



C i t y o f S e a t t l e

Parking Scofflaw Business Plan

**In Response to City Council
Statement of Legislative Intent 125-2-A-3
June 1, 2011**

Table of Contents

Introduction	1
Parking Scofflaws and Their Impact	2
The New Scofflaw Program	3
Scofflaw Program Goals and Objectives	3
Program Outline.....	4
Key Players/Roles and Responsibilities	6
Implementation Timeline	8
Anticipated Risks and Associated Mitigations	8
Public Education and Outreach Strategy	10
Training Plan.....	11
Quality Assurance Plan.....	11
Performance Metrics.....	12
Budget	12
Attachment 1: Outstanding Delinquent Citations as of May 15, 2011	14
Attachment 2: Scofflaw Program Overview	17
Attachment 3: Scofflaw Program Technology Interfaces	18
Attachment 4: Scofflaw Program Training Plan.....	20

Introduction

In adopting the 2011 budget, the City Council passed Ordinance 123447, which created a program that will allow the immobilization and impoundment of parking scofflaws' vehicles as enforcement measures intended to improve the timely payment of parking infractions.

Accompanying the legislation was a Statement of Legislative Intent (125-2-A-3), which called for a business plan to be developed by an interdepartmental team (IDT), composed of staff from the Department of Finance and Administrative Services (FAS), Seattle Municipal Court (SMC), Seattle Police Department (SPD), Seattle Department of Transportation (SDOT), City Budget Office (CBO), the Seattle Office for Civil Rights (SOCR), and the City Council.

The number of departments participating on the IDT indicates the complexity of implementing, managing and coordinating the program's many elements. With significant responsibilities spread across the judicial and executive branches of City government, it is not practical to place accountability for the program with any one department. Its success is dependent on the ongoing effective work of the IDT to initiate the program and then identify and fix problems with its implementation.

In responding to the expectations of the SLI, this plan addresses the following topics:

- goals and objectives for the parking scofflaw program
- key elements of the program's implementation
- key players in the program and their roles and responsibilities
- program's anticipated risks and associated mitigations
- public education and outreach strategy
- training plan
- quality assurance plan
- budget

At the same time as this business plan was being developed, the standard operating procedures (SOPs) that detail each step of the operation for those who will be implementing the program is being completed. The contracted boot vendor, PayLock ITP; SMC's contracted collections agency, Alliance One; and the City's contract vendors for towing services, Lincoln Towing and ABC Towing, have made major contributions to that document. While the SOPs are not included as an attachment to the business plan, they have been shared with Council staff and are available for Councilmembers to review if requested.

The scofflaw program's implementation is planned for July 5, 2011. Achieving that start date will require ongoing testing of the technology systems used in the scofflaw program, finishing the training program for all participants, and executing the public education and outreach plan. The IDT will continue its work to ensure that the plan that follows is ready to be enacted.

Parking Scofflaws and Their Impact

Parking is a key part of Seattle's transportation system. As a limited resource that is often in high demand, the City of Seattle manages on-street parking to balance competing needs (transit, customers, residents, shared vehicles); move people and goods efficiently; support business district vitality; and create livable neighborhoods. In terms of inventory, there are an estimated 500,000 parking spaces in public right-of-way, where, in 2010, about one-fifth of these spaces are regulated (i.e., paid, time, loading, permit, or other restrictions). In 2010, the City's General Fund realized approximately \$27.8 million in paid parking meter revenue and \$21.4 million in parking fines.

Without on-street parking management and enforcement, Seattle's downtown and neighborhood businesses would not experience good parking turnover and access for business customers and visitors, and residential areas would be affected by parking spillover from nearby major employment traffic generators. The Seattle Department of Transportation is responsible for policy, planning and operating the on-street parking system, and the Seattle Police Department is responsible for enforcing parking and traffic regulations. SPD issued 600,543 parking tickets in 2010 (about 90 percent of which were written by parking enforcement officers).

Currently, vehicles with four or more unpaid parking tickets that are parked illegally in public right-of-way are designated as scofflaw and, as such, subject to impound. The vehicle owner is not required to pay any of the parking tickets in order to have the vehicle released from impound. The Seattle Municipal Court, as part of adjudicating parking and other tickets, regularly reports unpaid parking tickets and associated vehicle license plates to the Washington State Department of Licensing (DOL) to place a hold on the required annual vehicle registration renewals. They are also referred to the Court's contracted collections agency for payment processing, an action that may affect the owner's credit ratings.

As of May 15, 2011, the number of vehicle license plates in scofflaw status sits at more than 34,000 vehicles, of which we believe 23,000 are eligible for immobilization. This is because a portion of these vehicles are likely no longer in operation within the greater Seattle area, or have new license plates and/or a new owner. In a practical sense, this subset of vehicles is not eligible for booting, although the financial obligation to the City and designated collection agency remains in place. The number of vehicles on the City's scofflaw list is always changing as parking tickets are regularly issued or paid in full.

As part of the response to the Statement of Legislative Intent, Attachment 1 documents the number of vehicles that have one or more unpaid parking tickets, and the related financial value of the penalties, fines, and fees owed to the City as of May 15, 2011. A break is indicated between three and four to indicate that only the vehicles with four or more parking tickets are eligible for scofflaw vehicle booting.

