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Fesia A. Davenport

March 11, 2024

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

From: Fesia A. Davenport FAD  
Chief Executive Officer  
FAD (Mar 11, 2024 16:54 PDT)

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

On February 29, 2024, we submitted a report informing your Board that we were continuing to work with the Sheriff's Department (LASD) and the Department of Public Works (DPW) to finalize a transition and operating plan related to the transfer of parking enforcement services from LASD to DPW, as directed by your Board on October 17, 2023. In that report, among other things, we advised your Board that we expected the transition of services from LASD to DPW will require new net County cost funding, and that we were working with DPW to better assess the costs of the transition.

The attached proposed business plan prepared by DPW sets forth the implementation timeline and estimated associated costs to move parking enforcement services from LASD to DPW. The plan provides a two-phased approach. In the first phase, existing LASD staff and resources will transfer to DPW, and DPW will acquire necessary startup equipment and hire key additional staff. In the second phase, DPW will enhance the parking enforcement program with additional staffing, assets, and technological improvements. The plan also details a communications plan associated with the transfer. The plan is based on assumptions that continue to be the subject of discussions with LASD, including the assumption that parking enforcement and certain administrative personnel will transfer from LASD to DPW.



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With respect to cost projections, DPW estimates \$23.2 million in ongoing funding and \$1.8 million in onetime funding are needed for phase one. An additional \$14.8 million in ongoing funding and \$10.5 million in one-time funding are estimated for phase two. Exhibits D and E to the attached business plan summarize these funding estimates.

As we reported on February 29, 2024, because current budgeted revenue for the LASD parking enforcement program is \$12,117,000, moving the LASD program to DPW in phase one will not be cost neutral and the transfer of services will be assessed under the Board's Fiscal Resilience Protocols adopted on January 23, 2024.

Based on these cost estimates, it is advisable to explore setting up a separate, narrowly focused parking enforcement unit in DPW using a phased-in approach. While we continue to work with DPW to examine and refine the cost estimates above, we will also begin to explore this alternative model with both LASD and DPW.

Our next update is scheduled to take place at your Board's March 19, 2024, regular meeting.

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

FAD:JMN:MM  
JFO:AG:pp

Attachment

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



ATTACHMENT

# **PARKING ENFORCEMENT SERVICES AT PUBLIC WORKS BUSINESS PLAN**

March 5, 2024

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## **Exhibits**

**Exhibit A – Phase 1:** Organization Chart for Phase 1 (Transfer of Parking Enforcement Function from LASD to Public Works)

**Exhibit A – Phase 2:** Organization Chart for Phase 2 (Enhancement of Parking Enforcement Services at Public Works)

**Exhibit B:** Map of Public Works Parking Enforcement Office Locations

**Exhibit C:** Communications Plan

**Exhibit D:** Implementation Timeline for Phase 1

**Exhibit E – Phase 1:** Budget for Phase 1 (Transfer of Parking Enforcement Function from LASD to Public Works)

**Exhibit E – Phase 2:** Budget for Phase 2 (Enhancement of Parking Enforcement Services at Public Works)

# PARKING ENFORCEMENT SERVICES AT PUBLIC WORKS BUSINESS PLAN

## Framework for a Successful Parking Enforcement Program

A successful Countywide Parking Enforcement Program for Los Angeles County as envisioned by the Board Motion, “Moving Parking Enforcement Services from the Sheriff’s Department to the Department of Public Works” (Board Motion), will require sufficient staffing, supported by an array of effective policies, technologies, and enforcement strategies to ensure compliance and efficient management of parking resources for a system as complex as Los Angeles County’s parking enforcement network. These elements may include:

- 1. Enforcement Personnel:** Adequate staffing of enforcement officers who are trained to enforce parking regulations fairly and efficiently. This includes ensuring proper training on customer service, conflict resolution, and awareness and sensitivity to community needs.
- 2. Comprehensive Parking Regulations:** Clearly defined parking regulations that address various aspects such as time limits, permit zones, street cleaning schedules, and disabled parking requirements. These regulations should be regularly reviewed and updated to address changing needs and priorities.

Special consideration may be needed to align parking regulations and interim measures with Board policies regarding homelessness, recreational vehicles (RVs), and the needs of vulnerable and at-risk communities.

- 3. Accessibility and Equity:** Ensuring that parking policies and enforcement efforts consider the needs of all community members, such as those with disabilities and low-income individuals. This will entail managing the public right-of-way to ensure it is accessible to all residents and enhances the overall quality of life. This also may involve providing accessible parking options and offering alternative transportation solutions.
- 4. Technology Integration:** Implementation of modern technologies such as license plate recognition systems, parking meters with electronic payment options including credit cards and mobile payments, and parking guidance systems to help drivers locate available parking spaces.
- 5. Public Awareness and Education:** Regular communication and outreach efforts to inform the public about parking regulations, enforcement procedures, and the importance of compliance. This can include signage, informational materials, and online resources.

- 6. Fair and Consistent Enforcement:** Enforcement practices should be consistent across neighborhoods and demographics to ensure fairness and build trust within the community. Exceptions or special permits should be granted judiciously and transparently. Enforcement practices should also consider and complement other parking and traffic safety policies and initiatives.
- 7. Data-Driven Decision Making:** Utilization of data management, tracking, and analytics to understand parking patterns, identify areas of high demand, and optimize enforcement strategies accordingly. This includes analyzing parking violation and service request data to target enforcement efforts effectively.
- 8. Collaboration with Stakeholders:** Collaboration with local businesses, residents, neighborhood associations, and other stakeholders to address parking challenges collaboratively. This can involve soliciting feedback, conducting surveys, and actively engaging communities to identify proactive and responsive solutions.
- 9. Innovation and Adaptability:** Remaining open to new technologies, policies, and strategies that can improve parking management and enforcement. This includes piloting innovative solutions and considering adjustments to policies based on feedback and evaluation. It may also include strategies and technologies (e.g., electric and alternative fuel fleets) that reinforce existing goals for advancing sustainability and improving the health of our communities.
- 10. Enforcement of Safety Regulations:** In addition to standard parking regulations, ensuring enforcement of safety-related parking rules such as fire hydrant clearance, sidewalk accessibility, and no-parking zones in emergency routes.

By incorporating these essential concepts into the County's Parking Enforcement Program, Los Angeles County can better manage its parking resources, improve compliance with regulations, and enhance the overall parking experience and quality of life for communities.

### **Foundational Components for Program Implementation**

Below are the critical components and considerations that align with the intent of the Board Motion and reinforce the necessary framework for accomplishing its mission of transferring parking enforcement services under Los Angeles County Public Works. These foundational elements consider a two-part phased approach: Phase 1 (Transfer of Parking Enforcement Function) and Phase 2 (Enhancement of Parking Enforcement Services).

