

# Parking Enforcement Services Proposal

City of San Leandro, CA | May 19, 2025

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2023-25  
**ACCREDITED  
PARKING  
ORGANIZATION®**

# COVER LETTER

May 19, 2025

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835 E 14<sup>th</sup> St  
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## RE: PROPOSAL FOR PARKING ENFORCEMENT EXTENSION OF SERVICES

Dear Natalie,

LAZ Parking (LAZ) is thrilled to present our proposal detailing an extension to our current Parking Enforcement Services & offering an expansion to parking meter collections and maintenance in the City of San Leandro (the City). Infused with the spirit of improving compliance throughout the communities we serve, our ambassador approach blends cutting-edge technology with a deep understanding of local parking dynamics, ensuring not only compliance but a seamless and positive parking experience for citizens and visitors alike.

LAZ Parking adopts a proactive, community-focused strategy to providing top-notch parking enforcement services with a focus on precision, efficiency, and a keen understanding of local needs. Our experienced team is dedicated to ensuring seamless parking experiences that align with the unique charm of each community we serve. Through innovative solutions and a commitment to improving parking compliance, LAZ is ready to act as your trusted partner in creating a harmonious parking environment to improve quality of life and parking compliance throughout the city.

The following proposal demonstrates why LAZ is the ideal company to serve the City and San Leandro for its parking enforcement needs. Providing exceptional service is not just something we do; it is who we are. We trust that this has been clearly demonstrated by our past success throughout California, as well as by our vision for what can be done in the years ahead in the Bay area. Our Government Services Division offers our customers turnkey parking enforcement solutions that are designed to provide fair and consistent enforcement with reliable and cost-effective service-led program management. LAZ has a seasoned, experienced, and realistic understanding of the challenges specific to your operations. We take pride in our delivery of superior service to our customers, and we hope to develop a longstanding partnership with the City.

By partnering with LAZ, the City will receive a service-led, technology-driven and forward-thinking approach to parking enforcement where we will align our efforts with your enforcement objectives to deliver high-quality results and value for the City. Thank you for the opportunity to submit this proposal for your consideration.

Sincerely,



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PARKING ENFORCEMENT SERVICES

CITY OF SAN LEANDRO

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# Enforcement Extension Scope of Work

## Optimized Parking Enforcement Support

LAZ Parking will fully comply with all duties and responsibilities required by the City of San Leandro to monitor, maintain, and manage the City's parking infrastructure, as well as provide regular enforcement of both current and future parking meters.

This includes:

- Approximately 120 dual space & 50 single space meters, as well as one Park Mobile pay station in the Estudillo garage.
- An additional up to 240 metered spaces projected for installation over the next two years.

LAZ has extensive experience operating all aspects of San Leandro's parking system, including:

- POM single-space meters
- MacKay Beacon meters
- Parkeon pay stations
- ParkMobile mobile payment system
- ALPR enforcement

In addition, LAZ agrees to support the City in the solicitation and evaluation of Smart Parking technologies, providing strategic guidance and technical expertise as needed to improve operational efficiency and the overall parking experience.

## Enforcement Duties

- Patrol assigned areas and issue parking citations or warning notices for observed violations.
- Monitor and report malfunctioning parking equipment, damaged markings and signs.
- Complete data entry required for parking violations and upload such data for processing.

## Areas of Focus

- **Central Business Districts (CBD)**

Enforcement of expired meters and time limits for on and off-street parking, including the Estudillo Garage, between the hours of 8:00AM and 6:00PM, Monday through Saturday, except for City holidays.

- **Residential Parking Permits**

Residential parking permit areas patrolled at various times throughout the restricted time periods.

- **Neighborhood Concerns**

Neighborhood concerns are addressed on an as needed basis when the City has received complaints of parking violations on corners, red curb violations, and parking without a residential parking permit.

## Cost Proposal – Enforcement Extension

LAZ Parking is offering the below pricing options for the City to consider in extending LAZ's current parking enforcement services. The fixed fee operating expense, detailed at \$66,801 annually, includes the procurement of a new Toyota Corolla, adding to LAZ's current enforcement fleet in the City. Our transparent and flexible pricing model offers best-in-class service with performance monitoring tools, subject matter expertise, long-term solutions, and scalability for future phases of the program.

Having an additional non-hybrid vehicle for the enforcement officer improves coverage and efficiency compared to walking on foot. The Toyota Corolla (non-hybrid) is recommended based on our experience with hybrid models, which have presented several issues such as battery malfunctions and incompatibilities with advanced enforcement technologies like LPR (License Plate Recognition) and Samsara telematics systems.