The New Scofflaw Program

In December 2010, the City Council passed Ordinance 123447, which increases the City's leverage against scofflaw vehicles in several significant ways, effective July 1, 2011. (Note: the program will start on July 5 as parking enforcement personnel and tow companies are kept quite busy over the July 4 holiday.) First, scofflaw vehicles may now be immobilized whether they are parked illegally or legally. Second, all parking tickets in collections must be paid to get the vehicle released. To balance these tougher rules, the City is employing "SmartBoot" devices to immobilize vehicles instead of impounding them. If, after immobilization, all scofflaw-eligible parking infractions and associated fees are not paid within 48 hours, excluding weekends, then the vehicle may be towed and impounded. After impounding, if the scofflaw-eligible parking tickets and associated fees (including tow and boot fees) are not paid in full or a time payment plan is not established with the collection agency within 15 days, then the vehicle may be auctioned, with the proceeds going to either offset or pay off the amount owed. Any proceeds remaining after the amount is paid off will be returned to the vehicle's former owner.

Scofflaw Program Goals and Objectives

Program Goals:

- Provide accountability for those with multiple parking infractions.
- Provide due process of law for those charged with scofflaw violations.
- Use City resources efficiently.
- Deter future scofflaw violations.
- Improve compliance with on-street parking regulations, including abandoned vehicle rules.
- Employ parking management and enforcement best practices.
- Provide high-quality customer service.

Program Objectives:

- Immobilize scofflaw vehicles until payment is made.
- Keep the boot fee amount as low as possible.
- Allow for prompt, easy release of the immobilization device.
- Minimize the number of defaulted parking tickets.
- Reduce the number of repeat offenders on scofflaw list.
- Reduce the number of boots and tows after first year of implementation by increasing payment compliance.

Program Objectives (continued):

- Increase public awareness of parking scofflaw program and impacts of noncompliance.
- Offer a variety of quick and easy payment options.
- Keep the number of “false positives” due to change of ownership low.
- Make process and materials available for English and non-English speakers.

Keys to Success:

- Allowing for the necessary data exchanges among the Seattle Municipal Court Information System (MCIS), PayLock Help Center, Alliance One Payment Center, Police Department Parking Enforcement Officers, the City’s private tow companies, and the Department of Finance and Administrative Services’ Treasury Services Division.
- Providing information and outreach to help people clearly understand the program, what must be done to avoid booting and what must be done when a vehicle is booted.
- Deploying dedicated parking enforcement scofflaw teams effectively.
- Using the IDT effectively to initiate the program and then identify and fix problems with its implementation.

Program Outline

Four vendors responded to the Feb. 1, 2011, request for proposal for immobilization devices. Seattle selected PayLock IPT (www.paylock.com), whose device uses self-releasing SmartBoot technology, and completed the contract award on April 11, 2011. The company is based in New Jersey and currently operates booting programs in 16 jurisdictions in the United States, including Baltimore, New Orleans, and Oakland. PayLock will partner with the City to implement and manage the booting program.

While the specifics may change slightly as the program is implemented, key program elements are identified below. For a general overview of the process, please see Attachment 2.

- **Scofflaw Notification.** Per City ordinance, once a vehicle has been placed on the scofflaw list, the Court will send a notice to the vehicle’s registered owner informing him/her of his/her scofflaw status, that he/she has approximately 30 days to pay the outstanding scofflaw-eligible parking tickets, and, if he/she does not pay in full within this time frame or set up a time payment plan, then his/her vehicle will be eligible to be booted. The City hopes this notification will provide incentive for scofflaws to comply with payment before they are booted.
- **Scofflaw List.** The Court will create and maintain a list of those vehicles that have four or more unpaid parking tickets. This list will be generated automatically in the Court’s MCIS. In order to exclude vehicles that have been sold to another owner, as well as update addresses, the Court will periodically obtain registered owner information from the appropriate state licensing agency.

- **Vehicle Identification and Booting.** The Seattle Police Department will patrol city streets with two license plate recognition (LPR) technology equipped vehicles, driven and operated by Parking Enforcement Officers (PEOs). When a scofflaw vehicle is identified, PEOs will apply a notice to the vehicle (which will include boot-removal information), and immobilize the vehicle with a boot supplied by PayLock.
- **Payment.** Once a motorist's vehicle has been booted, he/she must pay all of his/her outstanding scofflaw-eligible parking tickets, collection fees and interest on that vehicle, as well as a boot fee (to be paid to the boot vendor), before the boot can be removed. **As of July 2011, the boot fee will be \$145.** To make payment, the motorist has the following options:
 - **Pay via telephone.** PayLock's call center is open 24 hours a day, seven days a week, to accept payment of fees and fines. **Motorists can pay via phone by credit card and/or an electronic bank transfer.** PayLock's customer service representatives can patch in others to help facilitate payments.
 - **Pay in person.** Alliance One is open during business hours (8 a.m. to 4:30 p.m.) to accept payment in cash, money order or verified check, as well as to establish a time-payment plan. AllianceOne is located on the first floor of the Seattle Municipal Court.
 - **Time payment.** To provide assistance for those of limited financial means, motorists can enter into a time payment agreement with Alliance One. The terms are decided by the Municipal Court, per Ordinance 123447. The Municipal Court does require a down payment of \$200 or 10 percent of the unpaid parking infractions/fees – whichever is greater – to cover the costs of removing the boot and provide the City with a limited amount of revenue.

After the payment has been made, or time payment entered into, the vehicle will be removed from the scofflaw list.

In addition, the Court is exploring options to accommodate motorists who wish to make cash payments or establishment a time payment plan outside of the current hours of operation (8 a.m. to 4:30 p.m.).

