

**ADMINISTRATION AND HUMAN SERVICES
STANDING COMMITTEE MINUTES
Monday, November 26, 2018**

The meeting of the Administration and Human Services Standing Committee was held on Monday, November 26, 2018, at 6:00 p.m., in the 5th Floor Conference Room of the Municipal Office Building. The following members were present: Commissioner Markley, Chairman; Commissioners Philbrook, Johnson, Bynum, and Kane. The following officials were also in attendance: Commissioner McKiernan; Gordon Criswell, Joe Connor and Melissa Sieben, Assistant County Administrators; Kathryn Devlin, Assistant Counsel; Misty Brown, Deputy Chief Counsel; Reginald Lindsey, Budget Manager; Kathleen VonAchen, Chief Financial Officer; Jeff Fisher, Executive Director of Public Works; Patrick Waters, Senior Attorney; Susan Alig, Assistant Counsel; Mike Tobin, Deputy Director of Public Works; Brandon Grover, Asset Coordination Manager for Public Works; Zachary Flanders, Planner in Planning Dept; Troy Shaw, County Engineer; Chief Michael Callahan, Fire Dept.; Mike Taylor, Public Relations Director; Rob Richardson, Director of Planning; Assistant Police Chief Waldeck; and Officer Jay Doleshal, Sergeant-at-Arms.

Chairman Markley called the meeting to order. Roll call was taken and all members were present as shown above.

Approval of standing committee minutes from September 17, 2018. **On motion of Commissioner Kane, seconded by Commissioner Johnson, the minutes were approved.** Motion carried unanimously.

Committee Agenda:

Item No. 1 – 18515... ORDINANCE: AMENDING PRIVATE ONSITE WASTEWATER SYSTEMS

Synopsis: Ordinance amending Sec. 30-225 through 30-265 of the Code of the Unified Government. The proposed change would modernize and update the Private On-Site Wastewater Systems regulations, submitted by James Bain, Legal.

James Bain, Assistant Counsel, said with me is Rahlyn Sac, he's the Division Director of Air Quality & Environmental Health, and Jim McDaniel who is an Environmental Health Specialist, and they can take you through some of the details.

Rahlyn Sac, Division Director of Air Quality & Environmental Health, said this is a pretty straight forward proposal that we are wanting to update. I've got a few bullet points that I'd just like to point out, the major changes. We're going to formalize the construction permitting process including application requirements, field data standards, and onsite inspections. We will require septic tank installers to be licensed and outline the licensing procedure that's going to increase customer service and better protect public health.

This update will align the UG code with minimum state standards that have been updated since the last revision to this code. It will allow sewage holding tanks for commercial businesses which is something the current code doesn't address. Additionally, it will modernize and specify requirements for absorption fields, lateral locations of septic tanks, capacities and a soil testing process. That's it in a nutshell.

Commissioner Philbrook said then that means that would help our properties that are north of the ridge, up towards the Missouri River, in some type of adaptive sewage control. Because us hooking up to our sewer system up there is way too expensive, then we can possibly develop those areas up there then? I know that is kind of an off the wall question for you, but the folks that have to deal with our sewers—we've had several groups of people wanting to come in and develop up north of there and none of their sewer treatment possibilities were allowed in our codes in the way we had things. That's why I ask that question. **Mr. Sac** said it would have to be looked at on a case-by-case basis, but possibly. **Commissioner Philbrook** said but it opens it up for more—**Mr. Sac** said the update does allow for some non-traditional systems in those that have a limited footprint, so yes.

Mr. Bain said one note I would make on that question if I can, in the City-Wide Master Plan that was already adopted, it calls for a minimum three acres for a septic system. This code has been one acre minimum. Traditionally it remains one acre in this proposal and updates. So, there is that bit of inconsistency, but it's a policy decision for you all. **Commissioner Philbrook** said

well, that's making an assumption that that's the only type of system you could use. I'm assuming that, I don't want to get too much down the weeds but were already there.

Real quickly, there's combinations of hydroponics along with all other kinds of ways to utilize a complete control system where none of it leaves the property of 10 acres. I'm just remembering off the top of my head, a proposal that was made to put in a place that grew their own food, and they had a certain number of departments, and they took care of all their own waste. At the time when they came with that proposal, we didn't have the leeway, as I understand it, to put that all together and address that, that's what I'm saying. You're saying that—repeat what you said again so I exactly understand it. **Mr. Bain** said I was saying in the traditional septic system, the City-Wide Master Plan that was already adopted, specifies a minimum of three acres to have a septic system. This code, the current code is one acre minimum, this updated code is one acre minimum as well, so there is that inconsistency. As I understand it, a 3-acre lot was presented to the Commission years ago and the Commission did not approve that change, and so that's why we left it. **Commissioner Philbrook** said we're still at one. **Mr. Bain** said this update is at one, but the City-Wide Master Plan that was adopted was three-acres minimal.

