

Memorandum

To: Town of Los Gatos
 From: Dixon Resources Unlimited
 Date: August 1, 2023
 Subject: Staffing Plan for Downtown Parking Program

Introduction

Dixon Resources Unlimited (DIXON) has prepared this memorandum on behalf of the Town of Los Gatos (Town) to review industry best practices for staffing a parking division as the Town is considering transitioning into a paid parking operation.

For this memo, the recommended staffing levels will be provided in consideration of the Town's current consideration of four parking program options. These pathways are outlined in detail in the associated Parking Program Cost Recovery Evaluation memorandum, and in brief in Table 1.

Table 1. Summary of Parking Program Options

	Option 1	Option 2	Option 3A	Option 3B
Parking Strategy	<ul style="list-style-type: none"> - On-street: retain time limits - Off-street: 2 hours free, then \$2.50/h 	<ul style="list-style-type: none"> - On-street: retain time limits - Off-street: retain time limits 	<ul style="list-style-type: none"> - On-street: 0 hours free, then \$1.25/h - Off-street: 2 hours free, then \$1/h 	<ul style="list-style-type: none"> - On-street: 0 hours free, then \$3/h - Off-street: 2 hours free, then \$2.50/h
Program Changes	<ul style="list-style-type: none"> - Shift management of Oak Meadow parking services to the Parking Program. - Add escalating rate to residential permits. - Standardize the employee permit rate and introduce a low-income rate. - Introduce 30-minute short-term spaces on-street. 			
New Items	<ul style="list-style-type: none"> - Introduce "no reparking rule" where there are time limits 		<ul style="list-style-type: none"> - Introduce paid parking equipment, including mobile payment options and merchant validation programs. 	

The staffing recommendations for Options 3A and 3B are the same, as they share the same parking strategy and only differ in rate structure. This combined staffing recommendation will be referred to as Option 3 in this memo.

Current Staffing Analysis

The Town's parking enforcement operation is currently situated within the Police Department (2 FTE). Prior to June 30, 2023, there was also a 0.25 FTE in Parks & Public Works responsible for program management. The parking program is also supported by several roles from the Police Department. The following chart details the duties for each role:

Parking Program Staff Member - PPW (0.25 FTE Temp ¹ , funding ended 6/30/2023)	Parking Control Officer - PD (2 FTE)	Other Supporting Roles - PD
<ul style="list-style-type: none"> - Implements Parking Roadmap. - Responds to parking questions/complaints. - Research, prepares, and presents Staff Reports at commissions and Town Council meetings. - Attends various public meetings representing the Town's Parking Department. - Coordinates with Town Attorney to develop Parking Resolutions and Ordinances. - Research and develops parking policies and procedures. - Conducts Parking Survey and prepare data analysis reports. - Performs community outreach for parking related matters. - Develops, manages, and implements parking-related Request for Proposal projects. - Provides general strategic planning. 	<ul style="list-style-type: none"> - Enforces and prevents violations of parking codes and ordinances. - Places warning tags on vehicles subject to towing, arranging for towing of violating vehicles. - Prepares reports, reviews citation appeals, and appears in court to present evidence as required. - Issues warnings and parking citations; directs traffic and enforces parking regulations. - Performs light maintenance duties, reporting missing signs and colored curbs. - Responds to parking complaints. - Assists with Police Department community outreach events, coordinating vehicle maintenance, and responds to other general public commentary. 	<p>Traffic Sergeant (approx. 8 h/week)</p> <ul style="list-style-type: none"> - Oversees Parking Control Officers - Addresses parking and compliance issues <p>Police Community Outreach Coordinator (approx. 36.5 h/week)</p> <ul style="list-style-type: none"> - Manages residential and employee parking permit applications. - Manages contracted vendors. - Prepares purchase orders for supplies and equipment. - Attends public meetings to represent the Town's Parking Department, perform community outreach, customer service. - Prepares, distributes parking information. - Provides daily direction to Parking Control Officers. - Manages citation complaints.

With over 1,000 parking spaces to patrol in the Downtown and Civic Center/Olive Zone areas, as well as employee and residential parking permit programs to enforce, it is abundantly clear that Los Gatos is understaffed especially in terms of enforcement. Regardless of which parking program option the Town elects to proceed with, staffing and resource changes are recommended to create a more effective program. This would lead to increased compliance and a more accurate understanding of parking impacts, which is critical for future decision-making regarding parking regulations and investments. The Town is exploring technology resources to improve enforcement efficiency, and additional staffing is also needed to address gaps in coverage.

