

Proposals for Parking Reform in the City of Los Angeles

Final Report

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Los Angeles Parking Reform Working Group

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Final Report Summary

About this Report

Over the past few months, the Los Angeles Parking Reform Working Group has met City officials to discuss various recommendations. LAPRWG would now like the Mayor and City Council to consider the recommendations. LAPRWG has recommendations concerning the following aspects of parking management:

- Performance-Based Pricing
- Freight Parking Program
- Street Cleaning Program
- Preferential Parking Districts
- Information and Communication Technology
- Parking Revenue Management and Reinvestment

About the Los Angeles Parking Reform Working Group

Who is part of the Los Angeles Parking Reform Working Group?

The Los Angeles Parking Reform Working Group (LAPRWG) is a group of citizens concerned about the availability of parking in the City of Los Angeles. The Mayor established the group and invited representatives from several stakeholder groups to participate: businesses, residents, advocacy organizations, a research center, and the City of Los Angeles. The Mayor's Office hosted LAPRWG meetings and coordinated city staff participation. On June 12, at LAPRWG's first meeting, attendees decided upon its leadership and organization. Juan Matute, associate director of the Lewis Center at UCLA, was elected chair of the committee. Steven Vincent and Jay Beeber (Los Angeles Parking Freedom Initiative), Sherri Franklin (Urban Design Center), and Mott Smith (Civic Enterprise) were named as co-chairs. To begin work, LAPRWG split into two different subcommittee groups to focus on two broad areas of parking, Management & Administration and Policy & Strategy. The subcommittee groups began meeting in July.

The LAPRWG's Approach

The LAPRWG has begun to re-examine Los Angeles's parking policies by adopting shared principles and goals for parking policies. The group has also conducted its own research to inform its recommendations and has actively sought information and advice from other cities that have reformed their own parking policies and management.

The group first met on June 12th. During that meeting, the group adopted general expectations of the LAPRWG, measures of success, and internal policies. In a subsequent meeting, the co-chairs decided to split the LAPRWG into two committees, a policy & strategy committee and a management & administration committee. During the following subcommittee meetings, the committees adopted “points of agreement” to form a common philosophy on how parking should be managed and used. To adopt a ‘point of agreement’, a two-thirds majority vote of approval was required. The “points of agreement” adopted as of August 31st, 2014 are presented in the next section. We recommend that the City adopt a set of Parking Principles that will guide parking policies in Los Angeles. The LAPRWG encourages the City to adopt all or some of LAPRWG’s principles.

LAPRWG’s Principles and Objectives:

Strategy and Policy Committee, Adopted “Points of Agreement”

Principles for Governance

- SP1. Provision and management of public parking is a core city service
- SP2. Our parking system should
 - a. facilitate business, ease of transit and livability for residents, businesses and visitors
 - b. promote economic development and job creation
 - c. enhance the city’s image and appeal to investors and tourists
- SP3. Enforcement should encourage compliance with regulations and the fulfillment of community objectives not the maximization of revenue
- SP4. Our policies should encourage the most efficient use of parking, access, and mobility resources
- SP5. Parking revenue must be used to increase parking supply, improve parking management and generally improve access, mobility and the quality of the public right of way (or alternately “streetscape”).
- SP6. Parking fee and enforcement revenues must be segregated from the General Fund
- SP7. The City should continuously pursue opportunities for innovative policy, regulations and technology
- SP8. The City must take a coordinated approach to the planning and management of public and private parking

- SP9. There is no one-size-fits-all set of parking policies and solutions. Parking policy and management should be tailored for each particular neighborhood and community, and local stakeholders must have a voice in that process. The level enforcement of applicable rules should be equitable throughout the city.
- SP10. Where applicable, the City should use market mechanisms to optimize parking availability and accessibility

Recommendations and Solutions:

- SP11. Separate parking meter, off-street garage and lot and enforcement citation revenues into a secure, segregated fund (“Parking and Access Fund”) to be used to increase parking supply, improve parking management, generally improve access and mobility and improve quality of the public right-of-way, consistent with neighborhood objectives.
- The fund would pay for facilities, projects and programs consistent with the above objectives, some administered directly by the City and others in partnership with competent local entities or private enterprise.
 - The City budget impact of creating this segregated fund may be mitigated through a multi-year phase-in strategy
- SP12. Dedicate a portion of the Parking and Access Fund revenues to local programs, parking and related projects and access/public right-of-way improvements.
- Funds may directly pay for projects administered by the City or, by grant or contract, may fund local entities, such as Business Improvement Districts, charged with implementing projects or programs on behalf of the public.
- SP13. Locally based stakeholder input process
- Engage with stakeholders in local communities prior to design or adoption of new neighborhood parking regulations
 - Involve local stakeholders in the allocation of capital from the Parking and Access Fund
 - Ensure that stakeholder outreach includes both residents and businesses, including any BIDs, Neighborhood Councils, Residents Associations and other similar local business and stakeholder organizations.
 - Provide an ongoing open channel for receiving stakeholder feedback.
- SP14. Maximize opportunities for drivers to park once and switch to alternative transportation modes (transit, bike, walking, etc.) wherever possible. Promote pedestrian connections between parking and destination districts.
- SP15. Changes should be made to the zoning code to address problems created by minimum parking requirements, which require the construction of a minimum number of parking parking spaces for new buildings and changes in use of an existing building, without considering actual parking demand or availability.
- Parking requirements affect the ability of small businesses to open.

- b. Parking requirements make housing more expensive for those who don't use the parking.
- c. Parking requirements may induce driving in areas with robust alternatives by oversupplying parking in certain districts.
- d. Parking requirements may induce traffic congestion by concentrating parking in areas with higher density.
- e. Zoning rules surrounding vehicle parking should be balanced with other transportation goals in order to enhance transit accessibility and parking availability.
- f. Over the next 4 months, the LAPRWG should identify reforms that address parking requirements.

SP16. Align City vendor contract terms with policy, ensuring that working group's agreed recommendations and solutions are facilitated and not impaired by future contracts with Xerox or other 3rd party vendors involved in parking technology, enforcement, revenue collection or citation adjudication.

SP17. The California Vehicle Code should be amended to address concerns about disabled placard abuse, especially in metered parking areas where the placards enable free parking.

Management and Administration Adopted “Points of Agreement”

The Operations and Management Subcommittee unanimously adopted the following recommendation:

With regards to use of parking meter spaces, rather than imposing set time limits to encourage turnover, the City's default policy should be the use of performance based pricing (i.e variable time-of-day pricing and/or progressive pricing) to favor short-term users (where desired) and maintain a sufficient supply of open parking spaces per block. The city should test the replacement of time limits with performance based pricing concurrently in multiple pilot areas and, if this policy proves successful in achieving the desired occupancy/vacancy rate, the City should implement the new policy citywide within one year. Additionally, local stakeholders should have input into how and where this new policy is implemented with allowance for retaining fixed time-limits in those areas where adequate open parking spaces cannot be achieved through performance based pricing.

