

Parking and Infringement Update

Executive Summary

The purpose of this report is to inform the Board about progress on current activities and highlights in the Parking and Enforcement department for the period 1 November 2010 to 30 June 2011.

Updates are provided by:

- Infringement Review Unit
- Traffic Enforcement Unit
- Parking Operations Unit
- Parking Facilities Unit
 - Project Arizona

Infringement Review Unit

Background

The Auckland Transport (AT) Infringement Review Unit (IRU) has responded to approximately 67,500 parking-related queries since 1 November 2011.

The legacy processes have been reviewed and a large number of new processes and initiatives have been introduced to ensure a timely, fair and consistent approach to customer queries is now in place.

Correspondence History

Figure 1 shows the number of customer queries received each month since 1 November 2010, and Figure 2 the number of days taken to respond to those queries.

In Summary:

- AT inherited a large amount of legacy correspondence
- The amount of correspondence being reviewed monthly has fallen from 7,000 - 8,000 items a month to 6,000 items in May reflecting improvement in the Parking Operations and Enforcement Units
- The response time for correspondence has fallen from 25 days to 2 days (legacy correspondence response rates were around 60-90 days)

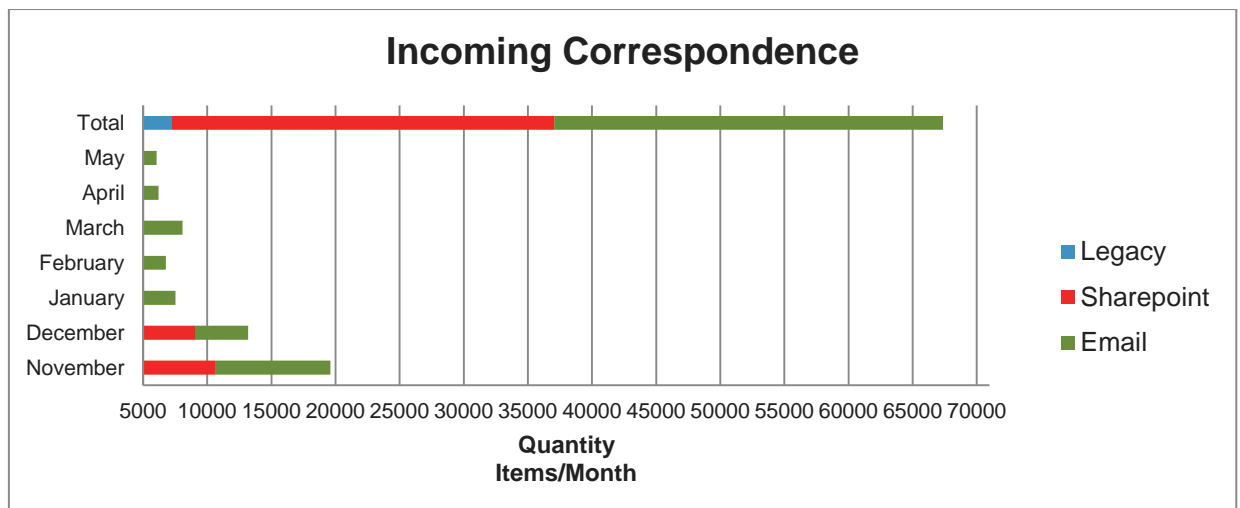


Figure 1

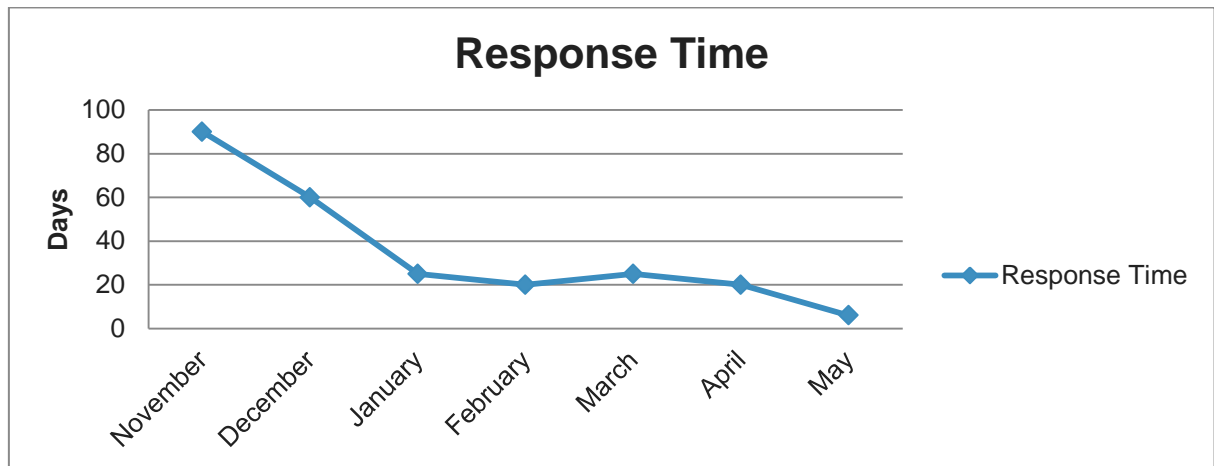


Figure 2

Changes to Infringement Review Processes

Over the last six months, the following processes have been gradually introduced to reduce the levels of correspondence received:

- The introduction of standard letters has enabled response to the majority of queries in a more consistent and speedier manner. This has now allowed more time to be spent dealing with customer queries that involve a number of issues, which require a non-standard response.
- The Infringement Adjudicators have been advised to ensure quality responses are provided when responding to first queries, which has reduced the number of second requests for review. Team Leaders are providing on-going support and guidance to staff on a daily basis, to ensure staff are aware of what is required to reduce second reviews and escalations.

As a result of these changes the time taken to respond to these queries has also reduced, which has also contributed to the reduction in correspondence levels, as customers are no longer writing in on more than one occasion (previously writing again because they had not been advised of a decision).

