



CITY OF OAKLAND

AGENDA REPORT

TO: Elizabeth Lake
Acting City Administrator

FROM: Bradley Johnson
Director of Finance

SUBJECT: SUPPLEMENTAL - Reorganizing Of
The Parking Division

DATE: May 28, 2026

City Administrator Approval


Betsy Lake (Jun 4, 2026 09:59:51 PDT)

Date: Jun 4, 2026

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report From The City Administrator On The Proposed Reorganization Of The Department Of Transportation's Parking Division, Including (1) The Rationale For The Proposal; (2) A Fiscal Impact Statement Including Any New Or Unfrozen Staff Costs And An Analysis Of Operational Cost Savings; (3) A Summary Of Outreach That Occurred To Department Of Transportation Staff, The Public, And The Business Community; And (4) Information On How The Change Would Impact The Parking Division's Collaboration With Other Departments.

EXECUTIVE SUMMARY

The Finance Department is proposing a reorganization of the Parking and Mobility Division to improve operational efficiency, strengthen administrative oversight, and enhance customer service delivery. The proposed reorganization is intended to address several operational challenges that have contributed to processing delays, workflow inefficiencies, inconsistent communication, and gaps in contract management and staffing coordination.

The Parking and Mobility Division currently manages a substantial backlog of correspondence and administrative documents related to citations and parking permits, including mailed, faxed, drop box, residential parking permit, WebAR, and MailAR materials that require timely review and processing. These delays have impacted revenue collection, customer response times, and overall operational performance.

The proposed reorganization will establish clearer reporting structures, match responsibilities to department strengths, improve accountability, enhance cross-training opportunities, and strengthen coordination between operational and administrative functions. In addition, the reorganization is designed to improve contract oversight, streamline workflow processes, and ensure that staffing resources are aligned with the operational needs of the division.

As new management staff continue evaluating division operations, the reorganization will provide a framework for improving operational consistency, increasing efficiency, reducing

City Council
June 16, 2026

processing backlogs, and supporting the long-term effectiveness of Oakland's parking functions. The proposed changes are intended to position the division to better support revenue collection efforts, improve customer service responsiveness, and enhance overall service delivery to the public.

REASON FOR URGENCY

Immediate action is required to mitigate a substantial adverse impact on revenue collection and improve customer service, particularly as the number of parking citations issued has increased substantially over the past 24 months. The division currently has a significant backlog of correspondence and document processing, including mailed, faxed, drop box, residential parking permit, WebAR, and MailAR materials requiring review and action. This backlog has negatively impacted timely customer response, operational efficiency, and the division's ability to effectively support revenue collection activities.

Current operational challenges include administrative processing backlogs, contract management and oversight deficiencies, unclear organizational reporting structures, staffing shortages, limited cross-training opportunities, and gaps in communication and workflow coordination. Without immediate corrective action, these challenges will continue to affect customer service levels, delay processing timelines, and increase the risk of revenue loss and operational inefficiencies across the Parking and Mobility Division.

REASON FOR SUPPLEMENTAL

This supplemental report is prepared in response to the City Council's request for additional information regarding the proposed reorganization of the Parking and Mobility Division. The reorganization is intended to improve operational efficiency, strengthen administrative oversight, enhance customer service delivery, and address challenges related to processing delays, workflow inefficiencies, communication, contract management, and staffing coordination.

BACKGROUND

The Parking and Mobility Division has experienced several operational challenges that have impacted workflow efficiency, timely processing of correspondence, contract management oversight, customer response times, and overall administrative coordination. Recent operational assessments have further identified gaps in communication, staffing alignment, reporting structures, cross-training, and consistency in operational procedures.

As new management staff continue evaluating division operations and existing business practices, it has become evident that organizational, structural, and procedural improvements are necessary to strengthen internal operations, improve accountability, enhance customer service responsiveness, and support the division's long-term effectiveness and service delivery objectives.

In addition, the division is currently managing significant administrative processing backlogs, of materials requiring review and action. These delays have adversely impacted operational

efficiency, timely customer response, and revenue collection activities. Immediate corrective actions and operational restructuring are necessary to improve workflow coordination, stabilize operations, and ensure continuity of essential parking services.