**Phase 1 includes the necessary elements to begin transferring the parking enforcement function from LASD to Public Works by July 1, 2024.**

**Phase 2 will focus on the service enhancements that will address the intent of the Board Motion to expand parking enforcement services, increase responsiveness, and enhance quality of life for County residents.**

As it undertakes these phases, Public Works will also seek to build upon the economy of scale of the Los Angeles County Sheriff's Department's (LASD) operations to achieve the vision for enhanced parking enforcement Countywide. As there are still several elements that need to be identified and considered in the process of this transition, Public Works will continue to develop an implementation plan which factors in additional information from Chief Executive Office (CEO), LASD, and parking enforcement best practices from neighboring jurisdictions.

#### *Expert Support for County Parking Enforcement Program*

- Recognizing that parking enforcement will be an entirely new function with many operational, legal, and logistical considerations, Public Works will work with an expert parking enforcement consultant to inform the transition and enhancement phases of this effort.
- Public Works has engaged and is working with a consultant to provide critical support for the initial transition of the program.
- Public Works will require additional expert consultant assistance to ensure subject matter expertise, identify meaningful metrics, and to support Public Works in developing recommendations with actionable steps for the efficient implementation and expansion of parking enforcement services for Los Angeles County.
- Existing LASD Parking Enforcement Detail (PED) leadership and staff are also required to be available to provide institutional knowledge to Public Works to facilitate a smooth transition.

### **PHASE 1: TRANSFER OF PARKING ENFORCEMENT FUNCTION FROM LASD TO PUBLIC WORKS**

#### *Staffing*

- The new Parking Enforcement program (**Exhibit A – Phase 1**) will initially be led by a Senior Civil Engineer within the Transportation Planning and Programs Division when it is transitioned over to Public Works. The Senior Civil Engineer will be responsible for establishing the parking enforcement program within Public Works and setting the groundwork for Countywide operations, as well as distribution of employees and resources.



- All personnel from LASD PED will need to transfer to Public Works to preserve institutional knowledge. This includes personnel that are holding parking control classifications and administrative classifications. However, with respect to budgeted positions, only the 81 parking control positions will be transferred to Public Works. Public Works will work with CEO to acquire 9 new positions for the transferring administrative staff.
- In addition to the aforementioned PED personnel (81 parking control positions and 9 administrative positions), Public Works will need new staff to immediately support the Program in areas related to management, parking enforcement dispatch, human resources, financial management, and fleet services. Public Works requires the following 19 positions in the first phase of program development (transfer of services):
  - 3 positions – Parking Enforcement Program management
  - 7 positions – Parking Enforcement Dispatch and Call Center
  - 5 positions – Fleet support: service, repair, and maintenance
  - 2 positions – Financial management staff: budget preparation and accounting
  - 2 positions – Human Resources staff: recruitment, exams, and onboarding
- Note: The PED is currently overseen and managed by sworn personnel at the Civil Management Bureau and at each of LASD's 16 respective stations. As these sworn personnel will not transfer to Public Works, Public Works will need to continue to assess the adequate staffing needed to conduct the program management and oversight that currently exists at LASD. Public Works will continue to assess the additional staff support needed to implement and enhance the Parking Enforcement Program.

*Equipment, Facility Needs, and Contracting Services*

- Administrative staff will be located at Public Works Headquarters and field yards, provisioned with necessary offices, equipment, furnishings, and secure IT network connectivity.
  - Public Works has assessed all available space at its Headquarters and field facilities, and will be relocating existing Public Works staff to accommodate the space considerations needed for the parking enforcement staff, associated equipment, and vehicles. In the interim, it will be necessary to house some parking enforcement program staff in, at a minimum, one trailer to facilitate a smooth transition.
- Parking Control Officers and Supervising Parking Control Officers will be distributed at locations across the region at Public Works Headquarters and 7 additional Public Works field facilities (**Exhibit B**). Selection of the locations was based on availability of space at existing Public Works facilities and proximity to unincorporated service areas.
  - Parking enforcement operations are conducted 7 days a week between the hours of 3 a.m. and 11 p.m. There will be a need for security services at the 7 field facilities where parking enforcement will be operating, which will result in an annual cost of approximately \$1.9M.

- All vehicles and associated vehicle equipment will need to be transferred to Public Works in phases beginning 60 days prior to July 1, 2024, to facilitate all needed modifications and be placed in service.
  - To facilitate the ownership transfer of LASD's parking enforcement vehicles to Public Works, some logistical considerations include, but are not limited to:
    - Transfer of vehicles in batches, starting May 1, 2024, to facilitate all needed inspections and service and/or repairs. This assumes that no vehicles have any safety deficiencies.
    - Transport of vehicles to ISD-Radio Shop for LASD radio removal and Countywide Integrated Radio System (CWIRS) radio installation.
    - Replacement of vehicle decals.
    - Administrative processes related to transfer of vehicle ownership.
  - Note: It is assumed that all 63 of LASD's PED vehicles will be transferred to Public Works. A reduction in the number of vehicles would impact the transition of the program to Public Works and increase projected costs and transition timelines as Public Works would need to procure additional vehicles.
    - Phase 1 considers the transfer of LASD's 63 vehicles sufficient since there are currently vacancies within the LASD PED.
    - As the remaining budgeted positions (of the 81 total parking enforcement officers) are filled, additional vehicles will need to be procured, consistent with LASD's practice of assigning one vehicle to each Parking Control Officer and to meet operational needs.
- All Parking Control Officers and Supervising Parking Control Officers will require uniforms, personal protective equipment, etc.
  - If parking enforcement staff are not supplied with existing uniforms and equipment from LASD, Public Works will procure those items. Adequate lead time for procurement, which could be 2 to 3 months depending upon the items, will be critical to ensure a successful transition.
- All existing capital assets and parking citation processing tools for executing parking enforcement services, including all equipment, software, and services provided by the existing parking enforcement administrative services vendor, Conduent State & Local Solutions, Inc. (Conduent), will need to be transferred to Public Works.
- All passwords and/or access to databases will need to be transferred to Public Works.
- All towing contracts and contracts for administrative hearing officers will need to be transferred to Public Works.

*Logistical Responsibilities and Program Support*

- Public Works will rely upon County Counsel to ensure any necessary amendments or additions to County ordinances to transition parking enforcement authority from LASD to Public Works is effectuated.