New Initiatives Introduced

The following new initiatives have also been introduced, which have contributed to the reduction in customer queries:

- The introduction of a Warning Notice for vehicles where the warrant or registration had expired by no more than 28 days has reduced the number of requests to waive infringements that fell within waiver guidelines. Previously these notices would have been waived, if a person renewed their warrant or registration, where it had not been expired for more than the 28 days.
- The introduction of Photos for every offence, has enabled the Adjudicators to make more informed decisions, and now allows the team to send out photos of the offence, where customers believe errors have been made by officers issuing an infringement notice. This also allows Adjudicators the opportunity to waive an infringement in the first instance, where an error has been made.
- The introduction of regular Liaison meetings with the Call Centre has resulted in the reduction of calls staff are receiving, as the iKnow Call Centre knowledge base system is now being updated regularly to enable Call Centre staff to deal with frequently asked questions at the first point of contact. This allows not only the Adjudication staff to work on correspondence received in writing by customers, but also ensures that staff are able to provide greater customer service when dealing with escalations.
- Parking has taken ownership of the monitoring and processing of parking related customer payment traces and refund queries (previously administered by finance). Due to the team's ability to deal with these queries in a timelier manner, the number of repeat queries has also significantly decreased.

Next Steps

There are still a number of system and process improvements that will be introduced over the next six months, to enable the Infringement Review Unit to continue to provide a more effective and efficient service to customers.

Traffic Enforcement Unit

Regionalisation

Enforcement processes and practices have now been standardised across all Legacy Council enforcement areas. New enforcement areas have been created to allow a 'beat' approach so enforcement can be scheduled and monitored to ensure the best use of staff resources while maintaining high levels of compliance.

Previously, enforcement effort was concentrated in the major urban areas. Enforcement coverage has now been extended to include the rapidly growing rural towns which previously had little or no enforcement activity.

