement officers lose access to CLETS, the ability of law enforcement to recover stolen vehicles may be diminished in the unincorporated areas. My office has contacted the California Department of Justice to determine whether DPW qualifies for CLETS membership under State law. Those conversations are ongoing. In the meantime, DPW is researching strategies that other civilian parking enforcement agencies have in place to identify and address stolen vehicles and/or vehicles used in the commission of a crime.

In addition, within LASD's parking enforcement operation are countywide responsibilities that are not necessarily appropriate to or cannot transfer to DPW. For example, LASD deputies and security officers also issue parking citations in unincorporated County areas and at various County facilities. Non-County agencies (e.g., Department of Forestry and the California Highway Patrol) also issue citations that are also processed by LASD. LASD conducts administrative hearings, as required by the California Vehicle Code, for multiple contract cities (e.g., Lakewood, Lancaster, Lomita, Lawndale, Pico Rivera and La Cañada Flintridge), as well as other agencies where citations are being issued.

My office is working with LASD and DPW to define which services currently within the parking enforcement umbrella must remain in LASD, how such services are funded, what contracts are in place that govern the provision of services, if any, and what memoranda of understanding and financial arrangements (e.g., departmental service orders) between DPW and LASD must be in place to ensure the orderly processing of citations by DPW.

Parking Enforcement Officers Have Raised Safety Concerns

Parking enforcement entails some inherent risks to personal safety, including the potential for physical confrontations and assaults while issuing citations. During a site visit at the East Los Angeles Sheriff's Station, parking enforcement officers explained that they rely on immediate law enforcement backup (i.e., radioing for help) when dangerous conditions occur in the field. They said they would feel unsafe if they lost access to LASD dispatch. In response, DPW and LASD are discussing mutual aid arrangements once the program transitions to DPW. These and other changes in work conditions will be the subject of meet and confer discussions with our labor partners.

Next Steps

My office continues to work with DPW and LASD to finalize a transition and operating plan, effective July 1, 2024, subject to your Board's allocation of funding pursuant to the Fiscal Resilience Protocols. This will include a cost out, the number of positions that will either transfer to or be newly added to DPW based on operating metrics to be established by DPW. The plan will also identify available assets, new assets needed, and planned contract and interdepartmental support. We are also working with DPW on communications planning for unincorporated residents as well as cities and agencies operating within the County. We will also assess the feasibility of phasing the transfer of parking enforcement operations to determine whether doing so minimizes cost and/or operational impacts.

We expect to submit DPW's estimated cost out on or before March 19, 2024. Our next update will take place verbally at the Board's regular meeting on March 19, 2024.

Should you have any questions concerning this matter, please contact me or Julia Orozco at (213) 974-1151 or jorozco@ceo.lacounty.gov.

FAD:JMN:MM
JFO:AG:pp

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Sheriff
 Public Works

LOS ANGELES COUNTY SHERIFF'S DEPARTMENT PARKING ENFORCEMENT DETAIL (PED)

Ln	Appropriation	FY 2023-24	FY 2022-23
		Adopted Budget	Actual
1	Sheriff Staffing ⁽¹⁾	\$ 9,334,000	\$ 8,396,429
2	Administrative Hearing Officers (as needed)	-	120
3	Conduent Contract ⁽²⁾	1,000,000	2,076,305
4	Various S&S - Office Supplies/Janitorial/Other	200,000	46,789
5	Vehicle Fuel Cost (60 Vehicles)	-	66,196
6	Vehicle Maintenance Cost	-	116,120
7	Parking Control Officer Uniforms (\$305.81/Officer)	-	19,266
8	Parking Control Officer Equipment ⁽³⁾	-	78,258
9	Total Appropriation/Expense	\$ 10,534,000	\$ 10,799,482
10	Revenue ⁽⁴⁾		
11	Parking Citations	\$ 10,023,000	\$ 10,067,183
12	Lockheed Fees (Vehicle Code Fines)	1,947,000	2,076,345
13	Sheriff Fees	146,000	124,516
14	Hearing Officer Fees	1,000	120
15	Total Revenue	\$ 12,117,000	\$ 12,268,164
16	Net County Cost - Savings/(Deficit)	\$ 1,583,000	\$ 1,468,682

NOTES:

1. Reflects salaries and employee benefits for the following positions.

	Budget	Filled	Vacant
Administrative Services Manager I	1	1	0
Intermediate Typist Clerk	3	2	1
Operations Assistant I	2	2	0
Operations Assistant II	2	0	2
Parking Control Officer	69	53	16
Senior Typist-Clerk	1	1	0
Supervising Parking Control Officer	12	11	1
	90	70	20

2. • \$1.0 million is budgeted for the Conduent contract, however costs are approximately \$2M. Contract is revenue offset; costs are based on citations which bring in revenue to pay for contract expenses. Revenue is captured under "Lockheed Fees (Vehicle Code Fines)".
- Current Conduent contract terms is January 19, 2023 through January 18, 2024 plus an option to extend for a period of six months in any increment.
- Conduent processes citations, maintains citation records, sends notices to violators, and shares data with the Department of Motor Vehicles to obtain vehicle ownership information. Conduent also collects all cash and check payments and deposits those payments with the County.
3. Cost based on \$1,242.19 for Parking Control Officer Equipment.

Key Holder	\$ 8.42
OC Spray	\$ 9.25
OC Holder	\$ 24.13
Rainwear	\$ 47.74
Field Jacket	\$ 110.00
Radio Holder	\$ 43.21
Protective Vest IIIA	\$ 919.07
Flashlight	\$ 80.37
TOTAL	\$ 1,242.19

4. • Lockheed Fees (Vehicle Code Fines): Reflects the portion of the parking citation revenue that offsets Conduent contract costs (collection fee of \$1.75 per parking citation plus fee for handheld devices).
- Sheriff Fees: Administrative fee for processing parking citations for Beaches & Harbor and ISD based on rates established by the Auditor-Controller.
- Hearing Officer Fees: Fee charged to the contract cities for reviewing a case and interviewing motorists who appeal parking citations.