

City of Madison

DEPARTMENT OF



TRANSPORTATION

Parking Enforcement

Transfer of Operations

February 24, 2021

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1.0 Background

Parking Enforcement operations have historically been performed by civilian employees within the Madison Police Department (MPD), as part of the Traffic & Specialized Services Section, and fully funded by the City’s General Fund, with the exception of the use of Parking Division (aka Parking Utility) Enterprise funds to pay salary and benefit costs for 5 Walker positions that perform meter enforcement. The Parking Division has also paid a portion of annual towing costs for the use of these services at on-street meters and off-street parking facilities.

Because levy limit constraints have and continue to strain the General Fund operating budget, Parking Enforcement costs have been shifted over the course of the last several years.

In the 2020 operating budget, all of the personnel costs associated with Parking Enforcement (PE) were transferred to the Parking Division while the Madison Police Department continued to house and direct the PE service. In 2020, the Parking Division paid about \$2.8 million of the costs associated with Parking Enforcement. About \$200,000 of Parking Enforcement costs related to vehicles, equipment, and supplies continue to be provided by the General Fund through the MPD. Also, there are other soft expenses, such as vehicle and locker housing, which do not show up as a budget expense.

The 2020 Adopted Operating Budget directed a study to be performed in 2020 that evaluated the feasibility of moving Parking Enforcement from MPD to the Parking Division, which was not completed due to the multiple events occurring in 2020.

The 2021 Operating Budget Finance Committee Amendments adopted by Council included:

- Moving the Parking Enforcement service from the Police Department to the Parking Division by March 31, 2021, pending completion of a report and adoption of a resolution by the Common Council directing the transfer of Enforcement Operations from MPD to the Parking Division.
- Transfer \$367,085 of additional non-personnel costs from MPD to the Parking Division, mostly associated with towing contracts.

A number of meetings identified operational and legal options with staff from Parking Division, Transportation, Attorney’s Office, Dane County, and Madison Police Department Parking Enforcement and Court Services. This report:

- Satisfies the request from the 2020 budget regarding the transfer of Parking Enforcement operations
- Provides an overview of current operations,
- Identifies implementation options and logistics, including cost, work processes and agency responsibility.

2.0 Parking Enforcement in Other Cities

Other Midwest cities house parking enforcement operations in various departments. While often parking enforcement is housed in the police department, many larger cities have it housed in other divisions. Cities that house parking enforcement in departments other than the police have different reasons for the structure. Sometimes it is to maximize citation revenue, focus enforcement operations, or coordinate with other city functions such as zoning enforcement. Table 2.0-1 provides a sampling of parking enforcement on other Midwest cities. Table 2.0-2 provides a summary of parking enforcement in the larger Wisconsin cities.

Table 2.0-1 Parking Enforcement in Non-Wisconsin Midwest Cities

| City | Parking Enforcement Dept. | Comments | Citation Revenue Goes to |
|--------------|---------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------|
| Minneapolis | Regulatory Services - Traffic Control | Easier to manage parking/traffic from stadium events Parking officers can also help with code enforcement | General Fund |
| St Paul | Police | | Unknown |
| Chicago | Transportation | | Unknown |
| Indianapolis | Contracted – Meters | More efficient | Public Works |
| | Police - Other | Police already do other violations | Public Safety |
| Des Moines | Police | | Unknown |
| Ann Arbor | Police | Does code enforcement as well as Parking Enforcement | Police Dept. (Gen Fund) |

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Table 2.0-2 Parking Enforcement in Wisconsin Cities

| City | Parking Enforcement Dept. | Comments | Citation Revenue Goes to |
|-----------|---------------------------------|-----------------------------------------------------|--------------------------------------------------|
| Milwaukee | Public Works | Better focus on citations and corresponding revenue | Transportation Fund |
| Madison | Police | | General Fund |
| Green Bay | Parking Utility | Self-sufficient enterprise | Parking Fund |
| Kenosha | Police | | |
| Racine | Police | (was with DPW prior to 2010) | Police Fund (with a contribution to Pkg/Transit) |
| Appleton | Public Works (except overnight) | | Public Works – Parking Util |

3.0 Legality

State Statutes do not prevent Parking Enforcement from being moved from MPD to the Parking Division. Wis 349.139 defines a “parking enforcer” as a traffic officer or any other person who enforces nonmoving traffic violations and who is employed by the municipality. Parking Enforcement would continue to have authority to tow and impound for violations, subject to notification procedure specified in Wis 341.65(2)(b), requiring that upon immobilization or removal (impoundment) of a vehicle, that the chief of police be notified of the vehicle’s location and reason for immobilization or impoundment. As mentioned in Section 2, there are Wisconsin cities that do not have Parking Enforcement housed in their Police Department.

Parking Enforcement, if moved to the Parking Division, would not be able to enforce fraudulent disabled violations since they are a Uniform Citation (eg moving violations). They may enlist support of a Madison Police Officer to perform this service. Madison General Ordinances Chapters 5 and 12 would need to be revised to place Parking Enforcement within the Parking Division.

4.0 Parking Enforcement Operations

A. Current Parking Enforcement Organizational Structure

Parking Enforcement is currently housed in the Madison Police Department’s Traffic & Specialized Services Section. There are 31 full-time permanent employees in the MPD Parking Enforcement Unit, comprised of 1 Parking Enforcement Supervisor, 1 Parking Enforcement Field Supervisor, 1 Parking Enforcement Leadworker, and 28 Parking Enforcement Officers. The two Enforcement Supervisors and Leadworker have offices/work-spaces located in the City County Building, while the 28 Parking Enforcement Officers are decentralized, with Parking Enforcement Officers assigned to one of the six Police District locations. Parking Enforcement Officers perform enforcement activities within the district location that they are assigned, and enforcement officers receive daily briefings on activities and enforcement related issues in their respective districts.

Parking Enforcement currently provides enforcement activities seven days a week between the hours of 6:30 AM and 12:30 AM. Additionally, during the winter months (November – March) the unit employs 11 hourly Alternate Side Parking Enforcement Officers to address winter parking violations. During overnight hours of 12:30 AM – 6:30 AM Madison Police Officers are responsible for addressing parking related calls for service. Parking Enforcement and Parking Division do not currently have 24-7 staffing operational models. The Parking Division is a 24-7 operation that provides help-line coverage for parking garages at all times; the Parking Division’s contracted security service monitors and responds to after-hours calls when staff are not on- duty.