In the new enforcement areas (rural towns) the approach has been:

- Visibility first, just being noticed whilst reviewing and auditing restrictions in the area
- Stakeholder introductions second, as we could add observations to conversations
- Thirdly we offered a degree of informative education to motorists so as to get them used to our presence
- Finally, restrictions were validated in the area, enforcement was commenced with safety issues as the priority

Achievements

- Enforcement implemented, pre 1 November, a singular communication device (RT) across the region initially with limited performance. However the contract is being managed closely to generate the best possible performance from the system.
- An AT branded uniform (shirt) was delivered pre 1 November to represent the single entity. A full AT uniform is currently being procured.
- Extended enforcement capability across new regions
- Took over management of the Southern region with no legacy management remaining
- Selected and trained new area lead for Southern operations, compiled a buddy training program with an experienced area lead. The end-to-end process was seamless with no loss of control or unsettled activity from staff
- Implemented the warrant and registrations warnings and friendly reminder notices
- Extended the enforcement area within bus lanes from 50 metres to 70 metres before an infringement is issued
- Moving to and training for an "Ambassador" and "Advisor" role with enforcement as the last step in the process

Bus Lane Enforcement and Compliance

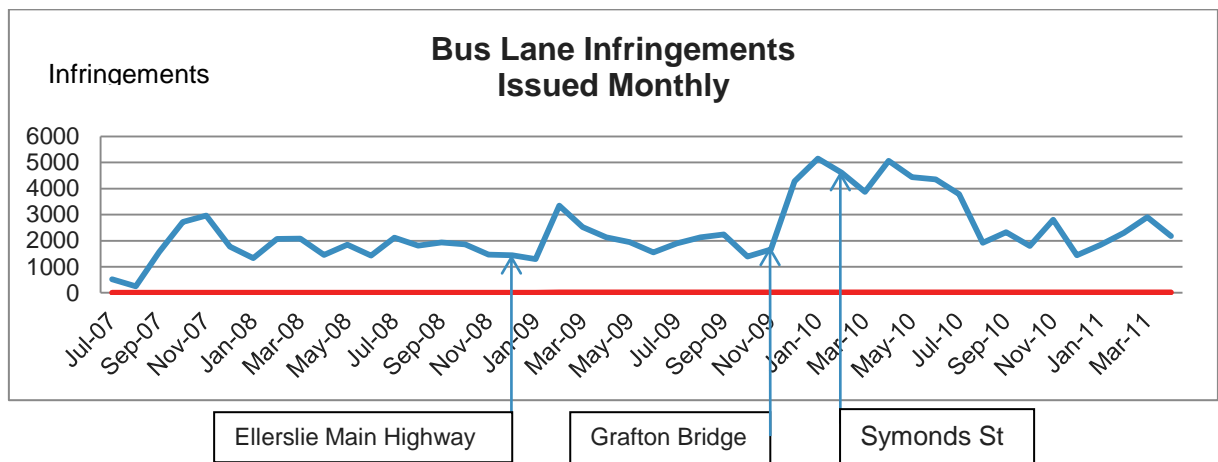
Background

Bus lanes were introduced in Auckland in 2002 designed to give bus passengers faster and more reliable travel times by removing buses from the normal traffic flow and giving them their own lane. Auckland has 26 designated bus lanes, most are time restricted to peak travel times, but four are permanent bus lanes. Of the 26 bus lanes currently only 18 have active enforcement. This has varied; in 2007, seven bus lanes were enforced, this peaked in March 2010 with 21 bus lanes enforced.