The Operations and Management Subcommittee unanimously adopted the following recommendations with regards to parking meter policies:

- MA1. Implement a “payment in/payment out” system that allows motorists to pay just for the amount of time they have been parked. Upon arrival, drivers would pre-authorize payment using a credit card, prepaid card, or phone payment and upon leaving the parking space, would then be charged the appropriate fee for the time parked.
- MA2. If technological restrictions make a pre-authorization system impractical, implement a “payment in/refund out” system where, upon arrival, drivers pre-pay for the time needed using a credit card, prepaid card, or phone payment and are then credited back for unused time when they leave the parking space (as is currently being done in San Diego)
- MA3. Expand, throughout the City, the deployment of advanced parking meter technology such as those which would allow multiple payment options including the option to pay remotely using a smartphone app with the option to receive text alerts on the time remaining.
- MA4. Implement a prepaid payment card option (similar to TAP card) at all parking meters, pay stations, and city owned parking lots.
- MA5. Guiding Principles for Setting Parking Fines
 - a. Parking Citations are only to be used to encourage compliance.
 - b. It is not the purpose of fines to raise revenue.
 - c. The amount of the fine should not unduly burden the lowest income residents
 - d. The amount of the fine should not unfairly penalize infrequent offenders

- e. The amount of the fine should be sufficient to prevent willful scofflaw behavior/multiple offenses
- f. The amount of the fine should be proportionate to the seriousness of the violation and no higher.

MA6. Amount of the Fine

The city should adopt a tiered fine schedule under which fines for non-safety related violations get progressively higher with each additional violation within the same violation category within the same year. The year shall be calculated on the basis of a “rolling year” where the oldest violation drops off after a period of 1 year. The initial fine amount shall be no higher than the current median hourly wage for the City of Los Angeles as reported by the Bureau of Labor Statistics (currently \$23). There shall be a maximum of 4 tiers. The initial fine amount and the fine amounts for higher tiers for additional violations within the same year may be adjusted according to this statistic no more often than every two years. Fines should be indexed to the following schedule for non-safety related infractions. Fines that are not safety-related will be determined in conference with the Department of Transportation.

Suggested Fine Schedule

Fine Number	Amount
1st	\$23
2nd	\$33
3rd	\$48
4th	\$68

MA7. Warning Notices

The city should adopt a warning notice system under which a Traffic Officer may issue a warning ticket through their hand-held device.

Top Parking Violations in Los Angeles FY 2013-2014 (7/1/13-5/31/14)	
Violation Class	# Issued
Street Cleaning	629,454
Meter Violations	608,777
Expired Tabs	267,505
Preferential Permit	179,553
Red Zone	139,976
Posted Limit	108,762
Other	104,133
No Parking	104,088

LADOT, 2014



Final Recommendations

In September, the co-chairs decided to re-organize the LAPRWG into task forces. This was done to allow LAPRWG members to work in smaller groups and focus on a specific area or issue within parking. Each task force was headed by at least one co-chair. Each task force was responsible drafting and discussing recommendations with relevant city staff.

LAPRWG held meetings on December 11th and 15th to discuss the draft recommendations amongst LAPRWG members, concerned council district representatives, and city staff. At the December 15th meeting, it was decided to postpone the final submission of the recommendations until February 10th to allow LAPRWG members to address the comments made at these meetings before voting to adopt them.

On January 29th, LAPRWG met again to discuss each recommendation with city officials. After discussion, LAPRWG members voted to adopt the recommendations. Five of the six final recommendations were adopted without protest by LAPRWG members that day. The recommendation to adopt an enterprise fund was discussed in subsequent conference calls and email conversations due to limited time and scheduling conflicts.

The final recommendations are to:

1. Expand Performance-Based Pricing
2. Adopt a Freight Parking Program
3. Re-evaluate the Street Cleaning Program
4. Re-evaluate Preferential Parking Districts
5. Experiment with Information and Communication Technology
6. Segregate Parking Revenue for Management and Reinvestment purposes

Recommendation 1. Expand LA Express Park

Adopted by LAPRWG without objection on 1/29

Guiding Principle

SP 10. Where applicable, the City should use market mechanisms to optimize parking availability and accessibility.

Goals:

- 1. To manage current parking assets so that spaces are used but a few are still readily available.
- 2. To reduce the number of meter violations.
- 3. To prevent unnecessary traffic from motorists searching for parking.

Introduction

The demand for parking changes with the time of day and its location. When the price of parking does not reflect the market demand, several problems arise. Where the price is too high, local businesses may suffer and overall meter revenue is low. Where the price is too low, motorists are encouraged to ‘cruise’ for parking, leading to excessive traffic and pollution. Low prices may also inhibit sales due to a low turnover rate.

To encourage turnover, time limits have been implemented. But time limits are costly to enforce and may overly restrict the use of parking. One of the largest categories of parking violations is meter violations. This suggests that motorists may need to park for longer durations or that they don’t believe they will be caught. With the adoption of performance-based pricing, Los Angeles should consider removing or relaxing time limits as the right price will ensure that a few spaces will remain available.



Existing Situation

In 2012, LA Express Park, a performance-based pricing system, was implemented in Downtown Los Angeles and covered 6,000 metered spaces and 7,500 spots in city-owned lots. Before the program, the price of hourly parking ranged from \$1 to \$4. Now the price may vary from \$0.50 to \$6. The program appears to be working as Peer Ghent, the project manager, stated, "Parking occupancy in all areas has gone up... our revenue has gone up by 2.5 percent and the average price has gone down at about 11 percent of spaces."¹

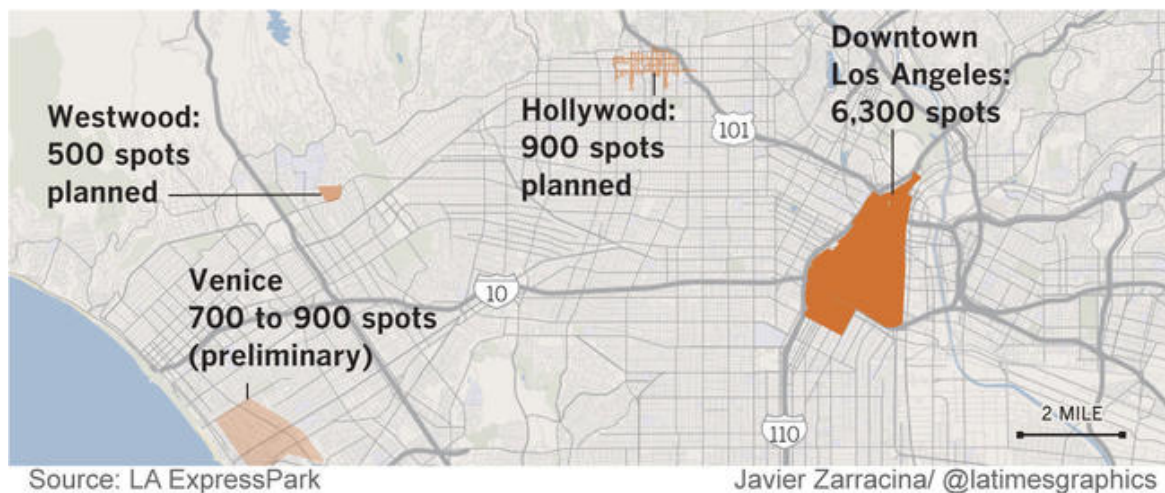


Recommendations

The LAPRWG strongly recommends that the Mayor expand the use of performance-based pricing in Los Angeles. We find that the literature and current best practices overwhelmingly support an occupancy level of 85% as desirable. Performance-based pricing will help reduce traffic congestion, maximize sales tax and parking revenues, and possibly improve compliance with the law.

