


City of Hudson

Development Review Kaizen

November 14, 2016



City of Hudson, Ohio

1




Kaizen Team

- Greg (G-Unit) Hannan
- Keri (Zippy) Zipay
- Margaret (Twinkle Toes) Tussey
- Patty (Smiley) Fohner
- Jim (Stiffy) Stifler



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2



Kaizen Charter

LEANOhio LEANOhio Project Charter

Project/Event Title: Plan/Project Submittal & Approval Process

Project Facilitator: _____

Agency/Organization: City of Hudson Community Development Department

Project Manager: Frank Comerinto

Charter Last Updated Date: 10/14/2016

Project Background
Residents, design professionals, and contractors submit project plans to the City for approval and the issuing of a zoning permit to proceed.

Problem/Opportunity Statement
The process is cumbersome and lengthy for our residents/customers and includes many steps. The opportunity is to look at ways to reduce steps and time and make the process easier for staff and the customer.

SCOPE (DEFINE BOUNDARIES)
[First step in the process: Customer fills out an application and submits to City for approval
[Last step in the process: Application is approved and zoning permit is issued to the customer

Project Goals
1. Reduce the time needed to review submitted applications internally (measurement: length of time) 2. Reduce the number of steps in the internal review process (measurement: number of steps in the internal approval process) 3. Improve the customer experience in the review process (measurement: Customer feedback regarding the process).

Project Roadmap
See above. Team may suggest changes to the development code to improve the process.

Performance Metrics				
	Current	Goal	Final	% Change

Projected Benefits
Reduction in staff time and costs, reduction in time between application and certificate issuance, improvement of customer experience, improvement in staff confidence and overall morale.

Team Lead: Greg Harmon

Team Champion/Sponsor: Frank Comerinto & Mark Richardson

Process Owner: Greg Harmon & Kent Egan

Team Members: Greg Harmon, Kent Egan, Tim Griffin, Patsy Johnson, Margaret Troncy

Subject Matter Experts: Greg Harmon & Kent Egan


Project Champion/Sponsor and Process Owner Sign-Off: I am committed to supporting this project and implementing the team's improvements.

Sponsor Signature: Frank Comerinto & Mark Richardson

Process Owner: Mark Richardson

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3




Current State *Residential*

Quotes from survey:

- “Most people prefer to use online applications.”
- “Submitting paper documents is the most unnecessarily time consuming part of the process.”
- “I’m not sure what the land development code is”

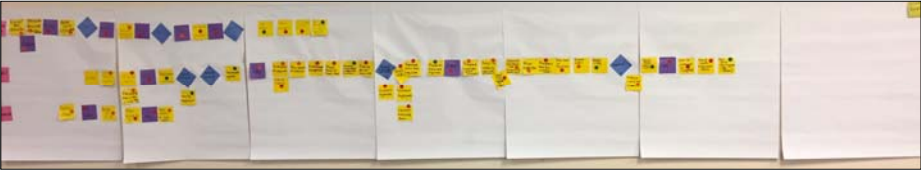
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4



Current State *Residential*


Admin-AHBR



Lead Time- **11.5 days**
Value Added Time- **9 hours**
Number of Steps- **45**

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5



Current State *Residential*

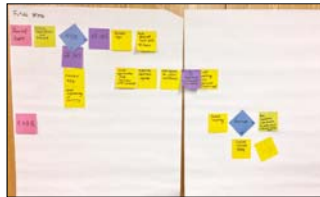
- Applicants required to submit plans up to four times before permit is issued
- Tracking applications on two different software programs and with paper
- Only 20% of applications are properly completed at first submission
- Applications and payments must be received in-person or by mail
- Process is archaic and frustrating to work with everyday
- A multitude of deadlines
- Catering to board process instead of the customer

6



Future State *Residential*

Admin-AHBR



Lead Time- **2.5 days**

Value Added Time- **2 hours**

Number of Steps- **13**

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7



Future State *Residential*

- Online applications and payments
- No more paper
- Visual content and drop-down menus to reduce submittal rejections [estimated 90%]
- Auto generate permit and email to customer
- Legistar to generate notices to staff and public
- Data collection to be implemented to verify success rate

8

Current State *Commercial*



Quotes from survey:

- “3-4 weeks should be plenty of time.”
- “This is too long. Staff should have more authority.”
- “6 weeks, then 6 weeks, suddenly 6 months.”
- “Please arm us with the knowledge we need to succeed.”