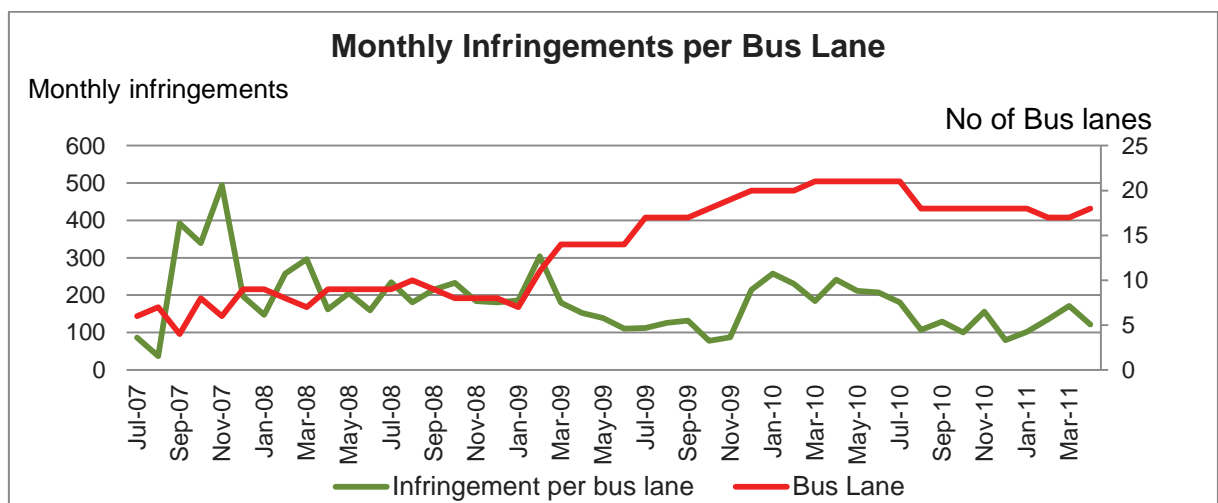
Each time a new bus lane was introduced a large number of infringement notices were issued to driver's who incorrectly used the bus lane. This occurred even though there was a staged introduction of the bus lanes with highly visible parking officers and warning letters being sent to drivers. Each introduction caused a high level of media interest.

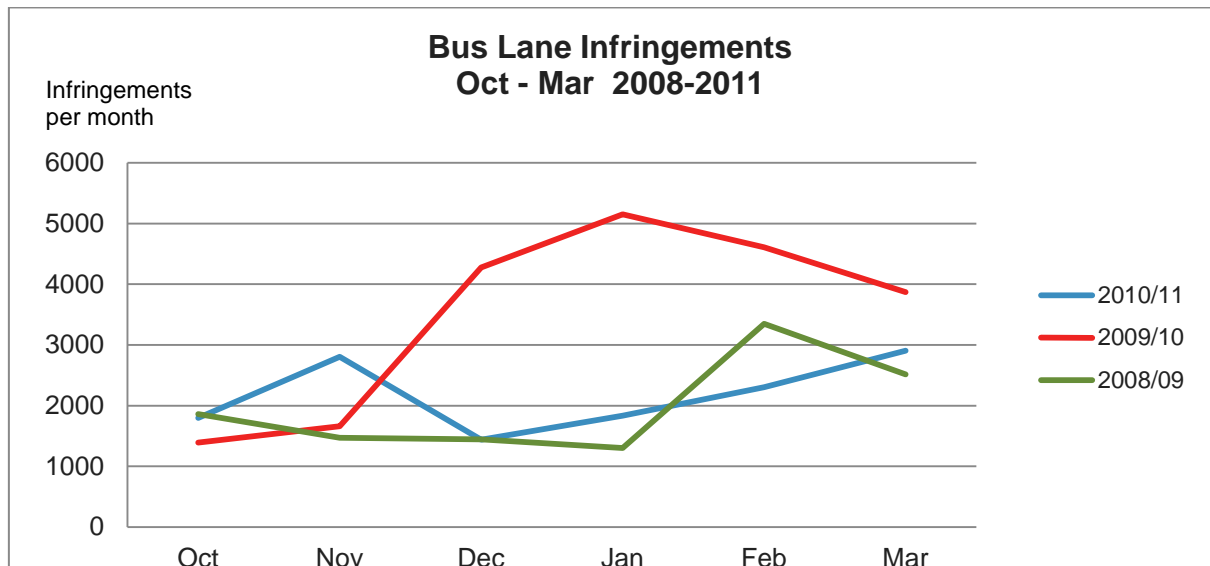
Infringement History

The graph below shows the number of bus lane infringements issued per month and the events that have driven the major infringement peaks starting in July 2007 till present.



Though the gross number of infringements has increased over the three year period the number of enforced bus lanes has increased three fold up to 21. The number of infringements per bus lane has dropped from an average of 300 in 2007 to 150 in 2011. This indicates that compliance by drivers is increasing over time.





