



**Ohio**

**Board of Tax Appeals**

Kaizen Event Report Out

**Decision Writing Process**

July 15-19, 2013

# WE RESOLVE APPEALS!



# THE TEAM: WE RESOLVE APPEALS!

- AJ Groeber
- Brad Arnold
- Diane Guiler
- Jim Williamson
- Therese Schumacher
- Doug Palm
- Carrie Young
- Debbie Patterson
- Christine Brothag
- Marge Brewer (Taxation)
- Paul Staley (ODOT)
- Marina King (Taxation)
- Kim Mowry (DODD)



# STAKEHOLDERS

- Taxpayers
- Customers
  - Frequent Filers (Counsel)
  - Tax Compliance Services, etc.
  - Boards of Revision (including City Auditors)
  - Boards of Education
  - Legislators
  - OSBA, Chamber of Commerce, etc.



## BACKGROUND

The Board of Tax Appeals navigate and physically manage a mountain of paperwork and cumbersome IT systems – as well as ever-moving hearing dates to get people to either resolve their appeals, or come in for hearings as quickly as possible. We then process another mountain of paperwork writing decisions that must be similarly routed through the office, and then back to the public.



## SCOPE OF EVENT

- **First Step:** An appellant submits a Notice of Appeal with the Board of Tax Appeals
- **Last Step:** Decision is determined and drafted, review and approval by Board Members



Effective & efficient seamless introduction of  
HB 138 requirements



More effective stratification of appeal types  
for better planning & resource management



Efficient management of paper-laden process  
to schedule/hear cases & write decisions

**TEAM GOALS**



# OUT OF SCOPE

**The basis for transformation is improving the process with...**

- No additional staff
- No additional money
- No IT solutions until the process is improved
- No changes to laws or labor contracts
- No one loses their job because of the Kaizen event, although duties may be modified

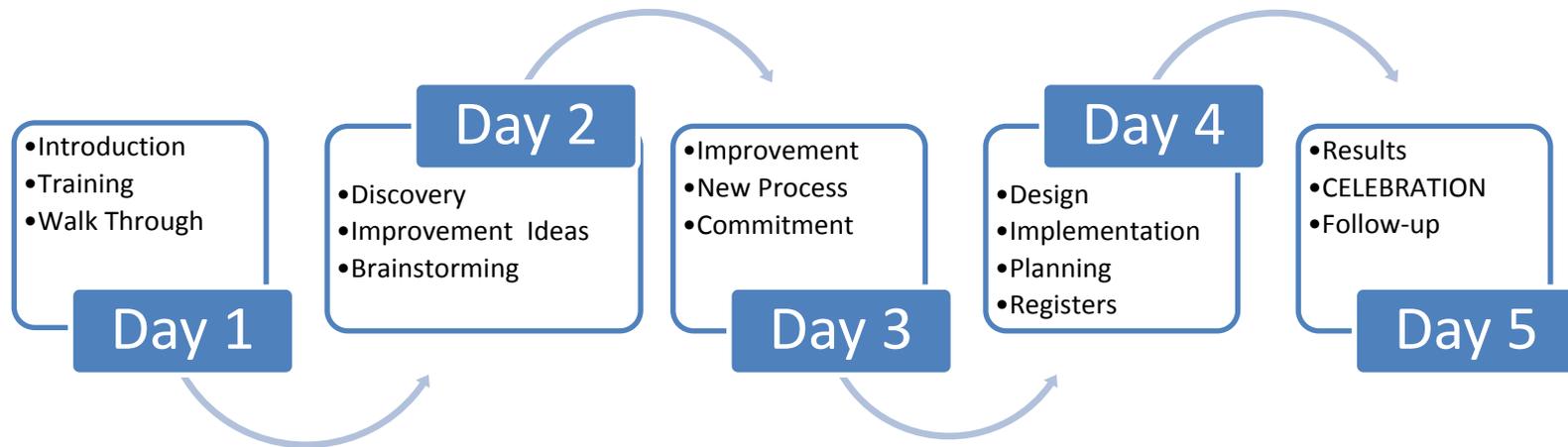


# TO BREAK FOR THE BETTER

- Customer focused
- Work level team
- Tight focus on time (one week)
- Quick and simple, action first
- Necessary resources available right away
- Immediate results (new process functioning by end of week)