The addition of this vehicle enables the officer to:

- Cover larger enforcement zones more quickly
- Respond faster to real-time service needs
- Transport necessary equipment with ease
- Operate more reliably across longer shifts and variable weather conditions

This improves operational flexibility and ensures a more reliable and efficient solution than relying solely on foot patrols. **LAZ Northern California recently transitioned to non-hybrid Toyota models**, and since then, the prior performance and compatibility issues have been fully resolved.

## Enforcement Services Extension

Year 1: July 1, 2025 – June 30, 2026

Year 2: July 1, 2026 – June 30, 2027

PROPOSED PROJECT COST SCHEDULE			
	Estimated Annual Hours	Proposed Hours Rate	Annual Cost
Labor: Supervisor	2080	\$58.20	\$121,056
Labor: Parking Enforcement Officer	5408	\$47.80	\$258,503
Operating Expenses <ul style="list-style-type: none"><li>• Vehicle Leases</li><li>• Fuel</li><li>• Vehicle Overhead/Maintenance</li><li>• Insurance</li><li>• Uniforms</li><li>• Phones/Data Plans</li><li>• Office Supplies</li></ul>			\$66,801
Year One Not-to-Exceed (NTE) Total			\$446,360
Year Two NTE Total			\$446,360
<b>Total Contract (Not to Exceed Value)</b>			<b>\$892,720</b>

## Cost Proposal – Recreation and Parks Department

The proposed parking enforcement service will be provided by two officers during the weekend shift. The enforcement officers will be responsible for maintaining parking regulations within the city to ensure smooth operations during the peak times.

### Service Details:

- Duration: Saturdays and Sundays, from 12:00 PM to 6:00 PM
- Personnel: Two parking enforcement officers per shift
- Service Period: July 1, 2025 - September 30, 2025; April 1, - September 30, 2026; April 1 - June 30, 2027

### Key Responsibilities:

- Monitor parking zones and issue citations for violations
- Assist with the coordination of event-related parking and special requests
- Provide support to the Recreation and Parks Department to ensure compliance with parking policies

We are committed to delivering professional and efficient services that align with the city's needs for parking enforcement. Our team will ensure compliance while maintaining positive community relations.

## Enforcement Services- Recreation and Parks Department

Year 1: July 1, 2025 – June 30, 2026

Year 2: July 1, 2026 – June 30, 2027

	Dates		Worked Days		Hours per Day	Billable Rate	Annual Cost
	Start	End	Sat	Sun			
<b>Year 1</b>	July 1, 2025	September 30, 2025	13	13	12	\$47.80	\$16,405
	April 1, 2026	June 30, 2026	13	13	12	\$47.80	\$16,405
<b>Year 1 Not- to Exceed (NTE) Total</b>							\$32,810
<b>Year 2</b>	July 1, 2026	September 30, 2026	13	13	12	\$47.80	\$16,405
	April 1, 2026	June 30, 2027	13	13	12	\$47.80	\$16,405
<b>Year 2 Not- to Exceed (NTE) Total</b>							\$32,810
<b>Total Contract (Not to Exceed Value)</b>							<b>\$65,620</b>

# Meter Collections & Revenue Reconciliation

## Meter Collections Methodology

LAZ proposes a weekly collection schedule that will be based on revenue data and historical numbers provided by the City. We currently provide once a week collection services to four other local municipalities and collect The City of San Francisco meters daily. LAZ will leverage their resources in the local region to provide reliable and safe coin collection services to the City of San Leandro.

The following is an example of some “basic” operating procedures we have, which are designed to give a new or transitioning operation a head start in gaining an acceptable level of pay station and meter revenue security.

## Collections

Collections will typically be performed weekly by LAZ. The vehicle, as well as each team member may be tracked via GPS tracking systems to ensure compliance with routes and collection procedures. Upon arrival at the designated collection route, the vehicle will be parked and secured with alarm functions and engine cut-off engaged. Their team members will begin their collection routes with all meter keys physically always secured via chain to their body.

For most locations where parking meter rates exceed \$1.00 per hour, it is expected that collection of money from the meters will be performed twice per week. This frequency of collection is due in part to utilization patterns and the maximum coin capacity of the meter before the coins jam and render the mechanism inoperable. It also serves as a deterrent to vandals who may be tempted by the presence of the cash in the equipment. In many of their locations we have implemented demand-based collections. Utilizing real-time system data, we can schedule collections based on specific pre-determined revenue thresholds.