Key staffing considerations include:

- **Insufficient enforcement staffing resources:** Since the top priorities for the Police Department are safety and security, Parking Control Officers (PCOs) frequently fulfil other requests as directed by the Traffic Sergeant. Besides parking-related tasks, PCOs also support equipment and fleet maintenance, assist with various policing or safety-related traffic control, assist significantly with special events and community outreach, and assist significantly during emergency incidents, among other tasks. Only about 75% of a PCO's time is currently spent on parking enforcement whereas a dedicated FTE should be spending 100% of their time on such tasks. Additionally, redundancy is challenging due to the limited number of FTEs, succession planning, and transition training. If a PCO is on paid time off or sick leave, work hours are adjusted to best address peak enforcement hours periodically, resulting in impacted coverage.
- **Need for dedicated parking staff:** Currently, staff managing and operating the program are part-time resources that pull from the focus of the Police Department. As an example, the Police Community Outreach Coordinator may spend up to 1.5 hours per day (during off-peak season) to 4 hours per day (during peak season) on parking-related tasks, detracting from other community engagement focuses. The Police Department has expressed a need for an FTE dedicated to parking program management, which could potentially result in a dedicated parking division to manage parking strategy and daily operations. This new parking division could take over permit

¹ Note: The duties require 1 FTE but only a 0.25 FTE is currently funded. Pace of progress for all duties above is impacted.

program management and PCO supervision from the Police Department for the same reasons outlined in the previous point.

As modeled by other agencies, the key roles of an effective and self-sufficient parking division can be divided into the following categories: Program Management, Enforcement, and Field Staff. For each function, this memo will provide a definition with best practices, an analysis of the Town's current capacity versus the industry standard, and a range of staffing levels required for the Town to achieve success depending on which of the options it moves forward with.

Program Management Staffing

Standard Program Management Responsibilities & Best Practices

This category includes any role that is responsible for managing, coordinating, or supporting the planning and execution of parking management strategies. Some key functions that may be considered part of this role include:

- Sourcing and managing vendors who provide technology systems (such as for citation management or permit management) or provide services (such as for citation processing and facility maintenance).
- Coordinating permit programs, including the phases of launching and reviewing applications, setting up internal processes and backend systems for management, and answering the public's questions.
- Hiring, scheduling, and providing direction to Town parking staff, maintenance workers, and any outsourced staff.
- Overseeing enforcement productivity and setting up the enforcement staffing schedule when there is no direct manager related to parking enforcement.
- Conducting public outreach, preparing council reports, and liaising with other internal divisions and external parties.
- Managing the cash retrieval and count process from paid parking equipment.
- Analyzing data and processes for future improvements and recommendations.
- Supporting the financial, analytical, and contractual elements of parking operations.

Some titles that may be common for this category of roles are:

- Parking Manager
- Parking Program Manager/Coordinator
- Parking Services Manager/Coordinator
- Administrative Assistant
- Parking Analyst

Parking can sit in a variety of departments, including Finance, Public Works, and the Police Department. The most effective teams involve a centralized parking management approach whereby the program management roles share the same department as enforcement, regardless of which department enforcement falls under. This way, parking management can be consolidated such that revenue and expenses directly relate to one another and parking enforcement staff can be dedicated to the overarching goals of the program, versus splitting their focus with other responsibilities.

Program Management Staffing Level Considerations

Every agency with a robust parking management program is recommended to have at least 1 FTE dedicated to managing or coordinating the parking program. This is to ensure that one person is designated to focus on the plan and activities surrounding parking and has oversight over the impact that any policy or regulation changes may have on the accessible and availability of parking for all on-street and off-street spaces.

There are two main indicators of when an agency may need to expand the number of staff in the program management function. The first is if the responsibilities for the role begin to far outweigh the number of hours the person has per week to execute on all items. The second is when parking has demonstrated its financial value in terms of cost recovery and warrants the approval of a second staff member.

When there is more than one program management staff member, the roles can either be divided by program or the roles can share all similar focuses. For example, the Town could allocate just the management of the permit parking programs to a Coordinator, or the Town could hire an Assistant that supports the Manager in all parking tasks as directed.

Evaluation for the Town

Up until June 30, 2023, Los Gatos staffed one 0.25 FTE Parking Program Staff Member to guide all strategic and operational elements of parking. The hours for this position were not continued in the FY 2023-24 budget. The Town should transition to a structure where parking has more dedicated administrative support by filling the position of a dedicated full-time Parking Manager in lieu of the expired 0.25 FTE role.