# THE KAIZEN APPROACH



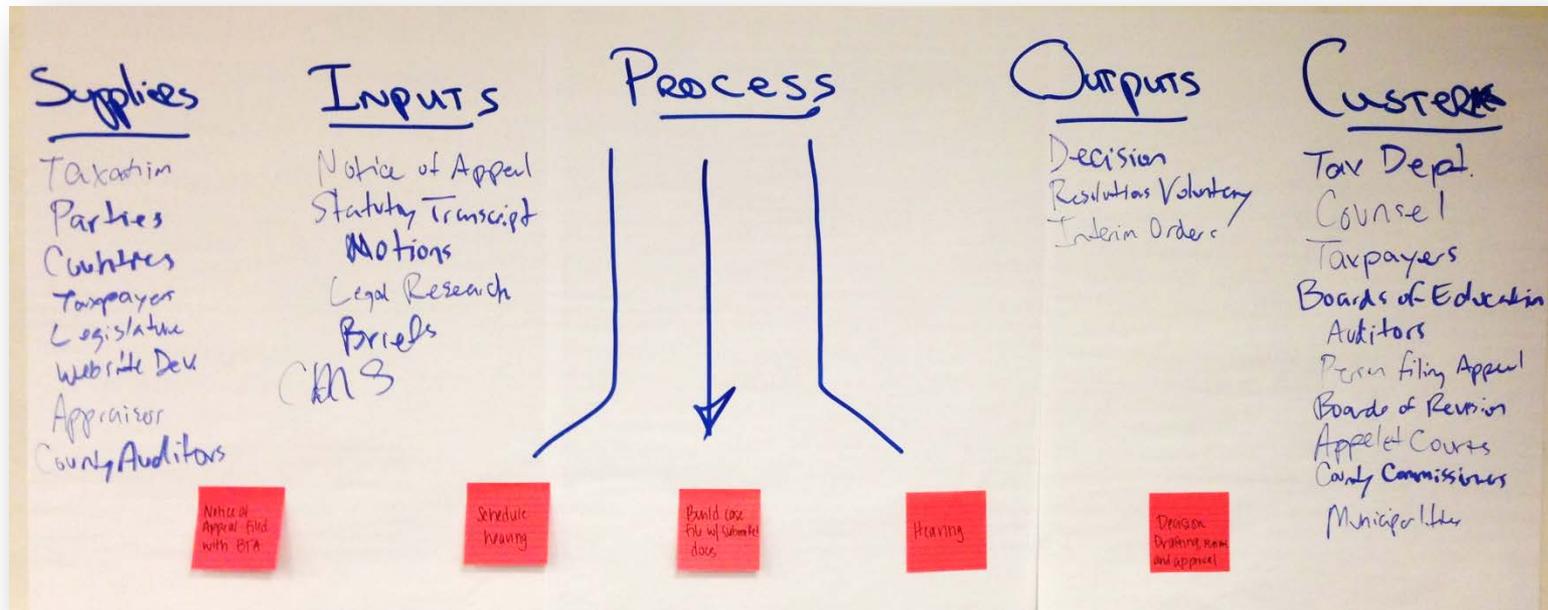
# BASELINE DATA

- Number of Customers:
  - 6,409 active appeals (7/1/13)
    - 526 Tax Commissioner Cases (Tax Comm)
    - 5,883 Real Property Value (RPV)
- Number of Incoming Items:
  - 5,294 new appeals in last 12 months
- Backlog
  - 1,235
- Number of Completed Items:
  - 7,682 cases decided in last 12 months
    - 636 Tax Comm Cases
    - 7,046 RPV
- Scheduling Stats:
  - Pro Se NOAs filed 6/10/13: Scheduled for 10/9/13