Typically, teams of two collectors will be assigned a single route on the day of collections, consisting of multiple sets of meters. Routes are changed daily, and collectors are assigned on different teams to maintain integrity. As key control is critical, all meter keys are maintained in a safe and assigned by the supervisor each day. Keys must be logged in/out accordingly, and smart digital keys are specifically programmed to meet the daily collection assignments.

In larger systems, LAZ utilizes a specially modified vehicle for collections. These vehicles are designed with security in mind and outfitted with racks to hold collection canisters and equipment. Other features include ignition cut-off, enhanced locking and alarm systems, security cameras, GPS vehicle tracking and retrieval system. This is in addition to the collectors themselves which are tracked through a GPS enabled smartphone.

Depending on the volume of collections and the traffic patterns of the metered areas within a given system, a third crew member acting as a driver may also be assigned to the route. The two cash collectors carry two-way radios to maintain contact with each other, the driver (if assigned) and the Office of Operations. It is Standard Operating Procedure (SOP) for supervisory



personnel to perform unscheduled field inspections of collection teams. These inspections include announced and unannounced (covert) observation of the collection crew's adherence to collections SOP.

## Collection Procedure

Where the client retains care and custody of the parking meter system collection keys, at the beginning of each day a LAZ Supervisor will go to the Parking Office and retrieve meter vault keys, route lists, and sealed collection canisters. The LAZ Supervisor will sign a daily log for the receipt of the keys and the equipment creating an easily verifiable chain of custody.

### Meter Revenue Cycle

1. Meter Revenue is deposited into the Parking System Equipment (Single or Multi-space meter) by a patron.
2. The Revenue (Coin, Bill and/or Card) enters a "closed loop" sealed collection process.
3. The Revenue is collected at the source.
4. The Revenue is delivered to a facility where it is counted.
5. If the Counting Facility is not a bank, the revenue is typically delivered directly to a designated secure storage and/or coin counting location.

The collector will open the meter, and the coin can will be removed, inserted into the coin canister, and emptied. At no time will extra coin cans be made available to a collection team or used for switching out a can already in the meter. If a lock, can or vault cradle is defective, it will be reported immediately via two-way radio or cell phone to the Operations Center who will note the meter number, location and report it to the Maintenance Department in writing. The team will also note any unusual condition regarding the meter and/or pole in their logbook including:

- Any damage to meter or surrounding area
- Graffiti or unauthorized stickers
- Any notes left by motorists
- Any comments by walk-up citizens
- Any defective operation of the meters
- Need for cleaning/painting

Only factory approved collection canisters and carts are use at all locations. This equipment shall be inspected daily, at the beginning and end of each shift, by the Operations Supervisor to ensure proper functionality. The collection equipment shall be inspected separately as part of the audit procedures.

## Assignment of Routes

Routes for the day are assigned to the teams of collection employees. The appropriate meter vault keys for the assigned route(s) are then assigned to each individual collection employee who will attach the keys to a standard LAZ issued key chain and belt loop. The collection agent will then sign a receipt for meter vault keys and hand the receipt to the supervisor keeping a duplicate in their field logbook adding to the chain of custody record.



## Collection Routes

For each route, LAZ will have prescribed travel paths to get from the Operations Center or City facility to and from the assigned collection route. Except as approved by a LAZ Supervisor, for construction, accidents, or similar occurrences, vehicle drivers will not be allowed to deviate from the specified routes, and GPS or other in-vehicle tracking systems are constantly monitored.

At the end of the route, the collection team will call the Operations Center and/or the LAZ Supervisor on the two-way radio before proceeding to the next route. At the end of the collection assignment, the collection team will call the Operations Center and/or LAZ Supervisor on the two-way radio before proceeding to the designated counting facility. Once at the drop-off facility, the supervisor will visually check the collection canister seal and lock for tampering and once satisfied log the canister as received and verify its delivery to the system counting facility. This process will continue until all assigned routes have been completed and all collection canisters are accounted for and secured.

## End Of Day

The collections teams will return all keys and related equipment (key chains, belt loops, etc.) to the LAZ Supervisor who will check each key for damage and each ring for the correct number of keys, and having done so, check off the appropriate receipt. The supervisor will return and sign back in all keys issued by the City for the day.

## Reconciliation of Collections

Once collection canisters are counted and deposits are prepared, LAZ administration staff at the collection facility can prepare a cashier shift report, reconciling meter revenue collected against the meter software system report to ensure that discrepancies are recorded and addressed. The LAZ reconciliation service is an optional service for municipalities as typically City finance staff assumes this role and responsibility.

