BALTIMORE CITY COUNCIL
LAND USE & TRANSPORTATION COMMITTEE
Mission Statement

On behalf of the Citizens of Baltimore City, the Land Use & Transportation Committee will review & support responsible development & zoning initiatives. It will also work to advance transportation policy, advocating for equitable access to transportation, and related outcomes such as cleaner air, better health, and reduced emissions.

The Honorable Ryan Dorsey
Chairperson

PUBLIC HEARING

Thursday February 13, 2025
10:00 AM
CLARENCE "DU" BURNS COUNCIL CHAMBERS

Legislative Oversight LO25-0004
Baltimore City Transportation Operations and Oversight

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BALTIMORE MD, 21202

LEGISLATIVE OVERSIGHT

Committee: Land Use and Transportation

LO25-0004

Legislative Oversight –Baltimore City Transportation Operations and Oversight

Purpose:
 For the purpose of holding regular meetings with government agencies and officials to review transportation practices, policy, & operations in the City of Baltimore.

REPORTING AGENCIES

Baltimore City Department of Transportation

BACKGROUND

The Department of Transportation's (DOT) Safety Division is responsible for enforcing off-street parking laws around the city. This includes issuing citations for improperly parked vehicles that block the public right of way, are abandoned, or otherwise present a safety hazard. There are several systematic problems with the system currently employed with how parking laws are enforced. These problems can result in inefficiencies, delays, vehicles not being cited for violations, and uneven enforcement of parking laws in different areas of the city. Examples of these issues include:

- **The percentage of abandoned vehicle complaints closed in 5 business days has been declining** since 2021 when DOT reported a high of 76% of complaints closed in 5 business days. In 2023 the goal was 63% but the actual rate was 46%. In 2025 the goal has been lowered to 60%.[1]

- **Inefficiencies in how complaints are mapped and routed leading to delays in citations**. Presently TEOs issuing citations do receive information about 311 generated parking complaints on a mobile electronic device. This is an efficient improvement but lacks a

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[1] Fiscal Year 2025 Agency Detail Volume II

mapping function to allow for how to best prioritize and route complaints to make the most of the time TEOs have in the field.[2]

- **Delays in complaints being closed out result in multiple complaints being generated for every abandoned vehicle,** which requires the safety division to manually sort through these complaints to keep from having to address the same issue over and over again.
- **Proactive enforcement of parking laws throughout the city is generally limited to tourist/business areas in the 11th & 1st district.** This presents issues in other high-traffic areas of the city such as the Hartford Road corridor or population-dense areas where adherence to these laws helps to maintain the flow of traffic and easy access to important services.
- **Some businesses may leave vehicles on the street for longer than 48 hours—and then relocate them short distances away when they know an area is targeted for enforcement**. Not only does this allow these violators to avoid more serious enforcement such as towing or booting of the offending vehicle, but they may even avoid a citation if a citation is not issued at the time of investigation but only after the follow-up (often 48 or more hours later (if not longer)).

Bifurcated system

One of the biggest issues is that parking enforcement is a bifurcated system. DOT's Safety Division performs a variety of parking enforcement and other traffic services, including traffic direction. The TRS-Parking Complaint and TRS-48-hour Parking/Abandoned Vehicle are two of the primary examples of parking complaints that the division receives. These two types of SR's are responded to by non-overlapping methods that produce significant and needless inefficiency and poor results. Each relies on its own system, and the existence of the two SR types is unnecessary.[3]

Priority Setting for the Safety Division

TRS Parking Complaint/Abandoned Vehicle Complaints

Parking complaints are a category of service requests (SR) that can be generated by residents in the 311 system. According to the 311 app it can take about 2 days for a resolution[4]. Recent improvements in the system have allowed photos of violations to reach the TEO investigating the complaint. This was not previously possible and helps with investigating the complaints generated by residents. Additional improvements include electronic dispatch of SRs which allows for more information and faster processing than the previous system which utilized physical paper forms and telephone dispatch. [5]

Complaints can include:

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[2] Memo to DOT
[3] Memo to DOT

[5] DOT Memo

- Parking in a bike lane
- Blocking an alley or a driveway
- Parking at a bus stop
- Double parking
- Expired meter
- Expired tags

48 Hour Complaint/Abandoned Vehicle service request deals with vehicles left on the public right of way for longer than 48 hours which may potentially be inoperable or abandoned.

Currently, if an SR of this type is generated TEOs are dispatched to investigate. If they find the vehicle they can mark it (with either a sticker or by chalking the tires). Then it can be noted and followed up on in 48 hours. If the vehicle is still present it can then be cited.

Part of the issue with this SR is the limited definition of abandoned. The state's definition allows for any parking violation to serve as the basis for abandonment i.e. parking at a bus stop.[6] However, DOT's SR only recognizes four options in its 48-hour parking SR:

- The vehicle is inoperable – this can include having a flat tire or major structural damage
- Has expired tags
- Has no tags
- Has remained illegally on public property for more than 48 hours.

Once a vehicle has been declared as abandoned it may be towed.

Parking Enforcement is service 693 in the current city budget and has a budget of 15,594,194 for FY 25 an increase of more than 1.8 million dollars from 2024 (pg 193 of the budget book volume II). Presently the Parking Enforcement service is budgeted for 141 positions.

Before the 2025 budget process, the Department of Transportation would include in its performance measures an outline of how many citations it expected to issue. The Director & the CAO in the budget hearing noted that they were potentially worried that it would appear as predatory. According to prior budget documents – Parking enforcement is expected to issue 260,672 citations for FY24.[7]

According to open data from the City Of Baltimore -from the start of FY24 (07/01/2023) to 01/08/2025, more than 1.5 million citations have been issued for parking and moving violations.

- 4,130 Abandoned Vehicle Citations (0.32% of all parking/moving citations issued during that time),
- 586 citations for parking/standing in bike lanes (0.02% of citations),

[3] Maryland General Assembly
[7] DOT Fiscal Year 24 Presentation

- 8,158 citations for parking/standing in bus stops/bus lanes (0.50% of citations)
- 3,367 citations for exceeding 48 hours (0.32% of citations).

The most frequently issued citation for this period is from fixed speed cameras with 684,409 citations or 39.48% of citations issued in this category.[8]

In the fiscal year 2025, it is expected that the Safety Division will generate 3.2 million dollars in additional funds as they resume fines on overdue citations.

Service 693: Parking Enforcement

This service is responsible for enforcing parking laws throughout the City. The goal of this service is to improve public safety, promote commercial activity, and ensure smooth traffic flow. Activities performed by this service include: conduct routine parking enforcement throughout the City and coordinate impounding abandoned vehicles.

Fund Name	Fiscal 2023 Budget	Fiscal 2024 Budget		Fiscal 2025 Budget	
	Dollars	Dollars	Positions	Dollars	Positions
Parking Management	13,835,513	13,785,303	141	15,594,194	141
Total	**13,835,513**	**13,785,303**	**141**	**15,594,194**	**141**

Performance Measures

Type	Measure	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023		Fiscal 2024	Fiscal 2025
		Actual	Actual	Actual	Target	Actual	Target	Target
Output	# of citations issued	242,652	191,787	337,279	260,672	311,429	N/A	N/A
Output	# of vehicles booted	4,171	0	7,480	4,322	7,564	N/A	N/A
Effectiveness	% of abandoned vehicle complaints closed within 5 business days	N/A	76 %	56.5 %	63 %	46 %	63 %	60 %
Effectiveness	% of parking complaint service requests closed on time	100 %	100 %	100 %	100 %	98 %	100 %	99 %

Major Operating Budget Items

- The Recommended Budget includes $650,000 of new funding to pilot the use of license-plate reader technology to enforce Residential Parking Permit violations. The new technology will enable more efficient deployment of enforcement personnel and improve compliance with existing regulations as well as generating an estimated 40 thousand additional citations leading to more revenue for the city while reducing parking complaints. The pilot will be implemented by DOT and the Parking Authority.