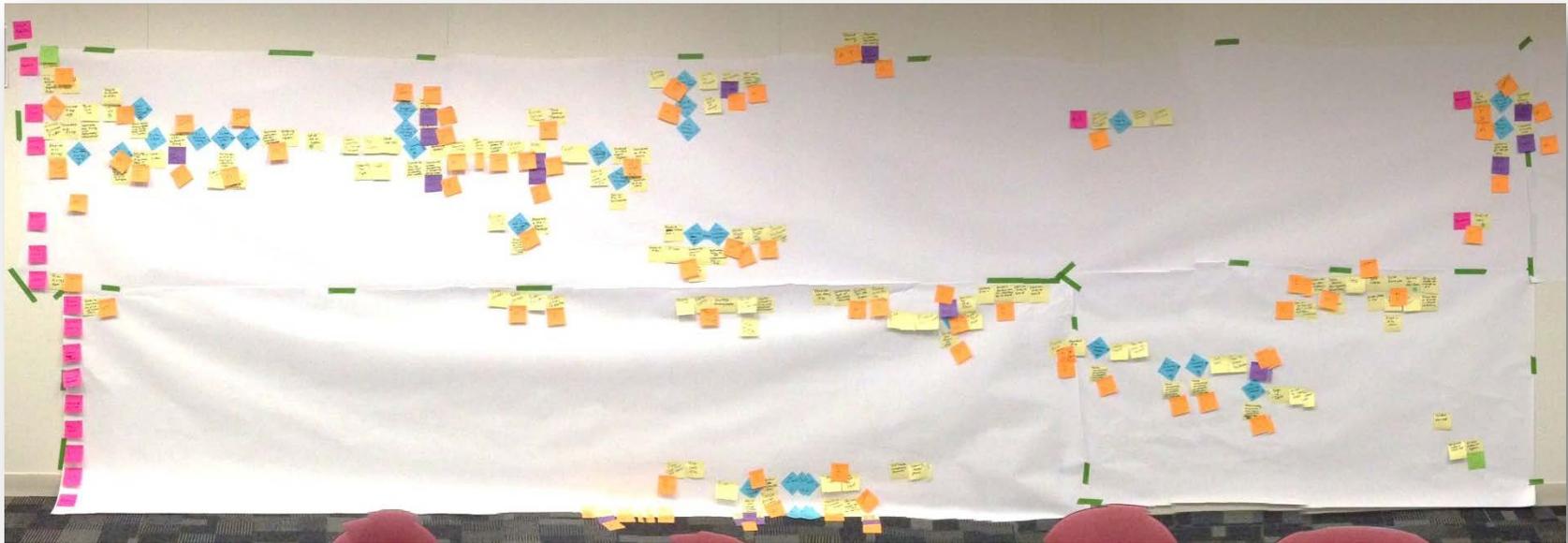


# HIGH LEVEL PROCESS - SIPOC

Suppliers   Inputs   Process   Outputs   Customers



# CURRENT STATE

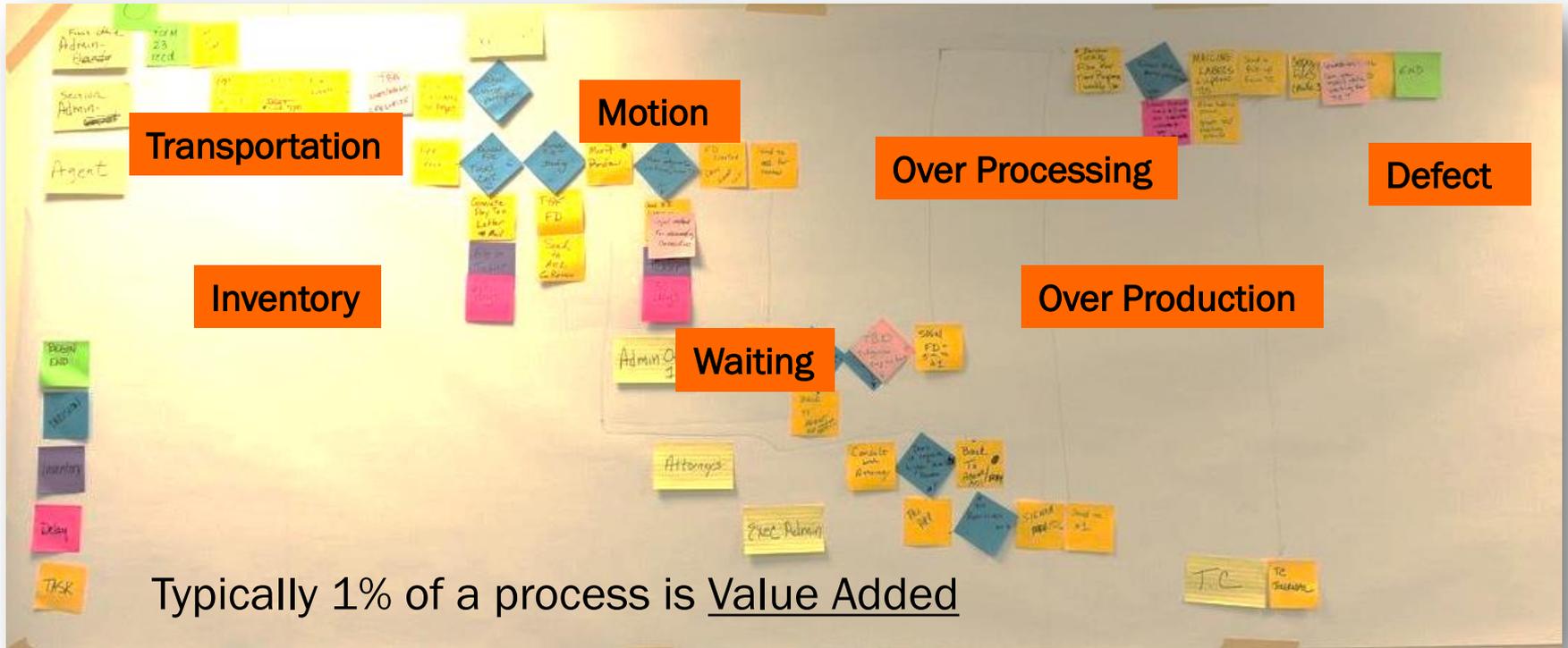