Accelerate the expansion of LA Express Park

LAPRWG recognizes that LADOT has a plan to expand LA Express Park to Westwood, Hollywood, Venice, and other neighborhoods. Because performance-based pricing will support business activity and reduce traffic congestion, we recommend that the City devote more resources to accelerate the roll-out.



¹ "L.A.'s Demand-Based Parking Program Moving in 'Exactly the Right Direction'" *KCET*. Web. 07 Feb. 2015.

<<http://www.kcet.org/news/agenda/parking/las-demand-based-parking-program-moving-in-exactly-the-right-direction-parking-officials-say.html>>.

Identify future expansion sites for LA Express Park

To identify other areas where parking may be mis-priced, we recommend that the city explore ways to assess demand. Because parking receipts may not accurately account for non-paying users (scofflaws and disabled placards), the city should assess occupancy through studies, particularly studies that use technology to determine occupancy. A map of all the existing parking meter zones is in the attachment.

Develop different prices for events and holidays

The price of parking should reflect the market demands. In our understanding, the price of parking in Los Angeles is set in reaction to yesterday's parking demand. We support this in principle but believe that certain events can be predicted to generate above-average parking demand.

LAPRWG recommends that regularly occurring special events be monitored and that parking prices be set accordingly. As an example, the LAPRWG recommends that the parking demand for professional sport games, particularly NBA games, be studied. NBA games are a regularly occurring special event that likely generates above-average car trips to the Staples Center. Other holidays such as Christmas and Halloween should be monitored so that parking in retail and social areas may be priced accordingly.



Recommendation 2. Revise Freight Parking Policy

Adopted by LAPRWG without objection on 1/29

Guiding Principle

SP 2. Our parking system should facilitate business, ease of transit and livability for residents, businesses and visitors.



Goals:

- Provide adequate parking for freight delivery vehicles in areas of the city where the highest number of parking citations are issued to freight delivery vehicles (DTLA);
- Reduce the overall number of parking citations and/or fines issued to freight delivery vehicles without significantly impacting the city's budget in the near-term (2-3 years);
- Improve LADOT's Fleet Operator and Rental Agency Program.
- Implement short-term solutions within the City's existing authority while longer-term solutions are considered and/or developed.

Background

E-commerce is the fastest growing industry in Southern California and nation. Every year, a growing number of Angelenos are choosing to order products online and have them delivered to their home or place of business in lieu of driving to a store. This trend is resulting in significant benefits to cities and regions in terms reducing vehicle trips and vehicle miles traveled, which in turn reduces greenhouse gas emissions (many freight delivery companies in L.A. now use compressed natural gas and electric vehicles instead of vehicles that run on diesel fuel) and wear-and-tear on our roads and highways. The growth of e-commerce has also created new parking challenges for cities and freight delivery companies, especially in dense urban areas like Downtown L.A. where there are older, narrower streets and inadequate parking for large commercial vehicles.

Challenges

Dense urban areas present unique parking challenges for freight delivery companies. For one, there is often a larger volume of products that need to be delivered to buildings, which often result in longer than average unloading times (the average delivery time for a single family home or multi-family property is 8-10 minutes compared to 30-60 minutes for a high rise building). Because of larger delivery volumes, drivers also require closer parking proximity to a building's entrance. Curbs in front of many high rise buildings and commercial corridors are often painted red and lack any parking or loading spaces in order to maintain the flow of traffic. Many buildings in urban areas have access to private subterranean lots but delivery vehicles often exceed entrance clearances.

When there is a loading space available in front of or near a high rise building, it is often too small to accommodate a freight delivery truck or it is occupied by a passenger vehicle or food truck (many food trucks are willing to pay a parking fine in order to serve a building for a 2-4 hour block of time). When there isn't a loading space available in front of or near a building, drivers are instructed to park in a metered space. However, many delivery vehicles are often too long to fit in a typical metered space.

Goods movement companies also operate on a very tight time schedule. Drivers are tracked by GPS and are required to make a certain number of deliveries/stops per hour or shift. As a result, drivers cannot afford to circle around a street in a dense urban area until a loading zone or metered space becomes available. Feeding a meter at every stop is also an inefficient use of time for freight delivery companies. Therefore, when a loading or large enough metered space is not available in front of or near a building's entrance, drivers are forced to park in a red zone or double-park in a traffic lane. As a result, more than \$4 million in parking citations are issued to freight delivery vehicles in the City of L.A. every year—a number that continues to exponentially grow from year-to-year.

City of L.A. Fleet Operator and Rental Agency Program

Most delivery companies that operate in the City of L.A. receive hundreds, if not thousands of parking citations per month, making the facilitation of payment and dispute process cumbersome and costly. In order to help facilitate citation

processing/payments for companies such as rental agencies, couriers, and delivery fleets, the L.A. Department of Transportation (“LADOT”) created a Fleet Operator and Rental Agency Program to help those companies streamline the payment process by providing a single monthly report of all parking citations instead of individual notices. The companies can then disburse, contest, or provide the renter information on a ticket.

L.A. City Fleet Program benefits include:

- Elimination of individual notices for parking violations;
- Consolidated billing reports which include two separate monthly reports, the Open Ticket and Delinquent Ticket reports;
- Increased time to pay and contest parking citations (45 days);
- Specialized Customer Service provided by the Fleet Coordinator versus calling PVB Customer Service, thus providing more individualized attention due to the volume of citations;
- Dismissal of double citations issued to Fleet vehicles
- No registration holds;
- Reduced risk of vehicle booting and impound
- Plate Register that provides list of vehicles enrolled in program.

There are currently 19 active accounts and 7,180 active plates participating in the City’s Fleet Program. However, six companies account for those 19 accounts (in order of vehicles registered: UPS, FedEx, Arrowhead, Staples Sparklettes, and DS Waters). FedEx and UPS account for 90% of the vehicles registered and citations incurred.

According to LADOT, the six delivery companies that participate in the City’s Fleet Program were issued a total of 51,490 parking citations in Fiscal Year 2013-14. Those citations totaled \$3.96 million. UPS—the company with the most delivery vehicles registered in the Program—paid an average of \$10,000 per day in parking fines in FY 2013.

According to data provided by UPS, the majority of parking citations issued to freight delivery vehicles are issued in DTLA. For example, the 15 streets in the City of L.A. that account for the largest number of parking citations issued are all located in Downtown L.A. (Los Angeles St., Hill, 9th, 12th, 2nd, Spring, San Pedro, etc.). Red zone violations account for ~60% of all parking citations issued. Expired meters account for 8% and double-parking account for 6%.