## Delivery And Security of Meter Revenue

As mentioned previously, LAZ collects over twelve million dollars from their on-street meter operations and pay stations. LAZ has strict policies and procedures when it comes to physical collection, tracking, and reporting of revenues. LAZ will develop and maintain a strong system of internal controls, as it is vital to any well-run parking program. Below, LAZ has outlined the services currently provided for all metered parking operations, and which can be modified to suit specific criteria, now or in the future.

## Recognizing Vulnerable Points Within the System

The facts are that there are many points of vulnerability throughout the collections and delivery process and LAZ is keenly aware that all of them must be monitored and tested on a frequent basis to ensure revenue security. For example, some erroneous assumptions in the parking industry that may lead to revenue loss are:

- Maintenance mechanics do not have keys to the vault area and the vault is secure.

Issue: Maintenance mechanics can use a variety of methods to intercept and prevent coins from ever dropping into the vault area. Using these methods, a maintenance mechanic can set up dozens of meters that will each yield him several dollars or more per day, which can then remove at his leisure.

- The revenue is transported in a locked collection box which the employee cannot open.

Issue: Depending on the type of collection transport box used in the system, it has been defeated by sophisticated means such as “key bumping” (lock picking) or by several low- tech approaches such as hinge manipulation and simply turning the box up-side down and shaking the coins out.

- The revenue is counted and transported to the bank by secure armed courier.

Issue: If the counting room is not itself secured and restricted, or if the client depends on the Bank to count the revenue and report the total coins without, at a minimum, weighing the transport bags or canisters to determine an estimated amount prior to counting, there exists a significant potential risk of theft. Also, there have been several publicized cases where armored car personnel have been arrested for skimming parking meter revenue on the way to the bank or counting house.

To monitor and guard against these and other forms of potential revenue thefts, the on-street system supervisors and Project Manager spend several hours in the field each week conducting spot checks and integrity tests of the collection teams. Supervisors conduct daily interactive field visits (to sign the collector’s field logbook noting date, time and location) and perform field inspections where they covertly shadow maintenance and collection personnel to monitor adherence to collections procedures and the SOP.

In collaboration with management staff, the Manager will schedule integrity tests for each of the collection personnel. Subject to approval, these checks will be conducted every sixty to ninety days depending on the frequency of collection assignments. This will require the advance preparation of preselected meter(s) on the individual’s assigned route with marked coins in a vault, meter housing, open vaults or other approved methods (i.e., maintenance personnel integrity tests).

Every year municipalities lose hundreds of thousands, even millions of dollars to internal parking system theft. LAZ protects their clients and their reputations by having the industry’s best on-street revenue control systems experts evaluate and implement Standard Operating Procedures which are second to none.

## Preventative Maintenance

Included in our meter collection service is a level of preventative maintenance which is completed by the LAZ 2.5-person collection crew. Meter preventative maintenance responsibilities include, but are not limited to, wiping down collected meters, changing paper rolls, reporting damaged or inoperable meters, bagging inoperable meters, clearing coin jams, etc.

## Meter Maintenance

LAZ has extensive experience with all major manufacturers of single and multi-space parking meters. We have developed customized preventative maintenance plans and operating procedures to maximize the performance “uptime” of the meters.

Ensuring the operation of the parking meters is essential to the integrity of the system. Proper maintenance ensures revenue integrity and allows for the highest level of customer service. LAZ is committed to offering the highest standards for equipment maintenance including:

- Developing customized preventative maintenance plan defined within their Standard Operating Procedures for all parking equipment.
- Factory trained and certified technicians.
- Daily inspections of all equipment to check for damage, vandalism, graffiti, and to ensure proper working operation.
- Detailed system inspection logs and maintenance reports.
- All staff, including enforcement officers and collection agents are trained to check the basic functionality of equipment and to report any deficiencies through their work order system application.
- Sufficient inventory of spare parts and batteries is always maintained. We utilize an inventory tracking system that allows for immediate replacement of spare parts as they are used.

The following outlines a Maintenance Plan for a multi-space and single-space parking meter system. Procedures would be customized based on the type of equipment; the environmental conditions for the location; and the manufacturers specified preventative maintenance requirements.