Commissioner Philbrook said, Rob, do you want to come forward? **Chairman Markley** said it's just a bonus that he's here for a later item. **Commissioner Philbrook** said I know, but I want to understand what they were up to.

Rob Richardson, Director of Planning, said when we approve a development plan, we use the master plan. If somebody rezones property and does a subdivision, they'll be held to the three-acre standard. That doesn't affect existing systems or the instance that you just spoke about would have been on a much larger tract so that wouldn't have come into effect.

The real concern is in places where you don't have good soil, being able to replace those because these systems do fail. You can't necessarily rebuild it in the exact same place. We been having people make sure they have at least two places on them. Since it's in the master plan it a suggested guideline. We've had people, between 2 ½ and 3 acres, in a couple situations, but generally we've done it three acres for those. I don't when an ordinance was presented, but the master plan was adopted by the Board of Commissioners in 2012 that says three acres. That's what we've been following, that's what we'll continue to follow. This just creates confusion for

the people that read the ordinance and think that they can do an acre, then they come and see me to do a subdivision, and I say no, you can't do that.

Commissioner Philbrook asked that sounds to me like we need to figure out what we really want our policy to be? **Mr. Richardson** said the master plan is the policy. This is just the code that implements that. **Commissioner Philbrook** said until we change it, if we choose to. **Mr. Richardson** said right. **Commissioner Philbrook** said that's our job. You're doing your job, I'm just trying to find out for sure what our job is. I can't tell you what to do, that would not be good, you have a boss. **Mr. Richardson** said yes you do, I mean, yes you can, I'm sorry. **Commissioner Philbrook** said I can try, but I know the answer to that.

Commissioner Philbrook said I just wanted to understand the confusion between that and so I understand the confusion in it, and so maybe that's a future conversation to get it taken care of.

Chairman Markley asked are there additional questions from the Commission or from the public. Commissioner Philbrook, are you comfortable moving forward tonight with the idea of it in the future we might need to discuss this conflict? **Commissioner Philbrook** said I do think we need to discuss the conflict because we legislate and create ordinances and policies, and it's our job to not make it as more difficult for everybody, but to make it easier for folks. Yeah, I think we need to come together to have another conversation about this.

Chairman Markley said staff can you make note of that request. That being said, if we're going to move forward on this item, I will need a motion.

Action: **Commissioner Kane made a motion, seconded by Commissioner Bynum, to approve under the condition they can come together and have another conversation about this.** Roll call was taken and there were five "Ayes," Philbrook, Johnson, Kane, Bynum, Markley.

Item No. 2 – 18516... REVISION TO HUMAN RESOURCES POLICIES

Synopsis: The Human Resources Department is submitting three Human Resource Guide Policies: Health Care Benefits, Employee Assistance Program and Flexible Spending Account

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Plans, with revisions for review and consideration for approval, submitted by Renee Ramirez, Human Resources.

Renee Ramirez, Human Resources Director, said this evening I have with me to my left Bonnie Bloesser, who's our Benefits Administrator. To my right, Brian Johnson, who is our consultant for health care and Shakeva Christian, the HR Manager. HR is presenting three policies.

The first of many revisions to the Human Resources Guide. These revisions to the HR Guide are just to comply with current practices and updates on current federal laws. The first is the Health Care Benefits Policy that we'd like to have some revisions for consideration to approve. Those are just to comply with some of the practices that we've been having. The last time we revised this policy was several years ago, so we've just made some minor modifications to that.

The second one, is the Employee Assistance Program. Again, that's just to comply with some of the practices that we've instituted on the Employee Assistance Program. Then, the last is the Flexible Spending Account. Those changes are just to comply with some of the ACA updates that have taken place.

Chairman Markley said I will note for anyone watching this meeting that those edits are available in the agenda. Because of the nature of the edits we're not going to walk through every one. I would say, I appreciate the fact that you took advantage of the opportunity to just make some edits that clear things up and shorten things up so that is appreciated as well.

Action: **Commissioner Kane made a motion, seconded by Commissioner Johnson, to approve all three sets of revisions.** Roll call was taken and there were five "Ayes," Philbrook, Johnson, Kane, Bynum, Markley.

Item No. 3 – 18518...ORDINANCE: ALCOHOLIC BEVERAGES

Synopsis: Discuss updating the City-Wide Master Plan through a series of area plans covering all of the city, submitted by Rob Richardson, Director of Planning.

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Rob Richardson, Director of Planning, said you may know that there's—while we just talked about the City-Wide Master Plan, that covers the entire city. We have not addressed in a specific way all areas of our community. As we were addressing the Northeast Area Master Plan, we realized that we were telling people—it was being stated as this is kind of a once and a life time opportunity. That's really not the right way to do planning because it puts us way beyond our CMIP, it puts us way beyond any kind of reasonable time horizon for a lot short-term actions. Zach has put together a program that will allow us to touch every part of the city, every five years, within what's currently allocated for planning purposes in our budget. I'm going to turn it over to Zach and let him present his great idea.