- **Boot Release.** Once a motorist has paid his/her fees and fines or made his/her first payment on his/her time payment plan, he/she will receive a PIN code that can be used to release the boot from his/her vehicle. (SPD personnel – typically PEOs – will be dispatched to assist with the removal of the device for those unable or unwilling to release the boot themselves.) Once the device is removed, it must be returned to a drop-off location within two calendar days of release or the motorist will face additional penalties. The notice the PEOs leave on the vehicle will include the drop-off locations and hours of operation, as well as the penalties for failing to return the boot (see next bullet for details). The PayLock call center customer service representative will also explain this to the motorist before a PIN code is provided.
- **Boot Drop-Off.** There will be three drop-off areas located throughout the city. The motorist will be responsible for dropping off the boot at one of these locations. If the motorist does not return the boot within two calendar days of release, a fine of \$25 per day will be levied against the motorist. If the motorist intentionally damages or fails to

return a boot, he/she can be levied a replacement fee of \$500. The drop-off locations in the city are:

- **Park 90/5**, 730 S. Stacy St., Building “C”
Monday through Friday, 8 a.m. to 5 p.m.
 - **Southeast Neighborhood Service Center**, 3815 S. Othello St., Suite 105
Monday through Friday, 9 a.m. to 5 p.m.
Saturday, 10 a.m. to 2 p.m.
 - **University Neighborhood Service Center**, 4534 University Way N.E.
Monday through Friday, 10 a.m. to 6 p.m.
Saturday, 10 a.m. to 2 p.m.
- **Towing**. Once a boot is applied, the scofflaw is given 48 hours (excluding weekends) to pay to get the boot removed. If the boot remains on the vehicle past the allotted time, the vehicle may be towed and impounded. To retrieve the vehicle from impound, all unpaid scofflaw-eligible parking tickets, default penalties, collections fees, interest, boot fees, and applicable tow fees must be paid before the vehicle is released. If the vehicle is not removed from impound within 15 days, it can be auctioned.
 - **Disputes**. As stated on parking tickets and default notices, when an individual who is ticketed does not pay the ticket or request a hearing within the specified time frame, he/she relinquishes his/her rights to contest the ticket. While those individuals on the scofflaw list cannot request a hearing to contest their original tickets, they can contact the Court at any time throughout the process to dispute their presence on the scofflaw list. Any motorist who pays all tickets and fees on a booted vehicle can request a post-deprivation hearing to review whether the immobilization was proper. However, the booting and impound process will not stop if a hearing is set.
 - **Collections Reduction Event**. While not part of the scofflaw program, the collections reduction event is an integral part of the efforts made on behalf of compliance, especially at the beginning of the program. The collections reduction event is a Court program that reduces collections fees and interest on parking and traffic infractions during May and June of 2011. The program is designed to account for the new boot sanction surrounding unpaid scofflaw-eligible parking tickets. The program is intended to encourage people to pay tickets before the scofflaw program begins, thus avoiding the boot.

Key Players/Roles and Responsibilities

Multiple City agencies have on-street parking responsibilities: the Seattle Police Department, the Seattle Department of Transportation and the Seattle Municipal Court. The Council’s Statement of Legislative Intent mandated an interdepartmental team that includes those with parking responsibilities, as well as the Seattle Office for Civil Rights, the Department of Finance and

Administrative Services, the City Budget Office and Council staff. The responsibilities of the key players are as follows:

- **Seattle Police Department.** SPD is responsible for the enforcement of parking regulations in Seattle. SPD PEOs patrol city streets, identify those in violation of parking regulations, and issue tickets. SPD also can direct the removal of vehicles from city rights-of-way.

For the scofflaw program, the PEOs will be responsible for identifying and applying the boots. SPD staff will also be responsible for releasing the boots for people who request assistance.

- **Seattle Municipal Court.** SMC is responsible for the adjudication of parking tickets issued in Seattle. SMC magistrates preside over contested and mitigation parking infraction hearings. SMC also collects the parking infraction fines and fees. If unpaid, the parking infractions go to a collections agency with whom the Court contracts.

For the scofflaw program, the Court will create the scofflaw list, which will identify all vehicles with four or more parking infractions. In addition, the Court will administer the booting vendor contract, which includes the provision of boots to SPD, and payment and release services. SMC expects to respond to a large volume of inquiries about the program – mostly referring people to the collections agency, but also researching and correcting instances of people being on the scofflaw list in error. SMC will also handle the administrative disputes and post-deprivation hearings, as specified in the City code.

- **Department of Transportation.** SDOT is responsible for Seattle’s on-street parking policy – conducting analysis and developing parking policies that increase parking availability and maintain Seattle’s rights-of-way.

For the scofflaw program, SDOT is responsible for the education of and outreach to the public, as well as general parking management issues relevant to the program.