Case Study: NYC Delivery Solutions

Other large urban areas throughout the nation are also experiencing similar challenges with freight parking. For example, Orlando, FL., Chicago, IL., and Seattle, WA. have all implemented new policies and programs to address this issue. Of the many cities researched by this Working Group, New York City had the biggest challenge and most well-developed solution in terms of freight parking.

Freight delivery companies were issued an average of 7,000 parking tickets every day in New York City last fiscal year and paid more than \$100 million in fines. Due to the significant costs delivery companies were incurring, they opted to hire staff to specifically contest the majority of citations they received, resulting in significant labor and administrative costs for both the freight delivery companies and the City.

To resolve this issue, Mayor Bloomberg worked with the largest freight delivery companies, UPS and FedEx, to create NYC Delivery Solutions—a new parking program for freight companies that allows them to manage their parking tickets through a web-based reporting tool and create bills online. By participating in this program, businesses waive their right to challenge parking tickets and agree to pay a pre-set, reduced fine amount for each offense. The type of violation determines whether the ticket will be dismissed or reduced. Red Light and Bus Lane Camera Violations are not eligible for reductions but they are eligible for hearings. However, other violations, such as “no parking”, “double parking” and “expired meter” are discounted up to 100%.

The program has eliminated 770,000 ticket hearings and saved \$1 million in administrative costs for the City per year since it was started two years ago. Delivery companies have also saved millions in parking fines. This program can serve as a good model for the City of L.A.

Findings

Almost every large metropolitan city in the U.S. offers some type of a commercial fleet program that streamlines the payment process by providing a single monthly report of all parking citations issued. However, no city has comprehensive guidelines or commercial vehicle demand strategies to address the underlying issue—inadequate parking supply for freight delivery vehicles. Below is a summary of LAPRWG’s research findings from other large metropolitan cities:

- There is large deficit of parking spaces for freight delivery vehicles;

- Only two cities have designated parking for freight delivery vehicles: Orlando & Seattle;
- Pricing alone may not solve the problem because freight delivery companies cannot shift modes for non-discretionary freight.
- Many cities offer consolidated reporting and payment programs for commercial fleets, but there is no program that offers comprehensive guidelines or commercial vehicle demand strategies.
- There is limited consideration of freight delivery vehicle needs when cities develop parking policy.

Recommendations

Short-term solutions (1 year or less) within the City's existing authority:

- LADOT should work with its vendor to identify the 20 streets in DTLA where the largest number of parking citations are issued to participants of the Fleet Operator and Rental Agency Program;
- Council District 14 and LADOT staff should assemble and lead a DTLA Freight Parking Task Force to:
 - Evaluate existing curbside management on the 20 most cited streets, including its impact on freight deliveries (i.e., new and larger spaces, extended parking restrictions, etc.);
 - Outreach to businesses and residents and begin a petition process should a new commercial loading zone need to be added or existing metered space or red curb replaced;
 - Task Force should include representatives from freight delivery companies participating in the City's Fleet Operator and Rental Agency Program, DTLA Neighborhood Council, Central City Association, Downtown Business Improvement Districts, L.A. Chamber of Commerce, and homeowner and property manager associations.
- Sponsor enabling legislation at the state level that would permit cities to create "freight loading only" spaces
- Create new signage for "freight loading only" spaces (see Exhibit 1 in Appendix for sample sign) and submit an experimentation permit with the California Traffic Control Devices Committee to expedite its implementation.
- Explore metering commercial loading zones as an alternative to a permit program

Longer-term solutions (2-3 years): Create a Freight Parking Pilot Program in DTLA that would:

- Convert commercial loading spaces on 20 most cited streets to “freight loading only” (short-term parking and white curb spaces to be maintained)
- Develop a Freight Parking Permit (fee TBD by City) that would allow vehicles registered in the Fleet Operator and Rental Agency Program to:
 - Park in “freight loading only” spaces;
 - Use GPS payment technology for metered spaces that the City is piloting for car-share companies;
 - Pay pre-set, reduced fines for non-safety parking violations in the pilot area (See Exhibit 2: Sample Reduced Fine Schedule) in exchange for not contesting tickets.
- Provide LADOT with adequate funding needed to create and administer the program
 - Freight Parking Permit could be structured to offset the cost of creating and administering the Pilot Program.
- LADOT should create an online marketing, education and reporting campaign for the Pilot Program prior to its launch.
- LADOT should only issue warnings to “freight loading only” violators in the first month of implementing the program to raise awareness of and encourage participation in the Pilot.
 - LADOT should create and attach a small 1-page brochure with information on the Pilot Program as a leave-behind when issuing a warning or ticket to a “freight loading only” violator.
- Evaluate the Pilot program and explore replicating it in other problem areas of the city.

Recommendation 3. Reevaluate Street Cleaning Procedures

Adopted by LAPRWG without objection on 1/29

Guiding principles

SP 3. Enforcement should encourage compliance with regulations and the fulfillment of community objectives not the maximization of revenue.

Goals:

1. Reduce the overall number of citations issued for street cleaning violations;
2. Better utilize technology to improve the operational efficiency of and coordination between city departments and residents;
3. Optimize the availability of street parking spaces during restrictions;

Background

Street cleaning is one of the most cited parking violations in the city of L.A. From fiscal years 2008-12, more citations were issued for street cleaning than any other parking violation. More than 600,000 street cleaning citations were issued in FY 2012-13 alone, which accounted for 26% of all parking citations issued that FY. This equates to approximately one citation for every four registered drivers in the city of LA. The recommendations below are organized by those that can be implemented within 1 fiscal year and those that will need to be implemented on a longer timeline.

Recommendations

Short Term (within 1 fiscal year year)

- **Submit 2015-16 Budgeting Request to GPS Track All Street Sweeping Vehicles:** The Bureau of Street Services (“BoSS”) has purchased two GPS tracked street cleaning vehicles and is in the process of purchasing GPS tracking devices for its street cleaning fleet. BoSS estimates that they may be able to GPS track the majority of its street cleaning fleet by the end of the upcoming fiscal year if it receives the additional funding necessary to do so.

According to BoSS, the additional cost to procure the technology is marginal relative to its overall budget proposal. We encourage BoSS and the Mayor’s office to include in its

upcoming budget proposal funding to purchase the aforementioned technology. GPS tracking BoSS' street cleaning vehicles is a critical first step that many of the subsequent recommendations depend on.

- **Conduct a Demonstration Project of the New Connected Vehicles:** LAPRWG recommends that the City conduct and document a demonstration of the new GPS-tracked street cleaning vehicles and how they will improve coordination and communication between the City and its residents. This demonstration will build public support needed to secure future funding for the following recommendations.

- **Improve Quality Control Measures between BoSS and Enforcement:** Enforcement has put in place quality control measures, such as requiring its officers to review street cleaning reports prior to patrolling a particular route and during the adjudication process. These measures have significantly reduced the number of street cleaning citations issued when street cleaning has been canceled.