- Public Works will consult with CEO Risk Management Branch and County Counsel regarding the parking enforcement liability exposures, such as vehicle incidents, and assess whether to purchase commercial insurance or rely on internally funded risk financing programs (self-insurance). These costs will be added to the Parking Enforcement Program once they are determined.
- If access to LASD's dispatch network or CLETS is not immediately provided, continuing support from LASD will be essential to provide Parking Control Officers with the information needed to perform their responsibilities.
- Any handwritten parking enforcement-related citations processed by Conduent for Los Angeles County (e.g., parking citations issued by LASD officers, Internal Services Department, Health Services, County Beaches and Harbors, etc.) will be managed by Public Works.
- On-site and emergency support required from law enforcement to assist Parking Control Officers will need to continue to be provided by LASD.
- LASD and Public Works will execute agreements, as appropriate, to memorialize the responsibilities of both Departments, as well as additional support needed from LASD, including, but not limited to:
  - Dispatch support
  - Data sharing and network integration
  - Assumption of parking enforcement services for contract cities
- Public Works will also execute agreements with contract cities and County departments that use Conduent services as needed.
- The removal of RVs from the roadway that are occupied by people experiencing homelessness will continue to be handled by the LASD Homeless Outreach Services Team (LASD-HOST) in accordance with the CEO-Homeless Initiative RV Protocol.
- The investigation and removal of burned RVs will continue to be handled by LASD and the Los Angeles County Fire Department. After the removal of RVs, Public Works will be responsible for the cleanup of remaining debris.

#### *Parking Enforcement Dispatch and Call Center*

- To staff a 24/7 call center and maintain current levels of service, Public Works will require at a minimum: additional staffing, equipment, tenant improvements to house new staff, new hardware and software, operation and maintenance of new systems, and training.
- New IT and/or telecommunication systems and tools will be developed and implemented to ensure that emergency and non-emergency calls are separated.
- Other hardware, such as multiple CWIRS or an equivalent radio system utilized by LASD, computers, monitors, telecommunications, software, and training will need to be procured.
- Note: Public Works will need additional information from LASD PED, including, but not limited to, call volume data, parking citation data, and training and software manuals for call center personnel and Parking Control Officers.

### *Hiring and Onboarding Considerations*

- The existing LASD PED program currently has a significant vacancy rate. Public Works will hire additional staff to fill program vacancies. Exam development, administration, and onboarding may take 6 to 9 months.
  - Note: This does not take into consideration the time that may be required for more advanced background checks (e.g., CLETS).
- Public Works' Employee Relations staff is engaging CEO Employee Relations to discuss union relations, particularly how the transition of the parking enforcement function from LASD to Public Works that may constitute changes in working conditions. CEO will lead this effort with the appropriate union(s).

### *Technology, Data Management, and Systems Integration*

- Public Works will develop a comprehensive GIS-enabled data collection and management system to interface and integrate with existing data systems, such as the electronic Countywide Accounting and Purchasing System (eCAPS), Public Works' dispatch network, and Public Works' existing portals for customer service complaints and inquiries (e.g., The Works, Interactive Customer Inquiry System, etc.).
- Parking enforcement will also be integrated into Public Works' webpage and The Works application to create convenient, user-friendly methods for reporting parking enforcement concerns.
- New interfaces will be developed to connect Public Works with Conduent's external system to facilitate credit card processing for parking enforcement citations.

### *Communication Plan for Unincorporated Area Residents*

It will be essential to ensure that County unincorporated area residents, as well as impacted County departments and contract cities, are informed of the transition of parking enforcement services before and after this transition of function occurs. To facilitate this effort, Public Works developed a Los Angeles County Parking Enforcement Strategic Communications Plan (**Exhibit C**). This Plan focuses on stakeholder engagement, multi-faceted outreach, integration of parking enforcement staff and functions into Public Works' culture, and rebranding the program as a County Parking Enforcement Program with associated logos and messaging.

### *Implementation Timeline for Phase 1*

A high-level timeline for Phase 1 implementation is attached in **Exhibit D**.

### *Budget for Phase 1: Transfer of Parking Enforcement Services*

The Budget establishes the foundational elements required and builds upon the economy of scale of LASD's operations to achieve the vision for enhanced parking enforcement

Countywide. The Budget contains known costs and identifies areas that will need to be further assessed.

Based on available information and estimated expenditures for Fiscal Year (FY) 2024-25, a budget and associated funding of \$25M is needed by July 1, 2024, including one-time costs of \$1.8M (**Exhibit E - Phase 1**). A total of 109 budget and ordinance positions, which includes the 90 Parking Enforcement Program positions and the 19 additional support positions for Public Works, need to be included in the Public Works budget.

The estimated ongoing funding needed for each FY, after FY 2024-25, is \$23.2M and includes labor, equipment usage, contracts, uniforms and IT equipment, facility costs, etc. As additional information becomes available, necessary adjustments to budget and funding needs will be determined.

#### Important Notes:

- An unresolved matter is the method for transitioning staff and resources from LASD to Public Works without causing an interruption to enforcement services prior to July 1, 2024. Public Works will need to work closely with LASD to transfer resources as well as to facilitate the required training and transfer of knowledge from LASD PED staff and leadership.
- There will be an initial reduction in quality of service and productivity when the parking enforcement services are transitioned over because Public Works will not have the full complement of resources and LASD's economies of scale. LASD's program operates out of 16 LASD facilities with built in administrative support, contracts and services, embedded management structure, and equipment. LASD PED also has the benefit of historical knowledge that Public Works will need to develop as the parking enforcement program evolves.
- Much information about LASD's parking enforcement operation remains unknown to Public Works. Resource needs and associated costs will be reassessed once this additional information is obtained.
- LASD PED currently uses the California Law Enforcement Telecommunications System (CLETS) in their operations, which automates alerts to law enforcement when a license plate number, entered by Parking Control Officers during the course of their services, is linked to active law enforcement reports. This includes notifications such as alerts for stolen vehicles, "Be On the Lookout" (BOLO) alerts, silver and amber alerts, and active warrant searches. It is unclear whether Public Works, as a civilian agency, will be able to obtain access to CLETS.

## PHASE 2: ENHANCEMENT OF PARKING ENFORCEMENT SERVICES AT PUBLIC WORKS

In alignment with the Board Motion, Public Works strives to create a dedicated Parking Enforcement Division that can integrate parking enforcement services as part of its comprehensive transportation system. This approach would allow Public Works to plan and direct its parking enforcement efforts to complement other vital transportation operations such as public safety (e.g., Vision Zero), multimodal mobility, street sweeping, road maintenance, transportation construction projects, red curb installation and maintenance, and infrastructure developments.

Recognizing the directive of the Board Motion to ensure expanded service hours are comparable to similar jurisdictions, increase responsiveness to constituents, and manage the public right-of-way to ensure it is accessible and enhances the quality of life for residents, an increase in staffing is necessary.

It is projected that the Parking Enforcement Program should increase substantially to achieve the County's initial objectives for level of service for communities. This staff increase is based upon preliminary review of neighboring and comparable jurisdictions' parking enforcement programs and was conducted by Public Works' parking enforcement consultant. As such, Public Works plans to gradually increase the number of budgeted positions and officers.