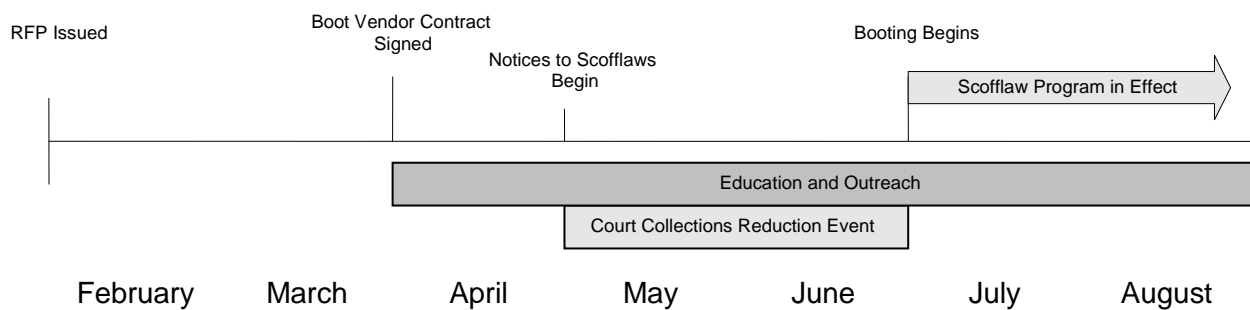
- **Department of Finance and Administrative Services.** In addition to chairing the IDT convened to address planning, implementation, public notification and education, and issues related to social-justice impacts of the program, FAS administers the City’s tow contracts. The IDT will continue to meet after implementation to address any outstanding issues related to the program and to provide quarterly reports indicating program effectiveness.

- **Boot Vendor (PayLock).** PayLock was the vendor chosen through a competitive bidding process. It will be responsible for providing the City with boots, facilitating payment and release services, and integrating data and processes with the Court’s contracted collections agency. Through its call center, PayLock will be the public interface for the vast majority of people whose vehicles are booted.

- **Collections agency (Alliance One).** The Court is responsible for collecting the parking debt owed the City. Alliance One is the Court’s collections agency and it administers the Court’s debt collection program. Because the parking debt collection responsibilities will remain with the collections agency, Alliance One and PayLock will integrate existing data and processes to support the scofflaw program.
- **Tow Companies (Lincoln Towing and ABC Towing).** The City will use its existing tow and impound contracts to tow and impound booted scofflaw vehicles at the City’s direction. The tow companies will provide data regarding scofflaw vehicles they have impounded.

Implementation Timeline

Below is a rough time line of the scofflaw implementation program slated to begin on July 5, 2011.



Anticipated Risks and Associated Mitigations

The scofflaw program is complex, involving the public, multiple City departments, and contracted vendors. While programs of this complexity inherently carry risk, the scofflaw IDT has endeavored to mitigate risks whenever possible. The following highlights some of the anticipated risks and associated mitigations.

- **Data Integrity and Integration.** The program requires the integration of data from multiple agencies. Fifteen unique data interfaces support this program and the integrity of the data must be maintained throughout the entire scofflaw program. Anticipated risks and associated mitigations include:
 - **Bought/Sold Issues on the Scofflaw List.** In Washington state, license plates remain with the vehicle once that vehicle is sold. Parking infractions are issued to vehicles, not individuals. If a vehicle sale is not properly registered with the state,

a vehicle could appear on the scofflaw list when it should not be there. Mitigation measures are:

- Make regular updates to the scofflaw list using vehicle sale information provided by the Washington State Department of Licensing, as well as other states' licensing agencies.
- Provide a lookup function the Court's website so used vehicle buyers can check license plates for a history of parking tickets.
- **Same-Day Release and Boot.** If a scofflaw vehicle is immobilized and the motorist pays for release, there is a possibility that he/she could be booted again in the same day. To mitigate this risk, the vendor will identify those vehicles that have been booted that day on the Boot View software so PEOs can refrain from booting that vehicle. Unlike the scofflaw list, the Boot View software allows for real-time updates via a web interface.
- **Integration Issues.** The scofflaw program spans many agencies and vendors, making the flow of information among information systems challenging. Proper integration and flow of information is crucial to the successful operation of the program. To mitigate these risks:
 - Provisions in the PayLock contract specify integration of data and processes with Alliance One and any other necessary parties.
 - The collections agency contract will be renegotiated to direct that Alliance One integrate its data and processes with PayLock.

For more information regarding the technology interfaces, see Attachment 3.

- **False Boots.** In addition to data-related issues that could result in a vehicle mistakenly being booted, there is a possibility that a boot may be applied in error due to misreading of a license plate or other PEO oversight. While the number of these cases are expected to be low, SPD will mitigate this risk by implementing protocols for booting, i.e., PEOs will cross-check information systems to ensure that the vehicle being booted is on the scofflaw list.
- **PEO Safety.** Tensions often become inflamed with issues surrounding parking and people's vehicles. There is a possibility of risk to the safety of the Parking Enforcement Officers. To mitigate this risk:
 - There will be two PEOs in each LPR vehicle.
 - Policies and procedures will be written with PEO safety in mind.
- **Losing a Boot Master Key.** In order for PEOs to effectively release all boots, there will be a limited number of master keys for the boots. Loss of one of these keys will cost the City \$150 per boot to replace locks. To minimize this financial risk, the number of keys will be kept to a minimum. PEO field supervisors and a limited number of PEOs who are focused on releases will have the keys in their possession.

Public Education and Outreach Strategy

The public education and outreach strategy is a group effort that is being coordinated by SDOT. The outreach strategy for the scofflaw program is essentially two-pronged:

1. **Education.** The first phase, which began in April 2011, focuses on educating people about the upcoming scofflaw program and encourages them to pay their debts before the booting begins.