B. Current Parking Enforcement Process

Parking Enforcement Officers (PEO) are required to follow a variety of processes and use a series of systems to successfully perform their duties. Some of these processes would need to be altered with the transfer to the Parking Division. Access to some of the tools/systems would have to be modified. Figure 4.0-1 illustrates the processing of a typical parking violation.

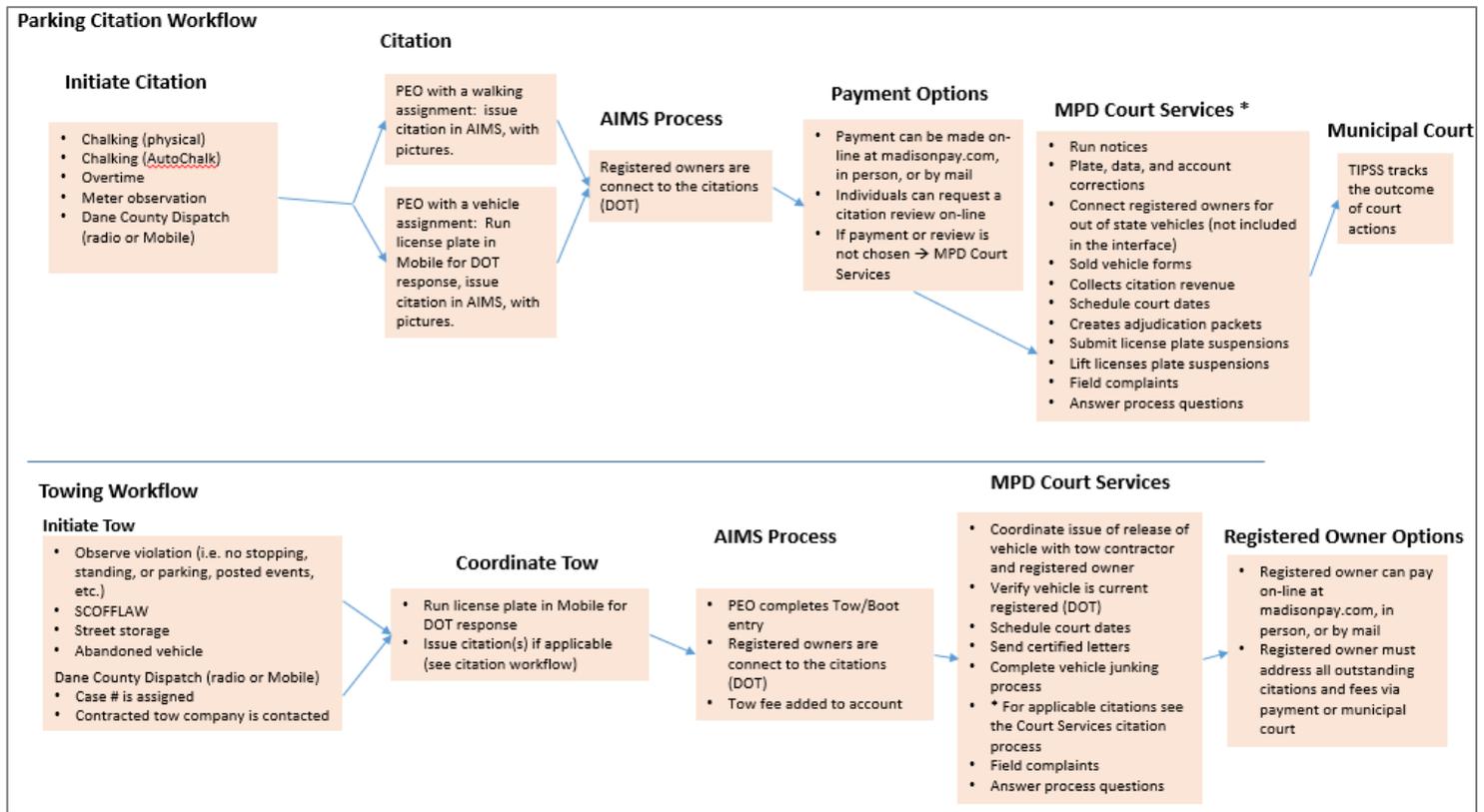


Figure 4.0-1 Parking Violation Process

Appendix A provides a more detailed workflow for different events that prompt a citation. Generally, an infraction is identified through visual observation, dispatch request, or from chalking vehicles or observing an expired meter. Under normal circumstances, the PEO enters the vehicle information into AIMS software, which then issues the citation and transfers the information to Court Services. Court Services is then responsible for running notices, collecting citation revenues, scheduling court dates, and creating adjudication packets.

If a call for service is requested from Dispatch, then the PEO interacts with New World Mobile program. This program provides the PEO with information contained in the LERMS and DOJ databases. The LERMS database provides information kept by MPD (addresses, phone numbers, etc.) whereas the DOJ database provides data about other information associated with the owner of the vehicle. Both provide situational awareness to the PEO as to risks and other information that may be relevant. The PEO then uses AIMS for issuing the citation.

Towing has a slightly different process. In many cases, the PEO will observe the need to tow a vehicle based off a complaint or safety concern. The PEO then coordinates the towing process with Dispatch, using New World Mobile and entering the citation and tow information into AIMS. All tows require an assigned case number from Dispatch for tracking and billing purposes. The issuance of the citation then follows the above process.

In addition to enforcement of parking violations, PEO activities also include:

- Recovering stolen autos, disabled fraud investigations, special events, etc.
- Working closely with neighborhood officers or members of the public on educating, problem solving, and other community policing efforts in relation to parking issues.

C. Future Process

With the transfer of Parking Enforcement operations to the Parking Division, much of the existing systems and processes would be similar, with some modifications. Notably:

- Parking Enforcers would not have full access to records in LERMS and DOJ databases. The Parking Division

Transfer of Parking Enforcement Operations

would join the New World Consortium similar to Parks and Public Health to get information from this system.

- Parking Enforcers would maintain radio access that may be more limited (See Section 6).

As far as duties and responsibilities, most would remain with a few exceptions. The following Figure 4.0-2 illustrates the current duties and responsibilities handled by Parking Enforcement and which may need to be removed if the service is relocated to the Parking Division.

