CITY OF OAKLAND

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October 9, 2017

OFFICE OF THE MAYOR
HONORABLE CITY COUNCILMEMBERS
CITY ADMINISTRATOR
CITIZENS OF OAKLAND

RE: **Performance Audit of the City of Oakland Parking Citation Void Process**

Dear Mayor Schaaf, City Council President Reid, Members of City Council, City Administrator Landreth, and Oakland residents:

We conducted an audit of the Parking Citation Void process over the audit period of July 1, 2013 – May 18, 2017. The audit objectives were to:

1.) determine whether there were sufficient controls in place to ensure parking citation void requests were properly authorized and processed accurately, and

2.) ensure compliance with department policies and procedures.

The City of Oakland's Parking Enforcement Unit issued approximately $102 million of parking citations during the audit period. Approximately $2 million of this amount was voided through an internal process. Due to the volume of taxpayer dollars, it is crucial that strong internal controls exist within this process.

The audit found that the City is foregoing a substantial amount of parking citation revenue and incurring processing expenses due to a lack of management oversight, outdated policies and procedures, inadequate training of staff and underutilization of technology and equipment. Our recommendations were developed to help management remediate these deficiencies.

Parking Citation Void Process Audit
October 9, 2017
Transmittal Letter for Audit Report

I want to express our appreciation to the Parking Enforcement and Finance units, as well as Conduent, the City's parking management system vendor, for their cooperation during this audit and to their commitment to improving the processes in Parking Enforcement.

Respectfully submitted,

BRENDA D. ROBERTS
City Auditor

Enclosure

cc: Anne Kirkpatrick, Chief of Police
        Ryan Russo, Director of Department of Transportation
        Michael Ford, Interim Parking Manager
        Christine Daniel, Assistant City Administrator
        Katano Kasaine, Director of Finance
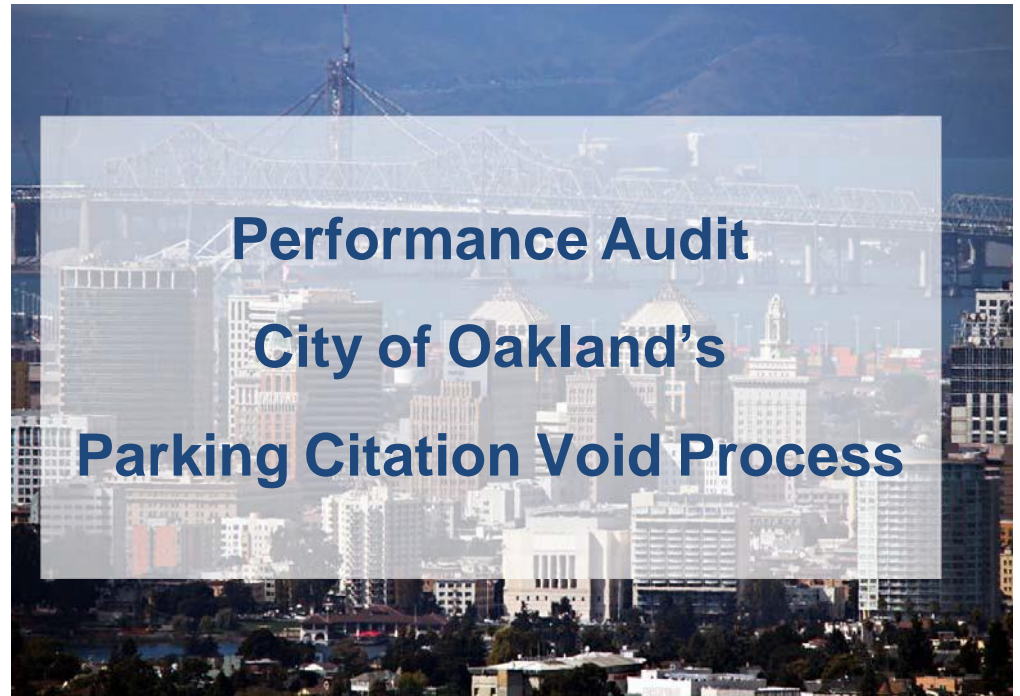   Margaret O'Brien, Revenue and Tax Administrator

City Auditor
Brenda Roberts
CPA, CIA, CFE

October 9, 2017

Performance Audit

City of Oakland's

Parking Citation Void Process

Audit Team:

Alessia Dempsey, CIA
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CITY OF OAKLAND

OFFICE OF THE CITY AUDITOR

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The Office of the City Auditor was created by the Oakland City Charter as an independent office to help establish accountability and improve City services. We conduct performance audits to review aspects of City services or programs and provide recommendations for improvement.