The greatest impact to the program management workload would be the introduction of paid parking and the management of any vendors and technology associated with that program. With the expiration of the 0.25 FTE position, the Town will need to fund the staffing recommended below.

Table 2. Recommended Additional Program Management Staffing per Option

	Option 1	Option 2	Option 3
Required Staffing	+ 1 FTE Parking Manager	+ 1 FTE Parking Manager	+ 1 FTE Parking Manager + 1 FTE Admin Assistant

The Town should consolidate the program management (including the residential and employee parking permit programs and any paid parking) and enforcement aspects such that parking is managed under one division for optimal feedback and to simplify budget allocations. Enabling full-time, dedicated staffing in the form of a Parking Manager and/or Admin Assistant will relieve the Police Department of such responsibilities and ensure the larger strategy of parking can better support other divisions, including those focused on economic and community development, housing, and infrastructure planning.

Enforcement Staffing

Standard Enforcement Responsibilities & Best Practices

This job category provides critical support to encouraging public compliance with parking regulations and increasing the effectiveness of parking management policies and strategies. Enforcement staff are typically responsible for the following:

- Conducting regular patrols of on-street and off-street parking facilities to ensure that policies, time limits, and any paid parking rules are being applied by those parking.
- Writing warnings and citations to vehicles violating parking regulations.
- Collecting parking occupancy data as part of the regular patrol routes.
- Supporting cash collection efforts from pay stations and meters installed in the field.
- Answering inquiries, complaints, and comments from the public; educating the community about parking current and upcoming parking regulations.

For many drivers, a PCO may be the only Town staff member that they interact with while visiting downtown Los Gatos. As such, it is important to ensure PCOs are highly trained not only on enforcement activities, but also on customer service, community relations, de-escalation, safety, and other interpersonal trainings.

Common titles for an enforcement staff member include:

- Parking Enforcement Officer
- Parking Compliance Officer
- Parking Control Officer (what the Town uses)
- Community Service Officer
- Parking Ambassador

This function is most commonly situated within the agency's Police Department or Public Works function. In the Police Department, PCOs may be directed to hold other responsibilities beyond parking enforcement. To increase effectiveness, it can be more advantageous for PCOs to be situated within and report to a dedicated parking function within a different department in order to be fully focused on parking enforcement. However, parking enforcement is most effective at supporting the parking program when it is under the oversight of parking management staff, regardless of which department that is.

Enforcement Staffing Level Considerations

There are a variety of factors to consider when determining how many enforcement staff should be employed and how to schedule them. In general, enforcement should be performed multiple times per day and with the following in mind:

- For time limits, each space should be patrolled at least twice per maximum parking duration. For example, there should be sufficient enforcement staff to patrol the same space every 2 hours if the timed regulation is for maximum 2-hour parking. Also, consider if there is a no reparking rule² to enforce.

² A no reparking rule typically stipulates that a vehicle cannot park again in the same space (or within a certain distance from the original space) for a certain number of hours. This is typically applied to spaces with time limits with the goal of preventing vehicles from simply rolling into a space a few feet away to "restart" the time limit.

- For paid parking, it is best to implement a patrol route and schedule that maximizes the number of times a space is patrolled. This provides the added benefit of collecting more occupancy and turnover data.
- It is recommended that there are always two PCOs working at the same time during core operating hours.

Some of the key factors to consider when identifying the number of enforcement staff required include:

- Number of on-street and off-street parking spaces.
- Whether PCOs patrol on foot or by car, and whether each officer has access to a handheld or vehicle-mounted license plate recognition (LPR) system.
 - If patrolling by car, consider rush hour traffic and other peak congestion times.
- What are the programs that need to be patrolled? Is there a paid parking program? Is there a residential permit parking program?
 - If there is a residential permit parking program, consider whether there are overnight parking hours.

When enforcement teams grow past 4-5 FTE, a Parking Control Manager may be added to manage and schedule the team of PCOs. If parking enforcement sits within the Police Department, then this role is typically covered by the Sergeant. If parking enforcement sits within Public Works or another department, then the managerial role should be created when managing the PCOs begins to take a considerable amount of the Parking Manager's time and the parking budget justifies the hiring of a Parking Control Manager. Prior to hiring a Parking Control Manager, the PCOs should follow the direction of the Parking Manager.