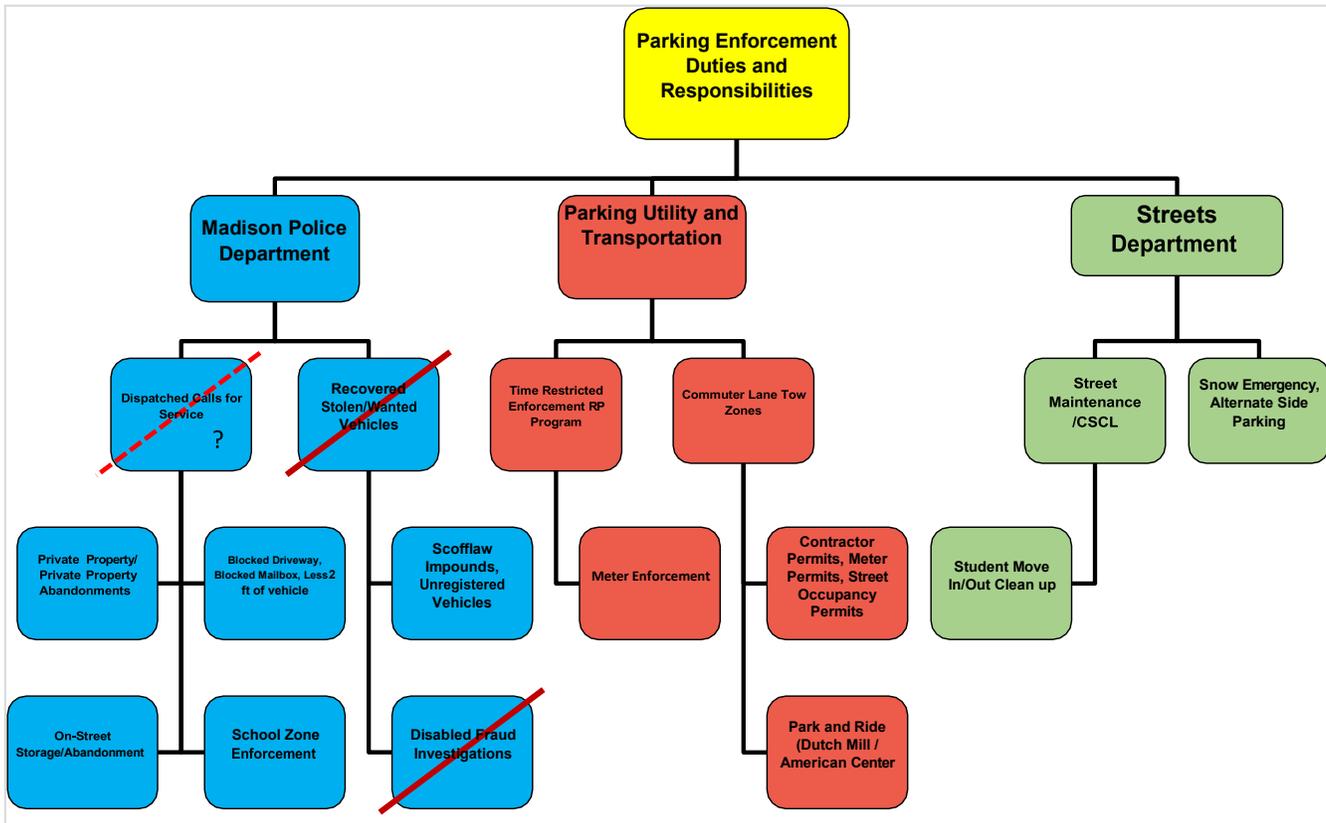


Figure 4.0-2 Changes in Parking Enforcement responsibilities

With the transfer of Parking Enforcement services to the Parking Division

- Parking Enforcers would continue to have authority to issue citations and tow for parking violations. They also would be able to ticket for ADA parking violations, and enforce scofflaws and impound vehicles.
- Parking Enforcers would no longer be able to perform law enforcement related activities (identification, stolen autos, wanted vehicles, missing persons,). Identification of stolen plates or autos would be provided in the responses from the databases. Parking Enforcers would then need to contact the Police for follow up.
- Parking Enforcers would not be able to perform Disabled Fraud Investigations since they are considered a moving violation. They could enlist a Madison Police Officer to assist with this citation.
- Parking calls for services and all other parking violations between the hours of 12:30 AM and 6:30 AM would need to continue to be performed by MPD.
- Parking Enforcers can still issue citations for private property violations. (Wisconsin Statute 349.13(3m)(d)1)

5.0 Technology and Software

Police and Parking Enforcement share several integrated technology systems, some which are law enforcement specific. Parking Division currently does not use the majority of these systems with their work. The Records Division in the Madison Police Department includes Court Services and the IMAT (Information Management and Technology) unit. They have a number of responsibilities related to parking enforcement citations, including coordination with the vendor for the parking enforcement software (Electronic Data Corporation/AIMS), access and administration of AIMS servers and software version upgrades. The Parking Division does not currently have a role in supporting the AIMS application or coordination with the vendor for upgrades, fixes, trouble shooting, triage, or other technical support and contract administration activities.

AIMS generates the file for suspending plates and suspensions that need to be lifted. This is not an automatic process, Court Services manually uploads this file to DOT/TVRP to apply and remove suspensions after they are paid. Continued coordination between Police Court Services and Parking Enforcement operations, including designation of responsibilities for the management and maintenance of current and future enforcement software and data systems will be necessary.

Integration or creation of new systems would be required for Dane County 911 Dispatch. IT support will be needed in order to transfer operations to the Parking Division.

It is likely that PEOs, housed in the Parking Division, would have some access to the information contained in some MPD programs (LERMS), Dane County 911 Dispatch, Mobile, and other law enforcement systems having data through the Wisconsin Department of Justice (DOJ). The Parking Division would need to apply with DOJ for a separate ORI for TIME system access and the TIME interface between AIMS and DOJ would need to be transferred to the Parking Division. The Parking Division would also need to address the management of the DOJ access, such as certifications and audits.

The Parking Division currently has an account for limited access to E-TIME for vehicle registration information used to administer the Residential Parking Permit Program as well as vehicle owner if a contact needs to be made regarding a vehicle parked in a parking facility. The Parking Division's existing E-TIME license is \$1500 per year. Additional annual license and access fees may be charged by DOJ for higher level access rights for enforcement purposes. Parking Division would obtain new terminal identifiers for Mobile and LERMS desktops from DOJ. A lower level of record access would be provided by the state DOJ if Parking Enforcers were moved to the Parking Division.