Activities done to date include:

- Article on the scofflaw program in the May issue of the Seattle Housing Authority newspaper “The Voice.” Article was translated into five languages for SHA residents.
 - In partnership with Heroes for the Homeless, provided information to car campers and homeless people (Saturday, May 14). About half of those talked to said they had heard of the program from parking enforcement.
 - Shared information with staff from the following organizations during City’s general civil rights workshops:
 - Cares of Washington
 - Downtown Emergency Service Center
 - SHA Resident Council member
 - Crisis Clinic
 - Alliance for People with disAbilities
 - Workforce Development Council
 - Hopelink
 - Met with the following commissions to share information:
 - Immigrant and Refugee Commission
 - Seattle Human Rights Commission
 - On the agenda for upcoming meetings of the Seattle Commission for People with Disabilities and the Seattle King County Coalition for the Homeless.
 - On June 1, will conduct a demonstration for the press of how the boot works.
2. **Enforcement.** The second phase, to begin in June, will focus on the enforcement angle with repeated demonstrations of the booting device and warnings of impending implementation.

The public education and outreach program has and will continue to utilize a variety of media and strategies to achieve desired goals, including:

- Community meetings
- News releases

- News conference
- Articles in ethnic media outlets
- Posters displayed at City facilities and other public gathering places
- Website
- Warning cards used by PEOs
- Facebook

Training Plan

To effectively implement and operate the new scofflaw program, key staff must be properly trained. Because the program spans many departments, the training will be dealt with by the affected agencies. Six types of training will be offered:

- **General Training.** Focuses on handling questions about the program with the public.
- **Boot Application.** Focuses on how to properly apply a smart boot to a vehicle.
- **Boot Release.** Focuses on how to release the smart boot using the key lock removal system.
- **Boot View Basic.** “Boot View” is the software that will track boot applications, boot removals, and towing of booted vehicles. The Boot View basic training focuses on accessing the software for informational purposes.
- **Boot View Enforcement.** Focuses on using the software to input data once a boot is applied or released.
- **Boot View Reports.** Focuses on accessing the system for reports for management, financial, or programmatic reasons.

For specifics regarding who will receive what training, as well as the training schedule, please see Attachment 4.

Quality Assurance Plan

Proper and effective implementation of the scofflaw program will ensure public confidence regarding parking enforcement. To ensure implementation is as smooth and error-free as possible, the scofflaw IDT will institute a quality assurance process:

- **Pre-Implementation Testing.** In June, the City, Alliance One, PayLock and the tow companies will test the process by placing boots on pre-identified vehicles. This exercise will test the whole process, from booting to release or tow. Identified issues will be taken to the IDT to research and address.

- **Warning Notice.** PEOs are patrolling with LPR technology. When a scofflaw vehicle is identified, the PEOs are placing a warning notice on the vehicle notifying the motorist that the vehicle has four or more unpaid parking tickets. The notice includes contact information, giving motorists a means of clearing their names if their scofflaw status is incorrect. The Court will track notices received in error and identify why these vehicles incorrectly appeared on the scofflaw list. Issues and proposed solutions will be reviewed by the IDT.
- **Post-Implementation Issue Resolution.** Post-implementation, issues that arise will be forwarded to the IDT, which will continue to meet as needed.

Performance Metrics

The scofflaw IDT will track and review program data to gauge program effectiveness. This data will be used, in part, to make program adjustments as necessary. The IDT will provide quarterly reports regarding performance during the first year of the program, per the Council's Statement of Legislative Intent.

Budget

Implementation of the scofflaw program will in 2011 require startup costs of approximately \$275,000. These costs are for the License Plate Recognition hardware and software, PEO vehicles and equipment, and the various outreach efforts. An additional \$465,000 will be required for parking enforcement and Court staff costs for the first six months of enforcement (July to December). Ongoing staff, equipment and education costs will be \$582,000.

Revenues are projected to total nearly \$1.9 million for a net of \$1.1 million in 2011. The revenues generated from scofflaw enforcement are anticipated to start out strongly in the first few years then decline to a fairly steady state as the backlog of scofflaws declines and the public responds to the incentives created by the program. The revenue estimates are derived from three separate streams:

- **Prepayers.** With the threat of being booted, scofflaws are assumed to have a stronger incentive to pay outstanding tickets prior to being booted. In the weeks prior to the start of active booting, \$830,000 is expected from this group. This amount is expected to decrease in 2012.
- **Booted Payers.** Booted payers represent those scofflaw motorists who have been located and booted. With six months of enforcement activities, the City Budget Office projects revenues of nearly \$700,000 in 2011. This figure is expected to increase in 2012 with a full 12 months of enforcement activity. However, over time the average amount obtained with each booted vehicle is expected to decrease as scofflaws will be less likely to accumulate large numbers of unpaid tickets before being booted.

- Increased Compliance.** Increased compliance assumes that with booting as a strong incentive, motorists will be more likely to comply with parking requirements to avoid being ticketed in the first place and, for those ticketed, greater on-time payment compliance is expected. This will lead to increased paid parking and parking citation revenues. Combined, CBO expects an additional \$330,000 in revenue over six months in 2011. This figure is expected to increase in 2012 as there will be a full year for these revenues to amass.

The following table summarizes forecast revenues and expenses:

Revenues		2011	2012
	PrePAYERS	\$ 833,000	\$ 513,000
	Booted Payers	\$ 694,000	\$ 1,195,000
	Increased Meter and Citation Compliance	\$ 330,000	\$ 670,000
	Total Revenues	\$ 1,857,000	\$ 2,378,000
Expenses			
SPD	Staffing	\$ 272,000	\$ 345,000
	Equipment	\$ 192,000	\$ 20,000
SMC	Staffing	\$ 192,000	\$ 197,000
	Mailing	\$ 17,000	
SDOT	Public Education and Outreach	\$ 65,000	\$ 20,000
	Total expenses	\$ 738,000	\$ 582,000
NET		\$ 1,119,000	\$ 1,796,000

Note: These figures were calculated based on the paid parking rates in the 2011 adopted budget.