9

Current State *Commercial*



Lead Time- **105.5 days**

Value Added Time- **1 day**

Number of Steps- **44**

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10



Current State

Commercial

- Staff reviewing plans 4-5 times before approval
- Tracking applications on 3 different software programs and with paper
- Forcing customer to comply with a long arduous process
- 30 steps and 56 days before Planning Commission engaged in process
- Process confusing for customer and staff

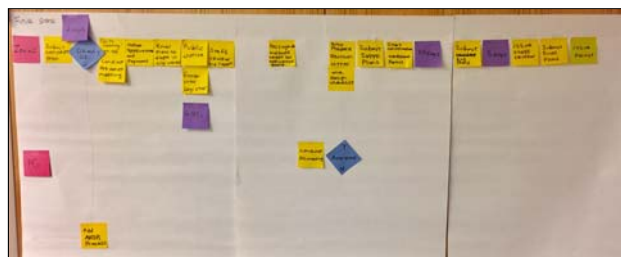
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11



Future State

Commercial



Lead Time- **38 days**
 Value Added Time- **6 hours**
 Number of Steps- **19**

12



Future State *Commercial*

- Online application and payment
- Planning Commission approval in 21 days
- No more paper
- Visual content and drop-down menus
- Design-build mindset
- Customer focus rather than process focus

13




Benefits Summary

	Current state	Future state	% Improvement
Residential			
Lead Time (days)	11.5	2.5	79%
VA Time (hours)	9	2	78%
Steps	45	13	71%
Commercial			
Lead Time (days)	105.5	38	64%
VA Time (hours)	8	6	25%
Steps	44	19	57%


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14




Benefits Summary

- Optional V
- More upfr
- Paperless
- More custo
- Increase a
- More com
- Significant
- Utilizing w
- Improved |
- No more b



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15



Thank You

- Erin Schaad
- Annette Johnson
- Elizabeth Slagle
- Aimee Lane
- Jeff Knoblach
- Brian Griffith

- Mark Richardson
- Paul Leedham
- Denise Soloman
- Jane Howington
- Thom Sheridan
- Frank Comeriato

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16



Lessons Learned

- Let the customer drive the process
- Keep asking “Why?”
- Stay focused, stay in scope
- Utilize technology
- “Clean sheet redesign”
- No “sacred cows”
- Map – make the invisible become visible
- We can apply the LEAN mindset to anything and everything

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17



Action Plan

What	Who	When
Create online access to Cityworks	Paul	Q1 2017
Online payments	Brian	Q1 2017
Create customer tutorials/checklists	Keri-Greg HCTV	Q2 2017
Create front counter kiosk	Greg & Paul	Q1 2017
Auto-generate permit on Cityworks and emailed to customer	Kris & Paul	Q1 2017
Create staff review checklists to reduce initial customer failure rates	Denise & Keri	Jan 2017
Legistar to generate notices to staff and public	Jody & Elizabeth	Jan 2017
Auto-generate decision letter-email to customer after PC approval	Kris and Greg	Q1 2017
Develop standard work for new residential and commercial processes	Keri, Greg, & Denise	Q1 2017

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18



General Recommendations

- Arrange a Kaizen event with third parties to improve processing time
- Arrange Kaizen events for BZBA & code enforcement
- Analyze/simplify fee schedule with Finance Dept.
- Investigate one integrated software program- e.g. Accela

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19




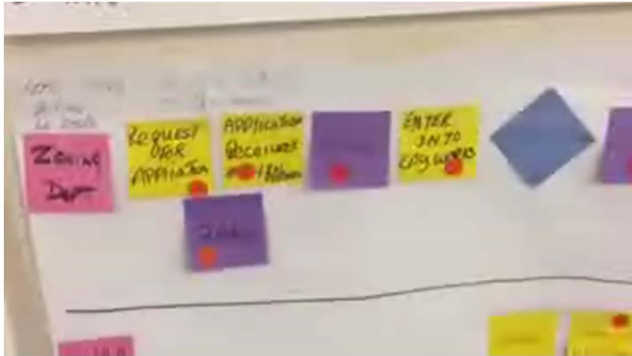
Development Code Recommendations

- Appendix – revise submittal requirements
- Shorten public notice
- Remove newspaper notice – use website
- PC acts on concept plan, not final plan

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20



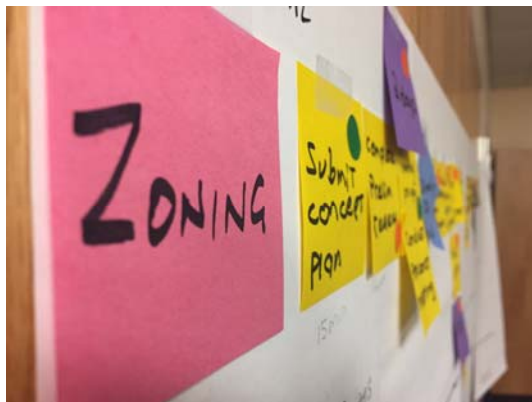


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21



Questions?



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22