## Frequency

The following procedure is based on an average of 30 transactions per day, with the understanding that certain machines require more attention due to a higher volume of transactions. This will be offset by machines that have a low daily transaction count and will not require frequent maintenance visits. If a machine does not reach the 5,200-transaction mark in a 12-month period, the Director of Operations will pull a report to look for these machines and a full maintenance visit will be scheduled. Based on the average of 30 transactions per day, maintenance is expected to occur approximately every 40–45 days per machine or 8 times per year.

All figures in this SOP are based on average daily transactions. The actual number of meter visits per day will be determined by system utilization and alarm notifications from the MS. LAZ will continue to monitor machines on a system-wide basis to continually improve its preventative maintenance process. Over time, LAZ Management may modify the maintenance schedule methodology, for example considering historic machine maintenance.

## Maintenance Plan

During regular operations (e.g. non-emergency), Maintenance is conducted parking meters on a weekly basis. Maintenance technicians conduct a set schedule, with a methodology based on ensuring each meter receives a minimum number of visits on an annual basis. This schedule may change year by year as metering devices age and historic data is further compiled.

### PROCEDURES

When	Who	Action/Activity
Before	Manager	<ul style="list-style-type: none"><li>Assign SS Meter Routes</li><li>Check Maintenance Technician for uniform compliance and personal cell phone check</li></ul>
	Technician	<ul style="list-style-type: none"><li>Check out tool bag (including all necessary keys and test quarters) and vehicle</li><li>Obtain Maintenance Log</li></ul>
During	Technician	<ul style="list-style-type: none"><li>Fuel vehicle- if necessary</li><li>Open meter dome</li><li>Check battery, replace if necessary</li><li>Ensure meter decal is consistent with meter programming; fix if there is any discrepancy</li><li>If the coin chute is jammed, repair</li></ul>
	Technician	<p>If there are coins remaining in the upper housing, call dispatch to report the meter # where this is the case and the amount found. Record the amount found on the Maintenance Log. Drop the coins found into the vault. If vault is full, drop remaining coins into nearby single space meters, recording amount distributed and meter location/# onto the Maintenance Log. Upon Completion, alert Dispatch that this has been done.</p> <ul style="list-style-type: none"><li>Close Meter</li><li>Lube dome and vault door locks</li><li>If meter has "old" locks, break and remove old lock and replace</li></ul>
After	Technician	<ul style="list-style-type: none"><li>Complete and open items on Maintenance Log</li><li>Submit completed form to Manager</li><li>Return tool bag and vehicle keys</li></ul>
	Manager	<ul style="list-style-type: none"><li>Update meter database</li><li>File Maintenance Log</li></ul>

## On-Demand Maintenance

In instances where meters are out of order due to severe vandalism or damage, a LAZ maintenance technician will be dispatched to complete repairs based on the priority and utilization of the affected meter. Technicians may be required to procure replacement parts and tools, which will be reimbursed by the City. Any requested On-Demand or Emergency Maintenance that is anticipated to exceed the standard eight (8) hours of weekly maintenance will require prior written approval from the City. The standard eight (8) hours per week may be distributed across multiple days, as needed.

Total maintenance hours are not to exceed five hundred (500) hours per calendar year without additional written authorization from the City.

## Cost Proposal – Meter Collection & Maintenance

Proposed Meter Collection & Maintenance				
		Contract Year	Monthly	Estimated Annual Cost
<b>Meter Collection: Option 1</b>	<i>Weekly Service</i>	Year 1	\$5,977	\$71,724
Revenue Collection, counting & deposit. Includes preventative maintenance by collection team		Year 2	\$6,156	\$73,876
<b>Meter Collection: Option 2 (+ Revenue Reconciliation)</b>	<i>Weekly Service</i>	Year 1	\$6,575	\$78,896
Revenue Collection, counting, deposit & weekly reconciliation. Includes preventative maintenance by collection team		Year 2	\$6,772	\$81,267
<b>Meter Maintenance</b>	<i>8 Hours/ Week</i>	Year 1	\$47.80 per hour	\$19,885
Meter Technician billed to the city on a per hour worked basis. Approved spare & replacement parts fully reimbursable. Estimated annual cost of \$19,885 excludes On-Demand, city approved maintenance requests.		Year 2	\$47.80 per hour	\$19,885
<b>Year One- Meter Maintenance: Not-to- Exceed (NTE) Total</b>	<i>500 Hours/ Yr</i>		\$47.80 per hour	\$23,900
<b>Year Two- Meter Maintenance: Not-to- Exceed (NTE) Total</b>	<i>500 Hours/ Yr</i>		\$47.80 per hour	\$23,900