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Executive Summary

<div style="background-color:#4a77b4; color:white; text-align:center">

Performance Audit
City of Oakland Parking Citation Void Process

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OVERVIEW The City issues an average of 327,000 parking citations annually, generating nearly $25.5 million per year. Parking citations need to be voided at times, including to correct errors made by the Parking Technicians. Over a nearly 4-year period, the City gave up more than $2 million due to voided parking citations.

OBJECTIVES Our audit objectives were to: (1) determine whether there were controls in place to ensure that voids of parking citations were valid, properly authorized, and processed accurately, and (2) that Parking Enforcement policies and procedures were followed.

KEY FINDINGS The findings from the audit include:

Finding 1: Management has not established an acceptable error or exception rate for parking citations.

Finding 2: The overuse of the 'Driver Arrived' and 'ZVOIDZ' practices has resulted in significant lost revenue.

Finding 3: Management has not leveraged the investment in the eTIMS® system, nor fully benefitted from this technology.

Finding 4: eTIMS® system access controls are not monitored.

Finding 5: Lack of management oversight of Parking Enforcement.

RECOMMENDATIONS To address the audit's findings, the report includes seven recommendations.

1. Develop metrics and benchmarking to establish an expected rate of errors that is reasonable, considering the technology available through the eTIMS® system, the workload of Oakland's Parking Technicians, and other relevant factors.

2. Eliminate the Driver Arrived program, as all City meters were updated to include a grace period.

3. Determine the appropriate use of ZVOIDZ, update all related written procedures, and provide training to ensure this practice

is used as intended by management.

4. Work with the eTIMS® vendor to leverage existing features and reporting modules to identify the most useful reports for managing the Parking Enforcement Unit.

5. Develop specific criteria for those assigned eTIMS® access rights, so that employees have the necessary tools to perform their duties, but access is limited based on need. Regularly review the access permissions.

6. Update and distribute policies and procedures at least annually and whenever there is a significant process change to ensure compliance with regulations and internal protocols. Clearly define the criteria and processes for approving void requests.

7. Develop a training program so that 1) a structured curriculum is designed for Parking Technicians, supervisors, and managers to include relevant regulations and practices; 2) the training manual includes specific and 'real-life' examples of scenarios encountered in the field, and 3) there is a robust instructional manual for the mobile hand-held devices.

WHY THIS AUDIT MATTERS

This audit identifies opportunities to maximize City revenue, reduce administrative costs and promote the City's goal of actively managing the on- and off-street parking supply to the benefit of Oakland residents, commuters, and visitors.

Over the past several years, Oakland has experienced an uptick in its economy – employment is on the rise and each year, more people are moving into the City. Meanwhile, the inventory of public parking spaces has decreased in many commercial districts, resulting in more parkers competing for fewer and fewer parking spaces.

Actively managing the City's parking supply means pricing parking and promoting turnover to ensure availability of scarce parking spaces; that City parking is effectively shared and everyone has an opportunity to benefit from these public assets.

Introduction

The Office of the City Auditor conducted this audit in response to an internal complaint about the volume of voided parking citations issued by the City of Oakland's Parking Enforcement Unit.

The City issues an average of 327,000 parking citations annually, generating nearly $25.5 million per year. These fees are included as revenue in the City budget.

Parking citations need to be voided at times, to correct errors made by the Parking Technicians. The voiding of citations is an internal process and not available to the public. Voided citations differ from disputed citations, which originate from the driver and are handled through an administrative review process.

Between 1% and 3% of parking citations issued were voided between July 1, 2013 and May 18, 2017, for a total reduction in City revenue of $2 million over the nearly four year-period.

Exhibit 1: Parking Citation Revenue Impact FY 2014 to 2017 *(as rounded)*

	Total $ of Citations Issued	Total $ Amount Voided	Total % Voided	Total $ Amount Dismissed[1]	Total % Dismissed
FY 2014	$ 23,925,000	$ 722,000	3%	$ 1,111,000	5%
FY 2015	$ 24,187,000	$ 639,000	3%	$ 1,252,000	5%
FY 2016	$ 24,347,000	$ 433,000	2%	$ 993,000	4%
FY 2017 YTD (10 ½ period)	$ 29,515,000	$ 218,000	1%	$ 435,000	1%
Total Revenue Impact	$ 101,974,000	$ 2,012,000	2%	$ 3,791,000	4%

Source: Created by auditors using data provided by Conduent
Note: all dollar amounts reflect only the citation fines to the vehicle owner, excluding penalties for late payments.

Objectives

Our audit objectives were to: (1) determine whether there were sufficient controls in place to ensure parking citation void requests were valid, properly authorized, and processed accurately, and (2) ensure compliance with Parking Enforcement policies and procedures.

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[1] Dismissed citations are subject to an administrative review process due to a driver dispute.

Introduction

Scope

The scope of this audit included the processes of requesting and voiding parking citations between July 1, 2013 and May 18, 2017.