# THE ORIGINAL PROCESSES HAD

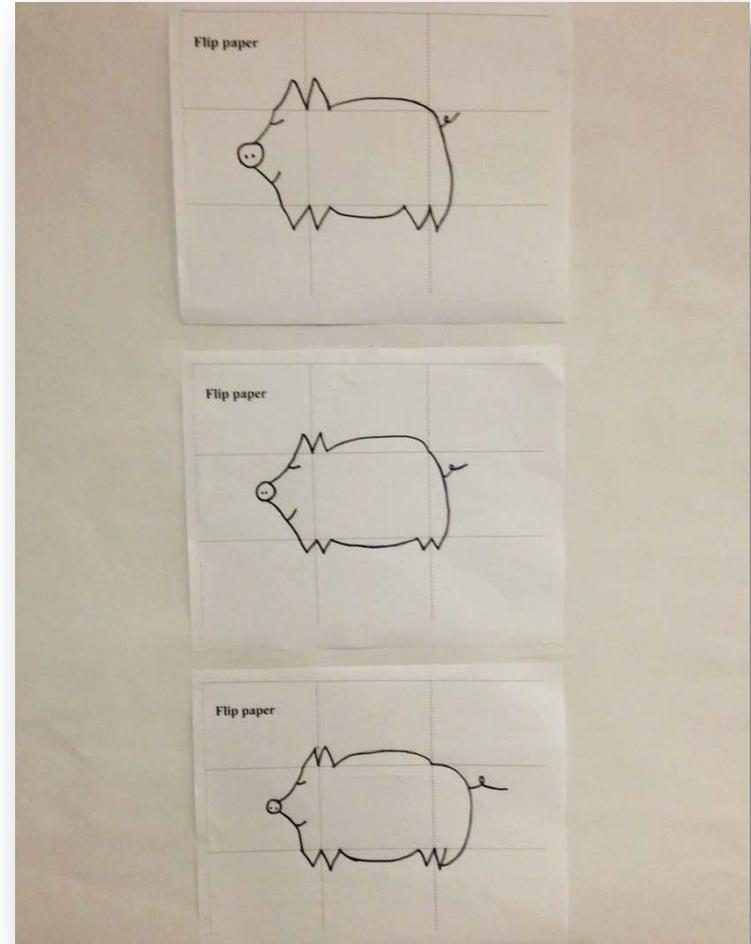
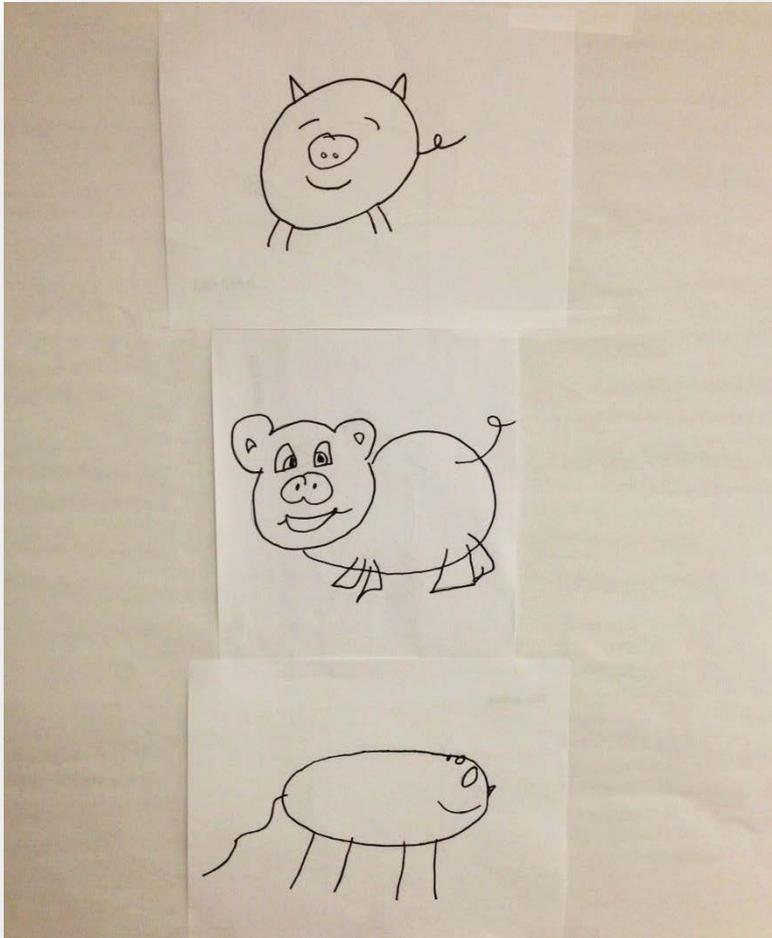
- Too Many Decisions
- Too Many Handoffs
- Too Many Loop Backs
- TIMWOOD