### *Staffing*

- The new Parking Enforcement Division will be led by an Assistant Deputy Director who will collaborate with other corresponding Assistant Deputy Directors within the Transportation Core Service Area to deliver services more effectively and through a more integrated, customer service-oriented approach.
- The Parking Enforcement Division would also require additional staffing as outlined in **Exhibit A – Phase 2**.
- To provide a comprehensive and more equitable distribution of parking enforcement across the County, Public Works recommends an additional 39 Parking Control Officers, and 6 Supervising Parking Control Officers for a total of 108 and 18, respectively.
  - Recognizing the challenge of hiring such a large workforce in a short amount of time, we will increase the number of Supervising Parking Control Officers and Parking Control Officers by approximately 50 percent. (Note: The existing contract with Conduent has to be revised because it currently limits the quantity of equipment to an increase of 20 percent.)
  - Methodically increasing staffing levels will enable increased parking revenues, which will help to offset the cost of the enhanced Parking Enforcement Program.
  - Public Works will conduct an ongoing review to assess short- and long-term goals and performance metrics to ensure appropriate staffing levels.

- Public Works will continue to assess the additional staff support needed to enhance the Parking Enforcement Program.

### *Equipment, Facility Needs, and Contracting Services*

Phase 1 (Transfer of Parking Enforcement Function) assumes that all 63 vehicles from LASD will be transferred to Public Works, regardless of existing mechanical issues, age, and vehicle usage. Phase 2 (Enhancement of Parking Enforcement Services) will consider the need to replace vehicles as they age and exceed County standards for vehicle usage pursuant to Section 3.020 of the Board Policy, County Vehicle Fleet Replacement Cycle Standards (i.e., a vehicle that reaches 8 years of age or 110,000 miles, whichever occurs first). With the expanded staff, Public Works will continue the policy of one vehicle per Parking Control Officer and procure additional vehicles, as well as ensure the requisite electric vehicle charging infrastructure.

### *Parking Enforcement Dispatch and Call Center*

The existing Public Works dispatch call system, which will be utilized for parking enforcement dispatch in Phase 1 (Transfer of Parking Enforcement Function), is capable of logging, recording, counting, and routing resident calls, however, an upgrade to a fully integrated call center software system that is more appropriate for parking enforcement operation will be needed. Public Works will identify and procure software to support the dedicated parking enforcement call center, which will be routed separately from emergency dispatch calls.

### *Budget for Phase 2: Enhancement of Parking Enforcement Services*

Similar to the budget for Phase 1, the Phase 2 budget contains known costs and identifies areas that will need to be further assessed.

The estimated increase in expenditures from Phase 1 of parking enforcement to Phase 2 enhanced services is \$14.8M, plus an additional \$10.5M in one-time costs (**Exhibit E - Phase 2**). This budget reflects an additional 65 budget and ordinance positions needed for enhanced parking enforcement services. These estimates are based upon full implementation of Phase 2.

The estimated ongoing funding needed each FY is \$38M and includes labor, equipment usage, contracts, uniforms and IT equipment, facility costs, etc. As additional information becomes available, necessary adjustments to budget and funding needs will be determined.

## **STRATEGIES TO ENHANCE SERVICE**

Public Works is dedicated to continuing to work with LASD and CEO to understand the various elements of the existing Parking Enforcement Program with the aim of centering the County's parking enforcement function with the values of accessibility and quality of life. Public Works will continue to develop its implementation plan as it receives new programmatic and budgetary data from LASD to ensure it acquires the resources and support needed to enhance parking enforcement services for Los Angeles County residents, departments, and contract cities.

### **Performance Metrics to Achieve Short- and Long-Term Goals**

The Parking Enforcement Program will collect and analyze data to enhance understanding of parking patterns, identify areas of high demand, optimize enforcement strategies, and better manage the public right-of-way to ensure it is accessible and enhances quality of life for residents. This program will assess a number of performance metrics, which may include:

- **Violation Rates:** Tracking the number of parking violations issued over a specific period helps gauge the extent of non-compliance and can highlight areas with high violation rates, guiding enforcement priorities.
- **Revenue Generation:** Monitoring revenue generated from parking citations can indicate the financial effectiveness of the enforcement program. However, this metric should be balanced with other goals such as compliance and community satisfaction.
- **Response Time:** Assessing the time taken by enforcement officers to respond to parking complaints or violations can indicate the efficiency of enforcement operations and customer service quality.
- **Appeals and Disputes:** Monitoring the number of parking citations appealed or disputed by the public and the outcomes of those appeals can provide insights into the fairness and accuracy of enforcement actions.
- **Customer Satisfaction:** Conducting surveys and collecting feedback from residents, businesses, and visitors regarding their satisfaction with parking enforcement services, responsiveness, and overall experience can help gauge public perception and identify areas for improvement.
- **Equity and Accessibility:** Assessing the distribution of parking enforcement efforts across different neighborhoods and demographics to ensure equitable enforcement and accessibility to parking resources for all community members.



- **Safety Improvements:** Tracking the impact of parking enforcement on improving traffic flow, pedestrian safety, and emergency vehicle access can help assess the program's contribution to overall public safety.
- **Efficiency of Resources:** Evaluating the allocation of resources, including personnel and technology, relative to equitable enforcement outcomes to ensure optimal utilization and cost-effectiveness.
- **Environmental Impact:** Assessing the environmental impact of parking enforcement activities, such as emissions from enforcement vehicles, the use of paper tickets, the impacts of non-enforcement (e.g., parking on green spaces), and exploring opportunities for making operations more sustainable.

By monitoring performance metrics such as those listed above, Los Angeles County will implement and continuously assess the effectiveness and impact of its Parking Enforcement Program. Implementing carefully planned and robust data analysis will help identify areas for improvement, enable data-driven decisions to better serve communities' parking needs, and advance quality of life improvements.