The audit did <u>not</u>:

- Focus on void requests submitted by Oakland Police Officers.

- Review dismissed parking citations resulting from disputed administrative reviews by Finance staff and/or a Hearing Officer.

- Include voided parking citations prior to July 1, 2013 and after May 18, 2017.

Methodology

In conducting the audit, we:

- Gathered and analyzed parking information including parking citations issued, dismissed, and voided.

- Reviewed the Parking Enforcement Policies & Procedures, California Vehicle Code, and Oakland Municipal Code.

- Performed walk-throughs with Parking Enforcement and Revenue staff.

- Interviewed Parking Enforcement staff and management, Revenue staff and management, and eTIMS® staff.

- Selected a sample of parking citations issued, tested for appropriateness and sufficient backup included in eTIMS® to support the void request, and for appropriate supervisory review.

Statement of Compliance with Government Auditing Standards

We conducted this performance audit in accordance with generally accepted government auditing standards which require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Background

The City of Oakland Parking Enforcement Unit (Parking Enforcement), located within the Police Department (OPD) during the time of the audit, issues citations for parking, standing, or stopping violations of the Oakland Traffic Code, California Vehicle Code, and Port of Oakland parking regulations. The Unit consists of one manager, four supervisors and 71 Parking Control Technicians (Parking Technician).

Responsibility for parking enforcement transferred from OPD to the newly created Department of Transportation (DOT) effective July 1, 2017. The City's Finance and Management Agency (Finance) processes the citations and collects the fees and applicable penalties. The City implemented a new automated system, eTIMS®, in 2010 to integrate parking citations issued by Parking Enforcement, compile the daily transactions and produce regular reporting for management.

Parking citations are issued to vehicle owners who overstay parking time limits or park in no parking or restricted parking zones. The owner may dispute the parking citation. This process is described on the paper citation and on the City's website. The City dismissed 11,487 citations, through an administrative process, totaling nearly $993,000 in 2016, due to driver disputes.

Parking Technicians are assigned a handheld device and printer to issue parking citations. Violation information is input manually by the Parking Technicians and then automatically uploaded into eTIMS®. The vehicle's registered owner's information is populated in the system, based on the vehicle's license plate. A copy of the citation is placed on the vehicle's windshield and the electronic version is transmitted in batches to Finance for collection.

Background

Separate from the driver dispute process, the Parking Technician may request a void of the parking citation, explained in Exhibit 2 below.