Zach Flanders, Planner in the Planning Department, said basically this came up as we do more and more area plans. We've done a lot of planning work since 2004ish. Before that I don't think we had updated any of our plans since about 1989. We've done a lot of this great work. I want to make sure that we're not painting ourselves into a corner as we do more and more area plans, and that we're doing in a way that it all fits together into one whole and that we can touch each part of the city. I'll get into this.

What is a Comprehensive Plan?

- Authorized by state statute
- Regulate and plan for:
 - Land use
 - Building standards
 - Public facilities
 - Transportation
 - Natural resources
 - Financial plan for public facilities and capital improvements
 - Implementation plan

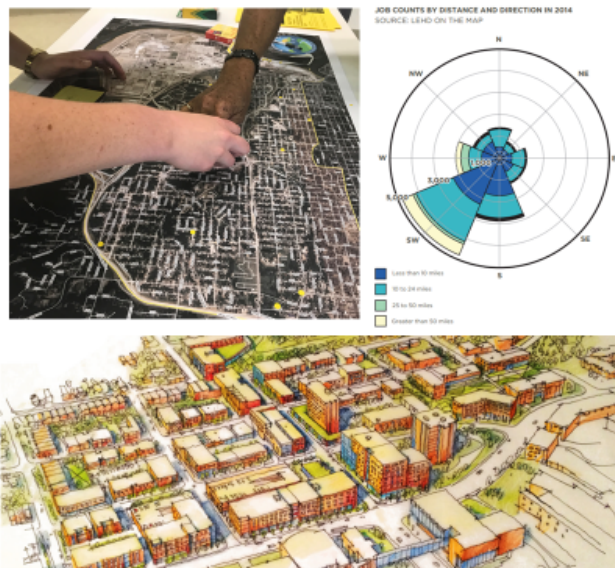
12-747. Same; comprehensive plan; contents; procedure for adoption; annual review of plan.

- (a) A city planning commission is hereby authorized to make or cause to be made a comprehensive plan for the development of such city and any unincorporated territory lying outside of the city but within the same county in which such city is located, which in the opinion of the planning commission, forms the total community of which the city is a part. The city shall notify the board of county commissioners in writing of its intent to extend the planning area into the county. A county planning commission is authorized to make or cause to be made a comprehensive plan for the coordinated development of the county, including references to planning for cities as deemed appropriate. The provisions of this subsection may be varied through interlocal agreements.
- (b) The planning commission may adopt and amend a comprehensive plan as a whole by a single resolution, or by successive resolutions, the planning commission may adopt or amend parts of the plan. Such resolution shall identify specifically any written presentations, maps, plats, charts or other materials made a part of such plan. In the preparation of such plan, the planning commission shall make or cause to be made comprehensive surveys and studies of past and present conditions and trends relating to land use, population and building intensity, public facilities, transportation and transportation facilities, economic conditions, natural resources and may include any other element deemed necessary to the comprehensive plan. Such proposed plan shall show the commission's recommendations for the development or redevelopment of the territory including:
 - (a) The general location, extent and relationship of the use of land for agriculture, residence, business, industry, recreation, education, public buildings and other community facilities, major utility facilities both public and private and any other use deemed necessary;
 - (b) population and building intensity standards and restrictions and the application of the same;
 - (c) public facilities including transportation facilities of all types whether publicly or privately owned which relate to the transportation of persons or goods;
 - (d) public improvement programming based upon a determination of relative urgency;
 - (e) the major sources and expenditure of public revenue including long range financial plans for the financing of public facilities and capital improvements, based upon a projection of the economic and fiscal activity of the community, both public and private;
 - (f) utilization and conservation of natural resources; and
 - (g) any other element deemed necessary to the proper development or redevelopment of the area

First of all, I just wanted to point out that comprehensive plan or master plan, they're interchangeable terms, really, it's authorized by our state statute. This came around in the 1920's, as zoning and planning became more popular in cities. It calls out some specific items about the plan is used for land use; building standards, public facilities, transportation, natural resources, a financial plan for public facilities and capital improvements, and implementation plans. It really is kind of comprehensive over our overarching policy document that addresses nearly everything a city does. All departments should be looking at the comprehensive plan when they're doing their work to make sure that their work complies with the comprehensive plan which is the stated policy of the city.

Why Plan?

- Align government action and decision making with the community's vision and goals.
- Establish a sound basis in fact for decisions
- Build an informed constituency and involve a broad array of interests in a discussion about the future.
- Coordinate local decision making.
- Give guidance and reduce uncertainty for landowners and developers.