Evaluation for the Town

As emphasized in the "Current Staffing Analysis" section, there is an **insufficient** level of enforcement staffing in the Town. This is evidenced by clear gaps in enforcement coverage, lack of redundancy (whereby enforcement is considerably impacted should one or both current PCOs take time off), the size of geographic scope, and division of time between parking enforcement and other traffic duties.

The job description of PCOs mostly align with the industry standard. However, there are a couple of important adjustments recommended:

- It is important for the Town to confirm that PCOs are only assigned tasks that they have jurisdiction to complete as per the California Vehicle Code. The Town is recommended to review PCO job duties to ensure compliance with state legislation.
- Should paid parking be implemented, the Town should include cash collection in the duties of PCOs. Cross-training PCOs to perform cash collection, and light maintenance duties, is a good practice. When scheduling the PCOs, it is important that there is an overlap between shifts such that two staff members (two PCOs, or one PCO and one Maintenance worker) are able to collect cash together (as described in the "Field Staff" section). Should PCOs remain under the Police Department, the Town needs to investigate whether this duty can be added to their job description.
- Should paid parking be implemented, the Town should also update the training schedule for PCOs to ensure that they are well-acquainted with paid parking technology and can educate the public on how to use and comply with any paid parking regulations.

Based on information regarding current enforcement staffing conditions (see Appendix A) and industry standard enforcement practices, the Town is recommended to have a total of 4 full-time PCOs to monitor a full paid parking program alongside permit parking and time limits.

Table 3 illustrates the additional enforcement staffing recommended for the town in order to maximize compliance and Table 4a and 4b provide sample shift schedules for the maximum staffing level recommended.

Table 3. Recommended Additional Enforcement Staffing per Option

	Option 1	Option 2	Option 3
Required Staffing ³	+ 1 FTE PCO	+ 1 FTE PCO	+ 2 FTE PCOs

Table 4a. Sample Enforcement Schedule for Option 3 on a 5/8 schedule

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
PCO 1	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm		
PCO 2	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm	7:30am - 4:00pm		
PCO 3		11:00am - 7:30pm	11:00am - 7:30pm	11:00am - 7:30pm	11:00am - 7:30pm	9:00am - 5:30pm	
PCO 4		11:00am - 7:30pm	11:00am - 7:30pm	11:00am - 7:30pm	11:00am - 7:30pm	9:00am - 5:30pm	

Table 4b. Sample Enforcement Schedule for Option 3 on a 4/10 schedule

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
PCO 1	7:30am - 6:00pm	7:30am - 6:00pm	7:30am - 6:00pm	7:30am - 6:00pm			
PCO 2	7:30am - 6:00pm	7:30am - 6:00pm	7:30am - 6:00pm	7:30am - 6:00pm			
PCO 3			9:00am - 7:30pm	9:00am - 7:30pm	9:00am - 7:30pm	9:00am - 7:30pm	
PCO 4			9:00am - 7:30pm	9:00am - 7:30pm	9:00am - 7:30pm	9:00am - 7:30pm	

It is recommended that the Town set up patrol routes that enable PCOs to patrol the Downtown and Olive Zone areas 2-3 times per day for any time limited or paid parking spaces.

³ PCO staffing levels are recommended by DIXON and differ to the Town's intended PCO FTE hires of +0 for Options 1 and 2, and +1 for Option 3. Following the Town's intended PCO counts results in a smaller enforcement team and therefore lower effectiveness. The result is an estimated -10% in compliance rate, which would need to be updated in financial modeling scenarios.

Field Staffing

Standard Field Staff Responsibilities & Best Practices

Besides enforcement staff, there are additional field staff positions that typically address the following key functions:

- Collecting, counting, and reconciling cash from any pay stations against the backend.
- Providing Level 1 (basic preventative) maintenance and cleaning services, such as for paid parking equipment (including pay stations and meters) and for off-street parking facilities.
- Providing customer service to drivers having trouble finding a parking space, using paid parking equipment, or inquiring about the Town's parking services.
- Remaining on the site during large events or peak hours to manage the traffic flow in and out of off-street parking facilities and providing customer service.
- Report, inspect, and repair any issues with signage, equipment, or infrastructure.

