



• Pomona Police Department • Revenue Projections August 18, 2025



# PARKING CITATION REVENUE PROJECTIONS

## Executive Summary

Based on Pomona's recent issuance levels (11,500 citations in 2024; 5,700 citations Jan–Jun 2025) and a \$56.50 fee per citation, we project **gross citation revenue between ~\$0.81M and ~\$1.30M in Year 1**, depending on ramp-up intensity, with steady gains in Year 2 as staffing remains consistent and routes mature. These projections reflect industry-observed uplifts when moving from under-resourced, police-managed programs to professionalized private enforcement with reliable staffing and data-driven deployment. Benchmarks from comparable cities show revenue increases ranging from 50% to well over 200% after outsourcing, largely attributable to consistent coverage and expanded enforcement windows.

## Pomona baseline

- **2024 citations:** 11,500
- **Fee per citation:** \$56.50
- **2024 gross revenue baseline:** \$649,750 ( $11,500 \times \$56.50$ )

Note: 2025 YTD (Jan–Jun) is 5,700 citations. Annualized, that's ~11,400—consistent with 2024. We therefore use **11,500** as the baseline for forward projections.

## Three-year projections (gross, before dismissals/appeals/collection leakage)

### Assumptions (industry-informed):

- **Conservative:** +25% citations Year 1 (staffing consistency only), +10% Year 2 (route/beat optimization), flat Year 3.
- **Base:** +50% Year 1 (consistency + scheduling + beat design), +10% Year 2, flat Year 3.
- **Aggressive:** +100% Year 1 (adds expanded hours/coverage and strong compliance initiatives), +10% Year 2, then –5% in Year 3 as compliance improves.

## Recommendation

For budgeting, we recommend using the Base scenario for FY1–FY3, with an 80% realization planning factor for net revenue. We'll stand up a monthly dashboard to track citations per PEO, coverage hours by zone, payment rates, dismissals, and appeals so we can jointly true-up projections after Q1 and refine beats accordingly.

Scenario	Year	Projected Citations	Gross Revenue (@ \$56.50)
<b>Conservative</b>	Y1	14,375	<b>\$812,188</b>
	Y2	15,813	<b>\$893,435</b>
	Y3	15,813	<b>\$893,435</b>
<b>Base</b>	Y1	17,250	<b>\$974,625</b>
	Y2	18,975	<b>\$1,072,088</b>
	Y3	18,975	<b>\$1,072,088</b>
<b>Aggressive</b>	Y1	23,000	<b>\$1,299,500</b>
	Y2	25,300	<b>\$1,429,450</b>
	Y3	24,035	<b>\$1,357,978</b>

These are gross projections (issued × fee). Actual net depends on dismissal rates, collections performance, and amnesty/appeal outcomes. For planning, many cities assume 70–85% realization.

For example, the **Base** scenario at **80%** realization yields: **Y1 \$779,700, Y2 \$857,670, Y3 \$857,670.**

## How LAZ will deliver the uplift - Summary of Approach

- ✓ **Stable, fully staffed coverage** to eliminate gaps that historically suppress citation volume (even modest per-officer productivity gains drive material revenue increases).
- ✓ **Beat design & enforcement expansion** aligned with violation heatmaps.
- ✓ **Consistent officer productivity** with route optimization and clear KPIs (issuance rate, coverage, citation accuracy). Industry practice ties consistent enforcement to revenue stability.
- ✓ **Citations integrity & community balance:** calibrated warnings-to-citations policies during ramp-up, focusing on compliance rather than revenue as the end goal mitigating concerns seen in other jurisdictions.