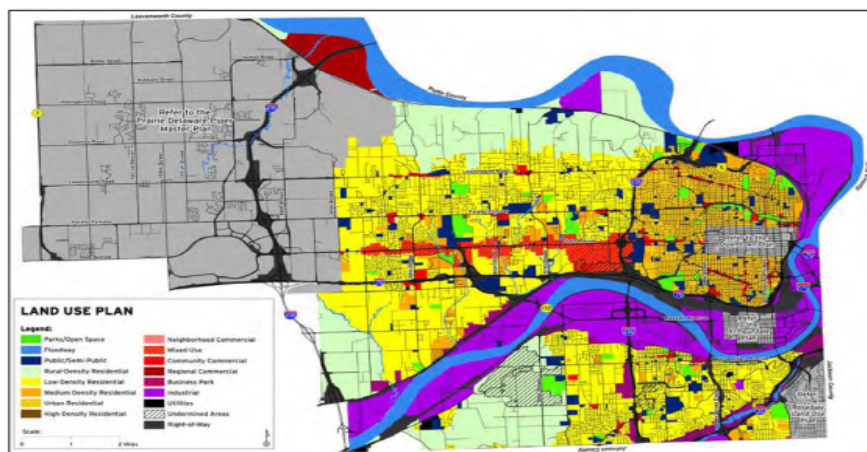
Why do it? For me, the most compelling reason is that we're all public servants. It's a chance for us to go out and talk to the community and make sure that all of our work is aligning with the communities' vision and the communities goal. It's also the one chance we have to look at the big picture and look demographic trends, trends in the economy, and real estate, and look at long-term where we're going as a city. It's a chance to build and form constituency and involve a broad ray of interest in discussion about the future. That's what we do with our Steering Committees with people who are meeting who don't normally talk to each other.

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Coordinating local decision-making with other entities like BPU or the school board, then give guidance and reduce uncertainty for landowners and developers. I really think planning can help generate economic development because it reduces uncertainty.

Existing

Existing City-Wide Land Use Plan



What we're doing now, this is our City-Wide Master Plan and I just wanted to point out that even when we did the City-Wide Master Plan we had several area plans. With the Piper Plan, this is referred to the Downtown Plan, Armourdale and Rosedale, we are just completing the

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Northeast Master Plan. Then next year we will be starting on the Central Area Plan. We're at a point now where we have really more area plans than we have City-Wide Master Plan. I want to make sure that as we continue to do area plans, I think that's the right approach, that we aren't painting ourselves in the corner.

Existing Area Master Plans



Another issue is, we have all these great plans, but they're all a little bit different in how they're organized, and I think consolidating the format and making sure that we're making them very consistent can help the usability of these plans.

Other Plans



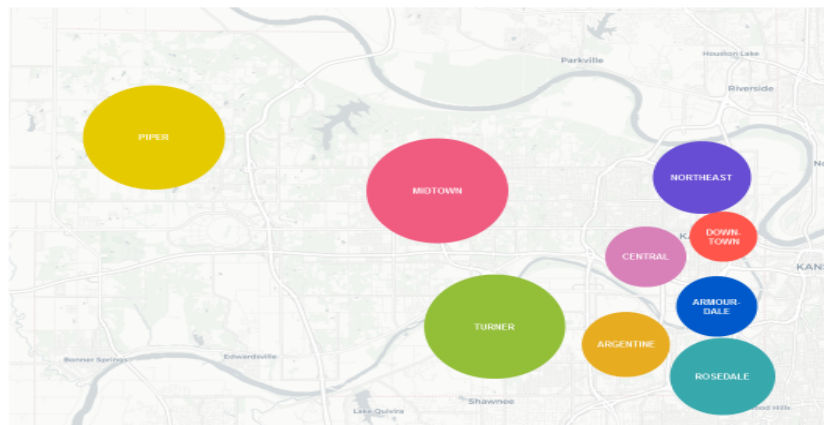
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Then, we also have other plans that either address corridors or specific issues that kind of overlaps so it's difficult to know sometimes which plan to refer to. I think that this can help clear that up as well.

Proposal

Create 9 Districts for Area Planning

- Comprehensive coverage of the city with 9 distinct area plans.
- Avoid overlapping plans.
- Ensure that every area of the city is included in an area plan.



The proposal is that we create nine districts for area planning. I've shown these as bubbles on the map here. We've done some work about thinking about where the exact boundaries are. For now, I just wanted to present this as bubbles. This will be nine areas and then a city-wide update that we would do on a rotating basis. It will allow us to touch each area every five years.

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Create Consistency Across Area Plans

- Use consistent methodology, outline, and formatting.
- Don't reinvent the wheel with each plan.



If we use a consistent methodology in outline in formatting and we're not reinventing the wheel each time, allows us to do more efficiently.