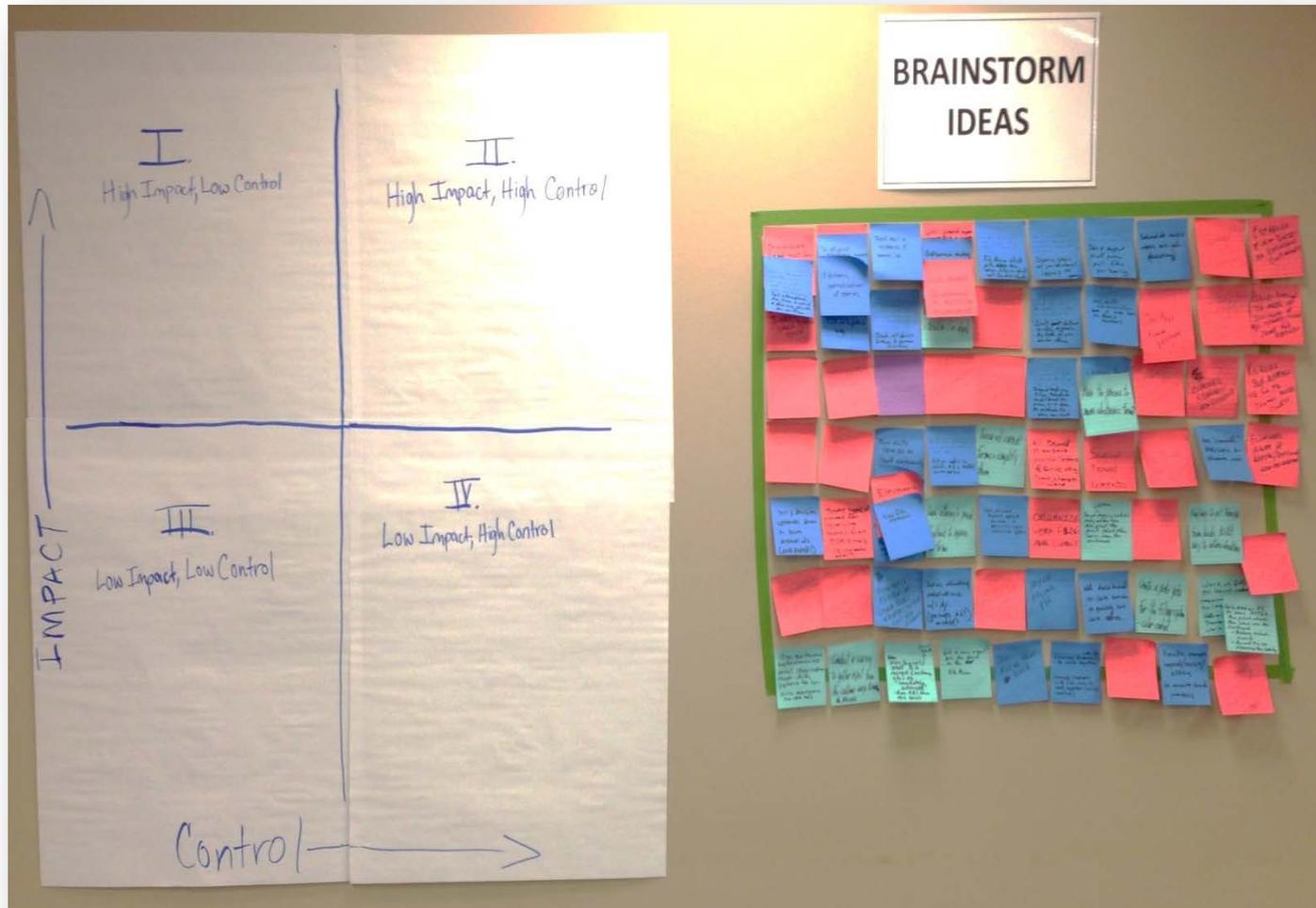
# TIMWOOD



# STANDARDIZATION

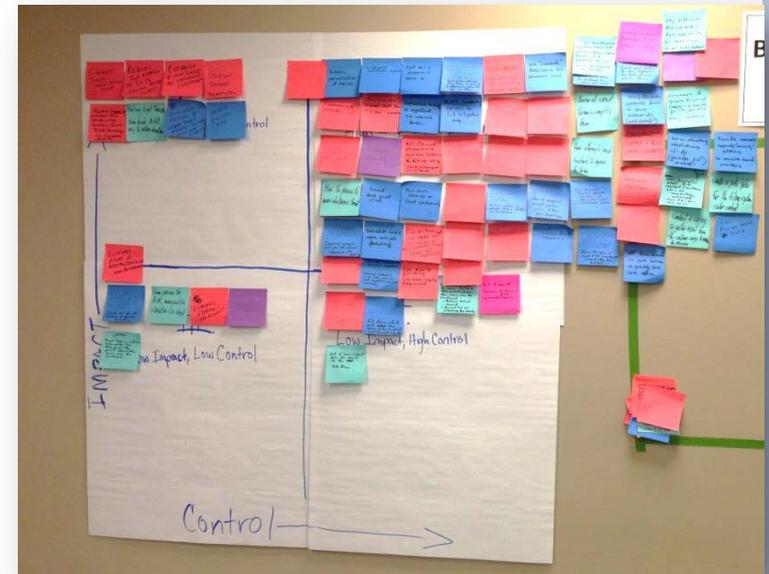


# BRAINSTORM – 85 IDEAS!

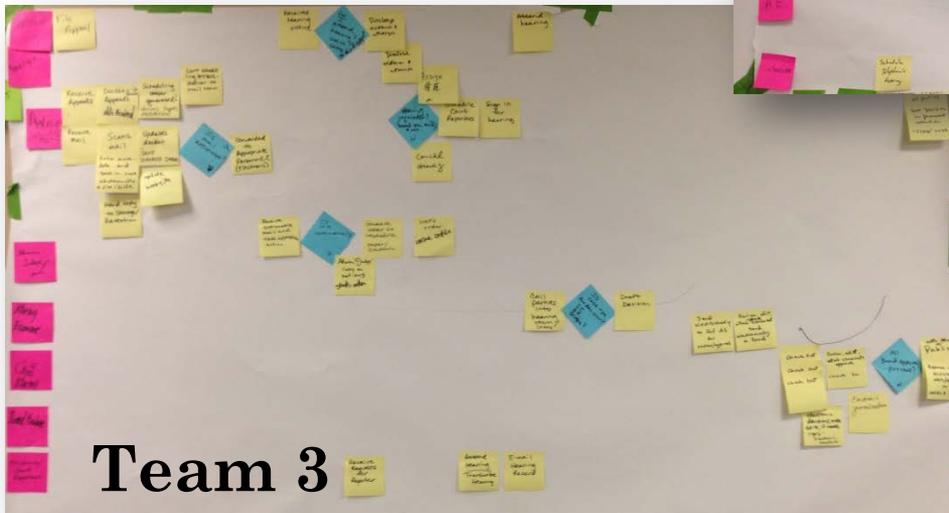
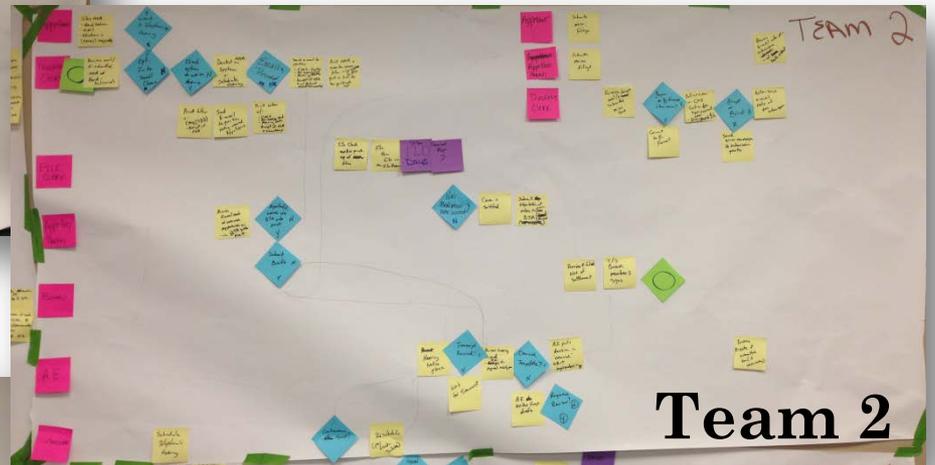
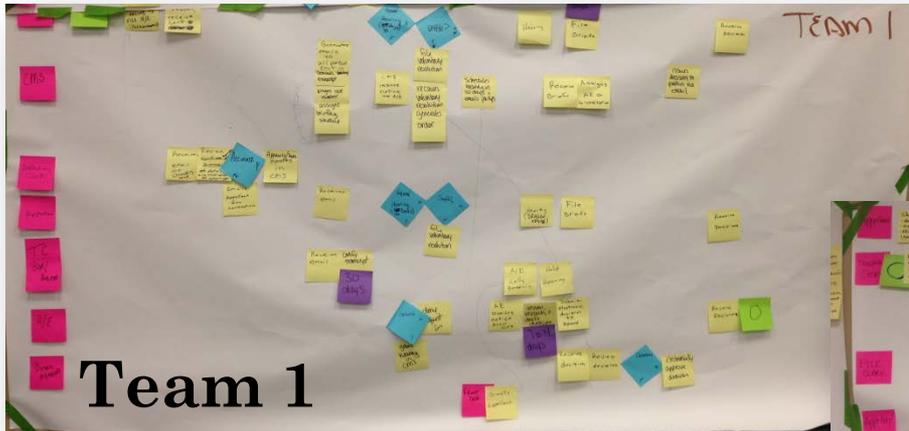


# THE TEAM ANALYZED AND EVALUATED ALL OF THE IDEAS

- Standardize appeal
- Better use of technology
- Reduce number of reviews
- Simplify forms (poka-yoke)
- Communication



# CLEAN SHEET REDESIGN





# SCORECARD

Measure	Current Level	New Level	% Change
Process Steps	170	45	<b>73%</b>
Decision Points	28	8	<b>71%</b>
Handoffs	16	9	<b>43%</b>
Loopbacks	5	1	<b>80%</b>
