LEAN Citations Project Report

December 21, 2010

UW Tacoma Administrative Services: Finance and Campus Safety & Security
What was the problem?

An average of 6 individuals per month came to Finance to pay parking citations before the citations were received from Campus Safety resulting in confusion, extra work for staff, and poor customer service.
A LEAN Citations Team was formed.

Sponsor: Ysabel Trinidad

Project Leaders: Jan Rutledge and Susan Wagshul-Golden (both pictured)

Team Members: Dayna Barr Jennifer Burley Laura Delval (pictured) Dale Kennedy Mia Limbrick (pictured)
Objectives for LEAN Team Meetings
Fall 2010

• Map the current citations process to understand each step and how long it takes.
• Identify opportunities to improve the process and eliminate wasted time and resources.
• All team members will understand the entire process from beginning to end, for both Safety and Finance.
• All team members will have clear, shared, documented expectations for next steps.
Major Steps in the Citation Process

1. Campus Safety officers write citations.
2. Campus Safety officers do administrative handling of citations.
3. Campus Safety officers deliver citations to Finance.
4. Finance does administrative handling of citations.
5. Finance receives payment of citations from individuals.
6. Late payment and immobilization.
Improvement Goals Identified...

• Citations will be consistently delivered to Finance in the drop box by the citing officer within 24 hours.
• Waste and duplication will be eliminated from the citation process.
Action Steps

• Consistently deliver citations on time.
• Eliminate duplicate database in Campus Safety.
• Redesign the citation form.
Consistently deliver citations on time.

- Finance and Campus Safety agreed to new communication protocols for different situations to ensure issues are clearly communicated and resolved early on.
  - What to do if there are problems, appeals, emergencies, etc.
- Delivery expectations were clearly shared with all staff.

Results: Drop in rate of customers coming to pay citations before citations are delivered from 6 per month to ZERO!!
Eliminate Duplicate Database

- Finance maintains a central database.
- Finance gave Campus Safety read access to their database.
- Officer Dale Kennedy no longer maintains the duplicate database.
- Paper copies are kept on file as back up in Campus Safety for records retention.

Results: Savings of 24 hours/year of staff time.
Old citation forms needed to be redesigned to eliminate waste and work.
Redesign citation form.

- Probable Cause Statement (PCS) put on front of citation, eliminating an extra form to print, fill out and file.
- Citation form was streamlined and simplified.
- Campus Safety SOP updated.
**New Citation Form**

- **Warning on form**
- **Appeal explained on form**
- **Enlarged note space**
- **PCS on form**

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**UNIVERSITY OF WASHINGTON, TACOMA**

**VIOLATION NOTICE**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Vehicle License</td>
<td>State</td>
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<tr>
<td>Make</td>
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<tr>
<td>Name</td>
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<thead>
<tr>
<th>VIOLATION</th>
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<tbody>
<tr>
<td>Warning</td>
<td>$0</td>
<td>Parking in space area not designated for parking</td>
<td>$30</td>
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<td></td>
<td></td>
<td>(WAC 478:168-60-050)</td>
<td></td>
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<tr>
<td>Obstructing pedestrian</td>
<td>$30</td>
<td>Parking out of assigned area</td>
<td>$10</td>
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<tr>
<td>movements</td>
<td></td>
<td>(WAC 478:168-60-050)</td>
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<tr>
<td>Unauthorized use of university issued permit</td>
<td>$5</td>
<td>Parking with no valid permit displayed</td>
<td>$25</td>
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<tr>
<td>(WAC 478:168-60-050)</td>
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<td>(WAC 478:168-60-050)</td>
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<tr>
<td>Permit not registered to this vehicle</td>
<td>$5</td>
<td>Parking over posted time</td>
<td>$25</td>
</tr>
<tr>
<td>(WAC 478:168-60-050)</td>
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<td>(WAC 478:168-60-050)</td>
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<tr>
<td>Occupying more than one stall or space</td>
<td>$10</td>
<td>Parking in space designated for disability of a vehicle</td>
<td>$50</td>
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<tr>
<td>with no designated parking area</td>
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**NOTES:**

- I certify or declare under penalty of perjury under the laws of the State of Washington that I have reasonable grounds to believe and do believe that the above vehicle was in violation of the above citation and at the time the information on both sides of this notice is true.

Issuer’s Signature:  

License Number:

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**IMPORTANT-READ CAREFULLY**

This is a violation notice of the University of Washington, Tacoma Parking Regulations. It is informational in nature and not enforceable by RCW 47.05.020.

Fines must be paid within 20 calendar days from the notice date, postmarks accepted.

**Make check or money orders payable to:**

University of Washington

**Mail Payments to:**

University of Washington, Tacoma.
Cashier’s Office, Campus Box # 358433
1900 Commerce Street
Tacoma, WA 98402-3100

Please attach this notice to the check or money order. DO NOT MAIL CASH. To ensure proper credit, please include the ticket number and vehicle license number on your check or money order.

You may also pay tickets in person at the Cashier’s office, MAT 354 (Closed Sat., Sun. and holidays) or over the phone using a Visa or MasterCard by calling (253) 692-4669. For your convenience a payment drop box is available during periods when the office is closed.

**To Appeal this citation:**

You may appeal this citation in one of the following ways:

- Online, by electronic submission via the link noted below. It’s free, easy and available 24/7: [http://www.tacoma.washington.edu/cashier/parking/citationappeal.cfm](http://www.tacoma.washington.edu/cashier/parking/citationappeal.cfm)
- Mail, by downloading a hardcopy and sending the form to the Cashier’s Office (Address above).
- In-person, at the Cashier’s office window or via the payment drop box, by hand delivering the form to MAT 354. (Appeal forms are also available for pick-up outside the Cashier’s Office).

Please visit the web address below to view detailed parking citation information: [http://www.tacoma.washington.edu/cashier/documents/parking_citation_payment_instructions.pdf](http://www.tacoma.washington.edu/cashier/documents/parking_citation_payment_instructions.pdf)

**Penalties for Failure to Respond:**

- Failure to pay or file an appeal within 20 days: $10 LATE FEE will be added.
- Failure to respond in one of the required methods may result in the impoundment of your vehicle at your expense or assignment to a collection agency.

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Instructions are on the back of this sheet.
Results of redesigned Citation Form.

Saved 30 hours of Safety staff time/year in filling out and processing extra forms. Save $115/year in printing extra forms. More consistent enforcement. Clean, simple easy to understand form.
Long-term Projects

• Finance and Campus Safety will research and request a more appropriate parking fee rate structure.

• Finance and Campus Safety are assessing the feasibility of buying electronic citation monitoring equipment to further save staff time and create efficiencies.
Improvements Recap

Saved staff time = 54 hours per year = $1,561/year
Saved printing costs = $115 per year
   Total value of improvements = $1,676/year
Greatly improved customer service experience = Priceless!

Questions or Comments?