## EVALUATION OF CONTINUOUS PROCESS IMPROVEMENT INITIATIVES – ASSESSMENT APPEALS BOARD

### GENERAL OVERVIEW

The County Manager’s Office is looking to partner with MPA students to evaluate a number of LEAN/Six Sigma Process Improvement projects. The County embarked on a Continuous Process Improvement Initiative by creating the Center for Continuous Process Improvement in 2012. Through the use of consultants, and now through extensive training of County staff on the philosophy and practices of LEAN/Six Sigma, the County is conducting process improvement events to look at the efficiency and effectiveness of processes used in all departments of the County in order to ensure that County business is performing at the most efficient and cost effective manner and providing services in a way that are beneficial to the residents and staff. A number of continuous process improvement events were conducted in FY 2014/15, where current processes were mapped out and analyzed, improvement recommendations were made and work plans were developed. The County is seeking MPA students to assist in analyzing whether or not the recommendations were implemented, items on the work plan were completed and whether the improvement was sustained over time. The evaluation should address the following questions:

1. Were the recommendations developed during the process improvement event researched and/or implemented?
2. Was the Work Plan that was developed followed and completed?
3. Were their improvements implemented?
4. Were there adequate performance metrics identified to measure improvement?
5. Was the improvement set into standard work and sustained?

### BACKGROUND

The Assessment Appeals Board is responsible for hearing appeals of residents’ assessed property value. The Assessor’s Office determines the value of property throughout the County to determine the amount of Property Tax to charge residents each year. Oftentimes, residents and businesses appeal the assessed value reported by the Assessor’s Office, and the subsequent amount of property tax charged. These appeals are filed to the Assessment Appeals Board through the County Manager’s Office. The process of filing an appeal and processing all of the paperwork was identified to be resource heavy and susceptible to delays and errors, with the possibility of the County being sued by the resident/business.

This process improvement event was conducted to develop recommendations to eliminate the opportunities for errors, to ensure greater accuracy and reduce the processing time/wait time for residents/businesses. The primary goals were to improve the customer experience by setting clear expectations on timelines, reducing processing times and developing accurate and fair processes to avoid missed deadlines and errors. The secondary goal was to develop requirements for an automated system for the Assessment Appeals Board.

### ASSIGNMENT

Working with an assigned County Manager’s Office Analyst and guided by an MPA Professor, Student Consultants will evaluate the abovementioned program. Specific duties may include, but are not limited to, the following:

- Identify the type of evaluation to perform
- Prepare an evaluation plan for their assigned initiative
- Familiarize themselves with the process improvement event that was conducted
- Evaluate the success of implementing the recommendations identified
- Evaluate whether the Work Plan was followed and completed
- Evaluate the meaningfulness of the performance metrics developed
- Evaluate whether or not the improvement was sustained
- Prepare and present a brief and concise report on findings and further recommendations

**DESIRED SKILL SETS**

- Knowledge in quantitative and qualitative analysis, management systems, public policy, evaluation
- Skills in research and analysis, report writing, presentations to diverse groups
- Strong interpersonal and communication skills and ability to work in teams