Some common roles that fit within this category include:

- Maintenance Worker
- Customer Service Representative

Regarding revenue collection, the Town is recommended to use mostly credit card-only machines to minimize the need for cash collection; however, a cash-enabled machine is required by state law to be accessible to those who cannot pay with credit cards. Where cash collection and counting are concerned, here are some important operating procedures to incorporate:

- Paid parking monies should be collected in pairs, with a set route defined and a clear set of Standard Operating Procedures (SOPs) defined.
- The frequency of revenue collections will depend on utilization. Meter revenue should be collected at least once per week as a starting point. The revenue collections schedule can be reassessed once demand and utilization are fully understood. Focusing on establishing a primarily credit card-based payment structure (such as number of cash-and-card pay stations and implementing a mobile payment application option) will also reduce the frequency of cash collection runs.

Field Staffing Level Considerations

The following should be considered when evaluating the number of staff required in field roles:

- The number of off-street facilities in operation, and whether the agency wishes to add in-person roving customer service support.
- The number of paid parking devices (such as pay stations or parking meters) deployed, and how many of them accept cash.

Based on the industry standard of performing cash counting in pairs, it is recommended that a Maintenance Worker perform the counting in tandem with a PCO, if another Maintenance or Administrative staff member is not available.

Evaluation for the Town

Today, light maintenance duty falls under the responsibility of Parking Control Officers. However, should the Town implement paid parking, the quantity of work increases due to the addition of paid parking devices (such as pay stations) and the job of cash collection from the field. As such, it is supportive for the

Town to hire a dedicated Maintenance Worker for the parking division who would be responsible for maintaining and troubleshooting any paid parking hardware, facilities and infrastructure, signage (including any future digital signage), and to perform cash collection and counting duties. The Town is not in need of Customer Service Representatives and Parking Attendants to support off-street facilities. Table 5 provides an overview of the additional field staffing required.

Training should be provided to all Parking division staff, especially those that will be out in the field (including PCOs), on how to support public questions and handle any comments or complaints appropriately. Ideally, the Town begins with scheduling cash collection on a once per week basis and then adjusts the frequency of the collection schedule as needed depending on the actual quantities of cash being processed.

Table 5. Recommended Additional Field Staffing per Option

	Option 1	Option 2	Option 3
Required Staffing	+ 0.5 FTE Maintenance Worker	+ N/A	+ 1 FTE Maintenance Worker

Other Improvements

To supplement the recommendations above, the Town can also consider the following.

Job Descriptions

Based on the publicly available parking-related job descriptions, the Town demonstrates a straightforward definition of the roles and responsibilities per position and clearly highlights the career progression within the Parking Control Officer role. Once additional roles have been approved to operate a paid parking program, the Town should consider adding the following into job descriptions:

- **Cross-training:** The Town should suggest that candidates be open to spending time shadowing and learning other parking-related functions in order to better understand the full parking ecosystem in the Town. By cross-training, the Town may also find that this can improve coverage and effectiveness.
- **Ready for technology:** The Town should futureproof the vocabulary of job descriptions by referencing potential technological upgrades. The Town should require candidates to learn to manage, operate, or maintain “devices and software related to parking.”

Outsourcing

Outsourcing select operations has become a common industry practice. Both private and public sector parking providers generally outsource parking operational services to organizations that specialize in offering these services, including management, maintenance, and equipment/capital improvements. Purposes for outsourcing include:

- **Personnel management:** Outsourcing transfers employee and personnel management functions and the associated risks to a contractor dedicated to this line of business and allows agency resources to focus on facility maintenance, improving products/offerings, quality control/assurance, and customer satisfaction without the distractions of implementation and daily functions. The contractor would be accountable for the coverage of open shifts, sourcing temporary and permanent staffing, and training the staff to achieve the levels of performance expected by the agency, relieving the agency of the execution of such responsibilities.

- **Cost Savings:** The total cost for outsourced labor is typically lower than the fully burdened cost of agency staff due to differences in salary and benefit requirements. For select roles where a full-time employee is not required, the vendor may also have more flexibility than the Town in covering partial hours, which reduces the potential of overstaffing.
- **Staffing consistency:** Outsourcing enables the agency to leverage the vendor's temporary staffing services such that the responsibility to ensure these roles are filled are now that of the vendor, as opposed to an agency staff member. It ensures that the agency is able to provide the first-class customer service its residents and visitors are accustomed to while minimizing the time spent hiring and training staff to attend to parking facilities. Additionally, the Town may wish to have coverage during hours that are more difficult to fill. Contracting out these shifts will put the responsibility of filling them on the vendor.

The Town can consider issuing an RFI to understand whether outsourcing its non-enforcement parking operations (such as cash collection, maintenance, permit program management, etc.) would derive more financial and indirect benefits to the Town than hiring staff to fulfill those roles. In this situation, the Town would still need to create a new position so there is a designated Parking Manager responsible for the program and will have a direct line of communication with the vendor's assigned project manager. The Parking Manager will now manage this outsourced project manager, as opposed to several direct reports, while also having access to a direct line of communication with the PCO team.