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[8] WYPR

## Service 693 Budget: Salaries and Wages for Permanent Full-Time Funded Positions

Civilian Positions	Fiscal 2024 Budget		Fiscal 2025 Budget		Changes	
	Count	Amount	Count	Amount	Count	Amount
Parking Management						
00090 - Operations Manager I (Non-civil)	1	125,176	1	128,581	0	3,405
31109 - Operations Officer I	1	75,413	1	78,452	0	3,039
31311 - Administrative Analyst I	1	45,591	1	49,804	0	4,213
31312 - Administrative Analyst II	1	87,161	1	71,041	0	(16,120)
33212 - Office Support Specialist II	1	32,714	1	35,737	0	3,023
33213 - Office Support Specialist III	4	167,174	4	184,631	0	17,457
33215 - Office Supervisor	1	41,657	1	45,507	0	3,850
33372 - Radio Dispatcher II	1	38,817	1	42,404	0	3,587
33561 - Storekeeper I	1	33,990	1	37,131	0	3,141
33683 - HR Assistant II	1	49,941	1	57,117	0	7,176
41611 - Parking Control Agent	4	145,448	4	157,675	0	12,227
41612 - Parking Control Agent II	1	34,756	1	37,968	0	3,212
41613 - Special Traffic Enforcement Officer	2	75,142	2	82,086	0	6,944
41617 - Superintendent, Parking Enforcement	1	77,980	1	83,556	0	5,576
41626 - Transportation Enforcement Officer I	86	3,748,184	86	4,123,441	0	375,257
41627 - Transportation Enforcement Officer II	19	868,587	19	945,846	0	77,259
41628 - Transportation Enforcement Supervisor I	12	702,298	12	738,679	0	36,381
41629 - Transportation Enforcement Supervisor II	3	208,488	3	211,366	0	2,878
Fund Total	**141**	**6,558,517**	**141**	**7,111,022**	**0**	**552,505**
Civilian Position Total						
Civilian Position Total	**141**	**6,558,517**	**141**	**7,111,022**	**0**	**552,505**

According to the fiscal year 2025 summary – parking enforcement will help to drive an increase of 5.9 million dollars in net parking revenue. Net parking revenues are the remaining proceeds after the operating expenses of the Parking Enterprise and Management funds have been paid.

Net Parking Revenues

Fiscal 2025 Projection: $23.0 million
Change from Fiscal 2024: 34.4% increase

Parking Revenues (Net Transfer to the General Fund)
(Dollars in millions)
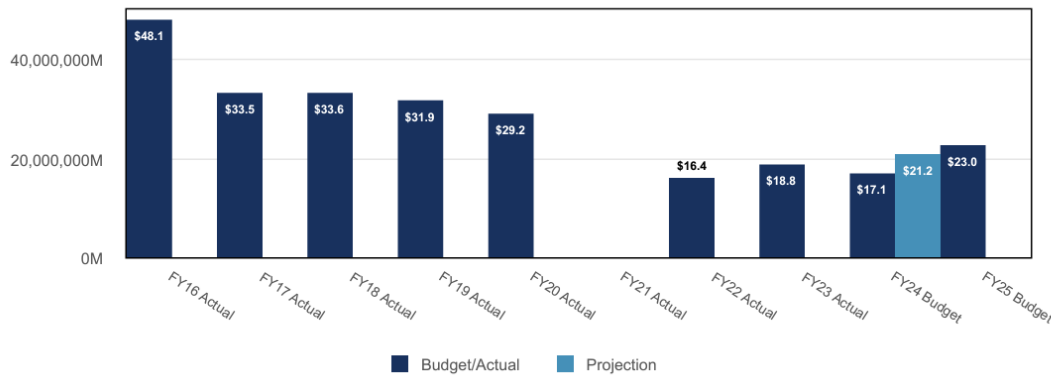
Collaboration with PABC

Demand Rate Setting is the use of the amount of demand there is for parking to set the rates for parking meters in a given area. PABC collects data every six months to evaluate rates for parking meters.[9]

- If occupancy is higher than 85% in a particular block, the rate will generally go up.
- If occupancy is lower than 75% in a particular block, the rate will generally go down.
- If occupancy is between 75% and 85%, the rate will generally not change

In Baltimore City – Demand Management is used in:

1. Central Downtown
2. Harbor East
3. Mt. Vernon
4. Federal Hill
5. Fells Point

Recent Improvements to the system

License Plate Reader Pilot

DOT recently spent $650,000 on a pilot program to outfit some Safety Division vehicles with license plate readers to allow them to automatically read the plates of offending vehicles and allow citations to be sent via mail. This will help to improve the speed of TEOs enforcing parking laws and allow for the new overnight shift at the safety division to remain in their vehicles while issuing citations improving staff safety.[10]

Electronic Service Request

Recently the Safety Division has moved from paper forms and dispatching TEOs via phone calls to portable electronic devices. This will help them to receive service requests and address them in a timely way. It will also help with the processing of complaints allowing for faster processing than paper forms. Previously DOT was reliant on DPW dispatchers to pass information and request for service to TEOs in the field. This system has removed that from the system allowing for a more streamlined handling of complaints and service requests solely within DOT.
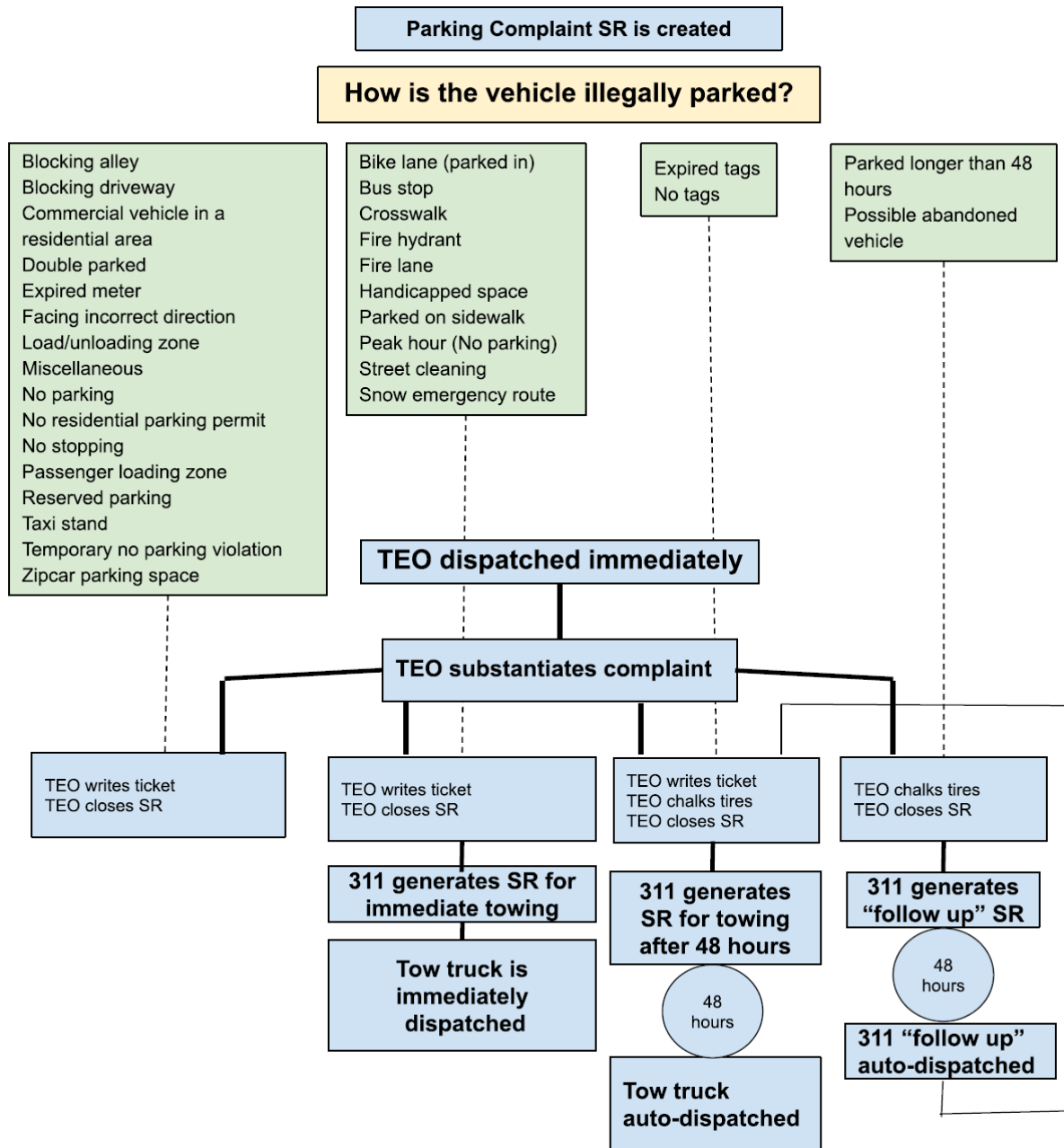
Staffing Improvements

Recently DOT has made improvements in staffing hiring 27 of 30 vacant positions in the Safety Division.

