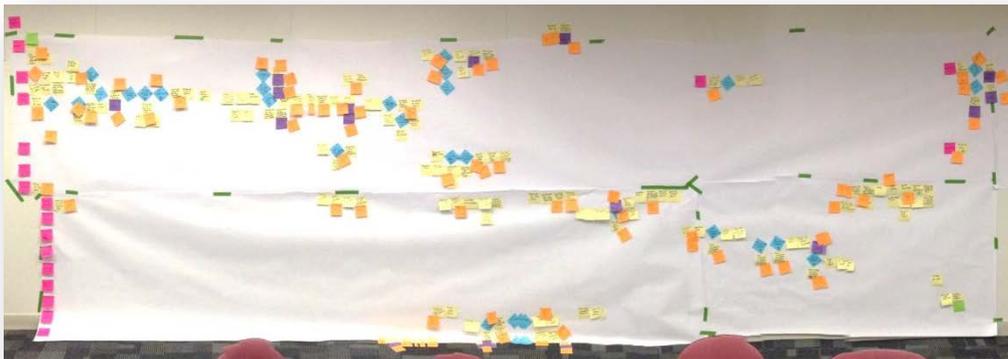


Lean Ohio Kaizen Event Fact Sheet

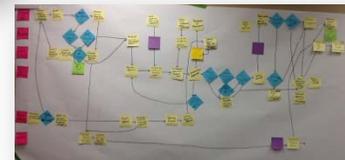
Issue: Design an appellant/apellee focused, efficient, and simplified tax appeal request process for Ohio taxpayers.

Department	Changes to Process	Metrics	As a Result
Ohio Board of Tax Appeals Decision Writing Process July 15-19, 2013	<ul style="list-style-type: none"> Reduction of steps from 170 to 45 steps: a 73 percent reduction. Reduced decision points from 28 to 8: a 71 percent reduction. Eliminated 75 points of identified waste in the process. 	<ul style="list-style-type: none"> The tax appeal decision writing process time was reduced from an average of 540 days to an average of 295 days. Projected annual savings of approximately \$30,000 in direct office costs. 	Ohio taxpayers will obtain critical tax appeal decisions with less travel, fewer steps, and an average of 245 days faster.

Major Improvement	HOW it was accomplished
Improved docketing process.	Moved the docketing tasks to the beginning of the process and combined similar duties.
Created a customized fast lane approach for appeals customers.	Customers can now file a notice of appeals through an online web portal and opt-in to a small claims process for quicker decisions.
Implemented a new self-serve case management system.	New self-serve system allows for all parties to access information faster and be more informed in the appeal decision process.



Current State Map



Future State Map

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