Additional quality control measures should be adopted so that BoSS reports are automatically synced with Enforcement's handheld devices. Synchronized devices would prevent officers from issuing citations where street cleaning has been performed or canceled. Enforcement has already begun such conversations with Xerox and we recommend that they expedite this new capability within the next fiscal year.

If the recommendations fail to achieve goals of reducing the overall number of citations and optimizing the availability of street parking spaces, BoSS and Enforcement should consider alternate approaches. One alternative could be to harmonize enforcement and street sweeping operations so that officers are co-located or assigned to street-sweeping vehicles,

- **Begin a Parallel Process to Create a Digital Street Cleaning Notification System for Subscribers:** Street sweeping restrictions often prohibit vehicles from parking on a particular street during a three hour window. However, it typically only takes BoSS a few minutes to clean a street. This leads to an underutilization of scarce parking spaces. The City has tried to resolve this inefficiency by listing on its website the street cleaning routes that have been canceled on a particular day. While this is a step in the right direction, the City should be more proactive in how it notifies users of street cleaning and red flag days.

We recommend that the city establish an online notification system that would email and/or text residents in real time when a street has been cleaned or a route canceled. Residents would then be able to park their cars on a street even though a parking restriction may still be in place. This will help optimize the availability of street parking

across the city and make it easier for residents to be aware of when they can and cannot park on a particular street. The City currently utilizes similar notification systems (e.g., LAPD, LADWP, etc.) and should leverage those existing systems for this service, if possible.

We understand that creating such a system, beta testing it, publicly releasing it, etc. will depend on GPS tracking BoSS vehicles, mapping routes, and securing funding for this type of capability. However, this process should start as soon as possible to ensure that when the GPS technology and mapping capability is available, the City can launch the notification system soon after. It is important that the City also promote this new option to its residents. We recommend that BoSS include in its budget proposal funding to market the notification system to residents. Enforcement should include information about the notification system on its citations.

Longer-Term (2-3 fiscal years)

- **Map and Catalog All Routes:** The City currently does not have a comprehensive map of its street cleaning routes and schedules. Tracking vehicles via GPS will help provide the data needed to map and optimize routes. Once tracked, maps and schedules could be added to the City's online notification system to provide residents with a better sense of when their street is typically cleaned. Performance metrics could also be created and synched with the Mayor's and Controller's open data initiatives to track how well the City is doing with its street cleaning services.
- **Increase Driver Awareness of Existing Parking Restrictions Before and After Citations are Issued:** Often drivers are unaware of a street cleaning parking restriction due to confusing or poorly maintained signage. Experimental signage being developed by LADOT could help mitigate this issue and should be rolled out in neighborhoods with high concentrations of street and meter parking violations.

LADOT should also consider incorporating a QR-like code on future signs that can translate the restrictions into multiple languages. Information about or reference to the online notification system should also be included on citations to encourage future compliance. Replacing signage is a costly endeavor for the City, so we acknowledge that replacing street cleaning signs will require additional resources and a longer implementation timeline.

- **Reevaluate street cleaning schedules so that start and stop times do not conflict with peak demand:** 30% of all street cleaning citations are issued between 8-9a, 50% are issued between 8-10a. Oftentimes, streets are required to be vacant at times that conflict with the typical work schedule (i.e., 9a-to-p). Limiting street cleaning

start times to 9a would increase the number of street parking spaces available during peak demand and significantly reduce the number of parking citations issued.

We understand that pushing back the start time of parking restrictions would require new signage and may lead to a reduction in the number of streets cleaned. However, we believe that this issue is worth studying as a longer-term policy change. Data gathered from GPS tracking vehicles may also provide valuable insight as to how an initiative like this could be implemented with minimal impact on the city's budget.

The City should also consider peak commercial activity patterns for a district, and if possible avoid scheduling street sweeping during these hours of peak commercial activity. This may include night-time or early-morning street sweeping.



Recommendation 4. Reevaluate Preferential Parking Districts and Overnight Parking Policies

Adopted by LAPRWG without objection on 1/29

Guiding principles

SP 2. Our parking system should facilitate business, ease of transit and livability for residents, businesses and visitors.

Goals:

Modernize preferential and overnight parking districts to:

- More fairly distribute the parking benefits and impacts across all users;
- Make the PPD setup process more objective and inclusive;
- Minimize the fiscal impact of creating and maintaining PPDs on the city's budget;

Recommendations:

- Evaluate the criteria used to establish a PPD;
- Reform the process used to establish a PPD ;
- Restructure the pricing of PPDs to reflect the actual administration costs incurred by the city;

Problem #1: Preferential Parking violations are the 4th most commonly cited in the City, which indicates that there may be a need to reform this type of parking policy.

Recommendation:

The City should conduct a pilot study in the following manner:

- Identify the PPD's with the highest ticketing frequency.
- Identify those Districts that are in primarily residential environments from those that are in mixed use (commercial, business, permanent venue, destinations).
- Select a sample of both from these Districts to determine the cause of the frequent violations.
- Analyze the data to see what mitigations need to be put in place to reduce the frequency of violations.

Problem #2: PPD's are directed at protecting parking for residents at the expense of other users in and surrounding a PPD.

Recommendation:

The City should include representation by all users in and surrounding PPD's and weight each segment's needs when designating streets for PPD's and the effect of the PPD on the users. The needs of non-residents should be taken into account where there is not enough alternative parking. For instance: make one side of the street for residents only and the other side of the street allow other stakeholders to park for a designated period of time while residents would be able to park unlimited amount of time with permits. Allow Business owners and a designated number of Employees to buy in as residents currently do, etc..

Problem #3: Many PPD's are outdated and need review to see whether the PPD is still necessary in light of the changes and uses of neighborhoods over time.

Recommendation:

- Systematically review PPD's to determine if the PPD parameters are in line with current uses and needs. A review may be triggered by substantial public complaint that the PPD impacts neighboring communities. Petitioners may expedite a review by funding the evaluation / study of the PPD.
- Evaluate and adjust the specifics of PPD's to current uses and needs.
- Institute a review process every 3 to 5 years to avoid unnecessary restrictions of Public Streets.

Problem #4: PPD's are often inappropriately used to park vehicles on streets instead of on properties that are in zones requiring off street parking.

Recommendation:

Pilot Study

- Select sample PPD's that are made up of: a) single family residential, b) multi-family, and c) mixed use and cross these for those in homogeneous environments and heterogeneous environments.
- Take inventory of the on- and off-street parking, including available driveway space and use of parking facilities for other purposes (non-vehicle storage, dwelling units, etc.)
- Determine inventory load for daytime and evening.
- Set forth categorization in order to use for determining PPD's and the parameters of the PPD's.

Problem #5: PPD areas with no available or severely inadequate off-street parking:

Recommendation:

The city should work to ensure the creation and marketing of a web & smartphone-based application that facilitates transactions of privately-owned parking supply that public users could purchase by the day, week or month to help mitigate the lack of parking in heavily impacted areas such as Westwood, Hollywood, Downtown etc., and for long-standing business districts with no ability to create off-street parking. ParkMe is an example of such a web & smartphone-based application, though the City's efforts should not be limited to working with ParkMe.

