CITY OF ALEXANDRIA

MEMORANDUM

DATE: JULY 19, 2019

TO: HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL

FROM: MARK B. JINKS, CITY MANAGER

SUBJECT: REVIEW OF PARKING ENFORCEMENT

During the review of FY 2019 revenues during the last month of budget work sessions, Council was informed, and expressed its concerns, related a 24% decline in parking ticket revenue during FY 2019. It was projected that revenues will drop from $2.4 million received in FY2018 to a projected $1.9 million in FY 2019. As a result, I requested that the Office of Performance and Accountability conduct a thorough program review of Parking Enforcement. Their report is attached.

In summary, the report identified the probable reasons for the revenue decline were due to:

1. Turnover and difficulty filling Parking Enforcement Officer (PEO) positions which led to higher vacancies in FY 2019 than FY2018.

2. Greater use of PEOs to temporarily fill school crossing guard positions due to absence and vacancy of a greater number of school crossing guard positions in FY2019.

3. 35% increase in CallClickConnect parking enforcement calls (such as complaints about double-parked delivery trucks) in FY2019. Often by the time the PEO drove to the site, the double parked vehicle had moved on.

4. Fewer parking tickets issued per PEO (due in part to #2 and #3 above)

In order to address the above probable reasons for a ticket writing decline, I have authorized the following:

1. PEO pay has been increased recently 10% for PEO I’s and 5% for PEO II’s. While current PEO salaries were at the median in regard to our comparators, ongoing turnover (and a very tight job market) was an indication that pay was a driving issue. The fact that the other uniformed personnel in APD received significant raises in early FY 2019 appears to have had a negative impact on morale in the PEO unit. The pay increase is for current PEOs as well as for new hires. A new starting salary of $36,918 for PEO I’s should make a significant difference in recruitment and retention.
2. A third pay tier has been added to the PEO career ladder to provide more long-term pay opportunity for PEOs so some PEO II's could eventually be promoted to PEO III's.

3. I have authorized two PEO overhires, so that APD can have a reserve of PEOs when vacancies occur. Added ticket revenues from overhire enforcement work should cover the cost of those overhires.

4. APD has instituted a continuous hiring and processing system for PEO hires, so waiting for a vacancy to occur until recruitment starts no longer occurs.

5. I have authorized two school crossing guard overhires so that APD can have a reserve of school crossing guards when vacancies occur. This should reduce the draws on PEOs for school crossing guard duty.

6. APD and ACPS will be collaborating to see if part time ACPS workers at school sites would like to also become school crossing guards at their schools, so as to bookend their current part-time work with City crossing guard work at the beginning and at the end of the school day.

7. There have been some management improvements in the PEO unit.

8. APD is changing dispatch protocol so that if there is a patrol officer on duty near the site of a parking enforcement CallClickConnect complaint, and that officer is not already handling a call for service, then that officer will be dispatched to the site of the alleged parking violation and a PEO will not be the first person called to go to that site. That will allow PEOs to continue in their designated area enforcing parking, and avoid what sometimes is a cross-City trip to the site of the parking complaint.

Finally, APD will produce monthly statistics which mirror the data sets in the attached report, so we can see how the above changes that I have authorized impact total parking tickets issued and therefore parking ticket revenues collected. It should be noted that with the above changes, staff hours devoted to parking enforcement will increase, therefore leading over time to better parking compliance and space availability. If you have any questions, please let me know.

Attachment: 2019 Parking Enforcement Review, Office of Performance and Accountability, July 18, 2019

C: Debra Collins, Deputy City Manager
Laura Triggs, Deputy City Manager
Michael Brown, Chief of Police
Greg Useem, Director, Office of Performance and Accountability