The AutoChalk software application and server would be moved to the Parking Division as would coordinating technical support.

AIMS is the system for citation and towing records. Interfaces between AIMS and DOJ, DOT, payment portals and court is necessary for the completion of related workflows. . If the interest of having access to Mobile functionality, the Parking Division would need to join the Regional Consortium for related access, technical and software support provided by the Police IMAT unit. The Parking Division would initially try to maintain access through MPD since it is the same City requesting use of the services. If not allowed access through MPD, approximate fees to the Parking Division would be \$9,600 annually for Mobile support for 20 enforcement vehicles, \$1,500 for LERMS access, and \$5,000 for personnel support costs. NetMotion would also need to be included through City IT at an estimated cost of \$1,500 annually for 20 vehicles. These costs do not include the separate DOJ licensing fees for TIME system access if needed.

With the transfer of Parking Enforcement to the Parking Division, assistance will be needed from both MPD's Information Management and Technology as well as the City's IT department.

6.0 Communication and Dispatch

A. Radios

Each PEO is issued a radio that has the MPD programming. With the transfer of Parking Enforcement to the Parking Division, the equipment would remain the same, yet the radios may be reprogrammed to that similar of Madison Park Rangers. Table 6.0-1 describes the differences.

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Table 6.0-1 Radio Programming

| Type of Channel | Used For | Parking Enforcement Access | Park Ranger Access |
|------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------|
| Standard (MPD1 & MPD3) | Dispatch of calls. Can be heard by the public (with scanners) | Yes | Yes |
| MPD Data | Parking Enforcers typically dispatched from to keep MPD1 and MPD3 clear | Yes | Yes |
| Tactical | Tactical actions, such as a pursuit or setting up a perimeter. Keeps discussions off of dispatch channel. | Yes (would change to no with transfer to Parking) | No |
| Encrypted | Used for private discussions, such as names and discussions of subjects, vehicle features, etc. | Yes (would change to no with transfer to Parking) | No |

MPD leadership has indicated a desire for Parking Enforcement to maintain access to channels MPD1 and MPD3, which is a desire that Madison Transportation supports. Radio programming will need further resolution during a transition period. With the transfer of Parking Enforcement to the Parking Division, their equipment, including radios, mobile data terminals, and other, would also need to be transferred. If not, additional capital monies would be needed for the Parking Division to purchase this equipment. Management of this equipment would also be transferred to the Parking Division.

B. Dispatch

1. Use of Dispatch

Dane County’s Public Safety Communications (PSC) provides 911 emergency call services throughout Dane County and dispatches those calls to the appropriate 21 law enforcement agencies, 26 fire departments, and 21 EMS agencies. Currently the PSC dispatches Parking Enforcement. Parking dispatches are generated by two methods:

- An individual contacts the Dane County Public Safety Communications Center and makes a parking complaint. (Note that the complaint can be about parking on public right of way, or in a private lot).
- A PEO generates a call via radio with the PSC dispatcher.

The calls are all entered into the PSC’s computer aided dispatch which interfaces with the City of Madison’s Law Enforcement Records Management System (LERMS)

Generally, Parking dispatches make up about 4 percent of the Dispatch Center’s calls. This is a somewhat minor amount, yet the dispatch calls can occur during busy times which affects service levels at the dispatch center. It also does not represent the time on the call or calls made for other events, such as reporting crashes, requesting assistance with locations or vehicle information, etc. Table 6.0- 1 illustrates the call volumes for 2018 and 2019. 2020 Parking volumes were lower due to the COVID-19 crisis.

Table 6.0-2 Parking Dispatch Volume

| Year | 911 Calls | Non-emergency Calls | Parking Calls | Total |
|------|-----------|---------------------|---------------|---------|
| 2018 | 167,559 | 223,637 | 16,564 | 407,760 |
| 2019 | 176,097 | 215,866 | 16,009 | 407,972 |

Table 6.0-3 illustrates the type of calls dispatched.

Table 6.0-3 Type of Parking Dispatch Call

| Year | Private Pkg | Street Pkg | Street Pkg Posting | Towed Vehicle | Towed Vehicle Abandoned | Total Calls/ Actions |
|------|-------------|------------|--------------------|---------------|-------------------------|----------------------|
| 2018 | 8281 | 5882 | 1050 | 1236 | 115 | 16564 |
| 2019 | 6318 | 5949 | 1833 | 1658 | 251 | 16009 |

2. History

In 1988, the County established its Dispatch Center and, under the terms of a 20-year agreement with the City, assumed all dispatch functions for the City. This agreement eventually expired and a replacement was not entered into. In 2010, the County Executive sought to change the operating practices of the Dispatch Center and cease providing dispatch for City parking matters. The City successfully sued the County to prevent that change, the Court ruling that, under Dane County Ordinances (DCO) 15.34, only the Public Safety Communications Board had the authority to make this change as only the Board had the express authority to establish the operating procedures for the Dispatch Center.

In response to the 2010 lawsuit, in 2014 the Dane County Board repealed DCO 15.34 and replaced the Board with the “Public Safety Communications Advisory Commission”. Rather than establishing the operating procedures for the Dispatch Center, the Advisory Commission now serves merely in an advisory capacity to the Director overseeing the Dispatch Center and the 911 system. The Director, and by extension the County Executive, has the authority to unilaterally cease providing dispatch for City parking matters, thus reducing the relevance of the 2010 judgment in the City’s favor.¹

3. Discussions with Dane County

There have been discussions between Dane County dispatch and Madison Transportation regarding continued Parking Enforcement access to the Dispatch Center if their operations were transferred to the Parking Division. Concurrently, Dane County Public Safety Communications has been evaluating call load, staffing demands, and Parking Enforcement access to dispatch. These evaluations have included the consideration of a possible fee structure for Parking Enforcement use. These issues are being discussed at the executive level between the County and the City. Past meetings have indicated that these issues exist and will be resolved independently of where Parking Enforcement is housed, within MPD or the Parking Division.

7.0 Parking Division (Parking Utility) Operations

The Parking Division is an enterprise agency that builds, maintains, and operates off-street public parking infrastructure and on-street parking meters, administers on-street parking permit programs, and establishes policy and procedure to manage the public parking system in concert with City-wide transportation goals and policies. Operating costs as well as capital costs to build, replace, and maintain parking garages and other infrastructure, equipment, vehicles, are funded by revenues generated from parking user fees.