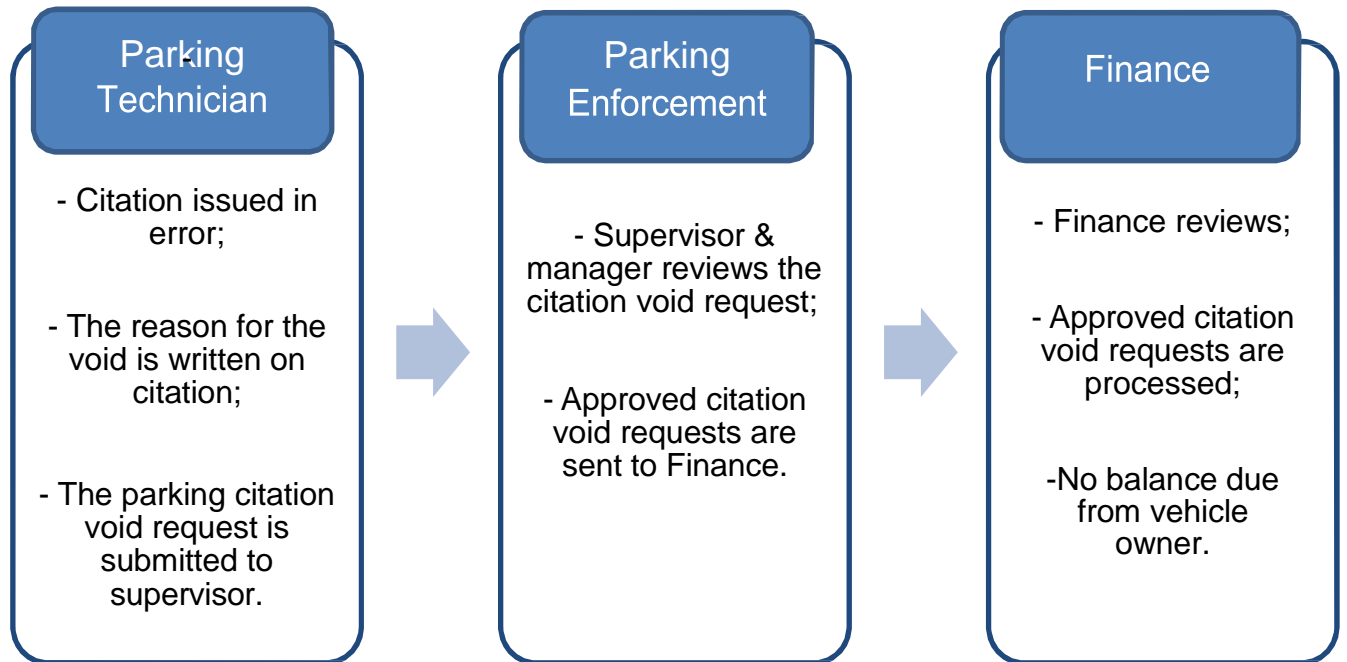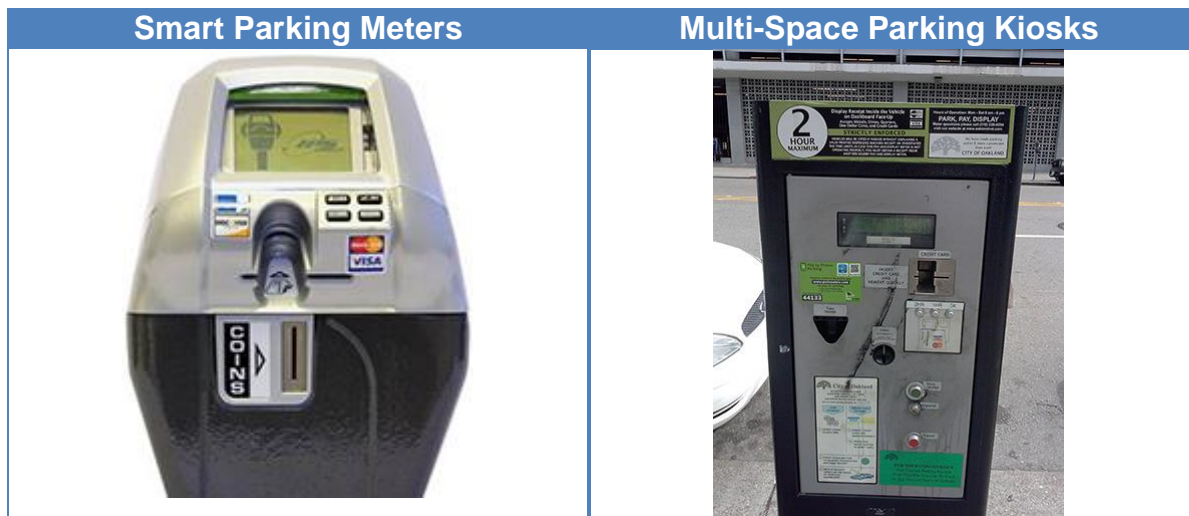**Exhibit 2: Parking Citation Void Request Process[2]**

Parking Technician	Parking Enforcement	Finance
- Citation issued in error; - The reason for the void is written on citation; - The parking citation void request is submitted to supervisor.	- Supervisor & manager reviews the citation void request; - Approved citation void requests are sent to Finance.	- Finance reviews; - Approved citation void requests are processed; -No balance due from vehicle owner.

Exhibit 3: Types of Parking Meters

Smart Parking Meters	Multi-Space Parking Kiosks

Photo: City of Oakland's website: http://www2.oaklandnet.com/Parking/

The City uses two types of parking meters. Smart parking meters accept parking payment by coin, credit/debit cards, and pay-by phone; these display remaining time on the screen. Multi-space parking kiosks accept payments by coin or credit/debit card; a printed receipt is generated displaying parking expiration time to place on the vehicle's dashboard.

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[2] As created by the Office of the City Auditor, describing the current parking void processes.

Audit Results

Findings

The City of Oakland is foregoing a substantial amount of parking citation revenue and incurring unnecessary processing expenses due to a lack of management oversight, outdated policies and procedures, inadequate staff training, and underutilization of technology and equipment. Although the percentage of citation voids is decreasing yearly, more than half of parking void requests in 2017 are due to the use of 'ZVOIDZ' and 'Driver Arrived' void practices. Based on our analysis, these are overused, and represent approximately $1 million in uncollected revenue for the audit period.

The City purchased and implemented, eTIMS®, an automated parking citation system in 2010. Since then, approximately $2 million has been invested in eTIMS®, but management has not utilized it to its full potential.

FINDING 1: Management has not established an acceptable error or exception rate for parking citations

The rate of voided parking citations has declined over the past several years, from over $700,000 to nearly $435,000 per year. Still, the volume of requests to void citations is at levels that makes it difficult for staff to process them within the Department of Motor Vehicles (DMV) stated timelines. Management has not developed an expected parking citation error rate, or anticipated level of citation voids. Without this benchmark, City managers and Revenue cannot adequately plan for budgeted revenues from parking citations, properly measure the performance of Parking Technicians, nor adopt a resource plan for the additional time and efforts needed to process the parking void requests submitted from the Parking Enforcement Unit.