Attachment 1: Outstanding Delinquent Citations as of May 15, 2011

Number of Citations	Number of Individual Vehicles	Sum of Amount Due to City	Sum of Total Due
1	164,245	\$15,440,306.12	\$17,695,289.87
2	40,723	\$8,047,991.57	\$9,197,398.09
3	17,786	\$5,300,832.14	\$6,056,025.11
4	10,069	\$4,020,340.92	\$4,592,237.03
5	6,409	\$3,188,992.87	\$3,641,544.75
6	4,268	\$2,560,940.19	\$2,924,026.02
7	3,036	\$2,117,469.77	\$2,416,582.25
8	2,237	\$1,774,440.63	\$2,027,941.79
9	1,600	\$1,422,537.97	\$1,624,981.43
10	1,211	\$1,192,677.41	\$1,363,308.29
11	935	\$1,024,774.61	\$1,171,167.15
12	740	\$887,736.63	\$1,012,851.64
13	564	\$725,778.60	\$830,541.07
14	487	\$674,166.39	\$771,483.24
15	395	\$581,535.55	\$664,741.88
16	304	\$471,512.12	\$541,527.24
17	248	\$416,072.17	\$474,734.51
18	227	\$407,219.44	\$464,923.18
19	191	\$352,711.98	\$403,202.69
20	155	\$314,388.11	\$358,467.03
21	135	\$276,100.79	\$317,120.04
22	119	\$248,804.36	\$285,599.76
23	107	\$241,090.47	\$275,356.36
24	99	\$238,461.40	\$272,116.16
25	74	\$178,379.28	\$204,199.69
26	72	\$181,146.81	\$208,796.11
27	57	\$149,070.12	\$171,465.03
28	58	\$154,715.72	\$177,308.56
29	40	\$112,930.35	\$130,366.42
30	42	\$120,081.25	\$137,946.17
31	35	\$106,951.24	\$122,019.98
32	37	\$115,610.72	\$135,205.67
33	34	\$110,174.94	\$127,470.16

Attachment 1: Outstanding Delinquent Citations as of May 15, 2011 (Continued)

Number of Citations	Number of Individual Vehicles	Sum of Amount Due to City	Sum of Total Due
34	25	\$80,542.00	\$93,546.87
35	23	\$72,507.11	\$85,051.16
36	20	\$65,924.17	\$76,640.77
37	20	\$74,207.47	\$85,167.53
38	18	\$67,419.75	\$77,084.60
39	17	\$65,669.77	\$74,945.68
40	15	\$55,029.85	\$62,911.24
41	10	\$40,795.11	\$46,282.38
42	7	\$24,482.94	\$29,133.39
43	7	\$27,192.65	\$30,690.32
44	8	\$30,246.58	\$34,856.22
45	7	\$31,552.91	\$37,647.61
46	6	\$25,109.28	\$28,474.32
47	10	\$49,396.43	\$56,318.49
48	4	\$18,803.46	\$21,939.80
49	5	\$19,136.61	\$23,336.88
50	9	\$46,082.42	\$52,568.37
51	2	\$10,638.55	\$11,947.69
52	7	\$34,683.15	\$40,801.95
53	5	\$23,921.87	\$27,268.15
54	7	\$37,890.55	\$44,169.18
56	6	\$35,181.09	\$41,537.27
57	3	\$13,602.37	\$15,653.99
58	3	\$15,697.93	\$17,741.58
59	3	\$14,197.49	\$16,977.47
60	5	\$28,486.14	\$32,711.09
61	3	\$20,010.55	\$22,621.62
62	3	\$17,767.01	\$21,144.47
63	4	\$26,074.74	\$31,006.78
64	3	\$19,372.96	\$22,670.52
65	1	\$7,754.05	\$9,478.03
66	1	\$7,318.30	\$8,401.27
67	1	\$4,570.04	\$5,285.21
68	1	\$4,701.67	\$5,456.51

Attachment 1: Outstanding Delinquent Citations as of May 15, 2011 (Continued)