The Parking Division currently has four services that comprise its operations: Garage Parking, Lot Parking, On-Street Parking, and Operations (administration), that include the operation and maintenance of 7 public parking garages, 6 surface lots, and approximately 1400 on-street meters, as well as administering the City’s residential parking permit program and certain on-street parking restrictions. A map of the garages, lots, and on-street meters operated and maintained by the Parking Division is shown in Figure 7.0-1.

¹ If Dane County again sought to remove Parking Enforcement from dispatch, the City would need to be able to show that Parking Enforcement should be covered by this service, which was not necessary before. Under Wis. Stat. § 256.35, the Dispatch Center provides dispatch services for City “firefighting, law enforcement, ambulance, medical or other emergency services.” The transfer of parking dispatch services from the County to the City could prompt a transfer of the County levy used to support those services, so as not to doubly burden Madison taxpayers.



| Garage | Year Built | Space Types | Number of Spaces |
|--------------------------------|--------------------------------|-----------------|------------------|
| Capitol Square North | 1971 | Gated | 617 |
| Overture Center | 1982 | Gated | 626 |
| South Livingston Street | 2018 | Gated | 655 |
| State Street Campus - Frances* | 1982 (vertical expansion 1987) | Gated | 536 |
| State Street Campus - Lake* | 1964 | Gated | 529 |
| State Street Capitol** | 1963 (vertical expansion 1997) | Gated & Metered | 851 |
| Wilson Street | 2020 | Gated | 528 |

* State Street Campus is two garages operated as one
 ** State Street Capitol has two rates: \$1.20 for gated parking and \$1.80 for metered parking

| Lot | Space Types | Number of Spaces |
|------------|---------------------|------------------|
| Blair | Metered & Permit | 58 |
| Brayton | Gated | 245 |
| Buckeye | Metered | 55 |
| Evergreen* | Metered | 25 |
| Wilson | Monthly Permit Only | 50 |
| Wingra | Metered | 20 |

* Evergreen rate is \$1.30/hr 8am – 8pm; \$0.50/hr 8pm – 8am

Figure 7.0-1 Parking Division Public Parking Facilities

The Parking Division has two office locations, the Madison Municipal Building (MMB) Suite 109, shared with DOT and Traffic Engineering, and the Parking Field Operations Office shared with Traffic Engineering at 1120 Sayle Street. Parking administration staff and the public front counter are located at the MMB Office. MMB front counter customer service staff sell and administer various permits programs (contractor permits, monthly parking permit program, residential parking program), in addition to meter hoods and hangtags, signs, bus passes, and respond to general phone and email inquiries from the public for Parking and Traffic Engineering divisions.

The majority of Parking employees work out of the Sayle Street Field Operations office or at one of the 7 public parking garages. With Parking Enforcement joining the Parking Division, it would likely have a parallels structure to the other units. Figure 7.0-2 illustrates a possible organizational chart with the transfer of operations.

Transfer of Parking Enforcement Operations

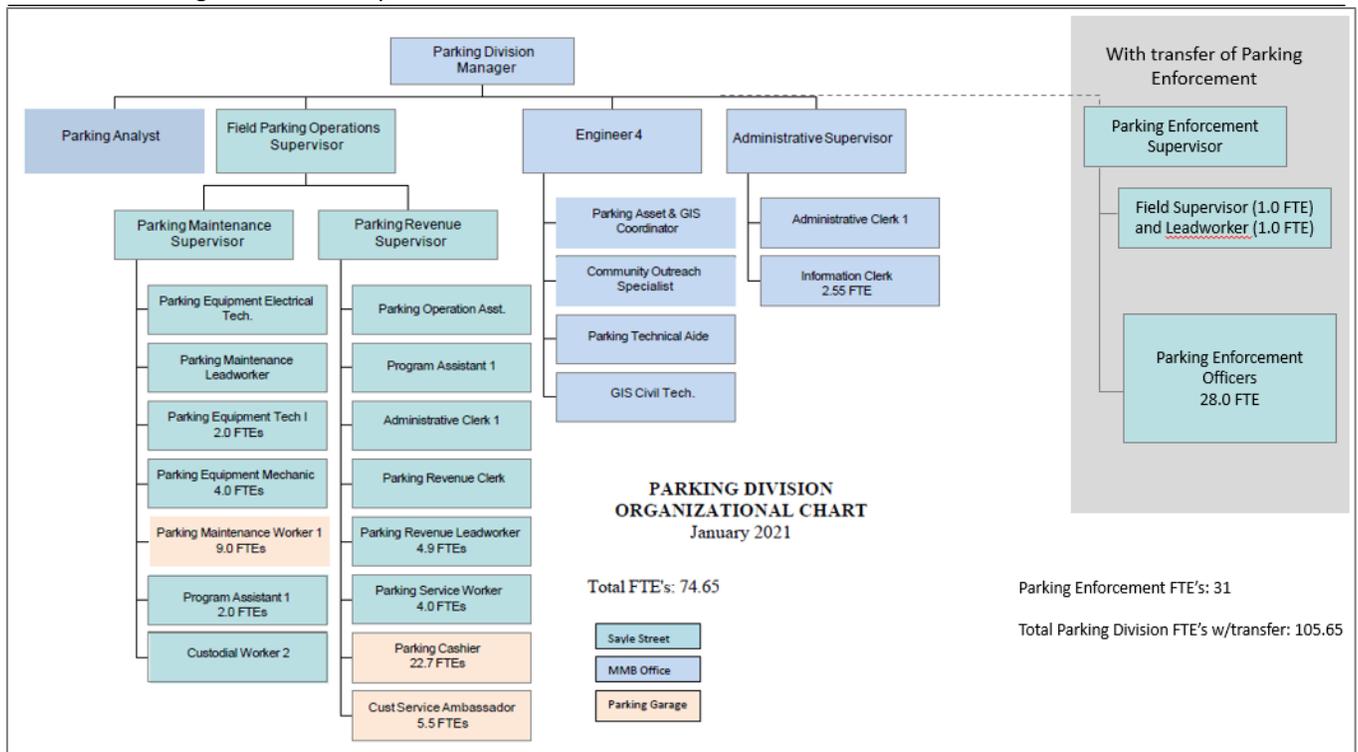


Figure 7.0-2 Parking Division Organizational Chart

8.0 Parking Enforcement Facilities

Parking Enforcement is currently a decentralized operation; performing enforcement City-wide for variety of purposes (calls for service, no parking violations, abandonments/street storage, Clean Streets/Clean Lakes, time restricted enforcement (2 hour/RP3, meters, peak-hour traffic tow routes, etc.). Parking Division is a centralized organization with staff activities performed in downtown core.