Recommendation: Management must develop metrics and benchmarking to establish an expected rate of errors that is reasonable, considering the technology available through the eTIMS® system, the workload of Oakland's Parking Technicians, and other relevant factors. Identifying exception rates and experiences reported by other jurisdictions may be helpful in developing relevant metrics for the Parking Enforcement Unit.

These expectations should be considered for revenue projections, budgeting, workload assignments, and training.

FINDING 2: The overuse of the 'Driver Arrived' and 'ZVOIDZ' practices has resulted in significant lost revenue

Finding 2.1 'Driver Arrived' Program

The 'Driver Arrived' code allows Parking Technicians to request a citation void if a driver arrives to a single space meter while the citation is in progress. This practice was

Audit Results

established in 2011 in conjunction with the Five-Minute Grace Period program, which allows drivers, who park at a kiosk and receive a printed receipt, an extra five minutes to arrive to their car before a citation is issued. The additional five minutes for parking time is added to the expiration time by the Parking Technician when a driver purchases parking through the kiosks, located throughout the City. Because the single space meters historically did not display parking expiration time, the Parking Technicians could not calculate the five minutes. Therefore, to provide all drivers with the same grace period, the two programs were synchronized.

However, all City of Oakland parking meters were upgraded by the end of July 2014 to display parking expiration time that automatically includes the grace period, making the 'Driver Arrived' code obsolete and unnecessary. Parking Technicians continue to use this code to void a citation, instead of issuing a valid parking citation for parking beyond stated time limits. As a result, the City has foregone nearly $305,000 in revenue for the three-year period since the meters were replaced.

Finding 2.2 ZVOIDZ

Parking Technicians input the vehicle license plate number and the Vehicle Identification Number (VIN) in the mobile hand-held device. With this input, the system automatically pulls the relevant data from the DMV database, such as the registered owner's name and address. The Parking Technician then completes the citation transaction with the violation code and location.

Parking Technicians use a workaround practice to void a citation written in error by inputting 'ZVOIDZ' in the license plate field. This is an override to the system because it prevents the citation from linking to the registered owner of the vehicle since no driver is assigned license plate 'ZVOIDZ.'

When supervisors review ZVOIDZ void requests, if they disagree, they cannot reissue the ticket to the driver because the driver's information is not in the system. In effect, the citation is voided without supervisory approval.

The audit identified a growing trend in the use of ZVOIDZs. They are applied inconsistently and, in some instances, inappropriately. For example, when a driver arrives to their vehicle while the Parking Technician is issuing a citation, some Parking Technicians use ZVOIDZ rather than the Driver Arrived code.

The use of ZVOIDZ has increased 53% over the past 3 ½ years, while the use of Driver Arrived has decreased by 57%. More than $663,000 in revenue was canceled due to the use of ZVOIDZ.

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Exhibit 4: 'ZVOIDZ' and 'Driver Arrived' Practices FY 2014 - 2017
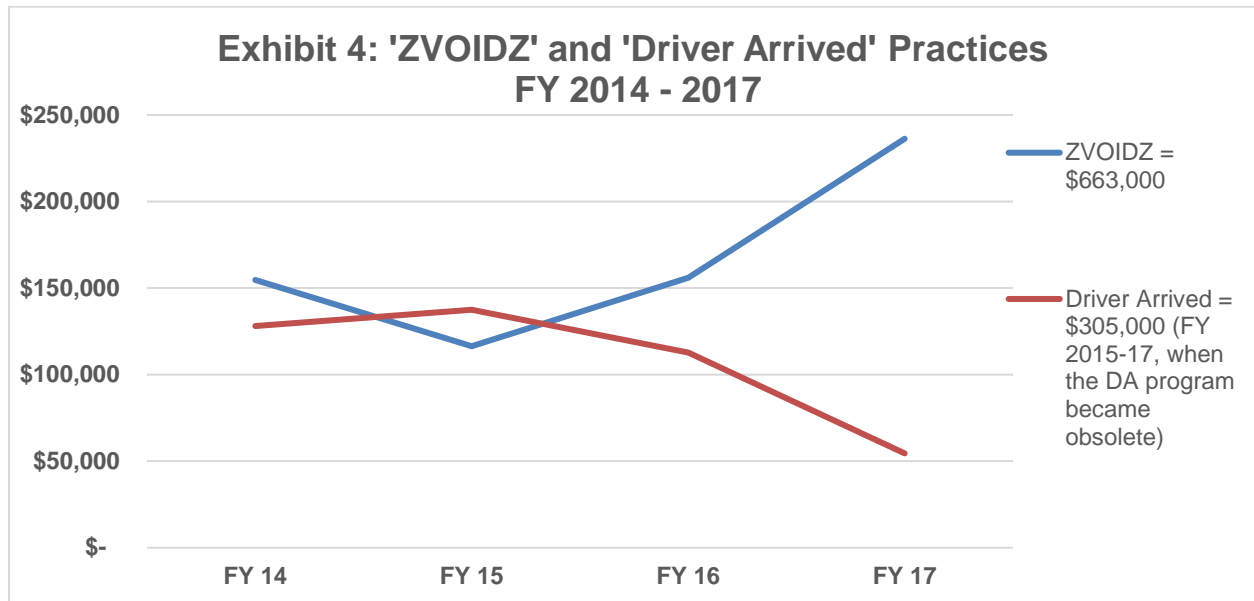
In total, the use of Driver Arrived and ZVOIDZ means the City lost parking citation revenue of $968,000 over a period of 3 ½ years for ZVOIDZ and 2 ½ years for Driver Arrived. This is nearly equivalent to the 2-year funding requirement for the City's Department of Race and Equity.