Create an Interdepartmental team

- Include representatives from across the UG including budget, public works, parks, eco devo, mapping, etc.
- Take on more ownership of the planning process, use consultants for smaller, specific tasks.

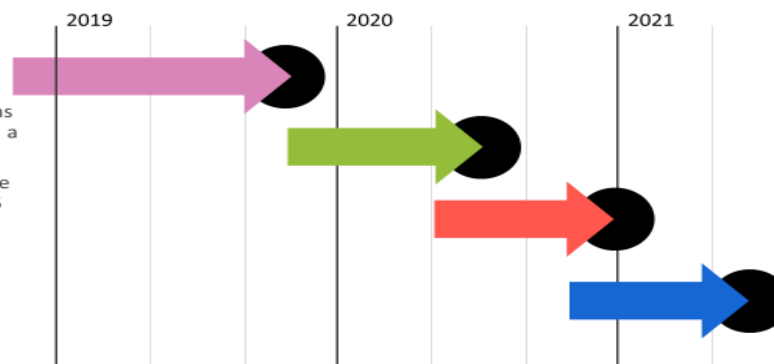


I think that we can use the staff that we have. We have a lot of talented people that work for the UG and involve more of the departments. We're already doing this with our Steering Committees, but I think we can do more of this. That will allow us to be more efficient as well.

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Complete Area Plans Faster with a More Near-Term Focus

- Consistent methodology will allow plans to be complete more efficiently and on a shorter time frame.
- Revisit each area plus conduct city-wide vision, goals, and policy update every 5 years
- Align Plans with CMIP budget
- Plans become more relevant with a shorter planning horizon.



How this could work is that, right now we're getting started in the Central Area Plan. We're anticipating that will be completed in 2019 along with the zoning code update. Then we can start doing one of these plans and kind of having them overlap a little bit so that we are starting one as we're completing the next one and getting two each year.

I think another advantage of this is that it would align with our CMIP budget. Right now, we're looking at long-term visions which we would still be doing with these plans, but we would know how much money we have in the next five years to actually implement. So, we can talk about the real things, the real steps that we're going to take in the next five years to get to the long-term vision.

Mr. Richardson said I would just add to that one point, and that's sometimes when you look at the whole master plan, you say how much is this going to cost. Some of its visionary, it's not all going to be our money, but with this type of approach we can align that to the CMIP. We can say that these are things that we're going to go make CMIP requests for in this five-year period. They may, or may not all be funded, but that's what—you'll have direct input from the community on each one of these on a rotating basis for where they want to be over five years.

Example: Kansas City, MO

- 18 Area Plans
- All area plans have been updated since 2010



Mr. Flanders said I just wanted to give a quick example of our neighbor across the river here, across the State Line. They do a similar way of doing their plans where they have 18 area plans. They've actually updated all of them. The oldest one is 2010 and they're actually redoing that one now which was the Greater Downtown Area Plan. It's very similar to what many other cities are doing including Kansas City Missouri.

Discussion

With that, I wanted to just keep it quick, but it's not a real complex proposal, just wanted to make sure we're not painting ourselves in the corner, that we're having a better organizational

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framework that has better user experience, that we don't have overlapping plans and that we align it better with our budget in the CMIP Plan.

Chairman Markley said I love this idea. I think it will create much more usable plans than the 20-year toms we use to create then throw in the corner, so I appreciate it.

Commissioner Kane said I think it's outstanding because in five years something is going to change. Then in five years there might be some other school that comes up or some other business who wants to come in and we're not prepared for it. I think it's a great idea.

Commissioner Bynum said I just want to echo Commissioner Kane, that is so true. I think we're seeing that in Piper right now, but also, I think it invites more community engagement into these processes. We can never go wrong by doing that, so I appreciate it.

Commissioner Philbrook said I want to echo both of them. I really do love the concept because we have been kind of in the path, kind of a knee jerk reaction to things and we, okay, it's time to do this again, maybe in 10 years and it's so outdated, so worthless for us to use, that it's like why did we ever do it. We hear from our constituents, at least I do, like, why do you create a master plan, you're not doing anything. You're not creating anything with it. You know, what are you going to do. Well let's see, that one was ten years old and it won't fit into what we need to do now. **Mr. Richardson** said have them call me and I can tell them what we've been doing, we keep track of that. **Commissioner Philbrook** said I'm afraid you would, but yeah, no, I understand what you're saying but, the point being, as I said, when you get more community involvement on a regular basis then they feel part of the decision, and you don't hear that as much. Thank you for doing this hard work.

Commissioner Johnson said I, of course, you know I am all for this. It creates activity, creates new thoughts every five years. The question I have though is, will it require more resources, i.e. staffing, money, etcetera? **Mr. Richardson** said we currently have money allocated in two places in the budgets. There's some in a consulting line item and there's some in the Capital

Plan. If you put those two numbers together, it's about 300,000 a year which will allow us to do the two planning processes. Zach will be the leader of those processes.