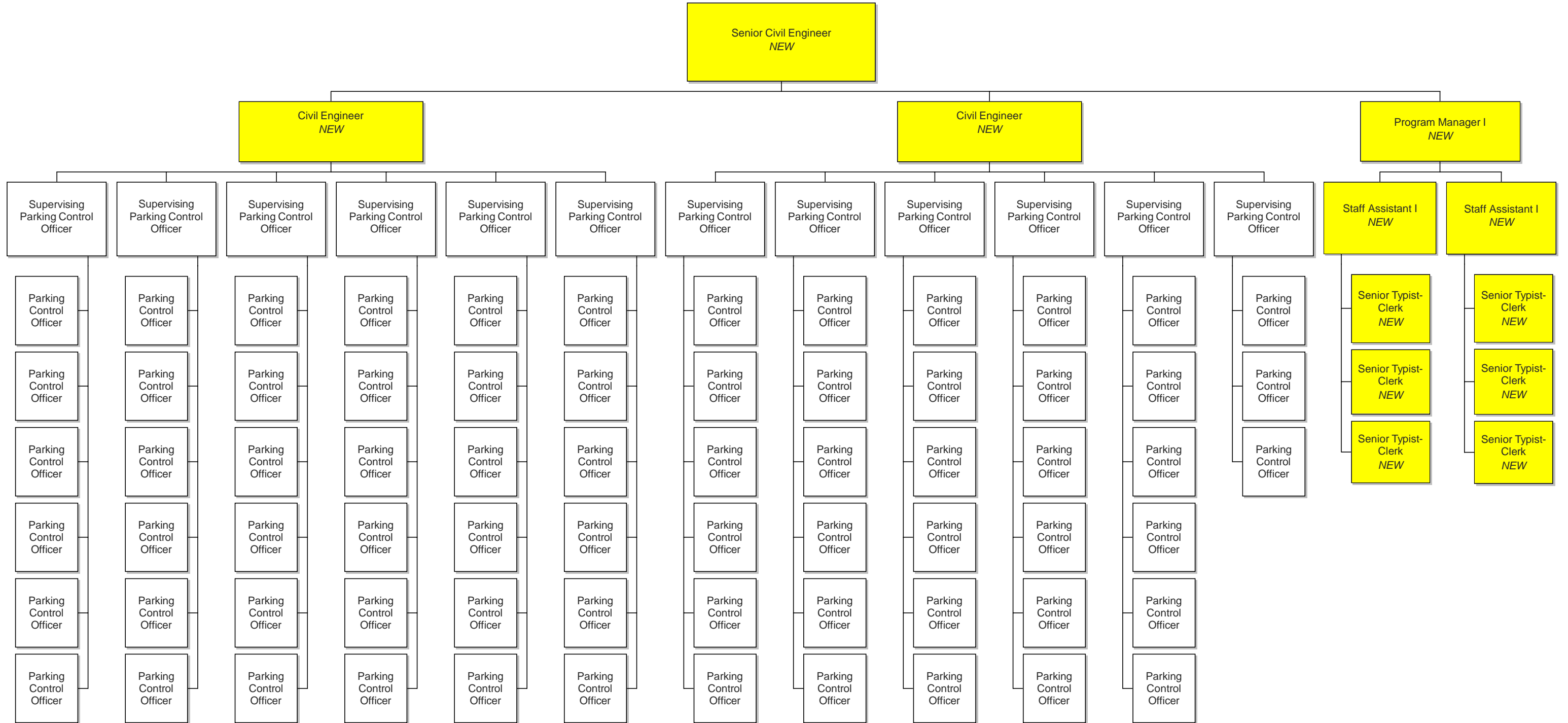
Public Works will identify additional program enhancements that will at a minimum address residents' concerns around adequate and fair parking enforcement, service hours, and timely response to service inquiries. This program will also be geared towards optimizing the program and introducing efficiencies through integrated transportation planning, operational changes, assessing distribution of staffing and resources, improved and streamlined procedures, and leveraging technology. Some areas for research and assessment include:

- Parking enforcement operations in areas of high need to ensure equitable service.
- Development of GIS-based map layers that capture parking restrictions, special parking districts, and street sweeping routes to consider how they integrate with parking enforcement operations.
- Routing to improve efficiency of parking enforcement patrols.
- New work locations for optimal operations.
- License plate readers in a pilot program for education and identification of real-time need for enhanced enforcement.
- Transition to electronically issued tickets only (i.e., no handwritten citations).
- Cost-benefits and legality of outsourcing elements of the parking enforcement program to a third-party contractor.
- Use of transportation data and mapping systems to improve parking enforcement within communities.
- Potential Parking Control Officer Reserve Program trained to augment parking enforcement operations.

## **Conclusion and Next Steps**

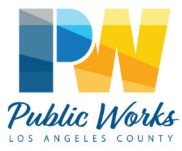
In summary, the components listed above, including the Organizational Charts (**Exhibit A – Phase 1** and **Exhibit A – Phase 2**), Map of Parking Enforcement Office Locations (**Exhibit B**), Strategic Communications Plan (**Exhibit C**), Implementation Timeline for Phase 1 (**Exhibit D**), and Budgets (**Exhibit E – Phase 1** and **Exhibit E – Phase 2**), reflect Public Works' commitment to continue working with the CEO, LASD, and County Counsel to analyze the recommendations and identify the critical, time-sensitive steps for advancing an enhanced Los Angeles County Parking Enforcement Program as envisioned by the Board Motion. We will utilize the data and inventories to be provided by LASD, Conduent, and others, and leverage the expertise of a consultant for parking enforcement to transition parking services from the LASD to Public Works.

However, Public Works recognizes that the rapidly approaching implementation date of July 1, 2024, will make it challenging to accomplish the orderly transfer of personnel, equipment, vehicles, and procurement of communications devices, software, and other electronic equipment, contracts, services, and supplies. Public Works remains dedicated to collaborating on a solution that will improve communities' experience of parking enforcement, expand access to public right-of-way, and enhance quality of life for residents.