Delays	16	3	<b>81%</b>
Average Process Lead Time	540 Days	295 Days	<b>45%</b>



# COST SAVINGS

## DIRECT COSTS SAVED

Copies Printing  
File Folders Postage

~~Court Reporter~~

	92%	T.C. (44%)
aug. 5,500 appeals	BOR (5060)	
letters/docketing (5)	20,240 (P)	
letters/scheduling (4)	25,300 (C)	
orders/interim (800) (3.2)	5,140 (P)	
decision (1,900) (4) (3.5)	20,240 (C)	
	1,760	
	13,720 (P)	
	2,960 (C)	
	13,720	
	84,280 (C)	

Printing Postage

$50,900 \times .36 = 18,324$   
 $132,780 \times .02 = 2,656$

BOR \$ 20,980  
 OTHER \$ 839  
 \$ 21,819

## HRS. Redirected

Cycle Time  $\frac{\text{Touch Time}}{\text{Cust. Saved}} \rightarrow$

Lead Time  $\frac{\text{Cust. Saved}}{\text{Cust. Saved}} \rightarrow$

295 days from 540

## Customer

① Direct Costs  
② Time Saved

Postage/Cert. Mail

Potential: Travel-time, e.g. Parking, Gas

Quicker resolution

Better understanding of process  $\rightarrow$  quicker/easier filing w/ BTA (hopefully other tribunal)



# MORE RESULTS

- Job satisfaction
- More standardization
- Less confusion
- Decisions based on level of selected need
- More knowledgeable about process



# IMPLEMENTATION PLANS

- Information Technology
- Communication and Training
- Forms
- Dashboard and Metrics
- Time Line