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[9] DOT Site
[10] Fiscal Year 2025 Agency Detail Volume II,

Proposed Decision Tree For Parking Enforcement

Parking Complaint SR is created

How is the vehicle illegally parked?

| Blocking alley
Blocking driveway
Commercial vehicle in a
residential area
Double parked
Expired meter
Facing incorrect direction
Load/unloading zone
Miscellaneous
No parking
No residential parking permit
No stopping
Passenger loading zone
Reserved parking
Taxi stand
Temporary no parking violation
Zipcar parking space | Bike lane (parked in)
Bus stop
Crosswalk
Fire hydrant
Fire lane
Handicapped space
Parked on sidewalk
Peak hour (No parking)
Street cleaning
Snow emergency route | Expired tags
No tags | Parked longer than 48
hours
Possible abandoned
vehicle |

TEO dispatched immediately

TEO substantiates complaint

| TEO writes ticket
TEO closes SR | TEO writes ticket
TEO closes SR | TEO writes ticket
TEO chalks tires
TEO closes SR | TEO chalks tires
TEO closes SR |

311 generates SR for immediate towing

Tow truck is immediately dispatched

311 generates SR for towing after 48 hours

48 hours

Tow truck auto-dispatched

311 generates "follow up" SR

48 hours

311 "follow up" auto-dispatched

11

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[11] DOT memo

ADDITIONAL INFORMATION

Fiscal Note: None
Information Source(s):

1. Fiscal Year 2025 Agency Detail Volume II chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://bbmr.baltimorecity.gov/sites/default/files/FY25%20Agency%20Detail%20Volume%20II-Updated%20.pdf
2. Memo from Councilmember Ryan Dorsey to Department of Transportation Nov. 23, 2022
3. Maryland General Assembly Article Transportation -25-201 chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://mgaleg.maryland.gov/2025RS/Statute-_Web/gtr/25-201.pdf
4. Baltimore City Code Article Transportation ART. 31, § 36-4.1 chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://legislativereference.baltimorecity.gov/sites/default/files/Art%2031%20-%20Transit&Traff%20(rev%2031AUG23).pdf
5. Baltimore City Open Data - Parking and Moving Citation Dashboard https://data.baltimorecity.gov/datasets/d2a2330d6a374ad39a24a0d7f7b58f19_0/explore
6. WYPR Parking Enforcement https://www.wypr.org/wypr-news/2024-04-01/baltimore-to-soon-double-down-on-parking-enforcement-as-part-of-move-to-balance-budget

Analysis by: Tony Leva   Direct Inquiries to: 410-396-1091
Analysis Date: January 29, 2025

Baltimore City Council

Land Use & Transportation Committee

LO25-0004

Baltimore City Transportation Operations & Oversight

Agency Reports

Agenda

I. Mission and Goals

II. Staffing

III. Technology Improvements

IV. Data Driven Strategic Enforcement

V. Next Steps

Brandon M. Scott
Mayor

Goal

The goal of this service is to:
- ➤ improve public safety,
- ➤ promote commercial activity, and
- ➤ ensure smooth traffic flow.

Staffing

Active Officers and Vacancies

● Sum of Active Officer ● Sum of Vacancies

1. Hiring fair in September 2024
2. Removed prior TEO experience requirement
3. Filled 27 of 28 TEO vacancies

Year	Active Officers	Vacancies
2021	117	22
2022	108	20
2023	91	37
2024	89	39
2025	115	15

Brandon M. Scott
Mayor
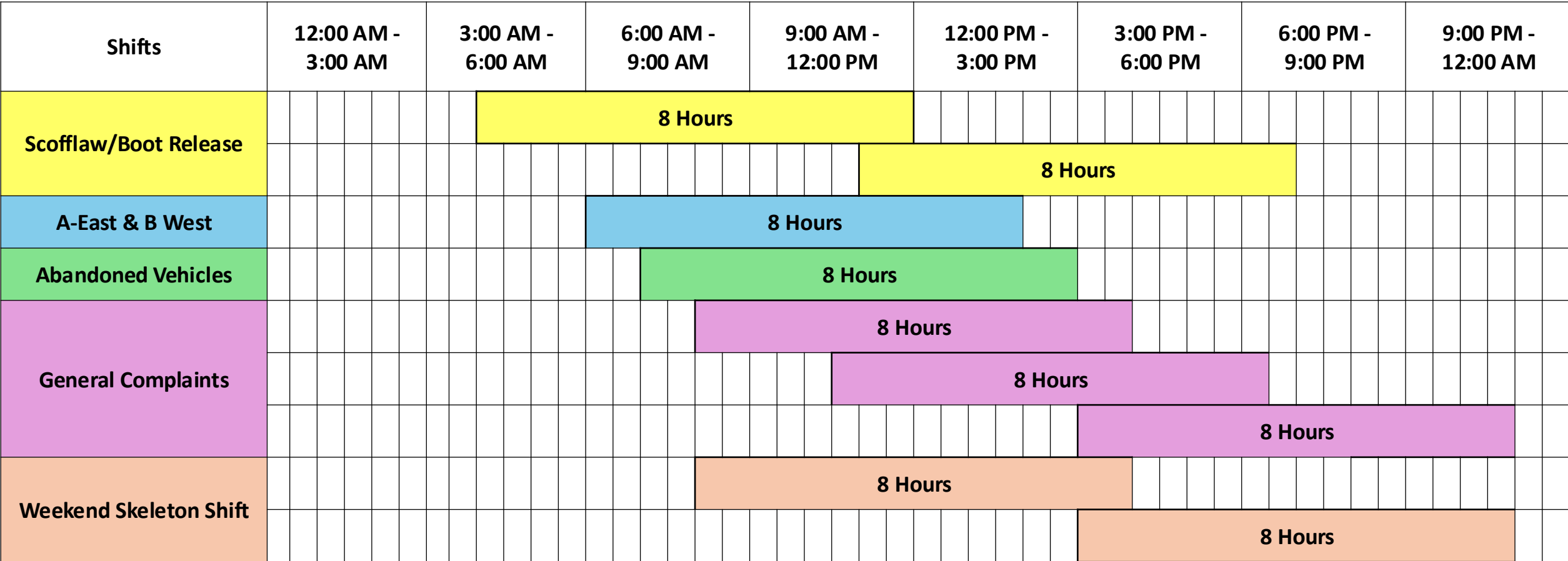
New Shifts Visualized

Shifts:	12:00 AM - 3:00 AM	3:00 AM - 6:00 AM	6:00 AM - 9:00 AM	9:00 AM - 12:00 PM	12:00 PM - 3:00 PM	3:00 PM - 6:00 PM	6:00 PM - 9:00 PM	9:00 PM - 12:00 AM
12 AM - 8 AM	8 Hours							
6 AM - 2 PM			8 Hours					
12 PM - 8 PM					8 Hours			
6PM - 2 AM	8 Hours							8 Hours

Shift Ideology

Current Schedule Ideology

- Scofflaw & boot release:
  - 4 am – 12 pm
  - 11 am – 7 pm
- A- East & B- West: 6am – 2pm
- Abandoned vehicles: 7 am – 3 pm
- General complaints:
  - 8 am – 4 pm
  - 10:30 am – 6:30 pm
  - 3 pm – 11 pm
- Weekend skeleton shift:
  - 8am-4pm
  - 3pm- 11pm

Proposed Schedule Ideology – 2 Hour Overlap

- Crossing guards, peak hour traffic and parking restrictions, street sweeping, and disabled parking:
  - 6 am – 2 pm
  - 12 pm -8 pm
- Nightlife, scofflaw, commercial vehicles, RPP zones, and targeted enforcement:
  - 6 pm – 2 am
  - 12 am – 8 am
- Weekend staffing will reflect demand