Transfer of Parking Enforcement Operations

Figure 8.0-1 Parking Division Office Locations

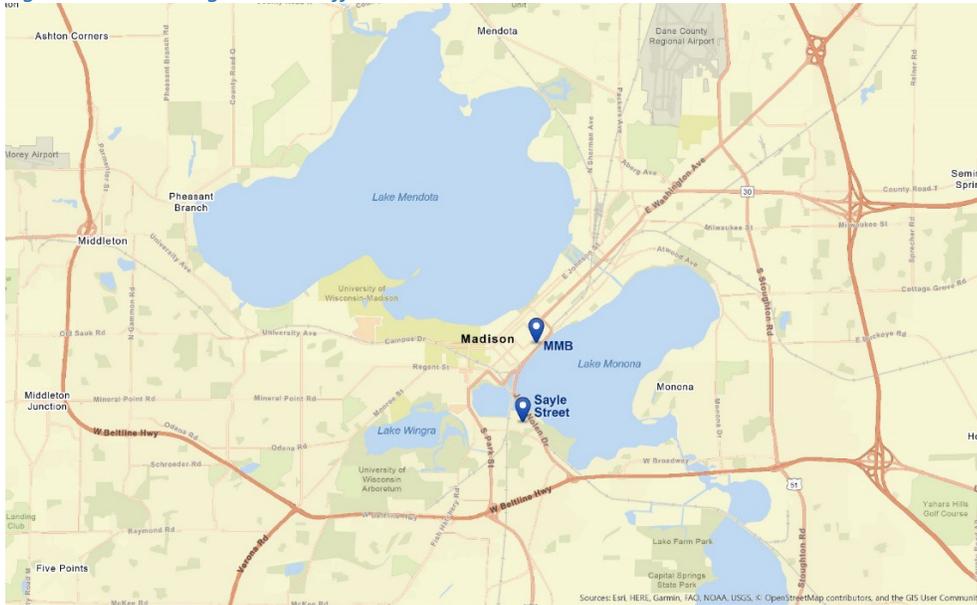
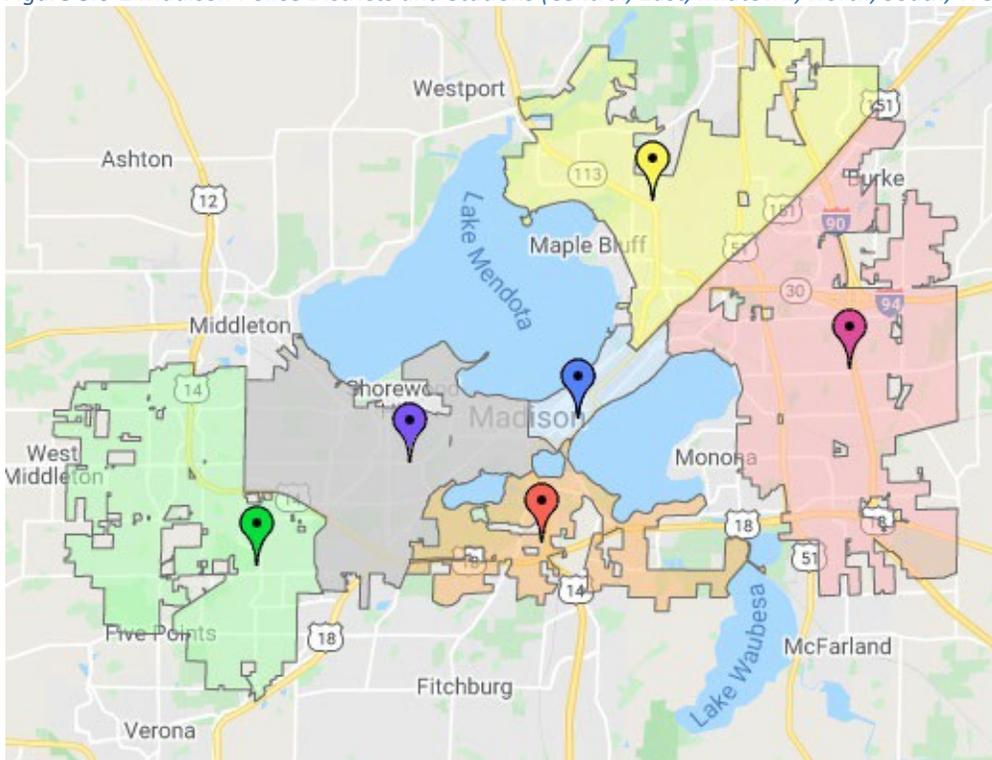


Figure 8.0-2 Madison Police Districts and Stations (Central, East, Midtown, North, South, West)



Currently, Parking Enforcement Officers (28 employees) are housed out of one of the six Police District Stations and have designated work areas and lockers in their assigned District. There are 20 Parking Enforcement vehicles, which are stored across the city at the 6 District Stations. Several of these vehicles are stored in a climate-controlled area due to external equipment and charging needs. These vehicles could potentially remain housed at the District Stations, however access to the buildings for Parking Enforcers use of lockers and equipment storage may pose challenges. MPD indicates that their District stations are secure facilities with access only granted to MPD personnel.

Both the Transportation Office at the Madison Municipal Building and Sayle Street Field Operations Offices are near capacity for existing operations. The Sayle Street field office has limited surface parking and without adequate

space to store additional City vehicles.

A possible space arrangement could include housing the 3 Parking Enforcement supervisors at the Sayle Street facility, and providing the space for the 20 Parking Enforcement vehicles across the street at the on the surface lot of the recently purchased Parks facility on Edgewater Court. Accommodations for the lockers and changing facilities would need to occur at the Sayle Street or Parks facility. The Sayle Street office does not currently have space to accommodate the 3 Parking Enforcement supervisors, but could be incorporated in the design and construction of the Sayle Street Facility Remodel Project #11079. This project includes reconfiguration of the office space, and is scheduled to begin design this year with construction in 2023.