I think for the foreseeable future that amount is adequate, and we'll be able to move forward under that budget number if it continues like that and its consolidated in one budget number. The thing that we'll look at as we move forward is, would it be worthwhile to have another full-time staff member that can offset that money in a more significant way and get more bang for our buck by having somebody internally working on that.

We'll be evaluating that as we move forward, and we'll bring that to you all as we move through each year's budget. We look at how we could or should have done something differently or can do it differently in the future. Zach's been giving that a lot of thought, but as you know the Central Area Plan is scheduled in 2019. I think with this process we would be able to move the Armourdale Plan to start mid-2019 instead of waiting till 2020. Then we will—those are the two that are on the table. We will come back to you with a plan for how to get the rest of them, the specific boundaries, and those kinds of things, but that's where we would move forward from right now.

Commissioner Johnson said rough math, you'd be doing two updates per year on a rolling basis. **Mr. Richardson** said correct. A couple of them will be new. I mean, when we go to the, you know, between 635 and 435, and we go to Turner, those in Argentine really have never had any plans. Those won't be an update, those will be brand new the first time. I'm very much looking forward to getting into those parts of the community and talking to those people. **Commissioner Johnson** asked how will we look at them, also like the State Avenue Plan, the Parks Master Plan and all of the other ancillary plans that we have. How would we incorporate, or will we incorporate those? **Mr. Richardson** said we left the number at nine intentionally because we know that we will have something else we will need to update on that other. That may be a city-wide effort, it might be a sidewalk and trail plan.

The Parks Plan is kind of outside of what we do, that's in the Parks Department, we'll incorporate that. As we go through these, we will incorporate the role of importations into that so that we know that you only have to look at one document. We'll incorporate those as we move forward for the State Avenue Plan or the K-32 Plan. Those will get incorporated and updated as we move forward.

Chairman Markley said we don't have to approve it, it is for information only. I'm sure they're happy to know that we are nodding our approval. **Mr. Richardson** said that's great, so we will move forward with this and outline it in the budget. We will be back with boundary lines and proposed sequencing that'll might be, have a more interesting discussion. Thank you for your comments tonight.

Action: For information only.

Item No. 4 – 18519... COMMUNICATION: MUNICIPAL COURT FACT SHEET

Synopsis: Provide information regarding the status of Municipal Court's actions to improve outcomes for parking violation citations, submitted by Crystal Sprague, Municipal Court.

Crystal Sprague, Municipal Court Administrator, said we're here this evening to update the Commission on Municipal Courts parking citation enforcement effort. I want to thank Judge Brajkovic for accompanying me tonight. Judge Ryan is out and unable to attend and Rhonda Green, the manager from Parking Control, is with me as well. The purpose of the presentation, which will be brief, this evening is to provide information regarding the course of action that Municipal Court took to improve processing of parking citations, not only to the Commission, but also to the citizens tonight.

You each should have a prepared fact sheet. I hope that you have that for overview, but I'm going to give a little bit more context. In 2016 the court adopted a Strategic Management Plan. We shared that plan with the Commission and the Mayor in April of that year. During the internal evaluation process to get to our Strategic Management Plan it was pretty clear to us that we had some ineffective processing when it came to parking citations, both those written by police officers, uniformed officers and parking control enforcement. As context, parking citations making up about 22% of all cases filed in the Municipal Court.

The low prioritization of parking citations over several years resulted in a large amount of unprocessed tickets. When I say large amount, it was an extraordinary amount. Many areas had been seriously impacted. The four most important were identified is the years of inaction had resulted in a learned complacency, not only from our citizens and violators, but also from our staff and the people who write and process those tickets.

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We taught ourselves and the community not to take parking violations and tickets seriously. Uneven application of the courts duties to efficiently process all cases filed were seriously impacted. Not allowing ourselves to see those tickets as the same as any other ticket provided a bias on the courts perspective to say these are just parking tickets.

We had a decrease in the deposits to Parking Lot Improvement Fund. That definitely impacted what parking control could do and what the city could do to improve the neighborhood areas and parking lot availability for citizens. What I consider the most concerning of all those impacts was the unfair treatment to citizens who feed the meter, who pay their tickets on time, who follow the city ordinance by parking legally and to those who need access to that parking not only at 2900 Adams, but also at 600 Minnesota.

The effective and efficient enforcement of parking tickets was identified in our Three-Year Strategic Management Plan as goal 1.11. We got to work isolating the barriers and we looked at barriers both perceived and real, old and new. At the time of the review we had some 48,000 open parking citations and we were adding 7,000 per year to that backlog. We knew by some quick math that by the end of 2018 we would be looking at in excess of 70,000 open parking citations that did not have resolution. An additional barrier where those tickets were filed with our court without a registered owners name and with some limited information. We had tag numbers, vin numbers, possibly maybe a color of the vehicle, but no person to tie that too.