Brandon M. Scott
Mayor

Cross Functional Deployment of Assignments
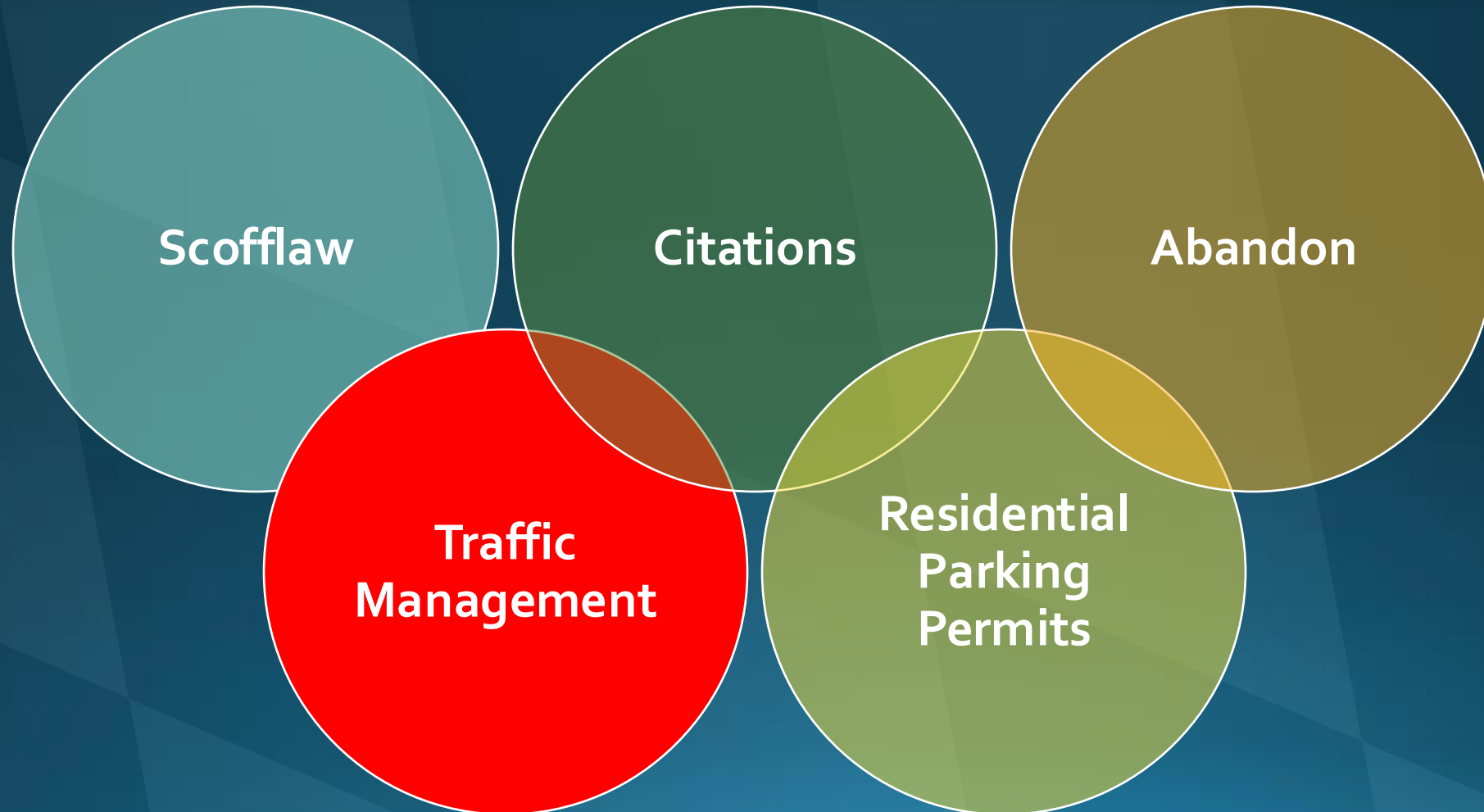
Technology Enhancements

Utilizing License Plate Readers (LPRs) – expected to roll out the first quarter of this calendar year

➤ Expanding the use of LPR technology to enhance traffic enforcement, monitor high-risk vehicles, and support investigations.

➤ Integrating LPR data into broader safety strategies, providing valuable insights for parking compliance.

➤ Increase citation volume with technology implementation, effectively improve public safety and compliance.

Brandon M. Scott
Mayor

Unified/Single Enforcement SR

Ongoing Parking Enforcement

➢ Parking Complaint SR (Resolution Estimate: 1 Calendar Day) - Updated to Accommodate No Tags and Expired Tags Violations

➢ 48 Hour Parking Complaint / Abandoned Vehicle SR (Resolution Estimate: 5 Days)

➢ Assessing Feasibility of Creating / Combining into a Single Service Request Complaint while Maintaining Expectations & Communication to Requester

Brandon M. Scott
Mayor

Strategic Approach

Proactive Measures

- Data-Driven Deployment
- Weekly Heat Mapping
- Preventive Enforcement
- Traffic Management