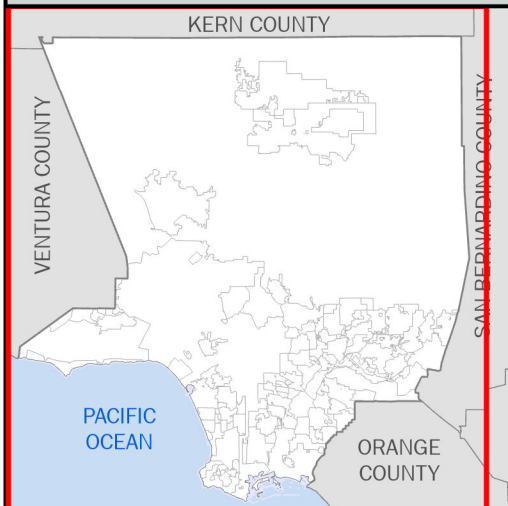
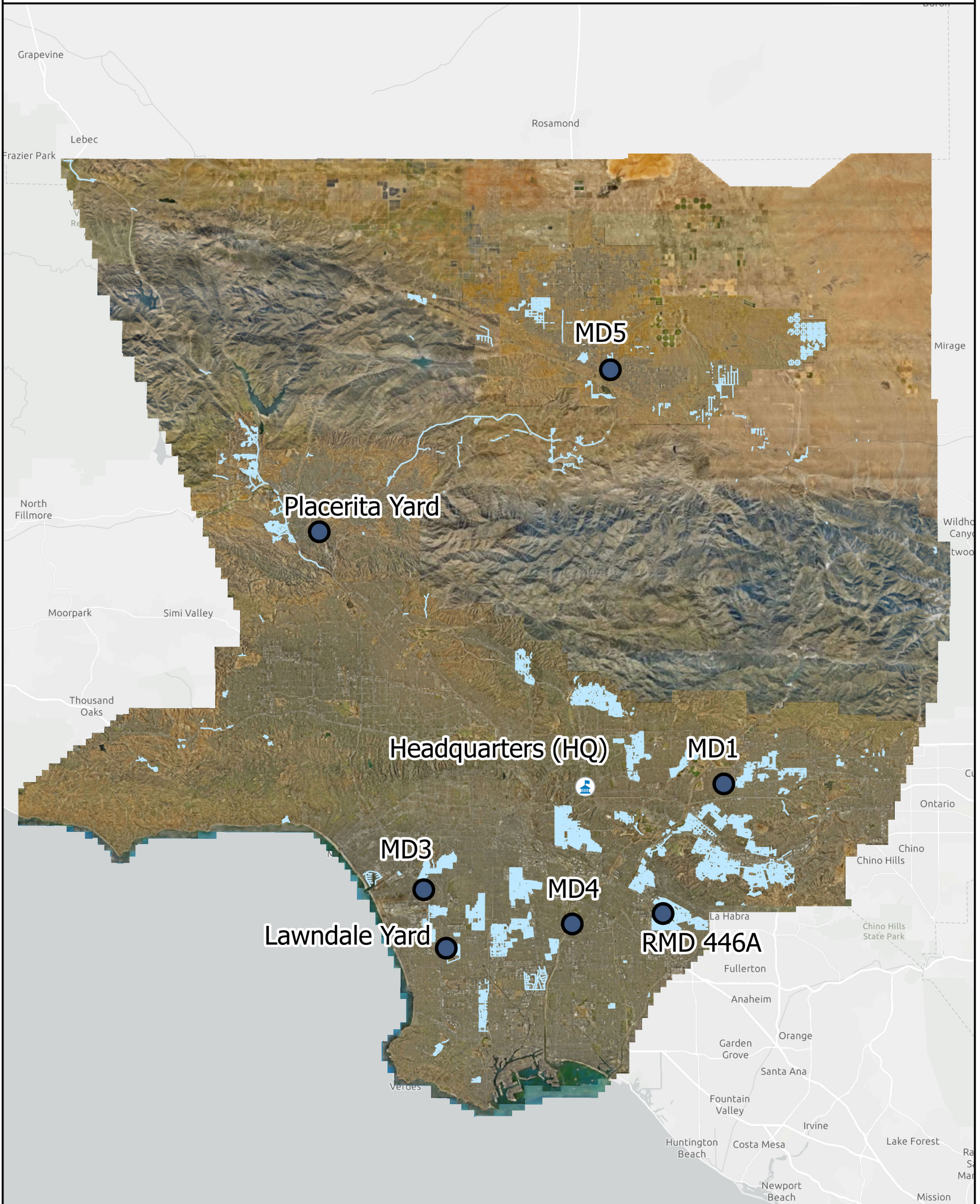






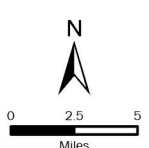


# Parking Enforcement Office Locations



Unincorporated County Service Area

<u>Location</u>	<u>Address</u>	<u>City</u>
Headquarters	900 S. Fremont Avenue	Alhambra
Placerita Yard	22234 Placerita Canyon Road	Newhall
MD1	14747 E. Ramona Boulevard	Baldwin Park
MD3	5530 W. 83rd Street	Los Angeles
Lawndale Yard	4055 W. Marine Avenue	Lawndale
MD4	11282 Garfield Avenue	Downey
RMD 446A	13671 Telegraph Road	Whittier
MD5	38126 N. Sierra Highway	Palmdale



Date: 3/4/2024  
 SMPM Division, Mapping & GIS Services Section (nshapiro)  
 Data from eGIS Repository and Public Works. This map is for informational purposes only and should not be used for legal, engineering, or surveying.



## LOS ANGELES COUNTY PARKING ENFORCEMENT STRATEGIC COMMUNICATIONS PLAN

### **BACKGROUND**

The Los Angeles County Board of Supervisors voted on October 17, 2023, to move parking enforcement services from the Los Angeles County Sheriff's Department (LASD) to Los Angeles County Public Works (Public Works). The Motion states that enforcing parking in the County is not just an issue of public safety but also includes managing the public right-of-way to ensure it is accessible and enhances quality of life for residents. Residents of unincorporated communities had expressed frustrations that included limited-service hours and a frequent lack of responsiveness even during those service hours.

This Strategic Communications Plan has been created to support the transition of parking enforcement services to Public Works to provide enhanced parking enforcement services as envisioned by the Los Angeles County Board of Supervisors.

### **OBJECTIVES**

- Raise awareness among unincorporated area residents and businesses of the transition of parking enforcement services to Public Works.
- Build public trust through positive customer experiences, effective community engagement, reputation management, and brand building.
- Maintain an informed workforce and support transferring employees in their adoption of Public Works' workplace culture.

### **STRATEGIES**

The following are Public Works' strategies to engage, inform, and educate communities about the transfer of parking enforcement functions from LASD to Public Works.

#### **STRATEGY 1: RESEARCH**

Conduct empirical research to understand the attitudes and concerns of internal and external stakeholders, including local business owners, residents, and incoming LASD Parking Enforcement Detail staff. This qualitative and quantitative data will bring vital information back into the organization for analysis and action.

- 1.1. Gather and analyze existing LASD Parking Enforcement Detail customer comment cards and constituent correspondence.
- 1.2. Conduct interviews with select LASD Parking Enforcement Detail staff and supervisors to better understand opportunities and challenges related to the transition.

## LOS ANGELES COUNTY PARKING ENFORCEMENT STRATEGIC COMMUNICATIONS PLAN

- 1.3. Conduct constituent focus groups to better understand the priorities of residents and business owners.

### **STRATEGY 2: MESSAGE DEVELOPMENT**

Develop culturally competent and community aware messaging to support the transition of parking enforcement to Public Works.

- 2.1. Create a Core Messaging Document that outlines the mission of parking enforcement across all platforms, including print and digital.
- 2.2. Translate messaging into copy that is linguistically appropriate and culturally competent across various communities.

### **STRATEGY 3: STAKEHOLDER RELATIONS**

Identify key community stakeholders (including Town Councils, faith-based organizations, NGOs, nonprofits, HOAs, etc.) to serve as ambassadors in informing their respective constituents and in providing information and insights to Parking Enforcement managers on how to effectively engage residents and business owners.

- 3.1. Conduct stakeholder briefs for key community leaders in advance of the transition to identify their priorities and concerns and provide this feedback to the Parking Enforcement Division.
- 3.2. Engage these key community leaders in the socialization of content to their constituencies.
- 3.3. Support a continuous feedback loop with key community leaders to provide actionable recommendations to the Parking Enforcement Division.

### **STRATEGY 4: MEDIA RELATIONS**

Implement an earned media relations strategy that encourages positive news coverage of the transition by local and regional media outlets.