Changes to Enforcement Processes

The car travel distance for issuing an infringement has been increased from the 50 meters (the legal minimum) to 70 meters in an effort to make the process fairer. This has meant five bus lanes are no longer enforced as the bus lane is not long enough. This change occurred in August 2010.

Measured Compliance of Drivers

AT have a six monthly independent monitor of driver compliance by Gravitass Research. This measures driver compliance over both morning and evening periods. The results show overall driver compliance consistently between 97-98% from 2006 to 2011.

Enforcement is vital to maintain bus lane efficiency; any jurisdiction that does not have some form of enforcement has poor bus lane performance. This is borne out in the local experience since enforcement of the Ellerslie bus lane has ceased due to it being too short to meet the 70m enforcement, compliance has dropped from 98% to 61% in the seven months since enforcement was removed. The Ellerslie bus lane will continue to be monitored in future surveys.

Bus Lane Review

A review of the policy and implementation guidelines for bus lanes and high occupancy lanes is nearing completion and will be reported to the Board shortly. This will include Bus Lane identification and the "70 metre rule".

Parking Operations Unit

Background

The key functions of the Parking Operations Team are:

- To provide a two-way Central Control Room service, communicating with parking officers in the field, despatching officers to specific enforcement duties and areas, and despatching third party suppliers (e.g. towing companies)
- To develop and provide enforcement technology to enforcement officers. Equipment includes PDAs, printers and radio telephones.
- To provide training to Parking and Enforcement staff
- To provide an on-street design and implementation service, in response to stakeholder requests
- To provide a reporting and analysis service to the managers and leaders within the Department.

Initial effort for the first eight months post transition has been focussed on becoming fully operational. Many services had to be developed from the start, or adapted from a service provided in one of the Legacy Councils.

Recent Highlights

Listed below are some highlights of what has been achieved in the past quarter:

- Training has been successfully provided to a number of new parking officer recruits, utilising material updated from previous Councils. Twelve new officers have been warranted in the past two months.
- AT's infringement ticket stock has been amended on a very tight timeframe, following changes to the Land Transport Act 1998. All officers were trained in new resulting offense "P-codes".
- The relationship with towing companies has been managed more tightly following some failures to perform. The reliable performance of tow companies is crucial in the lead up to Rugby World Cup.
- Much effort has been put into building the relationship and service channel between Parking and Enforcement, and AT Information Technology.

Initiatives

Listed below are a number of key initiatives aimed at providing better service to the team's customers:

- *Mobile Infringement Printers:* The printers currently in use are at end of life. A "Request for Tender" process resulted in Sato New Zealand being awarded the contract for replacement printers. The printers have been ordered and are expected in June 2011.
- *New Central Control Room and Team:* A new Central Control Room is under development, in association with Project Arizona, to provide service to both parking enforcement and car park customers. New team members are being recruited now. The new team will take up to six months to fully cross train.
- *Payments Process Review:* A review is being undertaken of customer payments channels and process, in consultation with the AT Finance Team. Some payment processes lack quality at the point of payment, and exposes AT unnecessarily to negative publicity and additional cost.
- *New Parking Policy:* The Parking Design Team are consulting with others across the organisation to develop parking policy appropriate to Auckland Transport.
- *St Mary's Bay Trial:* A trial is to be undertaken in St Mary's Bay as a pilot to deal with commuters parking on residential streets in city fringe locations. The trial will be based on initiatives already implemented successfully in Sydney, Melbourne, and Wellington.
- *Single Handheld Technology:* The Department currently operates three handheld enforcement technologies. Moving onto a single technology will reduce overall management and cost.

Parking Facilities

Background

Parking Facilities manage all of AT's off street car parks, including the four CBD car parks, and on street parking (pay and display machines), including administration of long term leasing at car parks.

Highlights

- *Heart of the City Campaign:* A joint initiative by Heart of the City and Auckland Transport will see evening and weekend rates at Victoria Street and Downtown car parks drop from \$5.50 an hour to \$2.50 an hour up to a maximum of \$7.50. The new parking rates began on 13 June and will run until 24 December. These reduced rates will be supported by a considerable targeted marketing campaign by HoTC of \$300,000. The aim is to attract more shoppers and visitors to the area.