Reactive Measures

- 311 Response
- Event Management
- Incident Investigation
- Emergency Response

Brandon M. Scott
Mayor

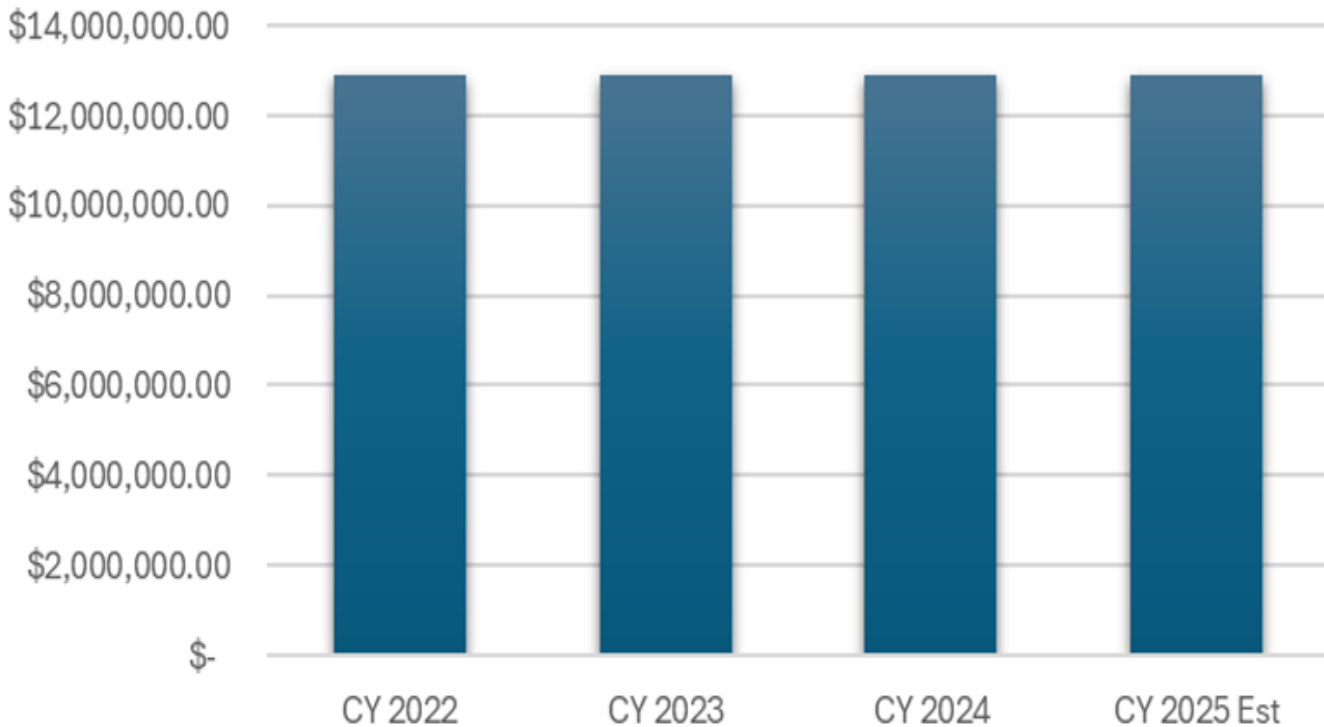# Data Driven Deployment
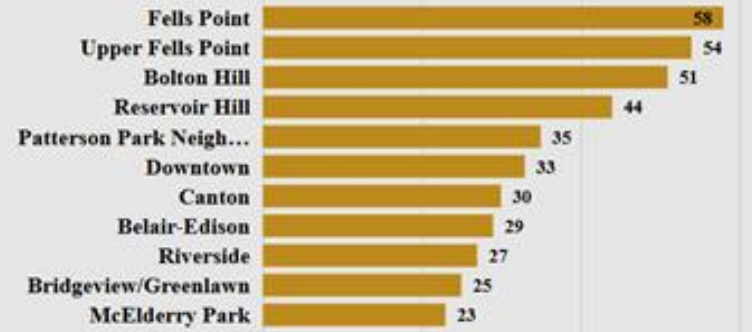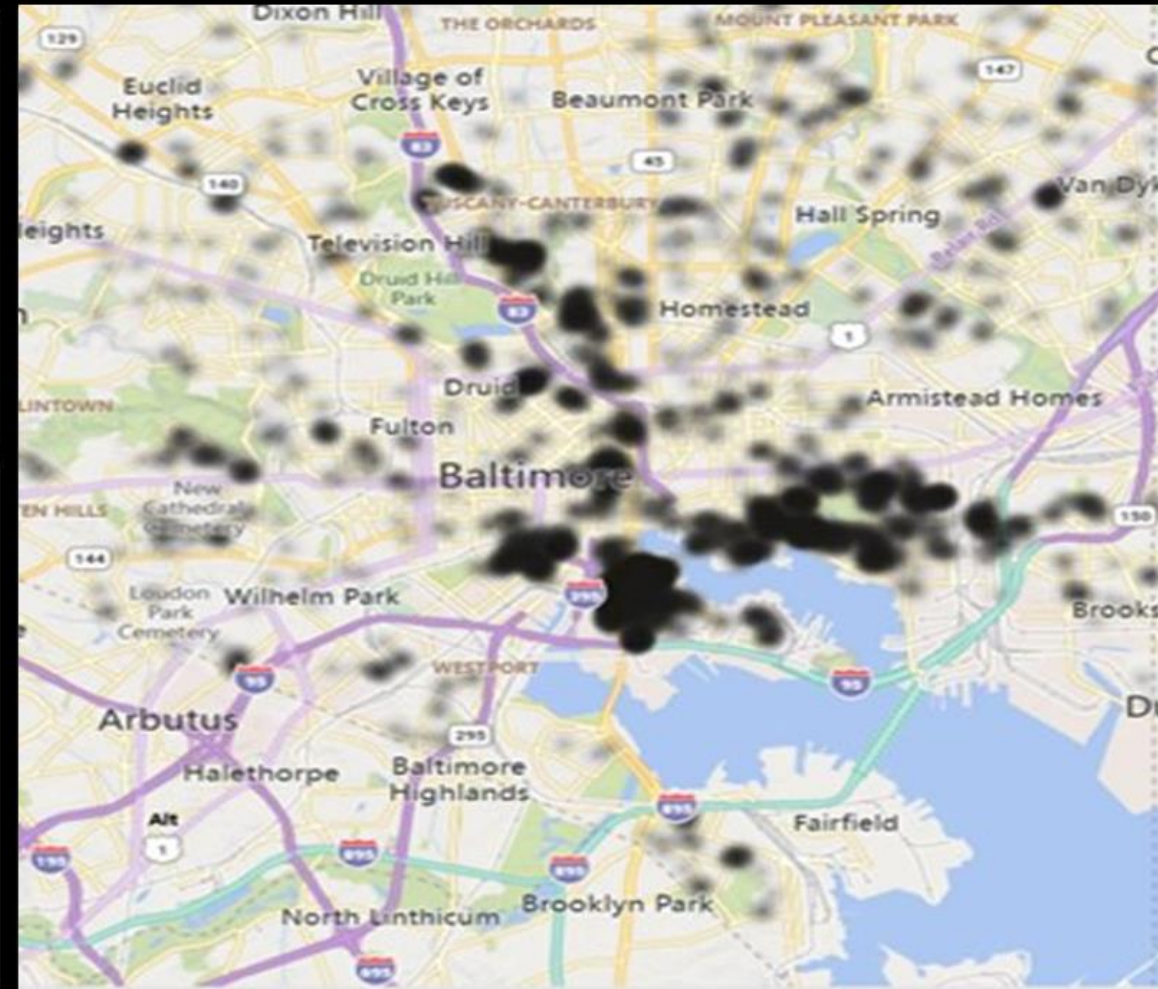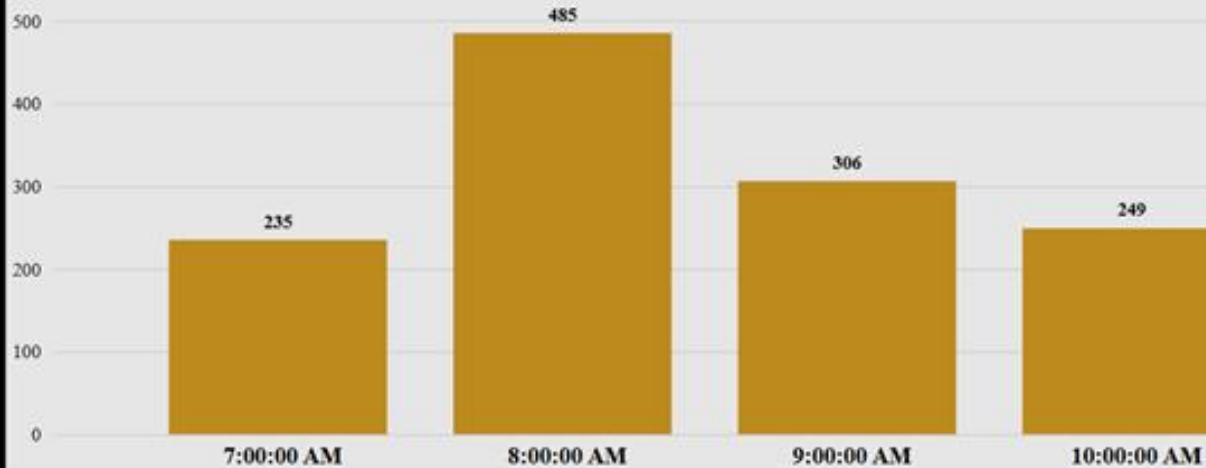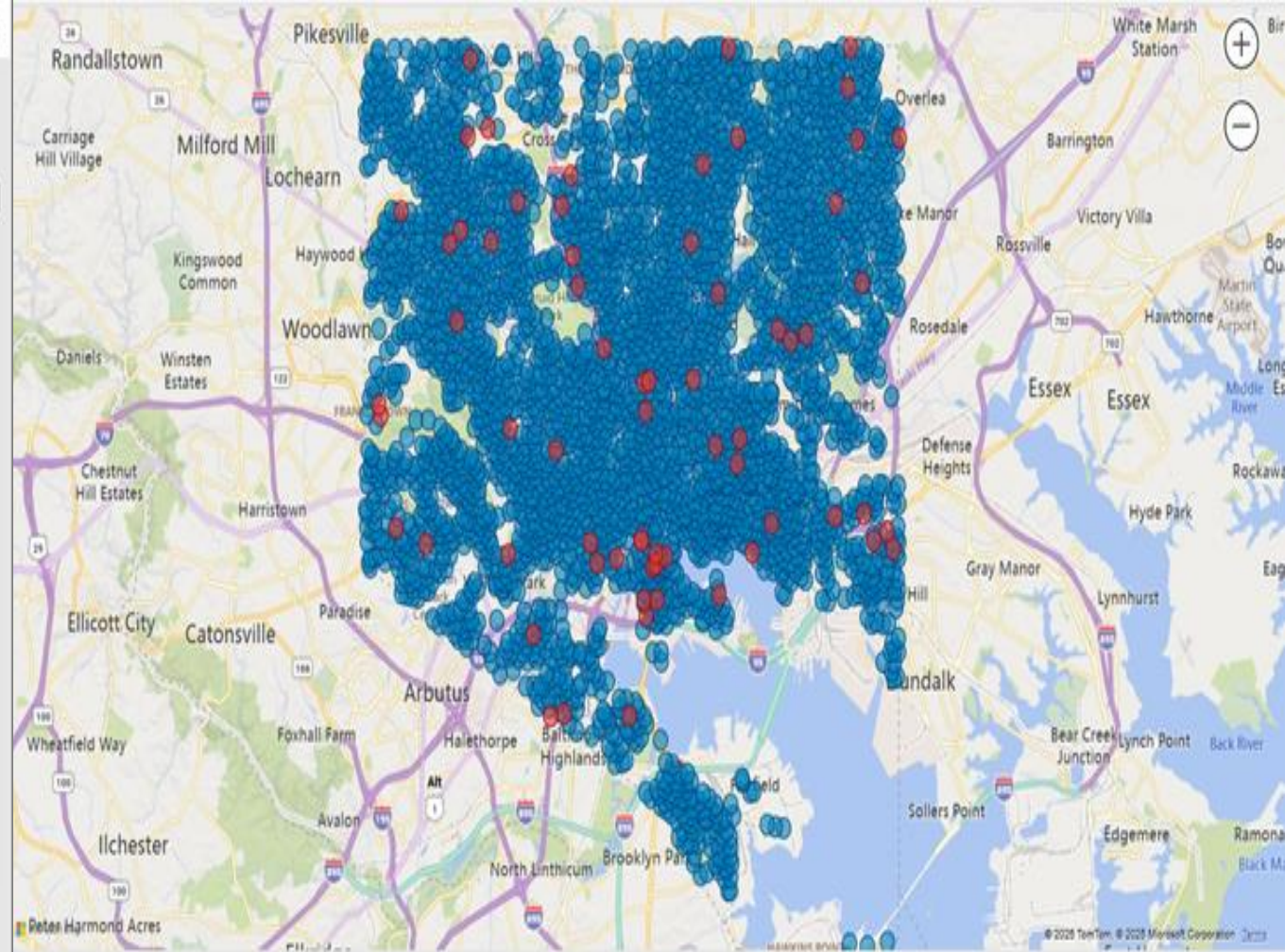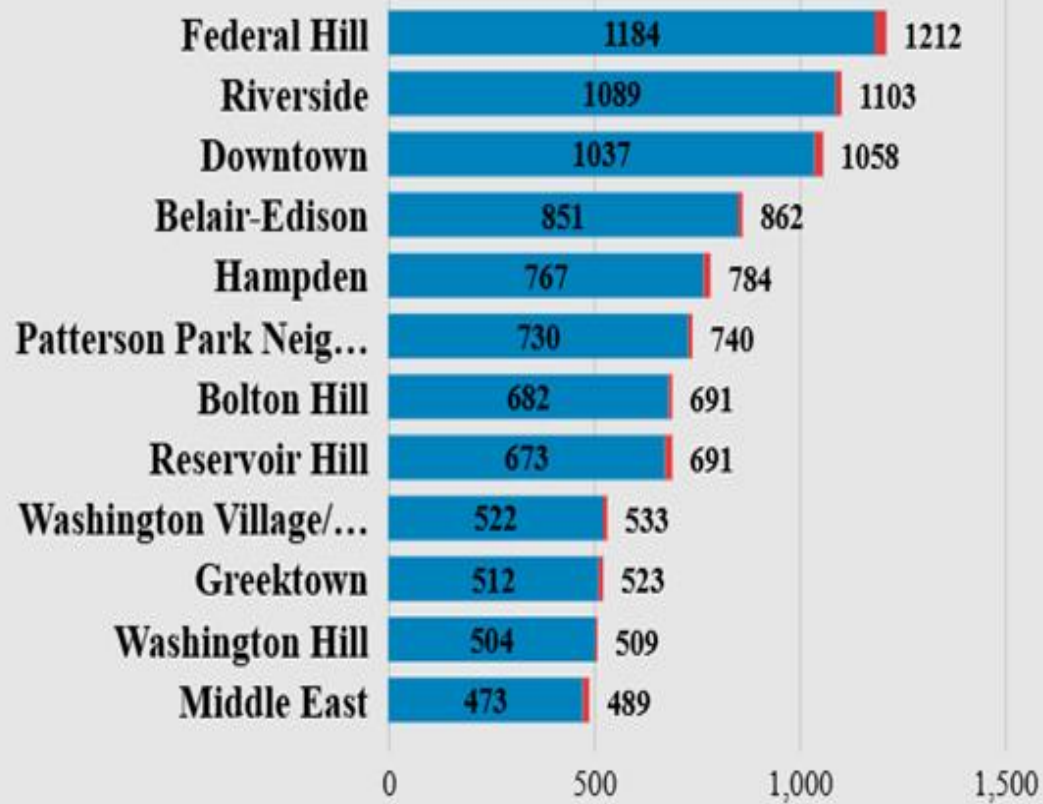
Heat Map Strategy