If the Town is considering outsourcing enforcement, a full-service vendor can provide enforcement labor as well as numerous add-ons, including (at an additional monthly charge to the Town) enforcement vehicles, LPR units, uniforms, etc.

From Control to Compliance

The Town should consider renaming the PCO positions to create a more positive impression of parking enforcement. Many agencies have begun to adopt a different approach to the naming of parking enforcement roles due to negative associations the public may have with the role, including sentiments of hierarchy or an assumption that PCOs are "out to get them" and fill a quota of citations. In order to combat this, the concept of "Enforcement" is being re-termed to "Compliance" to demonstrate a more supportive and educational angle of helping the public understand and observe parking regulations. For the agencies that have made this switch, the result is a more positive, friendlier impression of PCOs when they meet drivers out on the street. As such, The Town should consider an alternate name for the position of Parking Control Officer, such as Parking Compliance Officer or Parking Ambassador.

Enforcement Devices

The Town should also consider the number of LPR units that it has access to. For agencies that implement LPR, enforcement labor costs and staffing levels could be reduced by an estimated 10%-12% annually due to increased enforcement efficiency and coverage.

There are two formats of LPR: fixed-mount LPR devices which can be installed on vehicles used for enforcement (consistent with the Town's current equipment), and mobile LPR units which refer to hand-held technology that assists an employee to capture data on foot. Currently, the Town has one vehicle-mounted mobile LPR set, which means that only one PCO at a time is able to perform enforcement in an efficient, drive-by manner. The Town is also recommended to leverage handheld citation issuance devices to monitor for compliance during foot patrols.

Summary

The Town is currently understaffed in its parking operations, especially in terms of enforcement. Staffing level changes are recommended regardless of which parking program option the Town proceeds with. Especially if paid parking is implemented, additional staffing will be required to accommodate the enforcement and management needs of a more robust parking operation.

Once the Town has selected an option to pursue, the Town is recommended to target additional staffing counts that are as close as possible to the required staffing levels provided in this memo and summarized in Appendix B. Choosing to hire below the required staffing levels may result in lower compliance, a lack of program oversight, impacts to paid parking equipment performance, and impacts to accurate and timely revenue counts and collections.

After 6 months and then 12 months of fully staffed operations, the Town is recommended to review staffing levels to evaluate the impact on compliance and adjust accordingly.

Appendix A – Current Enforcement Staffing Conditions

The Town has provided the following data for consideration:

- Approximately 400 citations issued per month.
- 615 on-street and 435 off-street surface lot spaces to patrol for a total of 1050 parking spaces.
- The Town has access to one vehicle with one Mobile LPR system mounted.
- Approximately 600 residential parking permits issued per month, with two districts that have overnight operating hours.
- The Town intends to enforce parking Monday to Saturday. Timed parking spaces today have varying operating hours between 9am and 7pm. Under Option 3, paid parking spaces would be in effect from 9:00am to 6:00pm.
- Oversight of the PCOs currently falls within the scope of the Traffic Sergeant.

The Town currently has 2 FTE PCOs enforcing Monday to Saturday from 7:30am to 7:30pm. Their shifts are as follows:

- Officer 1: Begin at 7:30am, end at 4:00pm (Monday to Friday)
 - Focus is on time limits, which is in effect from 9:00am to 6:00pm Mondays to Saturdays.
- Officer 2: Begin at 11:00am, end at 7:30pm (Tuesday to Saturday)
 - Focus is on residential permit parking and any special evening events.

Appendix B – Summary of Required Staffing Levels Per Option

	Option 1	Option 2	Option 3
Program Management	+ 1 FTE Parking Manager	+ 1 FTE Parking Manager	+ 1 FTE Parking Manager + 1 FTE Admin Assistant
Enforcement	+ 1 FTE PCO	+ 1 FTE PCO	+ 2 FTE PCOs
Field Staff	+ 0.5 FTE Maintenance Worker	+ N/A	+ 1 FTE Maintenance Worker

Note: The staffing charts here exclude the addition of a Temporary Park Services Officer (PSO), who would be responsible for executing daily parking operations (including enforcement, maintenance, and fee collection) at Oak Meadow Park. The Town plans to request the addition of this PSO regardless of the option that Town Council proceeds with.