ANALYSIS AND POLICY ALTERNATIVES

Parking Division Staffing and Operational Overview

The Parking Division is currently operating with limited staffing levels across several functional areas while attempting to maintain essential operational responsibilities related to customer service, revenue collection, and parking system management.

Parking Mobility and Assistance Center (PMAC)

At the time of this report, the Parking Mobility and Assistance Center (PMAC) was staffed with:

- 2 Public Service Representatives (PSRs)
- 2 Senior Public Service Representatives (Senior PSRs)

These staff members are responsible for supporting customer service operations, processing parking-related correspondence, and assisting with administrative functions associated with parking operations.

To strengthen operational oversight within PMAC, the Finance Department, in coordination with the Department of Transportation (DOT), hired an Interim Parking Supervisor to supervise PMAC operations and support workflow management. Prior to this appointment, there was no supervisor for PMAC.

In addition, recruitment efforts were completed for additional Public Service Representatives to assist with the increasing workload and operational demands within PMAC. Four newly hired employees are scheduled to begin work between mid-June 2026 and July 2026.

Parking Meter Collections

Parking Meter Collections operations are currently staffed with:

- 1 Parking Meter Collector
- 1 Parking Meter Collector Supervisor

This unit is responsible for collecting and servicing more than:

- 3,800 single-space parking meters
- 500 multi-space parking meters

DOT is currently awaiting the initiation of a recruitment to establish a new additional Parking Meter Collector eligibility list to support the operational needs of the division and improve service coverage.

Parking Division Administration and Oversight

To improve coordination and operational management across the division, an Interim Parking Manager has been hired to oversee the operations shown on **Table 1** below:

Table 1: Parking Operations

Area / Function	Current Staffing	Workload / Responsibility	Recent or Planned Staffing Actions
Parking Mobility and Assistance Center (PMAC)	2 Public Service Representatives (PSRs) and 2 Senior Public Service Representatives (SPSRs)	Customer service and administrative support functions for parking operations	The Finance Department, in coordination with DOT, hired an Interim Parking Supervisor to oversee PMAC operations. Recruitment for additional PSRs has been completed, and 4 newly hired staff members are scheduled to begin in mid-June 2026 and July 2026.
Parking Meter Collections	1 Parking Meter Collector and 1 Parking Meter Collector Supervisor	Collection operations for more than 3,800 single-space parking meters and more than 500 multi-space parking meters	DOT is awaiting the start of recruitment for additional Parking Meter Collectors.
Parking Division Administration and Operations	Newly hired Parking Manager	Oversight of Parking Meter Collections, PMAC operations, Parking Garage Management, and other administrative functions	An Interim Parking Manager has been hired to oversee and coordinate division-wide parking operations and administrative activities

In addition to the staffing issues there is a considerable backlog of over 3,733 contested parking citations dating back to May 20, 2025. There is also a backlog of 1,547 requests in the Residential Parking Permit queue dating back to December 14, 2024 that has not been reviewed or processed.

As noted in **Table 2** below, there are numerous expired contracts as well as many that are soon to expire.

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Table 2: DOT - Parking Division Contracts

Contractor Name	Expiration Date
City of Oakland Parking Partners (COPP) Parking Garages' Management	7/31/2026
CMA Welington Licensee Agreement	12/1/2026
District Works LLC	10/12/2026
EBMUD	Expired
Hearing Officer (Randy Pope) - Conducts Parking Citation & OPD Tow hearings	3/18/2028
Hearing Officer (Zelina Dumas) - Conducts Parking Citation & OPD Tow hearings	Expired 01/31/2026
Honk Mobile	Expired/Under review
IPS Group Inc. - Parking Meter Management	1/1/2028
IPS Group Inc. - Mobile - App	Expired/Under review
Modaxo/Trellint Formerly Conduent State & Local Solutions - Parking Citation Management	Expired 3/31/2023 extended to 04-01-2026
Montclair Village Association - Montclair/La Salle Garage management	Expired 12/31/2025
Montclair Acquisition Fund LLC - Pacific Renaissance Garage management	Expired
3250 Lakeshore garage	Expired
Parkmobile	
Passport	Under review
Verra	10/1/2031