Total Citation Difference 2024 & 2022 by Neighborhood
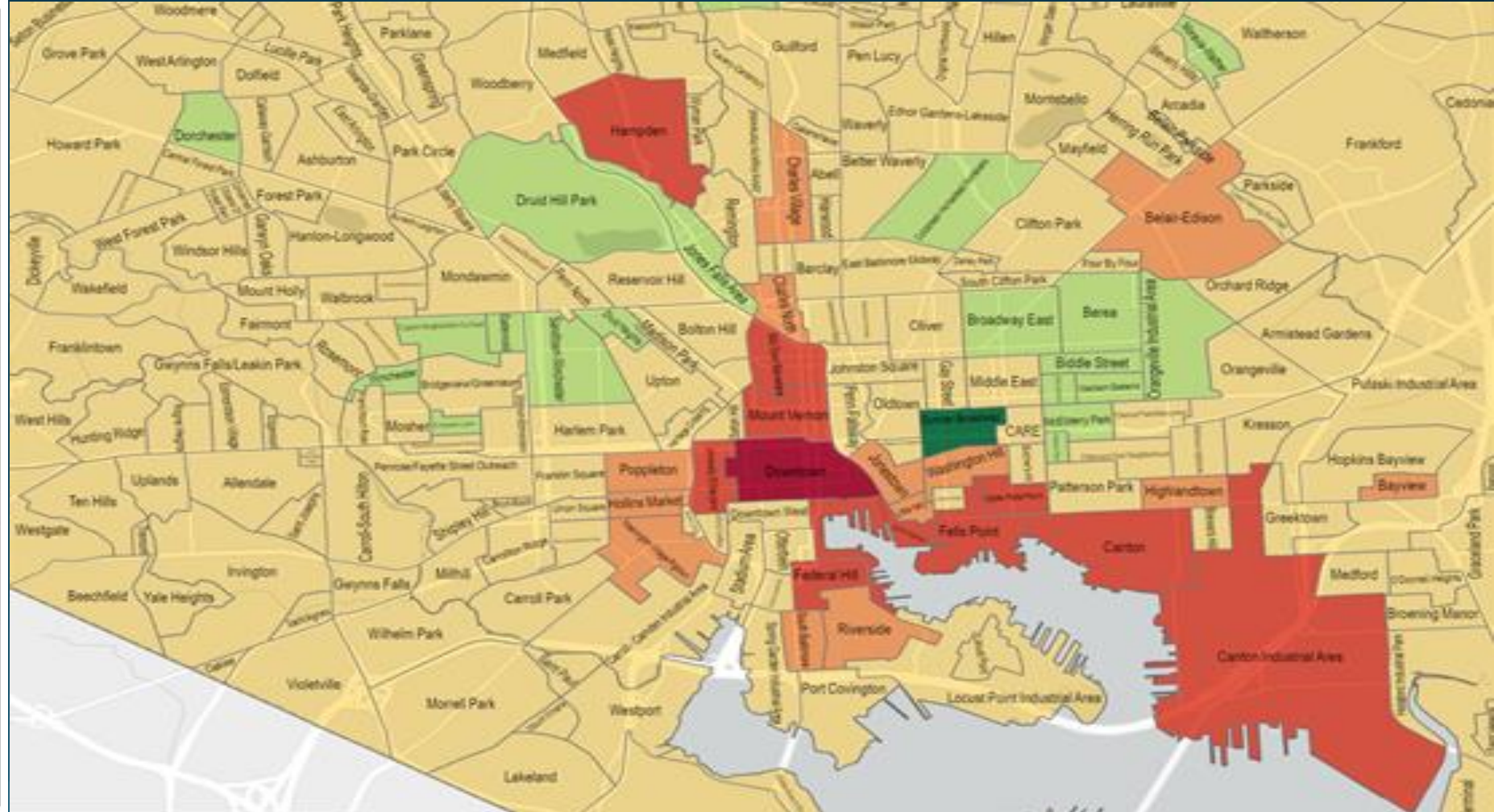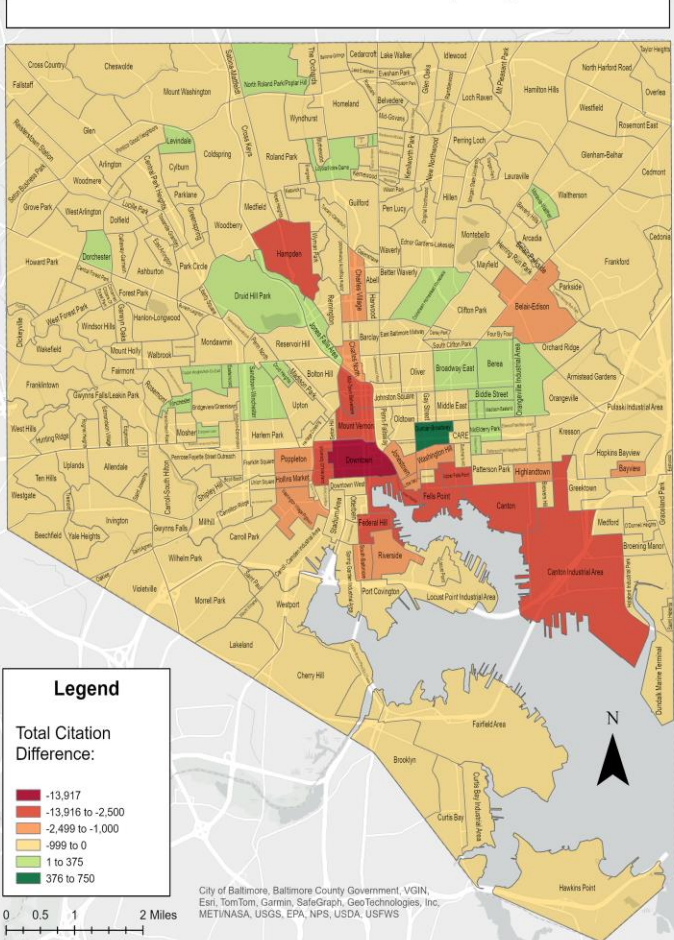
Impact of Citywide Events