# INFORMATION TECHNOLOGY PLAN

## Long Term / CMS

- Store documents (incoming)
- workflow internal/external
- time stamp (dates)
- Reporting ~~structure~~
- Review & approval of internal drafts
- Scheduling (automated)
- Serialization
- Store user profiles
- Talk to web (publish)
- Case tracking
- Assignment of role based (hierarchy)
- Dash Boards
- TO DO List
- E-mail <sup>links</sup> tickets w/ links

WHAT	WHO	When
* Pilot email w/in CMS	Doug/AJ	start 7/22 week of 06
* Pilot time stamp (#B/ISS) (attachment & e-mail)	Diane/Carrie	start week of 7/22 of
① Instructional issues on (IT Flag)	Dave/Mike	start 7/24
* Confidential Information	Debbie/AJ	start week of 7/22
* No AE assignment @ time of NDA	Doug/Diane	start week of 7/22
* Pilot combined NDA/schedule letter for all appeal topics 4-6-9	Doug/Jim/Debbie/AJ	start week of 7/22
* Pilot new confirmation process (scheduling)	AJ/Debbie/Mahelle	week of 7/22 start

# COMMUNICATION AND TRAINING PLAN

- COMMUNICATIONS -		
What	Who	When
1) Staff meeting	A.J	7/26
2) Training Development (materials)	S = Day A/E = Brad	2-4 weeks after 7/26 staff meeting
3) Actual Training (group)	Carrie/Diane	1-2 weeks after dev. training. Actual 7/26 for some 2nd Day
4) One on one job shadowing (CWS, transit) (Lipstick)	Diane	3 days after actual training
5) External communication Emailing → mass mailing e.g. countries, postcards A/E, TC, outside council, Crunchemer, Associates, etc	Any A/E Brad, Carrie A.J	Approval I immediately upon approval w/ J-CARE
What	Who	When
Addg FAQs to website Development Video, new forms	Jim & IT (Doug Brad)	?
IT job aids - part of new website	Doug/Brad	?

## Notes

- Two general trainings
- A) Overall layout at high level (benefit, major changes, implementation plan)
- B) Support staff - how you do your new jobs.  
job aids, procedures, PPT

Email communication / Jim to send to all staff  
(AJ)

7 Advisors  
6 support staff  
13 PPT  
+ 2 new girls  $15 + 4 = 16 + 3 = 19$

# FORMS

BOR APPEAL FORM

CURRENT:

- ELIMINATE - HISTORIC VALUE INFO, ONLY ASK FOR CLAIMED VALUE
- WHO FILED COMPLAINT - OWNER'S NAME/ADDRESS

GET = APPELLEE/NECESSARY PARTY INFO  
=> Why the value claimed (owner)  
=> INFO FOR SMALL CLAIMS

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MUNI APPEAL FORM

n/c  
T/C FORM  
CURRENTLY NONE

ALL WAIVER INFO

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PARKING LOT  
ELECTRONIC FORM - How Does BTA GET LOWER BODY'S DECISION

Current State

Forms

Boilerplate small claims library

Individual shells

Lexis  
includes procedural history + parties' arg.

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Future state

two decision templates: sale or not (acceptable/unacceptable sale)

brief statement of law

full legal discussion on website

parcel number, tax year, true/taxable value



# IMPLEMENTATION TIMELINE



reg. N/A Track FAQ calls

Monday - Pilot/work space adjustments

- Front Desk does not open mail
- 4,6,9 scheduling (6-BOR 9-TC)
  - letter changes (cms)
  - pilot emails for select customers
  - start of Monday new cases
- pilot emails through ems
- Pilot non-assignment for AE
- ~~Training~~ Review motions to send to para legal
- review action needed routing
- Review templates
- Stratify ~~decision~~ types

# SPECIAL *THANKS* TO...

## **Senior Leadership & Sponsor:**

Jim Williamson

## **Team Leader:**

AJ Groeber, Brad Arnold, Doug Palm

## **Subject Matter Experts:**

Carol Jones, Samantha Cowne, Debbie Rivers, Michelle Hutchison,  
Richelle Thoburn, Temeka Higgins, Tina Pimentel, Michael Johrendt,  
David Harbarger

## **Customers:**

Tom Scheve, Hamilton County Prosecutor  
Ted Bernert, Taxpayer Attorney  
Nicholas Ray, Taxpayer Attorney  
Andrea Weaver, Union County Auditor  
Christine Mesirov, Attorney General's Office  
Kelley Gorry, Attorney