At that time we did not have appropriate staffing levels to look up each individual ticket, each individual vin, and relate that back to a registered owner. We also had some serious questions and concerns about our data conversion in 2014, which had tickets that had been fully paid recorded as unpaid in our current computer system. We had concerns about duplicate ticket entry, malfunctioning e-citation machines, and quite frankly, substandard data entry and ticket chain of command concerns.

There was the issue of age. How could we be looking at a fair resolution on cases for parking that were over four years old. It was incredibly overwhelming, but we saw it as not an impossibility and we had to make changes on several fronts over a period of 3 ½ years. We embarked on a three-year multi-stem plan that spanned between 2016 and 2019 to compensate for those barriers while addressing the issues moving forward so we did not find ourselves back

in the same situation. Some of those highlights include in 2016, we went through a thorough evaluation.

We changed our ticket entry and change of command processes. We addressed the e-ticket machines and the malfunctioning equipment that we had. By judicial order we dismissed all parking violations that were issued prior to January 1, 2014 and we removed all late fees from the remaining parking tickets, to name a few.

The second step was to clean. We had a lot of data to clean individually. We did an individual review of any case with a zero balance and any offense date prior to 2013, and in that year individually reviewed, and closed 26,000 cases one at a time. In early 2018 we moved into review and testing. We wanted to test the approach to see how long it would take us internally with our current staffing levels to research, to send notice, and to find disposition on cases. We embarked on that by notifying about 100 violators who had 10 or more active parking tickets. At the conclusion of that, found that this was not something that we had the capability of doing internally. It would take us several years to be able to go through those tickets.

We considered outsourcing. We wanted to outsource to a vendor that was a trusted vendor, worked with Legal, and identified the Collections Bureau of Kansas who is a trusted vendor who works with 88 other cities across the state. They had access to DMV records and personal locators that we did not, including historical data. They were not going to be contracted to send any information to credit reporting bureaus, but rather help us at no cost to the UG locate possible violators, notify them and collect. They also were the lowest cost agency per ticket, per individual. We did not want to impact or community anymore with late fees or considerable fees on top of the \$30 or \$35 average parking fine.

In late 2018 we moved into the collections process. August 15 is when the first set of collections letters went out. I'm sure that you guys got phone calls on August the 17th because our office certainly had an increase in telephone calls. Collections letters went out on violations dates 2014 through 2016. We continue to do a lot of cleanup and a lot of review, and a lot of customer service, but we also send out just recently public notifications in the ENews and, The Citizen will have a publication and we can post this fact sheet. At the end of this year we will have closed close to 52,000 parking tickets. Some paid, some closed for inability to enforce, all different types of manor, but every single one of those parking tickets have been looked at by my staff individually.

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In early 2019 we're going to institutionalize this change. Mainly for the 2017 and 2018 tickets that are still open, we're sending notice from the court to the defendant to let them know they have an outstanding parking violation. We've already started to identify anyone who has recently received 10 or more parking violations and sent them individual notice through certified mail. In 2019, which is our biggest change yet, we will notice the defendants or registered owner by mail within 30 days of receipt of a ticket. Those are the major changes moving forward.

Lessons learned here for us at Municipal Court has been many. One of them has been not to underestimate early public and often notice. We underestimated the number of citizens that it would touch, these letters would touch that went out, so we have learned our lesson there as well as early notice to internal stakeholder so that they might be better prepared. This had a huge impact on our 311 Department. Being able to notice them early and often so that we can be prepared. Also increase our internal customer service preparations and invest upfront so that we are sending letters to citizens, not necessarily from a vendor, but from us. Ultimately, the lesson learned here has been one that we knew from the start which was to never find ourselves in this situation again.

We did have some great positives that I'd like to sight. One has been our team customer support and service. It's really been tested over the last 2 ½ months, but my team has been wonderful, they've dealt with citizens who have called, dealt with cases, and we have moved those along. I'd also like to say I've got some early indications that behavior has been changing so as a court, both the judges and I agree, that behavior modification is our job. We want to modify compliance and we're seeing some early indications that tickets that were issued in 2018 are getting paid, or resolved I should say, not just paid, at a faster rate. Most of all, I think the positive outcome might be in a year when we look back, that we've got a quality improvement to our court as well as modified our behavior internally and externally. Then, preserve those places to park for our citizens when they come downtown to do business or to go to Slaps.

