

**Tow Audit Work Plan**  
**January 2019-June 2020**

| Objectives   | Actions   | Timeframe               | Status    |
|--|---|-------------------------|-----------|
| 1. Develop and enter into Contingency Plan Agreement with back-up tow operators                                      | Develop a Contingency Plan/Opt in Agreement in coordination with CAO, SJPD, and Finance to address tow refusals, potential vacated zones, and tow audit recommendation quick wins (#s 2,7,8)<br>CMO enter individual agreements with Contingency Plan tow operators   | January-July 2019       | Completed |
| 2. Develop second amendment to City-Generated Tow Services Delivery Agreements and extend Pilot Compensation Program | Draft second amendment to tow services agreements to <ul style="list-style-type: none"> <li>Extend Pilot Compensation Program</li> <li>Address Audit Recommendations 2, 6-8, and 17</li> </ul> Conduct outreach to contracted tow operators<br>Obtain Council direction for CMO to execute second amendment to agreements   | April-June 2019         | Completed |
| 3. Update Council Policy 9-8   | Draft changes to Council Policy 9-8 to align with second amendment to tow services agreements and Audit Recommendations regarding annual review of CHP rates  | May- June 2019          | Completed |
| 4. Development of new city-generated tow services delivery model and RFP   | Conduct Needs Assessment including: <ul style="list-style-type: none"> <li>Evaluate current program/make recommendations</li> <li>Evaluate Audit Recommendations and possible solutions</li> <li>Determine Assumptions and Constraints</li> <li>Software</li> </ul> Data Collection and Analysis <ul style="list-style-type: none"> <li>Evaluate Audit research</li> <li>Survey Industry, other agencies</li> <li>RFI</li> </ul> Define new tow Service Delivery Model <ul style="list-style-type: none"> <li>Determine key elements</li> <li>Identify best practices</li> <li>Identify resource needs</li> </ul> | January-October 2019    | Ongoing   |
| 5. Return to T&E to present status report of new model and RFP and obtain input/feedback                             | Draft T &E Memo and Presentation<br>Provide report to T &E Committee  | September-November 2019 | Ongoing   |

|   |  |                           |         |
|---|--|---------------------------|---------|
| 6 Develop RFP   | Determine RFP schedule<br>Draft RFP  | November-February<br>2020 | Pending |
| 7 Conduct RFP   | RFP Noticing and Submissions<br>RFP Evaluation and Interview<br>Contract drafting/negotiation/Best and Final Offer<br>Council report and consideration of Tow Service Agreements | February-July 2020        | Pending |
| 8 Develop Transition and<br>Implementation Plan to SJPD |  | July 2020                 | Pending |