Sample Special Event Cost Per Year

Number of TEOs	24
Average # of Citations Per Hour	16.33
Number of Hours Per Game	7
Average Cost Per Citation	$ 58.06
Number of Games	81
Cost Per Year	$ 12,901,880.90

Cost Per Hour (Fully Staffed)	$ 6,636.77
Cost Per Game	$ 159,282.48
Cost Per Year	$ 12,901,880.90

Next Steps

- Roll out of cross training program

- Real-time digital dashboards and heat map integration

- Implementation of a virtual centralized command center to monitor field officers

- Leverage the use of AI

- Consistent monitoring of best practices and technology enhancements

Baltimore City Council

Land Use & Transportation Committee

LO25-0004

Baltimore City Transportation Operations and Oversight

Additional Materials

BALTIMORE CITY COUNCIL

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November 23, 2022

DRAFT MEMO: Parking Enforcement Change Recommendations

The following set of reforms will reduce delays in responding to parking complaints, eliminate operational inefficiencies, create clear performance measurability, optimize use of existing available data and technology, reduce overall call volume and work load, and bring Safety Division operations more in line with Department of Transportation's mission-driven work.

Necessary to understanding the following recommendations is an understanding of current operations behind parking enforcement.

A bifurcated system

      DOT's Safety Division performs a variety of parking enforcement and other traffic services, including traffic direction. The recommendations below have primarily to do with responses to service requests (SR's) made through the 311 system, specifically related to parking. Parking-related SR's are divided into two types: TRS-Parking Complaint and TRS-48-hour Parking/Abandoned Vehicle. These two types of SR's are responded to by non-overlapping methods that produce significant and needless inefficiency and poor results. Each relies on its own flawed system, and the existence of the two SR types is entirely unnecessary.

TRS-Parking Complaint response

      When a citizen makes a TRS-Parking Complaint SR via the 311 system, an SR number is generated and the SR is delivered via City Works to the Control 1 call center, where a DPW Water Bureau employee is tasked with dispatching calls to DOT parking agents. This delegation of this specific role to staff outside of the agency responsible for conducting parking enforcement is a critical first breakdown in operational accountability. The dispatcher is not only outside of the chain of command for parking enforcement operations, but they are without any motivation to question the effectiveness of the system in which they are participating. More importantly, when routine significant delays exist between when SR's are received and dispatched, no supervisor can hold both agencies accountable for the collaborative breakdown between one agency being dependent on the other, and both are disincentivized from questioning the effectiveness of either. In conversations with DOT, DPW, and BCIT leadership, nobody knows why this arrangement exists.

      The dispatcher reads an SR on their computer screen when it comes in. They copy the location of the reported problem and paste it into google maps. They then cross reference the location with a paper map of staffing posts, geographic areas an agent is assigned to on a given day. Agents are assigned a four digit ID number, and the post map has agents' ID numbers hand written on it each day. After identifying which agent the location is assigned to, the dispatcher types in the agent's number into the SR on the on-screen list of pending SR's.

      The post map consists of 39 posts that collectively fail to account for the entire city. Outside of the confusingly laid out map fragments labeled as posts, additional notes assign

certain posts additional areas. For example, "Post 13/Stewart Hill will cover Westport". Even with these additional notes there are parts of the city assigned to no one. On a typical day there may be four agents responding to all SR's citywide, each agent assigned to multiple posts, and each responding in the order that calls are received, with no knowledge of the complete list of pending SR's in their post or citywide. From one to the next, they could be walking or driving past a pending SR location and not know it.

Dispatch is performed verbally. Once a dispatcher has identified the agent for a given call, they call out the agent's number and wait for a reply. There is no telling how long they may have to wait for a reply, often no reply will be forthcoming until an agent has completed the response to their last SR or several SR's. Whenever the agent responds, before the dispatcher communicates pending SR's, the agent will likely provide an update on the disposition of the last SR or several SR's they have responded to. If they have issued a citation, found a vehicle gone on arrival (GOA), or have some other outcome to report, the dispatcher will use pen and paper to write the citation number and note the outcome. The dispatcher will then read the pending SR or SR's to the agent, who takes down the information by hand. Often, when a location has been given as an intersection an agent will ask instead for a hundred block of a street. The dispatcher then obliges by looking for a hundred block on Google maps and providing one, generally decreasing the accuracy of the location of the response and increasing the likelihood of the SR being disposed of as GOA. After the dispatcher has provided the new SR's, they then enter into the computer their handwritten notes on the previously dispatched SR's and close them.

Photos included by citizens using the 311 app are not transmitted to or seen by an agent.

TRS-48-hour Parking/Abandoned Vehicle
When a citizen makes a TRS-48-hour Parking/Abandoned Vehicle SR, this is sent directly to DOT office staff. Throughout the day all of these SR's are collected but not dispatched. They are instead provided on a printed sheet at the beginning of an upcoming shift to agents who only respond to this type of SR. In saying "an upcoming shift", the point is that it is not certain that these SR's will even be dispatched the day after they are made. They are often not responded to until as many as four days after the report is made, and this is considered acceptable performance.

How a citizen might arrive at using this SR type, as opposed to a TRS-Parking Complaint, is of important note. If a person sees a car with no tags, or expired tags, or derelict conditions, their first step will be to try to make a parking complaint. Whether using the 311 app or calling 311, where the operator is using the exact same app as is available to the public, when one begins a parking complaint the first question is to the nature of the complaint. When the option is selected for "expired tags", "no tags", "parked longer than 48 hours", or "possible abandoned vehicle", the 311 system prompts the user to heed a recommendation to change the SR type from TRS-Parking Complaint to TRS-48-hour Parking/Abandoned Vehicle. The user does not know that this means that there will not be any response that day, or possibly for the next three days. The user follows the prompt because it is recommended.

This list of options above, the different sorts of complaints that prompt the recommendation to switch SR type, is a select but incomplete set of conditions having to do with the State's definition of abandonment. That definition, in fact, includes any and all violations of parking law. It says, among other things, that any car that is inoperable, lacking tags, having expired tags, or "that has remained illegally on public property for more than 48 hours".

It's worth noting that the list of the sorts of parking complaints one can make does not include "inoperable", even though the word is specifically used in the State's definition of abandonment.