- 4.1. Conduct a press briefing that is highly focused on community papers and local ethnic media.
- 4.2. Craft a press release announcing the transition and highlighting Public Works' values and strategic focus on customer experience.
- 4.3. Create original content highlighting positive stories of parking enforcement to support quality of life in communities.

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### STRATEGY 5: DIGITAL/SOCIAL MEDIA

Create digital content for engaging the public by increasing awareness and educating them on parking enforcement's move to Public Works.

- 5.1. Website: Public Works website will need to build a parking enforcement page/tab that offers residents resources on what parking enforcement does and where to pay for tickets.
- 5.2. Social Media: Use Public Works' social media platform (if parking enforcement will have its own social pages) to inform and educate the public about parking rules. This can be used as engagement and as a strategy to get a pulse on residents' thoughts, questions, and concerns.

### STRATEGY 6: IDENTITY PACKAGE

Create a strong brand that establishes LA County Parking Enforcement as a credible and trustworthy entity that reflects both community priorities and Public Works' values.

The parking enforcement brand is more than a paint scheme on a vehicle car, a patch on the uniform, or identifier on a citation. It is the reflection of the organization's culture and the daily actions of its employees that imprint the brand onto the public. All officers, from command level to the frontline in patrol, are equally responsible for maintaining the brand. Leaders influence it through internal communication, employee and organizational development, and prioritization of actions and initiatives that enhance and advance quality of life for County residents. The frontline officers exemplify it in every encounter they have with a constituent.

A good brand would be consistent with Public Works' values, how the department relates to the community, and what membership in its ranks can mean to potential employees.

- 6.1. Create a logo.
- 6.2. Create branding guidelines for print publications, digital platforms, uniforms, vehicles, etc.



ID	Task Name	Duration	Quarter A	Quarter B	Quarter C	Quarter D	Quarter E	Quarter F	Quarter G	
0	<b>PHASE 1 TRANSFER OF PARKING ENFORCEMENT FROM LASD TO PUBLIC WORKS</b>	<b>629 days</b>								
1	Consultant Engagement	180 days								
2	Execute Memorandum of Agreement Between LASD and Public Works on Roles and Responsibilities During the Transition and After Transition is Complete	105 days								
3	Establish Funding	14 days								
4	Establish Associated Accounting	135 days								
5	Procure IT Equipment	120 days								
6	Prepare New Dispatch and Call Center	135 days								
7	Procure Staff Uniforms and Safety Equipment	305 days								
8	Prepare Work Spaces for Staff	150 days								
9	Inspect and Prepare Existing Fleet for Use (In Sequenced Groups)	365 days								
10	Transfer Existing Service Contracts Such as Conduent, Towing, and Administrative Hearing Officers (Will Require Board Motion)	270 days								
11	Implement Communications Plan	270 days								
12	Delegation of Authority to the Public Works Director and/or Designee(s) to Issue Citations	60 days								
13	Meet and Confer with Labor on Change in Work Conditions	90 days								
14	Onboard Existing Staff (In Sequenced Groups)	365 days								
15	New Contract City Contracts as Applicable	360 days								
16	Procure Replacement Vehicles If Needed	360 days								
17	HR Job Analysis, Exam Development, Administration - New Hires	180 days								
18	Onboard Office Staff - New Hires	45 days								
19	Onboard Parking Enforcements Officers - New Hires	360 days								

**PUBLIC WORKS BEGINS  
PARKING ENFORCEMENT**

NOTE: The timelines displayed on this document are intended to demonstrate the duration and associated sequencing of activities. Quarters depict 3-month periods.

**BUDGET FOR PHASE 1**  
**TRANSFER OF PARKING ENFORCEMENT FUNCTION FROM LASD TO PUBLIC WORKS**

DESCRIPTION	A	B	C = A + B	NOTES
	PHASE 1 ANNUAL	PHASE 1 ONE-TIME	PHASE 1 TOTAL	
<b>Labor</b>				
Parking Enforcement Operation	17,357,000		17,357,000	1
Dispatch and Call Center	1,155,000		1,155,000	2
Communications Program		89,900	89,900	3
<b>Equipment Usage</b>	540,000	103,000	643,000	4
<b>Contracts</b>				
Expert consultant - parking enforcement program		605,000	605,000	5
Parking Enforcement Service Provider (Conduent)	2,076,300		2,076,300	6
Administrative Hearing Officer Contractors	54,600		54,600	7
<b>Services and Supplies</b>				
Uniforms	51,000		51,000	8
IT Equipment		792,000	792,000	9
Dispatch and Call Center (IT & communications equipment)		55,000	55,000	10
<b>Facilities Cost</b>				
Office trailer-furnished	100,000	10,000	100,000	11
Security	1,900,000		1,900,000	12
Workstations-minor modifications		100,000	100,000	13
<b>To Be Determined/Unknown</b>				14
<b>TOTAL PHASE 1 NCC BUDGET REQUEST</b>	<b>23,233,900</b>	<b>1,754,900</b>	<b>24,978,800</b>	

**Notes:**

- The Parking Enforcement organizational structure is depicted in Exhibit A - Phase 1. The proposed organizational structure is based on preliminary information of the administrative and clerical responsibilities of the support staff. It includes 81 LASD positions (69 Parking Control Officers and 12 Supervising Parking Control Officers) and 12 Public Works managerial/administrative positions. Public Works labor budget includes all budgeted positions, employee benefits, and overhead. Overhead includes human resources, budget/fund management, fiscal/accounting, General Countywide Overhead, etc.
- A dedicated Dispatch and Call Center is required and will be responsible for receiving and analyzing information from constituents and utilizing phones, radios, and other telecommunication devices to communicate concerns in real time to parking control officers. The Call Center also is responsible for completing and inputting data, responding to constituents' concerns, and reviewing call logs, tickets, emails, and other forms of communication. Two Dispatcher IIs are needed for each shift, which includes morning, evening, and graveyard shifts; and one Supervising Dispatcher to cover day shifts.
- The communication plan (see Exhibit C) will require in-house labor and consultant support.
- Annual:** Sheriff provided vehicle data and Public Works calculated the average annual usage of the vehicle based on the current meter reading and age of the vehicle. The estimate is based on FY 2023-24 Public Works equipment class rates multiplied by Sheriff's average annual usage to the determine Public Works equipment usage costs. Equipment usage cost includes the recovery of maintenance, repair, and fuel.  
**One-time:** Support staff for start-up is required to prepare the fleet for the Parking Enforcement Program. Staff is needed to inventory, tag, apply decals, and establish coding in eCAPS for transferred vehicles. Public Works Procurement, Body Shop, and Property Unit will require need sufficient time prior to the implementation of the Parking Enforcement Program at Public Works.
- Public Works will require an expert consultant for the transition and implementation of the parking enforcement program.
- Sheriff provided FY 2023 actual cost for the third party parking enforcement service provider, Conduent. One-time start-up services will be required by the Conduent contract.
- Sheriff reported that administrative hearing officers are compensated \$525 for a 7-hour day. The estimate assumes the administrative hearing officers work twice a week.
- Parking Control Officers and Supervising Parking Control Officers are provided with uniforms at an estimated value of \$600.
- IT equipment such as laptops, CWIRS radios, mobile phones, etc., are required for the parking enforcement and support staff.
- IT and communication equipment such as consoles, CWIRS radios, etc., are required for the Dispatch and Call Center.
- Public Works identified 7 field yards and sufficient vacant office space at the HQ Campus to house all new employees. One of the seven field yards do not have spare office space; however, they have sufficient ground space to place office trailers. PW will need to rent one furnished office trailer to house employees. The other field yards will require minor tenant improvement to accommodate the incoming parking enforcement operation and hoteling situation. The timeline to procure the trailer rental services is three months, and another month will be needed to install the IT and telecommunication services. The annual cost for one trailer, tenant improvements, and rent sharing of existing Public Works spaces is approximately \$100,000. An additional \$10,000 is needed for the electrical service connection.
- Parking enforcement operations are conducted 7 days a week between the hours of 3 a.m. and 11 p.m. Public Works facilities are not staffed and security is limited. To ensure the safety of the Parking Control Officers and to safeguard the equipment, on-site security will be required at the seven new field locations at an annual cost of approximately \$1.9 million.
- Minor tenant improvements are needed to modify existing work stations at HQ campus and the 7 field yards to accommodate staff.