Recommendation 2.1: The Driver Arrived program should be eliminated, as all City meters were updated to include a grace period; thereby ensuring revenues due to the City are collected and to prevent overstays of parkers that limit the availability of parking spaces for others.

Recommendation 2.2: Management should determine the appropriate use of ZVOIDZ, update all related written procedures, and provide training to ensure this practice is used as intended by management.

FINDING 3: Management has not leveraged the investment in the eTIMS® system, nor fully benefitted from this technology

Management purchased the eTIMS® system in April 2010. Over the last 3 ½ years, the City has expended nearly $2 million in licensing fees. The eTIMS® system was intended to replace a prior system and gain efficiencies through the automation of the citation-writing function. The reporting modules of the eTIMS® system provide management with the means to monitor the Parking Enforcement function, and to bring about a higher level of accuracy. Yet, the parking citation voids are costing the City approximately $250,000[3] per year in lost revenues.

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[3] This was estimated based on voided citation amounts for 10 ½ months in FY 2017.

Audit Results

In addition to the overused void practices, as described above, our audit determined an inconsistent use of the device: some Parking Technicians use the scanner to automatically record the VIN, others are not aware of the scanner; many Parking Technicians do not use the auto-lock feature to prevent accidental initiation of parking citations.

Although the eTIMS® system provides standard management reporting, such as the Daily Productivity and the Officer Daily Summary reports, not all supervisors are consistently reviewing them to identify areas for needed training and coaching, or to monitor trends of issued parking citations. Supervisors who do use these reports are not documenting and communicating the results of their review, so this information is not compiled, and trends and outliers are not monitored.

Recommendations:

1. Management should work with the eTIMS® vendor to adopt a plan to take advantage of the features within the existing eTIMS® system and the hand-held devices and include instructional materials in the training curriculum for staff.

2. Management should review the standard reporting modules of the eTIMS® system, identify those reports most useful to its management and supervisory team, and implement a process to use these reports in the management of the Parking Enforcement unit.

FINDING 4: System access controls are not monitored

Once voided citations are submitted for processing, Finance staff, with approved access, must manually void each parking citation in eTIMS® to reverse the revenue associated with it. eTIMS® access should be restricted to only those employees assigned to voiding the parking citations. We identified 23 employees with full access to void and dismiss citations. $5.8 million of revenue was cancelled through this process between July 2013 and May 2017. Additionally, having many users with full access makes it difficult to provide oversight to ensure revenue is canceled appropriately. Specifically, one user with full access rights left the City in April 2017. Their system access was not removed until we brought this to management's attention in June 2017.

Twenty-one additional users had read-only access to registered vehicle owners' personal information. Of these, 17 could not be identified in the City's personnel records as employees and management could not explain who they were. The other four were City employees who left the City of Oakland between 2008 and 2016.

Inappropriate access to sensitive information increases the risk of fraudulent activity and

Audit Results

errors, which management may not be aware if they are not reviewing access rights routinely and timely. It also leads to potential loss of revenue. We noted in Finding 1 the loss of revenue related to the inconsistent, and at times inappropriate, practice of using certain void codes.

Recommendations:

1. Finance management should develop specific criteria for those assigned eTIMS® access rights, and identify explicit permission levels, so that employees have the necessary tools to perform their duties, but access is limited based on need.

2. Management should establish a procedure to regularly review the listing of employees with access rights to ensure they are current and appropriate, decreasing the risk of fraudulent activity.

FINDING 5: Lack of management oversight of Parking Enforcement

Department procedures outline a department or division's operations and are particularly important for new hires as they detail how to perform a function and, in the case of Parking Enforcement, ensure that the issuance of citations is performed appropriately and consistently.

