



Parking Ticket Appeal Process

Parking and Transportation

Over the past year, Parking and Transportation has expanded its staff to enforce parking regulations and increase fines for violations. As a result, they expect the number of parking ticket appeals to double next year. However, the current appeal process has not kept pace with the university's growth or customers' growing expectations for fast service, and it lacks the capacity to handle an increase. To address this, Parking and Transportation has launched an improvement project to:

- Reduce process time
- Establish a fair, equitable process
- Ensure sustainability of the process

Summary of Current State

Parking ticket recipients can appeal online via the Parking Portal by entering their citation number and submitting supporting documents. A faculty-chaired volunteer committee reviews each appeal. The chair compiles 15 appeals into a docket, gathers additional documentation, and distributes it to the committee. After collecting their decisions, the chair enters them into the Flex system, which emails the decision to the appellant. As volunteers, the committee handles appeals as promptly as possible, balancing their volunteer commitments with their primary job duties.

Project Team

Sponsors: Brian Favela, Director of Parking and Transportation
Patton Byars, Student Body President

Team Lead: Amy Hebert, Parking and Transportation

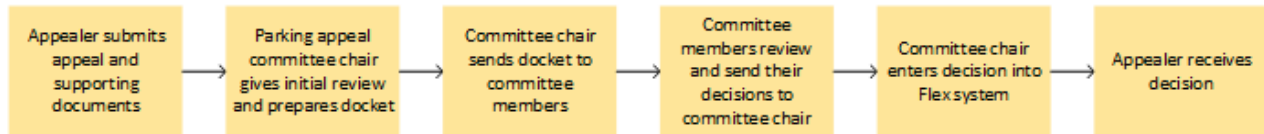
Members: Cameron Caulk, student
Megan Colascione, Access and Opportunity, Staff Senate
Tiffany Harden, Parking and Transportation
Bobbie Keitt, Parking and Transportation

Facilitator: Maegan Gudridge, Office of Organizational Excellence

PROJECT PHASE 1: DISCOVERY

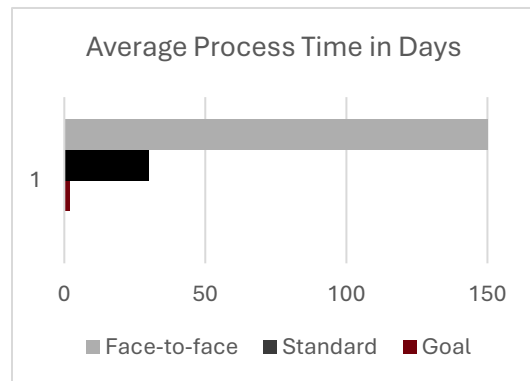
The project team analyzed the current parking ticket appeal process to gain a deeper understanding of practices and potential opportunities. The team reviewed data, identified inefficiencies, and pinpointed areas for improvement.

High-Level Current State Process Map



Key Data Points

- **2,071 appeals** were submitted in FY 24
- **5 faculty and staff members** comprise the volunteer appeals committee (one student is also on the committee but is not a regular contributor) and review each appeal
- The total start-to-finish process time **averages 30 days for standard appeals and up to 150 days for face-to-face appeals**