Problem #6: PPD administration currently operates at a financial deficit; and the above recommendations may increase the cost of PPD administration

Recommendation:

The pricing of PPD should cover the costs of program administration. The city should consider:

- offsetting PPD costs to residents through use of parking meters for visitors.
- offsetting PPD costs through higher costs to businesses and other non-residential users of PPD parking.

Recommendation 5. Use Information and Communication Technology

Adopted by LAPRWG without objection on 1/29

Guiding principles

SP 7. The City should continuously pursue opportunities for innovative policy, regulations and technology.

Introduction

Through the use of standardized data, smartphone applications, and two-way communications, Information and Communication Technology can simplify a parking user's experience, raise customer satisfaction and increase compliance with the law. In particular, the use of Information and Communication Technologies can enable context-aware applications and signage that provide relevant information to a user based on a schedule, information provided by the user, or other factors.

The City typically uses only two means to signal these regulations: curb paint and streetside signs. This limits the information that can be communicated and the types of regulations that can be applied. Parking sign totem poles (e.g. signs with multiple parking restrictions) can lead to user frustration and mistakes that result in citations. Furthermore, streetside signs cannot be easily updated or changed to reflect the dynamic demand for parking or other events. For example, a gridlock zone that ends at 7PM everyday can't be easily extended for a day that the President is in town and rush hour is extended.

Goals

1. Use Information and Communication Technology to simplify a user's interaction with the parking system
2. Use Information and Communication Technology to manage the parking system more effectively
3. Foster the creation of third-party applications and other products that enhance a user's parking experience

Recommendations

Coding the Curbs

The City of Los Angeles uses various regulations to manage the public right-of-way. These regulations govern parking, loading, anti-gridlock zones and other aspects of the

transportation system. Advancements in information and communication technology can provide new opportunities to communicate and simplify these regulations.

The city should take an inventory of all the public street curbs and code them according to their attributes. Various attributes associated with parking and right-of-way management are standardized throughout the city and should be made publicly available, (including to Waze, Garmin, and other providers of mapping service) will lead to the deployment of “context-aware” applications. A central database of curbside information will allow for the dynamic management of the transportation system, where curbside rules can be more responsive.

The list of attributes that should be coded include but is not limited to :

- Curb or area for which the restriction applies
- Time period of the restriction
- Vehicle class for the restriction
- Vehicle characteristics for the restriction (e.g. maximum height)
- Days of the week the restriction applies
- Any exemptions for the restriction (e.g. disabled placards, preferential permits)

The City of Los Angeles should publicize the availability of coded curb information (which may be displayed via an online map) and the availability of apps that use that information. Such apps should perform in a similar way to Google Maps. Application users can enter the anticipated duration of their parking stay, the day of their stay, their preferred price, distance willing to walk to final destination, and whether or not they possess a disabled placard or preferential parking permit. Such apps may help users determine whether traveling by another mode may be faster once ‘parking time’ is accounted for. Applications could offer ancillary features, such as notifications for expiring meters or the start of parking restrictions.

Opening Data on Parking - For Internal and External use

Data pertaining to curbside and off-street city-owned parking restrictions, pricing, and average and real-time availability should be shared publicly with all city departments and the general public. The data should be in a common format. This would allow application developers the use of the data to simplify the end user’s parking experience. The data should be shared on an open platform such as Socrata. A workshop should be held to inform city staff members, app developers, and interested academics on how to access the use of this data. Online tutorials should be available afterwards.

The City should encourage private parking suppliers to make their data available in a common format. The City should provide a guidance document for parking owners who wish to provide static, regularly-updated, and/or real-time data about their parking supply (e.g. location, number of spaces, prices, time and vehicle restrictions, and availability).

Dynamic Signage

The majority of existing parking-related signage in the city is static; it cannot provide context-aware information to a user. Dynamic signs, including but not limited to those which use digital display technology or split-flap display, would create an opportunity for the City to change parking regulations in response to special events or other conditions.

Dynamic signs would enable day-specific instructions, including notification of the next time which parking is restricted.

We understand that the move toward digital signage is not currently cost-effective, but the potential benefits of dynamic signage are great. The City should periodically conduct an evaluation of options for dynamic signage. Dynamic signage should be piloted in certain districts with numerous and/or complex parking regulations, parking is heavily-utilized, and a comprehensive parking management program is in place (such as LA Express Park).

This is currently under consideration in areas with many special events, where there is significant time spent adding temporary signage.

Quick Response (QR) Codes

One option to introduce dynamic information onto parking signs is through the use of Quick Response (QR) Codes. QR Codes use a 2-dimensional barcode to display static information that is readable by a mobile device with a camera and decoder application. Data might be interpreted by a mobile application that provides context (time, location, permits), or include a link to a webpage that can be dynamically updated based on the time of day, day of week, and presence of special events.

While adoption of QR codes is not widespread, many people are familiar with their use. Where QR codes are located, alternative methods to access the information should be presented so that those without smartphones or who are unfamiliar may still access the information. QR codes can help connect parking users with dynamic information.

The City can look to the Los Angeles Metropolitan Transportation Authority (Metro) for examples of how a sign with QR code and other means of accessing dynamic information. Metro uses QR codes to display stop-specific information on bus routes, including real-time arrival predictions.



Enable two-way data communication with the Public

Enabling two-way communications will allow the public to communicate concerns or problems with the parking system. Soliciting feedback about the parking system can assist the city and others in enforcing parking regulations. For example:

- Parking users and others can report discrepancies in available data and visual information. This will aid the LADOT in identifying unauthorized conversions of curb space (e.g. to valet zones or loading zones).
- People to report possible handicapped violations to identify hot-spots for future DMV enforcement activities.

In allowing for communications from the public, the City should look to demonstrate that it values public feedback, possibly by responding to the feedback individually (as with 311) or through an automated procedure.

Recommendation 6. Form a Parking and Access Enterprise Fund

Adopted by LAPRWG by two thirds majority vote on Feb. 5

Special Note: This recommendation was not reviewed at the 1/29 meeting but was discussed by four LAPRWG members by teleconference on Feb. 5 and by all LAPRWG members by email afterwards.

Guiding Principles

SP. 5 Parking revenue must be used to increase parking supply, improve parking management and generally improve access, mobility and the quality of the public right of way (or alternately “streetscape”).

SP. 6 Parking fee and enforcement revenues must be segregated from the General Fund

Goals:

1. To dedicate parking meter revenue to improve the parking experience in Los Angeles.
2. To prevent the misuse of parking meter revenue in city finances

LAPRWG recommends that the City repeal the SPRF and create a Parking and Access Enterprise Fund to manage supply and demand for automobile parking and related transportation and streetscape services. We think that it is critical that the City elevate parking management to the level of a core city service and that implementing an Enterprise Fund would be potentially a good way to accomplish that.

Background

There is growing recognition among citizens and stakeholder groups and organizations that the current parking system in Los Angeles is fraught with serious problems and deficiencies.