We identified many inconsistent Parking Technician work practices resulting from outdated and incomplete procedures. Examples of incomplete procedures include:

- Inadequate criteria for approving parking citation void requests;

- Undocumented strategies including allocating staffing resources within enforcement areas of the city, and expected error rates;

- Undocumented manager and supervisor roles; and

- Undocumented contingency plan in the event of an extended absence of staff or supervisors.

This is a repeat audit finding. Our office issued an audit report on Parking Ticket Management in 2012 and we recommended Parking Enforcement update its policies and procedures, specifically the criteria for voiding parking citations.

The Parking Enforcement Unit does not have a dedicated trainer to provide specialized training to Parking Technicians. The current trainer is a Parking Technician who never received specialized training for this assignment. Feedback is not provided to management, or the trainer, after training is complete. Furthermore, the current training

Audit Results

program is based on outdated procedures and does not include specific and consistent instruction on the use of the hand-held devices, as noted in Finding 2, above.

Recommendations:

1. <u>This is a repeat recommendation</u>. Policies and procedures should be updated at least annually and whenever there is a significant process change to ensure compliance with the California Vehicle Code, Oakland Municipal Code, and internal protocols. They should be made available to all Parking Enforcement employees to ensure consistent and equitable treatment of residents, and accurate performance by Parking Technicians. The criteria and processes for approving void requests should be clearly outlined.

2. Management must develop a training program, relevant to the California Vehicle Code, Oakland Municipal Code, and department policies and procedures, to include a structured curriculum for Parking Technicians, supervisors and managers. The training manual should include specific examples of relevant scenarios to ensure Parking Technicians handle similar circumstances consistently, and an instructional manual on how to use the mobile hand-held devices.

Conclusion

The findings noted in this audit report highlight areas of concern in the Parking Enforcement Unit – revenues from this program are not collected as intended and enforcement of parking violations is not always consistent. Our recommendations are framed to assist city managers in the remediation of these findings. We acknowledge that management has recognized the need for improvement and has already taken steps to put stronger internal controls in place.

Once these corrective plans are fully implemented, the City will see the benefits of a more predictable revenue stream. Additionally, enforcement that is aligned with regulations and procedures will promote the intended turnover in parking spaces, and ensure that Parking Technicians are handling parking citations for residents in a consistent manner.

Appendix A

Additional Areas for Consideration

These are other areas for management consideration, based on observations by the auditors:

- The classification specifications, available on the City's website, for Parking Enforcement Supervisors show two levels of supervisors, while currently all are Supervisor I. The Supervisor II position no longer exists.

- Finance staff does not have written policies that address the specific requirements for voiding parking citations.

- Conduent, the vendor for eTIMS® should provide the City of Oakland with a Service Organization Controls (SOC) Type 2 report[4], which evaluates controls related to security, availability, processing integrity, confidentiality, and privacy of a system.

- We identified an error in one of the available eTIMS® reports, which incorrectly identified the number of citations and incorrectly tallied them. This report is important as it should be used by managers to appropriately allocate resources for beat assignments. When brought to the attention of the vendor, appropriate corrections were made.

- If a Parking Technician marks[5] a car at the end of his/her shift, there is no way for the next shift to pick up the previous Parking Technician's marks. This results in lost revenue, limits parking availability, and is a system limitation within the existing handheld device.

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[4] Service Organization Controls (SOC) Type 2 reports.
[5] Vehicles parking in two or four hour zones are "marked" or tracked within the handheld so that when the time has expired, the Parking Technician knows to check to make sure the vehicle has moved.

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October 3, 2017

Brenda Roberts
Oakland City Auditor
1 Frank Ogawa Plaza, 4th Floor
Oakland CA, 94612

RE: City Administrator's Response to the Audit of the Parking Citation Void Process

Dear City Auditor Roberts:

The City Administration, Oakland Police Department, Revenue Management Bureau, and Department of Transportation (DOT) appreciate the audit of the Parking Citation Void process, which highlights areas and processes in need of attention and improvement.

DOT accepts the City Auditor's recommended responses and identifies the Parking & Mobility Division manager as the primary party responsible for most of the required changes. We welcome this report and see it as an important management tool as we continue to integrate Parking Enforcement into the new Department of Transportation.

The attached matrix that follows lists the audit recommendations and includes our comments to each recommendation.

I want to thank the City Auditor and her staff for their open communication. Management was kept up to date on all progress and presented with findings of process and control improvements as they were identified. This valuable service keeps the City running smoothly and efficiently.