Commissioner Bynum said I don't know if it's a question, maybe you do have the answer. It strikes me as one that maybe we won't ever know the answer to, and it might be screened maybe that would need to come forward. You know what we were hearing, what alerted us to your efforts, if you will, were the people contacting us, numerous people to say, I've got a letter, I was never ever given a parking ticket. We heard that, not from two people we heard it from a lot of

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people. That to me is the mystery that I don't know that I've heard the answer to yet where are the missing parking tickets that never got placed on vehicles?

Ms. Sprague said well service is an interesting issue. It's the service of the ticket to the defendant. First let me say moving forward we shouldn't have the issue because we will be notifying them if we have not heard from them within 30 days but let me address it in a couple of ways. Legally it's not the court to decide whether or not, I say court, the Clerks Office, to decide whether or not the citizen got service. It's a slippery path for us to go down in the Clerk's Office if we start saying, oh you must not have gotten the ticket so it must be, it is more appropriate for us to get that person in front of a judge so a judge can make that decision and the city has to prove that service was delivered.

With that being said, there are a couple of things that I would note. One would be, as we are going through this case closure process, we are keeping track of how cases are brought to us so what is the citizens complaint. We're tracking that so we can reflect it back to the departments and say we've had this percent of complaints have been for no service.

The last thing that I would say was normally with a parking ticket you have a limited amount of time that the court is open to you for protest. Because we knew these tickets were old we wanted to open that timeframe up and say to any citizen who has gotten any notice, if you did not get service, please let me make a time and place for you to get in front of judge so that service issue can be addressed. **Commissioner Bynum** said I did appreciate that. I mean I appreciated very much the professional way that you and the department handled the aftermath, if you will. I sincerely appreciate that. It was just baffling because it was people who, well, they don't strike you as folks who would just shred a parking ticket, you know people who work downtown, and they know what the parking is. I'm saying downtown because those are the people I was hearing from.

Ms. Sprague said I always try to say, Commissioner, as a court clerk and to train my court clerks that we are not here to pass judgment. If we were, we'd be sitting on a different place in the courtroom. We don't get to pass judgment whether or not you are a good person or a bad person or you're not telling the truth, or you are telling the truth. I need to get you in front of the person who can help make that decision.

Judge Brandy Brajkovic said also, I'd like to add to one thing, that she doesn't always toot her own horn as far as how organized she is. One of things we were looking at, she has this extensive grid, is who was making the complaints for lack of service, what agency did they come back to. At that point in time when we looked at it, there was no pinpointing which is unusual with this service issue. The people that write parking tickets for us are KU Police, KCK Police, our Parking Control and our Sheriff's Office.

What we found is kind of across the board everybody was complaining about service issues. Well when that happens, of course, is not everybody is having service issues, but when somebody trips and falls into a good defense and it's really hard for us to identify was there an actual service issue or was there not. That was one of the issues that kind of popped up with this.

Chairman Markley said I also imagine giving the shorter timeframe going forward, it would be easier to look back and say what day were you downtown. Were there 80 miles per hour winds that day? What sort of issues might there be where when it four years old, there was no way to do that kind of research and figure out what might have happened?

Ms. Sprague said I will also say that Ms. Green and I have a meeting later this week, and one of the things that I will be presenting to her is an idea that possibly if we have increased our Parking Control Improvement Fund, maybe what the officers should be afforded is some picture ability to take pictures. If they have the ability to take pictures, then that alleviates some of that concern of that's not my car or I didn't get service. Certainly, then the court following back up and sending notice within 30 days.

Commissioner Philbrook said I'm so happy that we're looking at this in the rearview mirror now and I'm sure you are. The initial influx to myself was more of shock and dismay from the folks that called me. They were like, well I would have paid that if I knew it was there. I'm like okay, alright. My first response because they got one and I said well don't pay anything, don't do anything, let me find out what's going on because this could be a scam. That's how it came across at first, it was like whoa, what is this! I found out right away, I called several of those folks and told them, nope, it's legit. Make sure you talk to Crystal or to the court and get them taking care of, whatever you have to do. I did get good positive feedback, they were very

pleased Crystal with you. **Ms. Sprague** said thank you. **Commissioner Philbrook** said how you handle things. They thought you were very professional. Just came in and paid what they owed and are happy little campers. They just didn't like having something like that out against them.

I'm glad you did clean this up. It's very easy to find issues, but its when you go above and beyond, actually take care of them and clean them up, is really phenomenal. **Ms. Sprague** said when I say we've closed 52,000 cases, that hasn't been me. That's been my staff for the last two years who have nothing but look at parking tickets, but in all fairness when its 22% of all of our filing volume, we should be paying that much attention to them. My staff has painstaking mistakenly gone through each one of those tickets. We know better we do better. **Commissioner Philbrook** said well we know you can't do it by yourself, but you are the leader. **Mr. Sprague** said well thank you. **Commissioner Philbrook** said you're welcome.

Action: For information only.

Adjourn

Chairman Markley adjourned the meeting at 6:43 p.m.

mbb