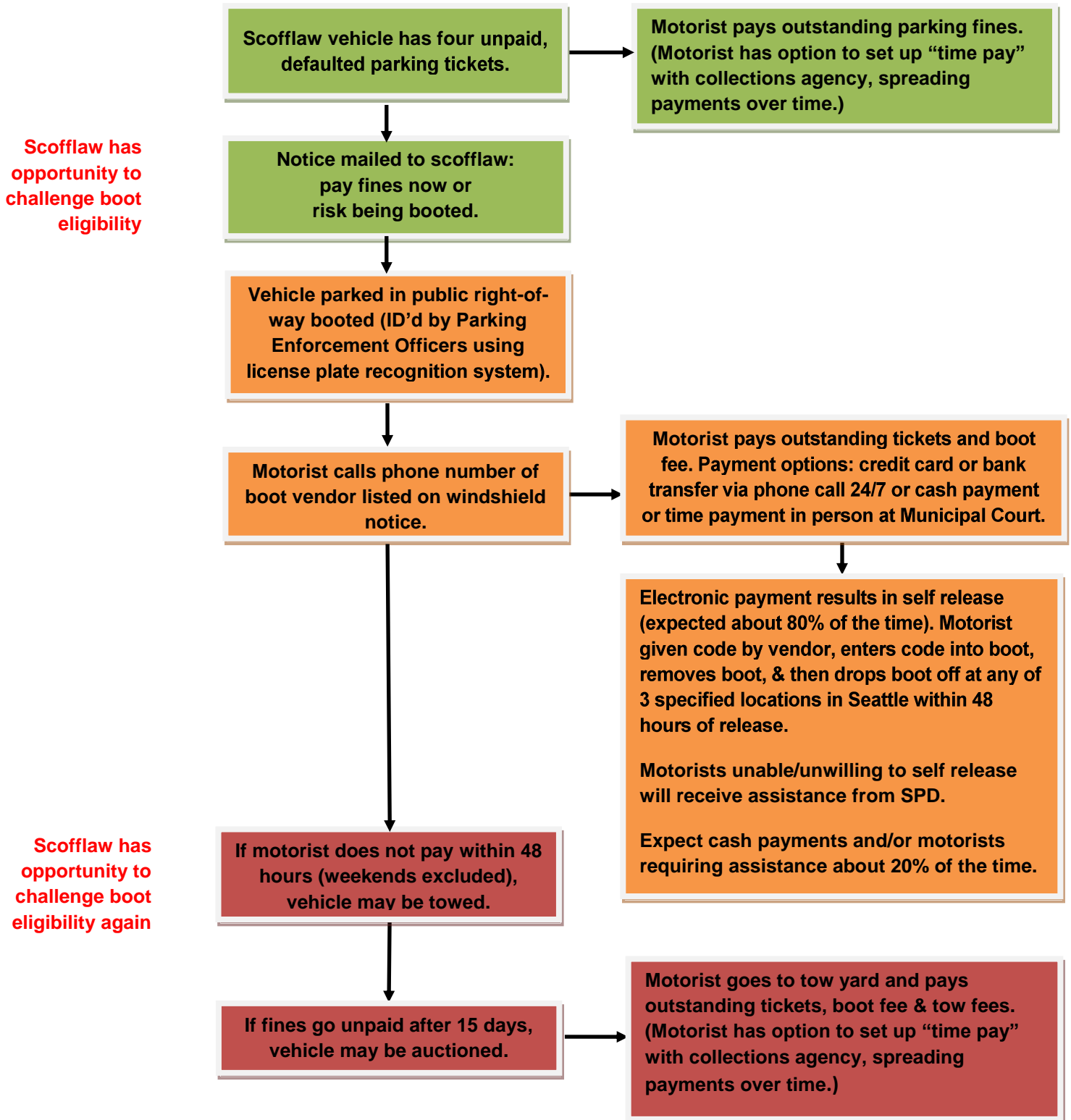
Number of Citations	Number of Individual Vehicles	Sum of Amount Due to City	Sum of Total Due
69	1	\$8,854.50	\$9,968.08
70	1	\$6,361.16	\$7,182.61
71	2	\$11,760.97	\$14,236.58
72	2	\$14,977.18	\$17,673.40
74	1	\$5,383.24	\$6,240.90
75	1	\$5,587.50	\$7,496.83
77	1	\$5,535.78	\$6,351.16
78	1	\$7,484.86	\$8,520.75
79	1	\$7,220.71	\$8,384.51
82	2	\$15,948.48	\$20,056.68
83	1	\$7,711.49	\$9,220.87
86	1	\$7,044.50	\$8,522.29
88	1	\$6,974.10	\$8,689.00
90	1	\$10,445.41	\$11,484.71
93	2	\$19,702.87	\$22,382.07
94	1	\$6,519.97	\$7,570.67
99	2	\$23,720.38	\$26,677.69
104	1	\$8,908.41	\$11,746.35
121	1	\$9,143.57	\$10,792.46
129	1	\$15,029.49	\$16,616.22
154	1	\$17,708.56	\$21,721.53
184	2	\$39,674.50	\$49,441.85
263	1	\$28,290.13	\$34,942.25
(blank)*		\$38,775.72	\$48,187.48
Grand Total**	257,037	\$54,600,673.09	\$62,483,519.72

*These items did not include identifiable license plate data.

**All outstanding debt may not be scofflaw eligible due to bought/sold and other reasons.

Attachment 2: Scofflaw Program Overview

Municipal Court's "Collections Reduction Event" in May & June 2011
intended to reduce number of scofflaws.
(Waives collection fees and interest on parking & traffic violations paid in full.)



Attachment 3: Scofflaw Program Technology Interfaces

Interface #	Name	From	To	Responsible	Description
1-A	WA DOL Vehicle Registration Update	WA DOL	MCIS	Muni Court	Updates registered owner information and title transfers.
1-B	OR DOL Vehicle Registration Update	OR DOL	MCIS	Muni Court	Updates registered owner information and title transfers.
1-C	CA DOL Vehicle Registration Update	CA DOL	MCIS	Muni Court	Updates registered owner information and title transfers.
2	MCIS Scofflaw Export	MCIS	SEAJIS	Muni Court	Populates scofflaw table used by SEAJIS to create the PayLock scofflaw file and LPR data transfer.
3	PayLock Scofflaw file	SEAJIS	PayLock	SPD	Create scofflaw flat file and places it on City SFTP server to be picked up by PayLock.
4	Alliance One Scofflaw File	SEAJIS	Alliance One	SPD	Sends scofflaw list to Alliance One
5	Scofflaw List to LPR	SEAJIS	LPR	SPD	Sends scofflaw information to LPR devices
6	Citations for Collections	MCIS	Alliance One	Muni Court	Sends citation information to Alliance One for collections
7A	Scofflaw Payment Plan Updates	Alliance One	MCIS	Alliance One	Sends payment plan information to MCIS to keep citations on a payment plan off the scofflaw list.
7B	Scofflaw Payment Plan Updates	Alliance One	MCIS	Muni Court	Receives payment plan file (6A) and updates MCIS
8	Collection Payments	Alliance One	MCIS	Alliance One / Muni Court	Sends collection payment details for MCIS