An alternate option for physical work locations for enforcement officers, lockers, and vehicles, would be at one or multiple public parking garages and offices (Wilson Street Garage). This option could raise concerns for both enforcement vehicle vandalism and damage, as well as taking public parking spaces out of service, resulting in revenue losses. (The approximate construction cost for 20 parking spaces at the Wilson Street Garage was over \$1.2M.)

Other options include using space along Johnson and/or US 51 that could be available. These include:

- The warehouse currently rented by Metro Transit, which will no longer be needed with the purchase of the FedEx site. (Yearly rental costs amounts to approximately \$90,000.)
- Purchasing a portion of the Hooper site that will soon be available.
- Using a portion of Metro's FedEx site on Hanson Road and US 51.

Space arrangements will need further evaluation during the transition period.

9.0 Parking Enforcement Officer Feedback

A. Employee Input

Madison Police Department held several meetings in December 2020 and January 2021 with Parking Enforcement Officers to provide updates on the study and report process, seek input to inform the study, and provide an opportunity for employees to ask questions. A summary of comments of Parking Enforcement Officers is below.

1. Expressed Physical Work Site Needs

- Enforcement Vehicle Storage: There needs to be a place for key storage, a secure location for parking vehicles (20) with charging stations for electric vehicles. The two autoChalk system vehicles require secure indoor parking due to the mounted equipment and an electrical outlet to plug in for charging.
- There needs to be lockers for radios, uniforms, personal items and charging areas for equip (phones, handhelds, radios).
- There should be a changing area and restrooms
- Storage areas are needed for work supplies, such as temporary signage postings, stakes, hammers, zip ties, pamphlets, tickets, etc.
- There is a need for work spaces with access to computers, phones, mailboxes.
- Parking for personal vehicles
- Breakroom/lunch area with refrigerator, microwave, and adequate seating area to eat lunch

2. Centralization Concerns

Decentralized operations provide the ability for all areas of the City to have early and late coverage and faster response times. Centralizing operations may increase travel time and distance to drive between the starting/ending work location and assigned enforcement areas at shift start, end, and lunch/restroom breaks, than the current decentralized model.

3. Dispatch

Dispatch is critical to operations and safety. PEOs have frequent radio contact with dispatch to notify when starting each shift, what vehicle they are using, availability to take service calls. Dispatch receives schedules and assignments daily - calls for service are dispatched based on location and Parking Enforcement daily assignments. Safety alerts are given to Parking Enforcers if there is a situation occurring in the area they are enforcing. In addition, case numbers are generated and assigned by Dispatch, which is required for vehicle towing.

4. Systems

- Continued systems access is needed for duties. Examples include MDC, LERMS, NCIC, AIMS, Sharepoint, Telestaff, AutoChalk.
- Technical support is needed for troubleshooting issues, installing updates – currently MPD IMAT provides assistance.

5. Non-Enforcement Activities:

Parking Enforcement communication is needed with MPD to continue performing non-parking enforcement related activities

- Homeless encampments – PEOs currently work with patrol on these areas due to safety issues. Many vehicles are inoperable or are trailers/campers. The vehicles are typically occupied. PEOs will work with officers before approaching these vehicles due possible mental health, alcohol/other drugs, past calls for services (threats, fights, etc.).
- Reporting overdoses, injured persons, intoxicated persons, mental health issues: PEOs are often 1st on scene, answer dispatch questions, provide info on vehicles and persons involved, secure scene with vehicle, make judgement calls – when to send for Fire/EMS, provide direction of travel, provide a witness statement.
- Identify and assist with recovery of stolen autos, locating missing persons
- Identification of wanted subjects/vehicles
- Reporting hit and run's, vehicles damaged, dogs/animals on the loose, pets and children locked in hot cars, weapons in cars, illegal activity in cars, driving concerns (drunk drivers, speeding, running red lights, down signs/traffic signals, deceased people in vehicles or on-street
- Assist with checking on suspicious vehicles that were report to dispatch (unoccupied)

B. Labor-Management Meeting

MPD, Human Resources, and the Transportation Department, including the Parking Division, met with Local 6000 representatives on February 11, 2021 to discuss the proposed transfer and labor/employee concerns. They stated that Local 6000 and Parking Enforcement employees are opposed to transferring parking enforcement operations from MPD to the Parking Division. Then there was a series of questions and responses, which are summarized below.

Local 6000 questioned what would be the main changes for a Parking Enforcement employee? Answers provided included:

- *Physical work locations where they start the day along with the probable change from decentralized to centralized operations.*
- *Daily operations and routines – Parking Enforcement would no longer have daily briefings with MPD or enforcement priorities assigned by MPD at the neighborhood/district level.*
- *Employees likely would have less access to information in law enforcement databases. Radio communications may have less or similar access.*
- *Uniform/vehicle logo and branding would change.*

Safety concerns expressed by Local 6000 representatives included the following:

- Having the Police Department logo on uniforms and vehicles provides a level of safety and deterrent. Maintaining a direct line of communication to dispatch and Police is needed for employee safety.
- There are concerns over access and priority to COVID-19 vaccines if moved out of MPD.

10.0 Cost and Parking Financials

As mentioned in Section 1.0, the Parking Division funded about \$2.8 million of the costs associated with Parking Enforcement in 2020. About \$200K of Parking Enforcement costs, continue to be provided by the General Fund through the MPD. There are other indirect expenses, such as vehicle and locker housing, which do not show up as a budget expense.

The transfer of Parking Enforcement to the Parking Division likely would incur the following expenses shown in Table 10.0-1.

Transfer of Parking Enforcement Operations

Table 10.0-1 Summary of Fees and Costs

| | Currently Paid by Parking Division Enterprise Fund (Parking Reserves) | Currently Paid by General Fund (MPD budget; PEO Vehicles paid by Fleet Services) | Estimated cost increase with Transfer |
|--------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Parking Enforcement Personnel Cost | \$2.8 million | | Possible additional Parking Division Support Personnel (tech, customer service, administration). TBD |
| Capital Costs (vehicles, radios) | | \$100K | |
| Vehicle, Equipment and Supply Costs | | \$120K-\$150K | |
| Contracts (towing) | \$345K | none | |
| Software, IT support, regional consortium | \$90K | In kind | \$20K-\$60K |
| Dispatch | | In Kind | Being discussed at executive level |
| Vehicle Storage | | In kind | Edgewater? |
| Parking Enforcement supervisor workspace | | In kind | Sayle St? |
| Parking Enforcement lockers, changing room | | In kind | Unknown |

The effects of COVID-19 on parking revenue, along with budget decisions transferring Parking Enforcement funding responsibilities to the Parking Division, have created a less stable financial situation for the Parking Division. It would be difficult for the Parking Fund to fund expenditures beyond the \$3.2 million currently allocated towards Parking Enforcement. Because of current draw downs in the current Parking Reserve associated with COVID-19, it's possible the Parking Division could require General Fund support in the future. Parking Enforcement costs currently paid by the General Fund, as well as additional costs, may need to continue to be paid by the General Fund in the coming years.