- Parking violations have been used to shore up the city budget through higher and higher fines and aggressive enforcement.
- There is a broad based consensus that using parking fines as a funding mechanism for other city services and budgetary needs must come to an end.
- Parking management is not currently regarded as a core city service
- Parking revenue, including fines and fees, needs to be dedicated to parking management and related transportation and access services
- Serious parking supply/demand imbalances are present and growing worse throughout the city

- Parking is a key factor in the economic and social life of the city and requires focused, dedicated strategic planning and management. The existing Special Parking Revenue Fund lacks the scope, structure and authority to required to accomplish that.
- Parking policy coordination within the City government and between the City and the private sector has been lacking

Recommendation

The establishment of an Enterprise Fund would address these and many other issues. Such a Fund could do the following:

- Elevate parking management to the level of a core city service
- Segregate and dedicate parking revenue for parking management and related transportation, access and streetscape services
- Empower an entity to marshal and dedicate resources to the solution of problems
- Enable an entity to take a city-wide strategic outlook as well as neighborhood level view
- Provide a single entity for stakeholders to interface with on parking supply/demand issues
- Support other city strategic objectives such as development of a multi-modal transportation infrastructure by allocating funds to access projects such as bicycle parking, transit stops, and carsharing pods
- Make grants to local entities to accomplish enhancements to parking, sidewalk, alley, streetscape and related services
- Seed and organize public-private partnerships that improve parking management and access
- Develop opportunities for innovative policy, regulations and technology
- Through its investments, the Fund can seek to
 - stimulate economic activity and development and create employment
 - Facilitate commerce, ease of transit and livability for city residents, visitors and businesses
 - Generate use, sales and business tax revenue for the City

Concerns about the impact on the City budget of such a proposal are often raised. While the proposed new Fund would remove revenue from the General Fund, it could also be used to fund items already in the City budget, and many cost line items could be removed from the budget and transferred to the fund or else be directly paid from the Fund. Some of the items that the new Fund could be authorized to pay for could include:

- operating, management and maintaining of off-street parking
- carshare service parking
- bicycle parking
- bus and shuttle van stops
- electric vehicle charging stations

- pedestrian walkways and pedestrian boardwalks
- sidewalks and alleys
- other projects, programs, enhancements and facilities that would provide for and enhance the City's streetscape, access and transportation infrastructure
- For the creation, implementation and promotion of programs, mechanisms and technologies by which underused private parking supply in lots and garages may be brought onto the market and shared with potential customers and users
- parking signage and parking assistance technologies
- enforcement budget of the office of Parking Enforcement

In addition, if necessary, there can easily be a transitional period whereby the impact on the budget is mitigated by gradual phasing.

Cities across the country are moving to establish such funds and top authorities and consultants in the field concur that for many cities this is the right solution to the parking management challenges they are facing. With Angelenos widely dissatisfied with our current parking system, now is the time to have a look at the potential benefits of adopting a parking Enterprise Fund.

APPENDIX

Roster of Working Group Participants and Subcommittees

Affiliations are provided for identification purposes only. The views, principles and recommendations expressed in this document are those of the working group participants and do not necessarily reflect the official policy or position of their affiliated organization(s).

Roster for Detailed Recommendations Adopted in January, 2015

Name	Affiliation (for identification purposes only)	Position	Task Force
Sherri Franklin	Urban Design Center	Co-Chair	
Frank Lopez	Los Angeles Area Chamber of Commerce		ICT & Freight
Susan Polifornio	Hollywood United NC		Preferential Parking
Barry Weiss	Studio City Residents Association		Street Sweeping & Preferential Parking
Mott Smith	Civic Enterprise	Co-Chair	
Steven Vincent	Los Angeles Parking Freedom Initiative	Co-Chair	Enterprise Fund
Jeffrey Carpenter	Greater Wilshire NC		Enterprise Fund
Donald Duckworth	Business Improvement District Director		
Noel Fleming	Central City Association		
Jeff Liu	Little Tokyo Community Council		
Andrew Thomas	Westwood Village BID		
Juan Matute	UCLA Institute of Transportation Studies	Chair	ICT & Performance Based Pricing

Roster for Points of Agreement Adopted in August, 2014

Name	Affiliation (for identification purposes only)	Position	Committee
Jay Beeber	Los Angeles Parking Freedom Initiative	Co-Chair	Management
Sherri Franklin	Urban Design Center	Co-Chair	Management
Madeline Brozen	UCLA Institute of Transportation Studies		Management
Charlie Conrad	Village Idiot / Black Cat		Management
Joe Miceli	Miceli's Restaurant		Management
Frank Lopez	Los Angeles Area Chamber of Commerce		Management
Joseph Mariani	Hollywood BID		Management
Joe Miceli	Miceli's Restaurant		Management
Anne Price	Public Counsel		Management

Susan Polifornio	Hollywood United NC		Management
Barry Weiss	Studio City Residents Association		Management
Mott Smith	Civic Enterprise	Co-Chair	Policy
Steven Vincent	Los Angeles Parking Freedom Initiative	Co-Chair	Policy
Jeffrey Carpenter	Greater Wilshire NC		Policy
Donald Duckworth	Business Improvement District Director		Policy
Leron Gubler	Hollywood Chamber		Policy
Noel Fleming	Central City Association		Policy
Jeff Liu	Little Tokyo Community Council		Policy
Michelle O'Grady	Atwater Neighborhood Council		Policy
Max Podemski	Pacoima Beautiful		Policy
Irene Tsukada Simonian	Bunkado		Policy
Andrew Thomas	Westwood Village BID		Policy
Juan Matute	UCLA Institute of Transportation Studies	Chair	

