

Strategic Lean Project Report

Property Tax Exemption Application for Nonprofit Organizations

Agency: Department of Revenue

Partners and Customers: The team used customer survey data and followed up with customers after implementing improvements to determine satisfaction with the process.

Project Impact

The Department of Revenue improved the processes for Nonprofit Organizations to request property tax exemptions, resulting in increased accuracy of application reviews from 74% to 86%, a 16% increase.

Customers receive fewer follow up questions and requests for information, and receive their property tax exemption determination letter at least five days faster.

One of Revenue's strategic initiatives is to use the "voice of the customer" to inform everyday agency business. The team used customer input to improve the process.

Project Summary

The Department of Revenue administers 51 separate and distinct exemptions available to nonprofit organizations. Revenue processed 763 nonprofit applications in 2019. Each exemption has approximately 24 common criteria points and numerous additional criteria points depending on the unique circumstances of each individual property. For risk mitigation purposes, the department uses a standardized process and tools to assess applications.

The error rate was 26% compared to our target of 10% or less, which we wanted to reach by June 30, 2019.

The team improved the process by:

- Updating the department user manual and providing training on how to use it.
- Implementing team collaboration during high workload times to adjust assignments.
- Updating tools that help the team request the correct documents from the customers.
- Deleting duplicate information from the report.
- Creating a late fee calculator and providing training on how to use it.
- Implementing do not disturb times to focus on work.
- Reviewing use criteria and providing refresher training to the team.

Project Results



Quality

Increased the accuracy of application reviews **from 74% to 86%**.



Customers received their acceptance letter at least 5 days sooner.

763 applications were processed after improvements were made.



Time

Decreased the amount of time to process applications **from 5 hours and 38 minutes to 5 hours and 8 minutes**.



Saved 30 minutes per application or 381.5 hours.

Additionally, at least 50 hours of processing time was saved because rework was reduced.

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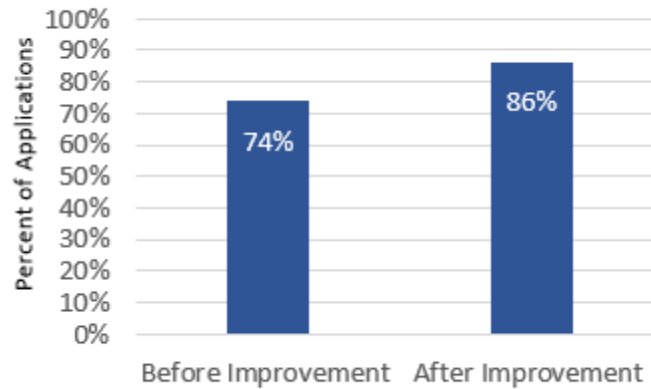


Increased customer satisfaction **from** 95% **to** 96%.



1% more customers are satisfied.

Accuracy of Applications



Project Details

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