11.0 Possible Schedule

Because of space constraints, technology licensing, and potential additional budget authority, it would be difficult to fully transfer Parking Enforcement responsibilities by March 31, 2021. The study suggests initiating a transition team that would continue to resolve issues associated with the transfer of operations. A plausible schedule that integrates services efficiently could be as follows.

2021 (Remainder)

- Initiate transition team meetings
- Begin transfer of Parking Enforcement management to Parking Division
- Begin transfer of technology licensing (if necessary)
- Incorporate funding changes into 2022 Budget
- Revise Madison General Ordinances as necessary.

2022

- Transfer Parking Enforcement staff budgeted positions to Parking Division payroll & MUNIS
- Migrate dispatching services to Parking Division
- Reprogram PEO radios

2023

- Physically relocate 3 Parking Enforcement supervisors and 28 PEOs (possibly to Sayle Street facility)
- Physically relocate 20 PEO vehicles

Appendix A PEO Operations Overview

| Citations | Issue Citation | Systems Interface | Court Services | System Interface | Appeals / Court |
|------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| On sight | Issue Citation in AIMS* | AIMS interface to DOJ attaches the registered owner. | Collect payments, send notices, send suspensions, schedule court dates, field complaints, answer questions, make ticket corrections, create adjudication packets, research and verify parking ticket balances and outstanding parking fines due, release non-evidentiary impounded vehicles, etc. | Letters are sent to API for printing/mailing, citations are sent to Municipal Court (TIPSS). | Parking - Initial appeal process (online through AIMS, written appeals, etc) or Court appearance, attend parking court, complete defendant check-in process, print documents and photos for judge and city attorney work with municipal court employees regarding any parking court issues, etc. |
| Dispatched (Mobile or radio) | New World Mobile** - plate is run (DOJ), Issue Citation AIMS* | AIMS interface to DOJ attaches the registered owner | Collect payments, send notices, send suspensions, schedule court dates, field complaints, answer questions, make ticket corrections, create adjudication packets, research and verify parking ticket balances and outstanding parking fines due, release non-evidentiary impounded vehicles, etc. | Letters are sent to API for printing/mailing, citations are sent to Municipal Court (TIPSS). | Parking - Initial appeal process (online through AIMS, written appeals, etc) or Court appearance, attend parking court, complete defendant check-in process, print documents and photos for judge and city attorney work with municipal court employees regarding any parking court issues, etc. |
| Overtime | Issue Citation in AIMS* | AIMS interface to DOJ attaches the registered owner | Collect payments, send notices, send suspensions, schedule court dates, field complaints, answer questions, make ticket corrections, create adjudication packets, research and verify parking ticket balances and outstanding parking fines due, release non-evidentiary impounded vehicles, etc. | Letters are sent to API for printing/mailing, citations are sent to Municipal Court (TIPSS). | Parking - Initial appeal process (online through AIMS, written appeals, etc) or Court appearance, attend parking court, complete defendant check-in process, print documents and photos for judge and city attorney work with municipal court employees regarding any parking court issues, etc. |
| | IPS Meters- AIMS checks for payments or how long meter is expired | AIMS interface to DOJ attaches the registered owner | Collect payments, send notices, send suspensions, schedule court dates, field complaints, answer questions, make ticket corrections, create adjudication packets, research and verify parking ticket balances and outstanding parking fines due, release non-evidentiary impounded vehicles, etc. | Letters are sent to API for printing/mailing, citations are sent to Municipal Court (TIPSS). | Parking - Initial appeal process (online through AIMS, written appeals, etc) or Court appearance, attend parking court, complete defendant check-in process, print documents and photos for judge and city attorney work with municipal court employees regarding any parking court issues, etc. |
| | * History in AIMS is provided ** CAD location history is provided, DOT driver information, DOT driver photo. Incident information: times, case number, notes, etc. are saved in LERMS. | | | | |
| Towing | Tow Process | Systems Interface | Street move | Impound | |
| On sight | PEO coordinates tow, communications with Dispatch. Complete Boot/Tow in AIMS | AIMS interface to DOJ attaches the registered owner | Tow company billing, collect payments, send notices, send suspensions, schedule court dates, field complaints, answer questions, make ticket corrections, create adjudication packets, etc. Impounds- | Tow company billing, verify Boot/Tow, send notices, release vehicle process, junk vehicle process, collect payments, send notices, send suspensions, schedule court dates, field complaints, answer questions, make ticket corrections, create adjudication packets, release non-evidentiary impounded vehicles, maintain impound log, review tow inventory provided by contracted tow service and update final vehicle dispositions, complete required paperwork to facilitate junking and auctioning of unclaimed vehicles, complete and send certified letters to registered vehicle owner(s) and lien holders, daily contact with contracted tow company regarding vehicle status and/or validations | |
| Dispatched (Mobile or radio) | PEO coordinates tow, communications with Dispatch. Complete Boot/Tow in AIMS | AIMS interface to DOJ attaches the registered owner | Tow company billing, collect payments, send notices, send suspensions, schedule court dates, field complaints, answer questions, make ticket corrections, create adjudication packets, etc. Impounds- | Tow company billing, verify Boot/Tow, send notices, release vehicle process, junk vehicle process, collect payments, send notices, send suspensions, schedule court dates, field complaints, answer questions, make ticket corrections, create adjudication packets, release non-evidentiary impounded vehicles, maintain impound log, review tow inventory provided by contracted tow service and update final vehicle dispositions, complete required paperwork to facilitate junking and auctioning of unclaimed vehicles, complete and send certified letters to registered vehicle owner(s) and lien holders, daily contact with contracted tow company regarding vehicle status and/or validations, etc. | |