Attachment 3: Scofflaw Program Technology Interfaces (Continued)

Interface #	Name	From	To	Responsible	Description
9	PayLock Payment Notification Web Service	Alliance One	PayLock	Alliance One	To notify PayLock that something has happened to one or more of the tickets associated with the Vehicle. This will trigger a call to the Alliance One Ticket Inquiry process defined above. The most common application of this service is when a cash payment is performed in the city. PayLock can be notified that something changed and that a ticket inquiry should be performed again.
10	Alliance One Ticket Inquiry Web Service	Alliance One	PayLock	Alliance One	Provide PayLock with information about tickets and payments stored with Alliance One
11	PayLock Payment Export	PayLock	Alliance One	Alliance One	Provide Alliance One with PayLock payment information
12	PayLock Boot Transaction	PayLock	Alliance One	Alliance One	To notify Alliance One of the installation of a boot
13	PayLock Activity Export	PayLock	SEAJIS	PayLock	To provide the city with raw data that can be used to report on the activity in the program
14	MCIS Notification	MCIS	AFTS	MCIS	To print the Notification to scofflaw

Attachment 4: Scofflaw Program Training Plan

Group	Type of Training	Tentative Training Dates	Materials	Responsible Agency	Contact Person	Location
Department of Neighborhoods	<ul style="list-style-type: none"> General Program 	<ul style="list-style-type: none"> April 14 and 15 	Scofflaw FAQ	SMC	Vance Adams (DON)	NSCs
	<ul style="list-style-type: none"> Collections Suspension 	<ul style="list-style-type: none"> April 14 and 15 	Collections suspension FAQ			NSCs
Municipal Court Customer Service Representatives	<ul style="list-style-type: none"> General Program 	<ul style="list-style-type: none"> Week of April 18 	Scofflaw FAQ	SMC	Jerry Stein (SMC)	SMC
	<ul style="list-style-type: none"> Collections Suspension 	<ul style="list-style-type: none"> Week of April 18 	Collections Suspension FAQ			SMC
Municipal Court Customer Service and Magistrate Operations Managers/Supervisor	<ul style="list-style-type: none"> General Program 	<ul style="list-style-type: none"> Week of April 18 	Scofflaw FAQ	SMC	Mark Parcher	SMC
	<ul style="list-style-type: none"> Collections Suspension 	<ul style="list-style-type: none"> Week of April 18 	Collections Suspension FAQ			SMC
	<ul style="list-style-type: none"> Boot View Basic 	<ul style="list-style-type: none"> Week of June 20 	TBD			TBD
	<ul style="list-style-type: none"> Boot View Reports 	<ul style="list-style-type: none"> Week of June 20 	TBD			TBD
Customer Service Bureau	<ul style="list-style-type: none"> General Program 	<ul style="list-style-type: none"> TBD 	Scofflaw FAQ	FAS	TBD	TBD
	<ul style="list-style-type: none"> Collections Suspension 	<ul style="list-style-type: none"> TBD 	Collections Suspension FAQ			TBD

Attachment 4: Scofflaw Program Training Plan (Continued)

Group	Type of Training	Tentative Training Dates	Materials	Responsible Agency	Contact Person	Location
PEOs (Officers, Supervisors)	<ul style="list-style-type: none"> • Boot Application and Release 	<ul style="list-style-type: none"> • Week of June 20 	TBD	SPD	William Edwards	Park 90-5 Garage
	<ul style="list-style-type: none"> • Boot View Enforcement 	<ul style="list-style-type: none"> • Week of June 20^h 	TBD			Park 90-5 (SPD training room)
PEOs (Supervisors, Management)	<ul style="list-style-type: none"> • Boot View Reports 	<ul style="list-style-type: none"> • Week of June 20 	TBD	SPD	William Edwards	SMC, SPD, or Park 90-5
Alliance One	<ul style="list-style-type: none"> • Boot View Basic 	<ul style="list-style-type: none"> • Week of June 20 	TBD	SMC	Nick Zajchowski / Jon Boquist	City or A1 – doesn't matter
	<ul style="list-style-type: none"> • General Training 	<ul style="list-style-type: none"> • Week of June 20 	TBD			
Tow Companies	<ul style="list-style-type: none"> • Boot View Basic 	<ul style="list-style-type: none"> • Week of June 20 	TBD		William Edwards / Barney Hilliard	Tow Yards
Boot Return Location Representatives (DON and SPD)	<ul style="list-style-type: none"> • Boot Return Process 	<ul style="list-style-type: none"> • Week of June 20 	TBD	SPD / DON	William Edwards / Margaret Cesena	
FAS/CBO	<ul style="list-style-type: none"> • Boot View Reports 	<ul style="list-style-type: none"> • Week of June 20 	TBD	FAS / CBO	Teri Allen	SMC or SPD