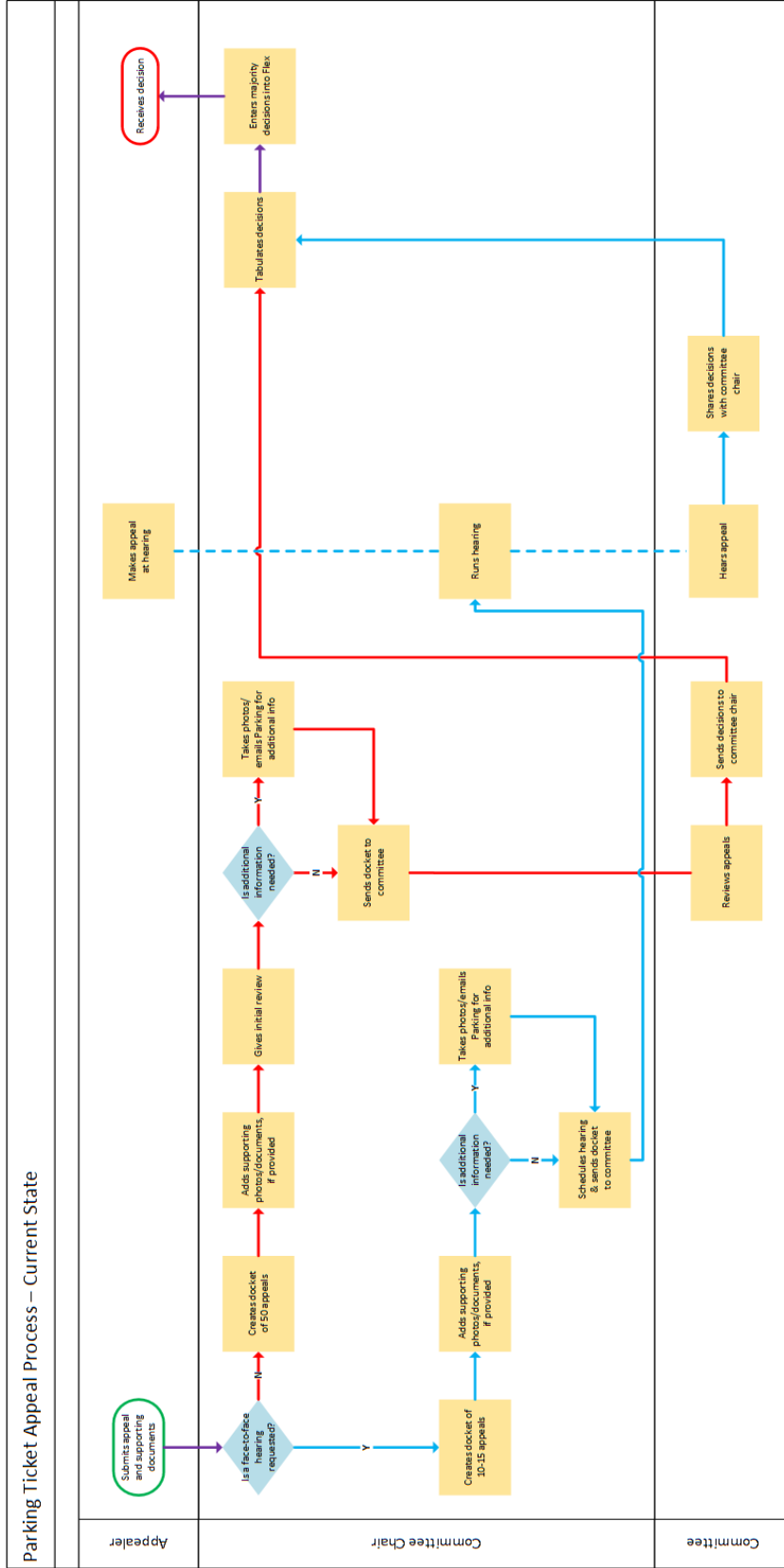
Estimated Time to Review Appeals in FY 2024			
Chair	Creates docket	6-8 min. per appeal	4-6 hours per week*
Chair	Reviews appeals and submits decisions	6-8 min. per appeal	4-6 hours per week*
Chair	Compiles and enters decisions with explanations	4-6 min. per appeal	4 hours per week*
Members (x4)	Review cases and submit decisions	6-8 min. per appeal	4-6 hours per week*
	Total	40-54 min. per case	28-40 hours per week*

*Based on 48 work weeks per year, 2,071 appeals in FY24

Process Mapping

The project team reviewed the current-state process map, which marks each step from start (appealer submits appeal and supporting documents) to finish (appealer receives decision). The team used the map, coupled with the data, to identify inefficiencies and areas for improvement.

Current-State Process Map



PROJECT PHASE 2: POSSIBILITY

The project team explored and evaluated potential solutions to address inefficiencies in the current state. They made several early decisions that informed their work:

- **Reviewing appeals should be a job duty.** The team agreed that bringing the appeals review into Parking and Transportation, where it could be performed within work hours by paid staff (including students), would be necessary to achieve the project goals. They emphasized, however, that the reviewers should not be among the employees who issue citations.
- **Clear documentation is needed.** The team stated that documenting and sharing the guidelines and process details would make the process less dependent on one person and therefore more sustainable in the long term.
- **Face-to-face appeals are unnecessary.** They decided to eliminate face-to-face appeals and to change or remove other current practices that add unnecessary time or effort without adding value.

PROJECT PHASE 3: ACTION PLANNING

The project team identified the following additional improvement actions:

Transition from volunteer committee to existing-staff model

Lead: Amy Hebert

Timeframe: In progress

- Define roles and responsibilities
- Identify and inform selected staff
- Update position descriptions
- Examine role of Student Action Team members
- Design and deliver training
- Close out University Parking Appeals Committee

Streamline appeal reviews

Lead: Amy Hebert

Timeframe: In progress

- ✓ Remove face-to-face option from appeal form
- Have first reviewer enter decisions on clear cases; pass more difficult ones to second reviewer
- Provide all reviewers Flex system permissions needed to review appeals and enter decisions

Develop process documentation

Lead: Amy Hebert

Timeframe: In progress

- Finalize review guidelines
- Develop standardized response templates
- Map detailed workflow

Update appeal form

Lead: Amy Hebert

Timeframe: Complete

- ✓ Revise questions to match reviewer needs
- ✓ Add a description of supporting documentation examples
- ✓ Ensure language is clear and simple (avoid lingo)

Evaluate for continuous improvement

Lead: Amy Hebert

Timeframe: Spring/Summer 2025

- Establish review measures/metrics
- Determine review schedule
- Implement improvements
- Document results

Projected Impact

The project team designed a more efficient parking ticket appeals process that dramatically reduces the time to decision while also achieving their goals of fairness, equity, and sustainability.

	Before	After
Process steps	10-11	5-6
Process time (start to finish)	30-150 days	2-5 days
Review time	40-54 minutes per case	5-10 minutes per case
Reviewers	5	2

In FY24, the process required five people to spend 40-54 minutes on each case (2,071 total). As a result of this plan, the process will require only two people to spend 5-10 minutes on each case, an approximate 85% savings in time that will more than allow for the increased number of appeals expected this year, as well as future growth.

Future-State Process Map