The proposed responsibilities of the Department Of Finance and the Department of Transportation are outlined as follows:

Department of Finance:

1. Parking Mobility and Assistance Center customer service center, including administration of Speed Safety Camera citations, and management of all associated staff

2. Parking Fines and Fees Collection and management of all associated staff, including associated contracts
3. Parking Meter Coin Collection and management of all associated staff
4. Issuance of individual Residential Parking Permits (RPP), based on established zones
5. Management and operation of parking garages and off-street lots, including setting rates, enforcement, maintenance as included in operation contracts, and capital upgrades, including associated contracts
6. Parking Meter/Parking Fee Collection Technology expansion, installation, and repair, including associated contracts – Apps, Machines, Contracts, Payment Options

Department of Transportation:

1. Parking Enforcement and management of all associated staff
2. Enforcement and management of all staff assigned to abandoned auto removal
3. Physical On-Street Parking infrastructure installation and maintenance, and meter repair
4. All matters pertaining to traffic, parking, and right of way management – parking space addition/deletion, loading zone addition/deletion, fire zone addition/deletion, fire code compliance, etc.
5. Establish and update on-street and off-street parking policy in accordance with Oakland Parking Principles 84664 C.M.S., including the Council directive that parking be managed as part of a holistic transportation system. Specific duties include, but are not limited to:
 - a. Set meter rates based on demand-responsive pricing
 - b. Set garage rates based on parking demand
 - c. Establish and modify parking meter zones
 - d. Responding to color curb requests
 - e. Establishing and modifying residential parking permit zones
6. DOT will retain a minimum of 5 FTE funded by the General purpose Fund (1010) and/or the Multi-Purpose Reserve Fund (1750) to manage and establish parking policy
7. DOT will retain the ASM I position that will be reassigned to DOT Fiscal
8. DOT will retain the Assistant to the Director position

RELATED PLANNING EFFORTS: OAKLAND STRATEGIC PLAN

The proposed reorganization of the Parking Division’s revenue functions is intended to improve operational efficiency, strengthen administrative oversight, and enhance customer service delivery by streamlining workflows, clarifying responsibilities, and improving coordination across revenue, financial, and administrative functions. The restructuring will help address ongoing challenges related to processing delays, workflow inefficiencies, communication gaps, contract management, and staffing coordination, while also improving revenue collection practices and overall financial accountability. In addition to increasing operational effectiveness and revenue performance, **the reorganization directly supports the City Council-approved Strategic Priority of “Streamline Operations”** within the City’s Strategic Plan by standardizing processes, strengthening finance integration, improving communication, and promoting greater efficiency, transparency, and collaboration citywide.

FISCAL IMPACT

This item is for informational purposes only and does not have direct fiscal impact or cost.

PUBLIC OUTREACH / INTEREST

No outreach was deemed necessary for the informational report beyond the standard City Council agenda noticing procedures.

COORDINATION

This report was prepared in coordination with the Finance Department, the City Administrator's Office, and the Department of Transportation.

RACE AND EQUITY

The Parking Division is committed to advancing racial equity and ensuring that all parking programs, policies, enforcement practices, and customer services are administered fairly, consistently, and transparently for all community members. The division recognizes that transportation and parking systems have historically affected communities differently, particularly low-income communities and communities of color, and acknowledges the importance of addressing disparities in access, service delivery, and economic impact.


The division is committed to fostering public trust through fairness, accountability, and inclusive service delivery while supporting the broader goals of accessibility, mobility, and economic growth throughout the community.

ACTION REQUESTED OF THE CITY COUNCIL

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For questions regarding this report, please contact Danita Lee, Interim Deputy Parking Manager (510-238-6105)

Respectfully submitted,


Bradley Johnson (Jun 3, 2026 15:31:28 PDT)

BRADLEY JOHNSON
Finance Director, Finance Department

Reviewed by:
Nicole Welch, Revenue & Tax Administrator

Prepared by:
Danita Lee
Interim Deputy Parking Manager