Exhibit 1. Map of Parking Meter Zones in Los Angeles

Created by Daryl Chan

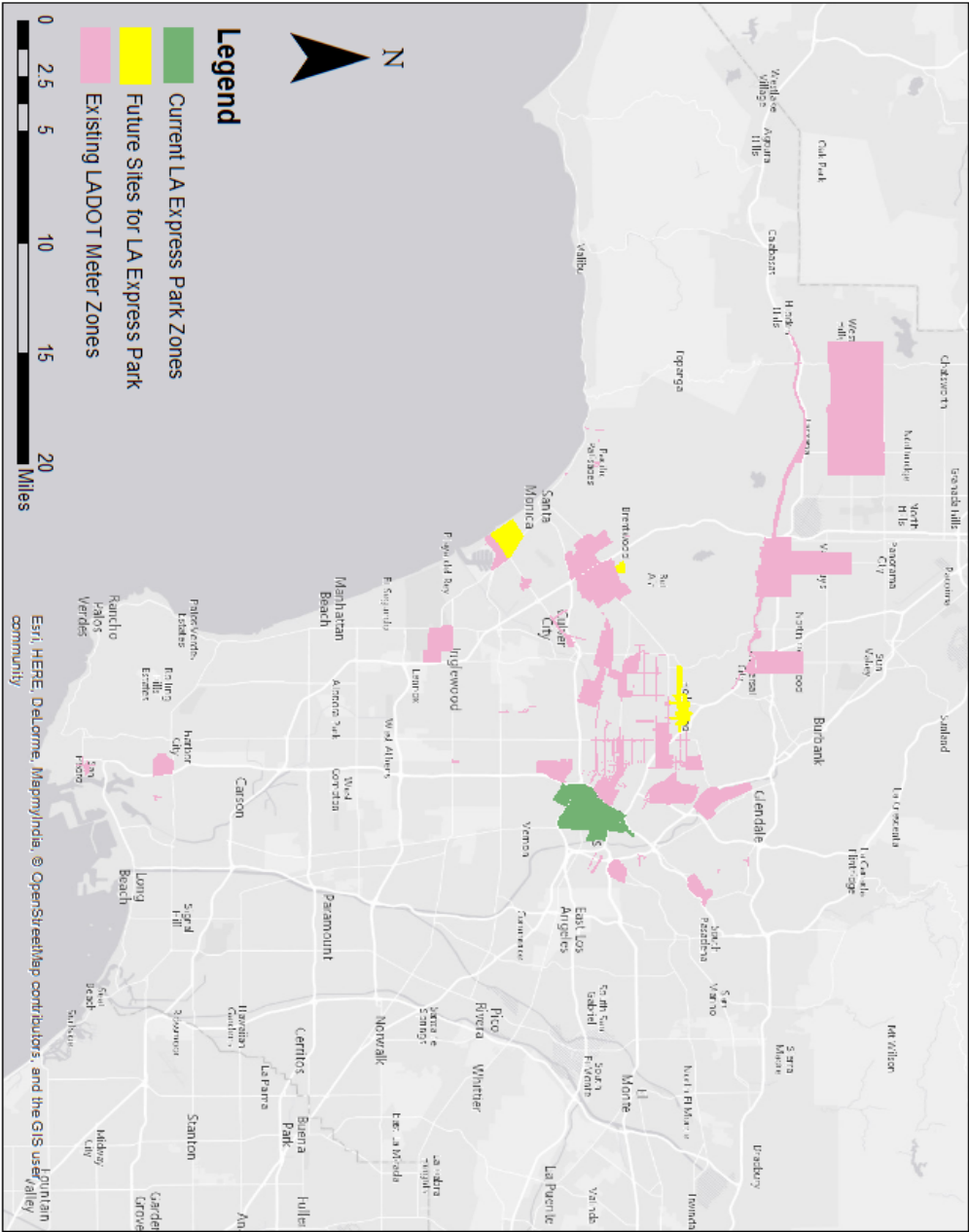


Exhibit 2: Sample Freight Zone Signage (Orlando)*

*This example sign is for a 30 minute, 24 hour enforced zone.



Exhibit 3: Sample Reduced Fine Schedule (New York)

* *This is a sample fine schedule that New York adopted, but we are not necessarily recommending that L.A. adopt this exact fine schedule.

code	violation	fine	new fine	% Reduction
10	NO STOPPING - DAYTIME LIMITS	\$115	\$92	20%
11	NO STANDING - HOTEL LOADING	\$115	\$92	20%
13	NO STANDING - TAXI STAND	\$115	\$92	20%
14	NO STANDING - DAYTIME LIMITS	\$115	\$92	20%
15	NO STANDING - OFF-STREET LOT	\$115	\$40	65%
16	NO STANDING - EXC. TRUCK LOADING	\$95	\$0	100%
17	NO STANDING - EXC. AUTH. VEHICLE	\$95	\$76	20%
18	NO STANDING - BUS LANE	\$115	\$105	9%
19	NO STANDING - BUS STOP	\$115	\$105	9%
20	NO PARKING - DAYTIME LIMITS	\$60	\$0	100%
20	NO PARKING - DAYTIME LIMITS	\$65	\$0	100%
21	NO PARKING - STREET CLEANING	\$45	\$0	100%
21	NO PARKING - STREET CLEANING	\$65	\$0	100%
23	NO PARKING - TAXI STAND	\$60	\$0	100%
23	NO PARKING - TAXI STAND	\$65	\$0	100%
24	NO PARKING - EXC. AUTH. VEHICLE	\$60	\$0	100%
24	NO PARKING - EXC. AUTH. VEHICLE	\$65	\$0	100%
31	NO STANDING - COMM METER ZONE	\$115	\$0	100%
34	EXPIRED METER	\$65	\$0	100%
37	EXPIRED MUNI METER	\$35	\$0	100%
37	EXPIRED MUNI METER	\$65	\$0	100%
38	FAILURE TO DISPLAY MUNI METER RECEIPT	\$35	\$20	43%
38	FAILURE TO DISPLAY MUNI METER RECEIPT	\$35	\$20	20%
38	FAILURE TO DISPLAY MUNI METER RECEIPT	\$65	\$20	69%
38	FAILURE TO DISPLAY MUNI METER RECEIPT	\$65	\$28	57%
39	OVERTIME PRG-TIME LIMIT POSTED	\$65	\$0	100%
40	FIRE HYDRANT	\$115	\$105	9%
42	EXPIRED MUNI METER - COMM METER ZONE	\$35	\$28	20%
42	EXPIRED MUNI METER - COMM METER ZONE	\$65	\$52	20%
43	EXPIRED METER - COMM METER ZONE	\$65	\$52	20%
45	TRAFFIC LANE	\$115	\$40	65%
46	DOUBLE PARKING	\$115	\$0	100%
47	DOUBLE PARKING - MIDTOWN COMM	\$115	\$92	20%
48	BIKE LANE	\$115	\$105	9%
49	EXCAVATION - VEHICLE OBSTR TAFFIC	\$95	\$76	20%
50	CROSSWALK	\$115	\$105	9%
51	SIDEWALK	\$115	\$105	9%
52	INTERSECTION	\$115	\$105	9%
53	SAFETY ZONE	\$115	\$105	9%
59	ANGLE PARKING - COMM VEHICLE	\$115	\$0	100%
60	ANGLE PARKING	\$45	\$36	20%
60	ANGLE PARKING	\$65	\$52	20%
61	WRONG WAY	\$45	\$36	20%
64	NO STANDING EXC. DIPLOMATIC VEHICLES	\$95	\$76	20%
66	DETACHED TRAILER	\$45	\$36	20%
67	PEDESTRIAN RAMP	\$165	\$150	9%
68	NON-COMPLIANCE W/ POSTED SIGN	\$60	\$0	100%
68	NON-COMPLIANCE W/ POSTED SIGN	\$65	\$0	100%
69	FAILURE TO DISPLAY MUNI METER RECEIPT	\$35	\$20	43%
69	FAILURE TO DISPLAY MUNI METER RECEIPT	\$65	\$28	57%
70	REG. STICKER - EXPIRED/MISSING	\$65	\$28	57%
71	INSP. STICKER - EXPIRED/MISSING	\$65	\$28	57%
72	INSPECTION STICKER MUTILATED / COUNTERFEIT	\$65	\$28	57%
73	REGISTRATION STICKER MUTILATED / COUNTERFEIT	\$65	\$28	57%
74	FRONT OR BACK PLATE MISSING	\$65	\$28	57%
82	COMM PLATES - UNALTERED VEHICLE	\$115	\$0	100%
96	OBSTRUCTING DRIVEWAY	\$95	\$35	63%