It's also worth pressing the point that though all parking violations, for example, parking in a no stopping zone, or a meter violation, are all the basis of abandonment if the vehicles are left in violation for 48 hours, only the select list of four options above prompts the treatment given to TRS-48-hour Parking/Abandoned Vehicle SR's.

When an agent eventually does respond to a TRS-48-hour Parking/Abandoned Vehicle SR, their typical action, if the vehicle is still there, will be to chalk the tires and place a sticker on the windshield indicating that the vehicle is eligible to be towed two days later. They likely will not even issue a ticket for an underlying violation. Instead they may simply write a note on the sticker saying "must have tags" or something to that effect, despite the fact that not having tags is in and of itself a ticketable violation. By contrast, had the citizen declined the recommendation to switch from the TRS-Parking Complaint SR type, instead of the response coming days later, the response would come the same day, and a ticket would be issued, but the agent would not chalk the tires and not place a sticker, and not prompt a follow-up 48 hours later.

At the end of a shift when an agent has run through their paper-printed list of SR's, that list and handwritten notes on it is handed over to office staff who enter dispositions into City Works. The paper is then placed in a tray, to be collected two days later for follow-up visits two days later. When those follow-up visits are made, now often six days after the initial report was made, many of those vehicles that missing or expired tags, and which had been stickered and had tires chalked, but no ticket issued for the missing or expired tags, will have been driven away or moved some short distance, where the problem persists without even a ticket having been issued when it could have been. In cases where the vehicle remains present, towing is often not requested until some later date when a citizen makes another complaint about why the vehicle on their street that was chalked and stickered days or weeks prior has not yet been towed. If rain has washed away the sticker, the process of chalking, stickering, and follow-up may likely be restarted as if it hadn't happened, and then require special attention to make sure the process doesn't fall short a second time.

Delays in response, often four days from the time an SR is created, cause a number of frustrations. In the time between the first report of a problem and when an initial response is made, it's possible that any number of people might report the same problem. Any person except the first person to have reported the problem would then see their SR closed without explanation, leading the public to believe the system is not working properly. Each of those duplicate SR's requires the time of office personnel who cull through SR's for paper dispatch, each needing to be closed manually, and yet despite the manual review of all these SR's, no number of repeated reports of the same problem results in a more timely response. As a result, a parked vehicle that is hit and run, left in mangled condition with broken glass and parts in the street, will often sit a week or more. When a vehicle is crashed into, my bystanders will assume the owner is going to have the vehicle privately towed, and so no initial call is made for several days. If then the initial report takes four days to receive a response, it has already been a week , and nine days total before a follow-up is made, at which point towing may or may not be promptly initiated, as requesting towing is a separate process not automatically initiated by the closure of SR's where towing is needed.

Similar to the accountability challenges created by TRS-Parking Complaints being dispatched by DPW, when delays occur in Safety Division making towing requests of Towing

Division, responsibility for the timeline of the life of a problem and resolution becomes less clear. When towing delays are questioned, often enough the Towing Division will be unaware of a towing request having ever been made, if in fact a request had even been made. And in cases where Safety Division finds that they have not actually made a request for towing, a commonly cited reason is that the Towing Division lacks storage capacity to accept impounded vehicles, or staffing capacity to actually perform the tow.

Additional Notes

Through several written opinions from the City Law Department, it is clear that there is no legal need for the above detailed operations to be as they are.

In one exemplary case of the common inefficiency of this system, a vehicle in the 3200 block of N Charles Street was reported and cited for expired tags more than 13 times over the course of eight months, during which time the vehicle never moved, and tickets were continuously placed on top of one another. Upon a City Council member making a report to management, appropriate action was taken to have the vehicle removed. But if not for the bifurcated system, had the tires been chalked and a follow-up been pursued as a potential abandoned vehicle 48 hours after issuing the first ticket, at least 11 dispatches and 11 trips could have been avoided. Additionally, by the time the vehicle was ticketed for the eighth time the vehicle was eligible for booting, which did not occur at any of the at least 7 instances in which complaints were responded to over the course of another three months.

Problems with parking enforcement operations are by no means limited to those detailed above. For example, overnight commercial vehicle parking cannot or is not enforced at all, because the prohibition is on parking during hours during which Safety Division simply does not operate, and there is no system for forwarding reports or shifting enforcement to BPD during late-night hours when they receive relatively low call volume and could undertake enforcement. Consequently, reports of this problem are closed without any action being taken. There are numerous other problems that could be detailed here, but the bifurcated system is so deeply integrated into operations and staffing capacity that it is probably best to focus on correcting it.

Virtually every aspect of parking enforcement is flawed from concept to execution. The following outline of recommendations is aimed at specifically addressing the bifurcated system and its various problems, with a belief that correcting course here is essential to building a foundation upon which other problems may be more effectively and easily addressed.

311/Salesforce Changes:
- Eliminate "48-hour Parking/Abandoned Vehicle" SR type.
- Create new internal operations SR for "TRS-Follow Up" (or some such name) that is automated to be dispatched 48 hours after the SR is made
- Program SR's so that a towing order can be automatically generated upon closure as needed

Dispatch Changes:
- Remove dispatch operations from DPW (Control 1)
- Remove RPP enforcement from DOT - give to PABC w LPRs
- Automate routing of SR's directly to enforcement agents
  - Map locations of outstanding SR's
  - Show map pins as:
    - Location

- Time elapsed since SR creation, and
- Nature of complaint

<u>Additional Technology Needs:</u>
- Database Reference:
  - Any SR that includes a tag number should be automatically checked against scofflaw and stolen auto lists and response should be to immediately boot or call for police as may be warranted
  - Closed SRs that include recording tag numbers should have tag information recorded in a field that is automatically checked against scofflaw and stolen auto lists.

<u>Safety Division Staffing:</u>
- With the 311/Salesforce changes above, disband the abandoned unit and dedicate all staff from it to general parking enforcement, responding to TRS-Parking and TRS-Follow Up SR's.

<u>Be Mission-Driven:</u>
Safety division needs to work in harmony with DOT's Complete Streets framework, prioritizing on the basis of modal hierarchy and efficiency before driver convenience.
- Priority Number 1:
  - Modal Hierarchy and Vulnerable Road-User Safety:
    - Blocked sidewalks, crosswalks, bus stops, bike lanes
- Priority Number 2:
  - Efficiency:
    - Nearest SR
  - General Safety:
    - No tags, expired tags,
- Lowest priority:
  - Automotive expediency:
    - Peak hours
    - RPP

<u>General Parking Enforcement:</u>
All parking violations are potential requisites to meet the State's definition of "abandoned". Therefore, all parking violations should receive the same initial response (Method 1 below).

<u>Method 1:</u>
1. A TRS-Parking Complaint SR is made and dispatched to an agent.
2. Ticket all violations.
3. Chalk tires for:
   a. No tags
   b. Expired tags
   c. Inoperable Vehicle (not a parking violation)
   d. 48-hour continuous parking
   e. Other TBD
4. Close SR
5. For vehicles chalked under Step 3, create TRS-Follow Up, automated to be dispatched 48 hours later.

Method 2:

1.
    a. A TRS-Follow Up SR is dispatched, or
    b. A new TRS-Parking Complaint SR is made and dispatched for a vehicle that was ticketed at least 48 hours ago under Process 1, Step 2, but not chalked under Step 3.
2. If the vehicle has already been ticketed:
    a. Ticket all violations.
    b. Request immediate towing.
    c. If the vehicle has already been chalked but not ticketed:
        i. Ticket all violations, including 48-hour continuous parking.
        ii. Call for immediate tow of inoperable vehicles.
        iii. Create TRS-Follow Up for any new tickets.

Additional technology needs:
- Database Reference:
    o Any SR that includes a tag number should be automatically checked against scofflaw and stolen auto lists prior to a response, such that any responding will know upon/prior to arrival that if the vehicle is not GOA it should be booted, towed, or police should be called to respond immediately
    o Closed SRs that include recording tag numbers should have tag information recorded in a field that is automatically checked against scofflaw and stolen auto lists.

Special Enforcement:

With the above changes, it will be much more practical to implement new recommended approaches and give special attention to address businesses that cause regular and continuous problems. Recommendations on how to do so can be found in the 2021 *Nuisance Parking and Auto Businesses Workgroup Final Report* (baltimorecitycouncil.com/reports).

-RD