14. There are additional costs that should be accounted for, however we do not have estimates at this time. Such costs include, but are not limited to the following:

- Towing Contractors

- Staff training

- Supplies (PPE, chalk sticks, citation paper, etc.)

- Services (laundry, decals, etc.)

- Agreements with other County Departments and Contract Cities

Services Rendered from Other County Departments:

- Sheriff - Public safety services

- Sheriff - Transition of IT & communication systems

- Courts - Appeal hearings

- ISD - CWIRS radio installation

- TTC - Fidelity interface for online credit card payments

- DHR - Job analysis

- County Counsel

Liability expenses (e.g. vehicle collisions)

**BUDGET FOR PHASE 2  
ENHANCEMENT OF PARKING ENFORCEMENT SERVICES**

	D	E	F = A + D	
DESCRIPTION	PHASE 2 INCREASED ANNUAL COST	PHASE 2 ONE-TIME ADDITIONAL COST	PHASE 1 & 2 TOTAL ANNUAL	NOTES
<b>Labor</b>				
Parking Enforcement Operation	13,759,000		31,116,000	1
Dispatch and Call Center			1,155,000	2
<b>Equipment Usage</b>	953,806		1,493,806	3
<b>Contracts</b>				
Expert consultant - parking enforcement program		301,000		4
Parking Enforcement Service Provider (Conduent)			2,076,300	5
Administrative Hearing Officer Contractors	27,300		81,900	6
<b>Services and Supplies</b>				
Uniforms	25,500		76,500	7
IT Equipment		176,300		8
<b>Facilities Cost</b>				
Office trailer-furnished			100,000	2
Security			1,900,000	2
Workstations-minor modifications		200,000		9
<b>Operating Transfer Out - Equipment</b>		5,308,400		10
<b>Capital Assets - Infrastructure</b>				
Electric Vehicle Charging Stations		4,550,000		11
<b>To Be Determined/Unknown</b>				12
<b>TOTAL</b>	<u>14,765,606</u>	<u>10,535,700</u>	<u>37,999,506</u>	
<b>PHASE 1 &amp; 2 TOTAL ANNUAL</b>			<b>37,999,506</b>	
<b>PHASE 2 ONE-TIME</b>			<b>10,535,700</b>	
<b>TOTAL PHASE 1 &amp; 2 NCC BUDGET REQUEST</b>			<u><b>48,535,206</b></u>	

**Notes:**

- The Parking Enforcement organizational structure is depicted in Exhibit A - Phase 2. The proposed organizational structure is based on preliminary information of the administrative and clerical responsibilities of the support staff. It includes 108 Parking Control Officers, 18 Supervising Parking Control Officers, and 32 Public Works managerial/administrative positions. Public Works labor budget includes all budgeted positions, employee benefits, and overhead. Overhead includes human resources, budget/fund management, fiscal/accounting, General Countywide Overhead, etc.
- Assumed no increase in costs for Phase 2.
- Annual:** Sheriff provided vehicle data and Public Works calculated the average annual usage of the vehicle based on the current meter reading and age of the vehicle. The estimated equipment usage cost is based on FY 2023-24 Public Works equipment class rate for electric vehicles multiplied by Sheriff's average annual usage multiplied by the number of additional vehicles.
- Public Works will require an expert consultant for enhancement of parking enforcement services.
- Sheriff provided FY 2023 actual cost for the third party parking enforcement service provider, Conduent. This may not represent the total cost; see Note 12.
- Sheriff reported that administrative hearing officers are compensated \$525 for a 7-hour day. The estimate assumes the administrative hearing officers would work three times a week (increased from two times a week in Phase 1).
- Parking Control Officers and Supervising Parking Control Officers are provided with uniforms at an estimated value of \$600.
- IT equipment such as laptops, CWIRS radios, mobile phones, etc., are required for the parking enforcement and support staff.
- Minor tenant improvements are needed to modify existing work stations at HQ campus to accommodate the additional Phase 2 administrative staff.
- PW needs to procure a full fleet of zero emission vehicles unless an exception is granted for the Sustainable Fleet Board Policy 3.020. The practice of LASD and the City of Los Angeles is to provide each PCO and each SPCO their own vehicle. Therefore, consistent with this practice, we need to procure 92 electric vehicles. New electric charging infrastructure will need to be installed to support this new operation.
- Each electric vehicle charging station would consist of 10 Level 2 (fast charging) pedestals. Therefore, 7 locations would be necessary to support a fleet of 126 electric vehicles at \$350,000 each. PW needs to assess where it would be feasible to install the
- There are additional costs that should be accounted for, however we do not have estimates at this time. Such costs include, but are not limited to the following:
  - Towing Contractors
  - Staff training
  - Supplies (PPE, chalk sticks, citation paper, etc.)
  - Services (laundry, decals, etc.)
  - Agreements with other County Departments and Contract Cities

**BUDGET FOR PHASE 2  
ENHANCEMENT OF PARKING ENFORCEMENT SERVICES**

Services Rendered from Other County Departments:

Sheriff - Public safety services

Sheriff - Transition of IT & communication systems

Courts - Appeal hearings

ISD - CWIRS radio installation

TTC - Fidelity interface for online credit card payments

DHR - Job analysis

County Counsel

Liability expenses (e.g. vehicle collisions)

Incremental cost of Conduent contract

Dispatch and Call Center IT Upgrade