Sincerely,

Sabrina Landreth
City Administrator

cc: Margaret O'Brien, Revenue & Tax Administrator
      Anne Kirkpatrick, Police Chief
      Ryan Russo, Director or Department of Transportation

Attachment: Audit Tracking Matrix

Parking Citation Void Process Audit
Management's Response to City Auditor's Report

	City Auditor's Recommendations	Management Response	Responsible Party	Target Date to Complete
1	Management must develop metrics and benchmarking to establish an expected rate of errors that is reasonable, considering the technology available through the eTIMS® system, the workload of Oakland's Parking Technicians and other relevant factors. Identifying exception rates and experiences reported by other jurisdictions may be helpful in developing relevant metrics for the Parking Enforcement Unit. These expectations should be considered for revenue projections, budget, workload assignments, and training.	1. DOT will build on the error analysis in this report and conduct peer-city reviews to establish benchmarks for determining acceptable error rates; procedures and reports (using eTIMS and other available systems) will be developed to insure that errors are tracked and that supervision of Parking Control Technicians is consistent and effective; existing training will be supplemented to cover topics that specifically address the causes and means of preventing errors; include error rates, together with benchmarks and variance calculations, in monthly operating reports.	**Parking & Mobility Division Manager**	**January 1, 2018**

	City Auditor's Recommendations	Management Response	Responsible Party	Target Date to Complete
2	2.1 The Driver Arrived program should be eliminated, as all City meters were updated to include a grace period. 2.2 Management should determine the appropriate use of ZVOIDZ, update all related written procedures and provide training to ensure this practice is used as intended by management.	2.1 To eliminate the Driver Arrived program, an amendment to the original resolution must be made. DOT will work with Legal and City Council to ensure the amendment is made and will inform all Parking Enforcement and Finance personnel of this change once the amendment is approved 2.2 Management will review the current use of ZVOIDZ with Finance and will determine appropriate use of ZVOIDZ and will update procedures and training programs and provide additional training on ZVOIDZ to all Parking Technicians.	**Parking & Mobility Division Manager**	**April 1, 2018**
3	1. Management should work with the eTIMS® vendor to adopt a plan to better utilize the features within the existing eTIMS® system and the hand-held devices and include instructional materials in the training curriculum for staff. 2. Management should review the standard reporting modules of the eTIMS® system, identify those reports most useful to its management and supervisory team and implement a process to use these reports in the management of the Parking Enforcement unit.	3.1 Management will work with the vendor, Conduent to better utilize the features existing within the eTIMS® system, including hand-held device features, and will provide additional training to all Parking Technicians. 3.2 Parking Management will review available reports within eTIMS® and will identify which reports should be reviewed by supervisors and the review frequency. The results of the reviews will be discussed with the Parking Manager at least monthly. Procedures will be updated to reflect activity reports to be reviewed and the requirements for the review of these reports (how to review, how to document results, etc.).	**Parking & Mobility Division Manager**	**December 1, 2017**
4	1. Finance management should develop specific criteria for those assigned eTIMS® access rights, and identify explicit permission levels, so that employees have the necessary tools	1. Finance management will review current access rights to eTIMS® and will ensure that the access is appropriate based on user job responsibilities and access is limited based on need.	**Tax & Revenue Administrator**	**June 2017**

Parking Citation Void Process Audit
Management's Response to City Auditor's Report

	City Auditor's Recommendations	Management Response	Responsible Party	Target Date to Complete
	to perform their duties, but access is limited based on need. 2. Management should establish a procedure to regularly review the listing of employees with access rights to ensure they are current and appropriate, decreasing the risk of fraudulent activity.	2. Management will also perform quarterly reviews of access rights to eTIMS® system to ensure access rights are appropriate, users that are terminated have been removed from the system timely, and users who have changed job responsibilities have their access removed or changed appropriately based on their new role. The RMB is currently in the process of creating a policy manual for PCAC. These policies and procedures will be documented in the policy manual and updated as needed, and the results of the periodic reviews will also be documented.		**October 2017** **December 2017**
5	1. Policies and procedures should be updated at least annually and whenever there is a significant process change to ensure compliance with the California Vehicle Code, Oakland Municipal Code, and internal protocols. They should be made available to all Parking Enforcement employees to ensure consistent and accurate performance. The criteria and processes for approving void requests should be clearly outlined. This is a repeat recommendation. 2. Management must develop a training program, relevant to the California Vehicle Code, Oakland Municipal Code, and department policies and	5.1 Policies and procedures will be updated as needed and reviewed at the end of each calendar year. 5.2 Parking Enforcement management will work with Finance to establish void criteria, communicate the results to Parking Technicians and document them in the policies and procedures.	**Parking & Mobility Division Manager**	**January 1, 2018**

	City Auditor's Recommendations	Management Response	Responsible Party	Target Date to Complete
	procedures, to include a structured curriculum for Parking Technicians, supervisors and managers. The training manual should include specific examples of relevant scenarios to ensure Parking Technicians handle similar circumstances consistently, and an instructional manual for the mobile hand-held devices.			