- Matitia car park on Waiheke Island has been upgraded and all leaseholders relocated from the Burial ground site. All leases are now fully subscribed.
- Training has been successfully provided to the Permits and leasing team on AT SAP Real Estate system and leases migrated from Auckland City Council Legacy system.
- ACC Pathway system for permits has been refined and improvements made in time for RWC.
- Car park asset list has been collated and potential sites for disposal have been identified
- Rebranding of the main car parks from Auckland City Council has been completed and the other locations have been audited and are under review.

Initiatives

- A legal review of bylaws has identified the opportunity to utilise new technology in the Pay & Display area sector. It essentially removes the requirement for customers to purchase and display a ticket. A trial for this customer enhancing service is being prepared for Waiheke.

Project Arizona

Background

Parking is responsible for the payment and operating equipment in the four CBD car park buildings at Downtown, Civic, Victoria Street and Karangahape Road. Following an incident of credit card fraud in 2009, it was discovered that the credit card processing software at the Automatic Payment Machines (APMs) in these car parks did not comply with the Payment Card Industry Data Security Standard (PCI-DSS), which is a required standard for any payment system that incorporates a credit card payment option. The current APMs will now only accept cash.

Additionally, the car parking equipment in use is near the end of its life and does not support the level of automation that is required for the car parks.

Project Arizona was initiated by Auckland City Council to upgrade equipment in the four CBD car parks and to meet PCI-DSS requirements.

Project Status

Through an RFP process Wilsons Technology Solutions was selected to supply Skidata equipment and systems.

Phase 1 is going live in June, beginning with the Karangahape Road car park on 13 June.

Future phases include on-line reservation functionality, and integration to allow customers to use the HOP card to pay for parking.

Scope/Features



Pay Station



Car Park equipment and software

The Skidata hardware and software is certified PCI compliant.

New features of this kit are:

- Customers can pay by credit card, EFTPOS and cash at Automatic Payment Machines
- Customers can use their credit card to enter and exit the car park, with the card being charged at exit.
- All equipment can be remotely controlled from the Central Control room.
- Coin recycling which reduces the frequency of topping up floats.
- Print barcode from home functionality in the Civic car park, which will allow more options for businesses to supply parking



“Parkwatch” control room in Melbourne

Central control room

A key part of the implementation is moving from a cashier-on-site model to a Central control room model.

Features of this model are:

- CCTV cameras for all 4 car parks will be monitored using wall screens
- When an operator answers an assistance call, the image of the person and the current transaction will come up automatically.
- All equipment can be operated remotely from the control room
- Mobile liaison staff will be out in the car parks performing routine maintenance, and assisting customers as directed by the control room.



Variable Message Signage (VMS)

External LED signs (similar to the motorway LED signs) and internal LCD signs (similar to plasma TV screens) will be installed at the entries of the car parks.

These signs will allow:

- Variable tariff and customer information to be displayed
- The display to reflect the appropriate tariff, automatically, for the time of day
- The control room to manage the content of the signs
- The ability to have other messages that may be of use to the car park customers

	<p>Way finding</p> <p>The way finding system consists of parking space sensors and indicator lights, feeding data back to an occupancy management system. This will be implemented in all but K Rd car park.</p> <p>This will assist both customers and car park operations by:</p> <ul style="list-style-type: none"> • Leading customers directly to free spaces. • Reducing the amount of traffic churn within the car park • providing detailed analysis of occupancy • Accurately reflecting availability
<p>Internet Reservation System</p>	<p>Internet Reservation System</p> <p>The on line reservation system will be interfaced to the car park system, and will allow:</p> <ul style="list-style-type: none"> • Booking and purchase over the internet • Payment in advance • Link to shows/special events with unique conditions • Allow faster processing of exits after the show (already paid)
<p>AIFS Ticket Integration</p>	<p>AIFS Ticket Integration</p> <p>Part of the project is to develop an interface to allow the use of the HOP card for parking entry and payment.</p>

Recommendation

That this report be received.

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