

Trimming the Fat:

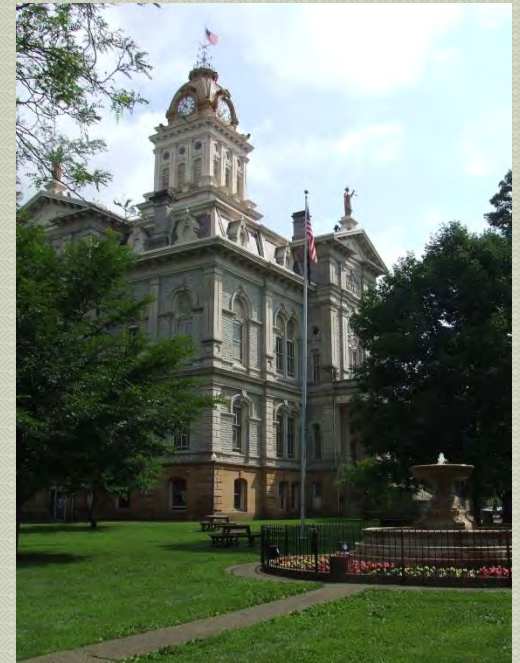
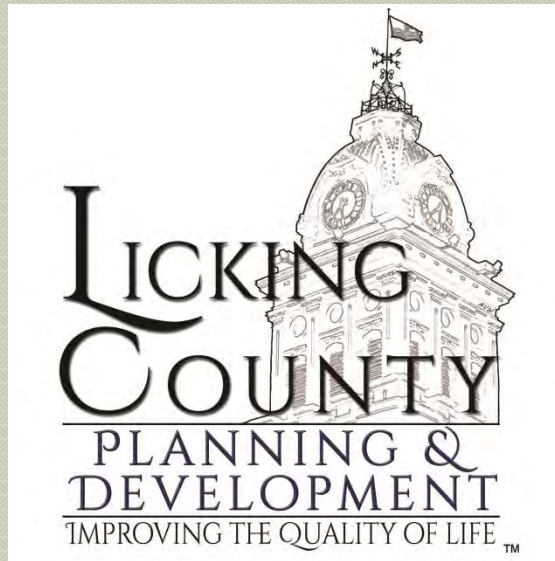


A LEAN APPROACH TO THE SUBDIVISION PROCESS

Licking County Planning Commission



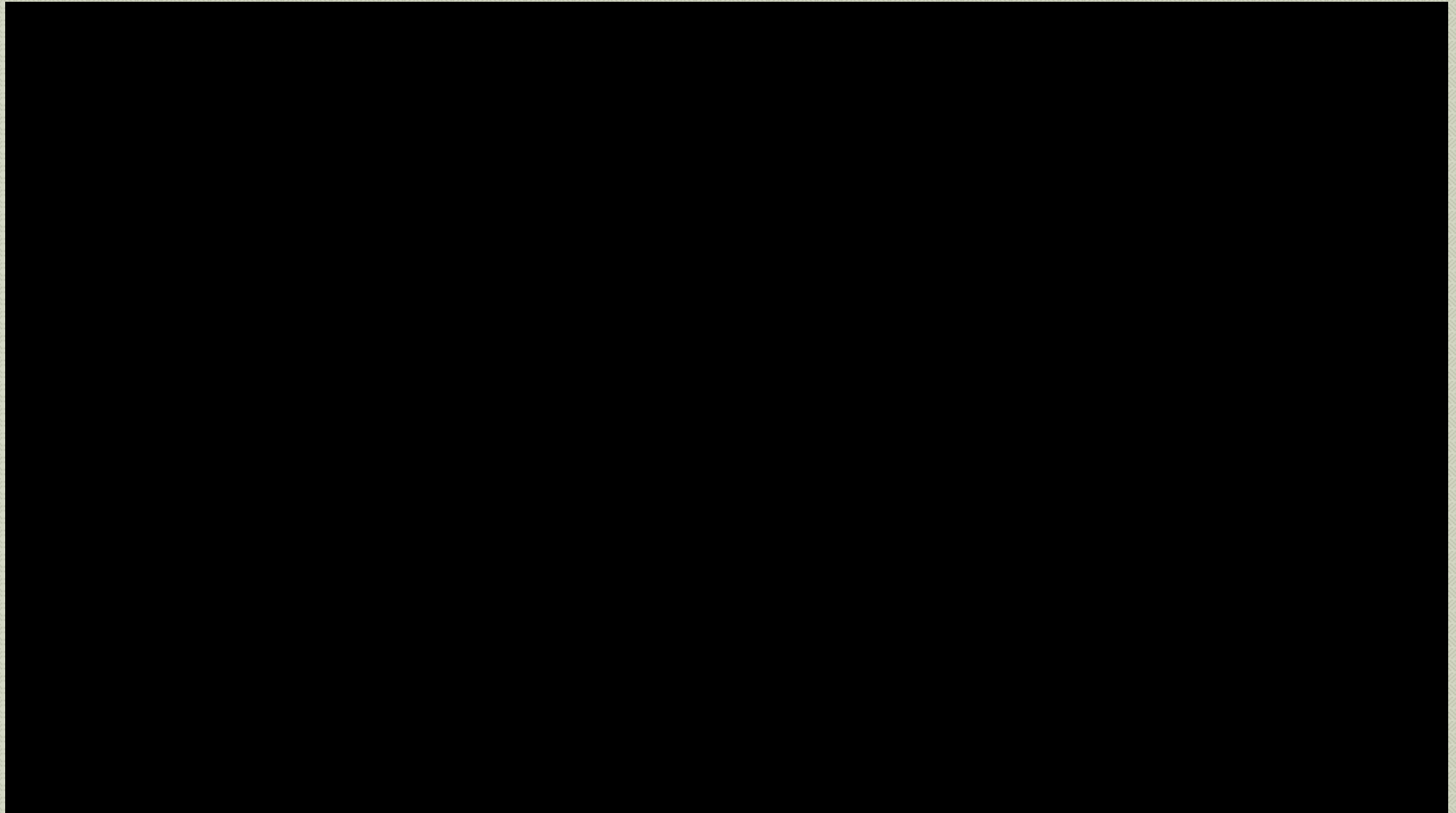
- **Jerry Newton, AICP** — Licking County Development Director
- **Chris Harkness**— Senior Planner, Community Development Liaison
- **Jay Fisher**— Planner I



Houston.....We Have a Problem!



The Fable of Complexity



Houston....We Have a Problem!



- Dissatisfied Customers
- Frustrated Employees
- Dysfunction
- Bad Reputation

EXCELLENT
GOOD
AVERAGE
POOR
The Worst!!



Houston....We Have a Problem!



- Dissatisfied Customers
- Frustrated Employees
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EXCELLENT
GOOD
AVERAGE
POOR
The Worst!!



**Does it have to
be this way?**

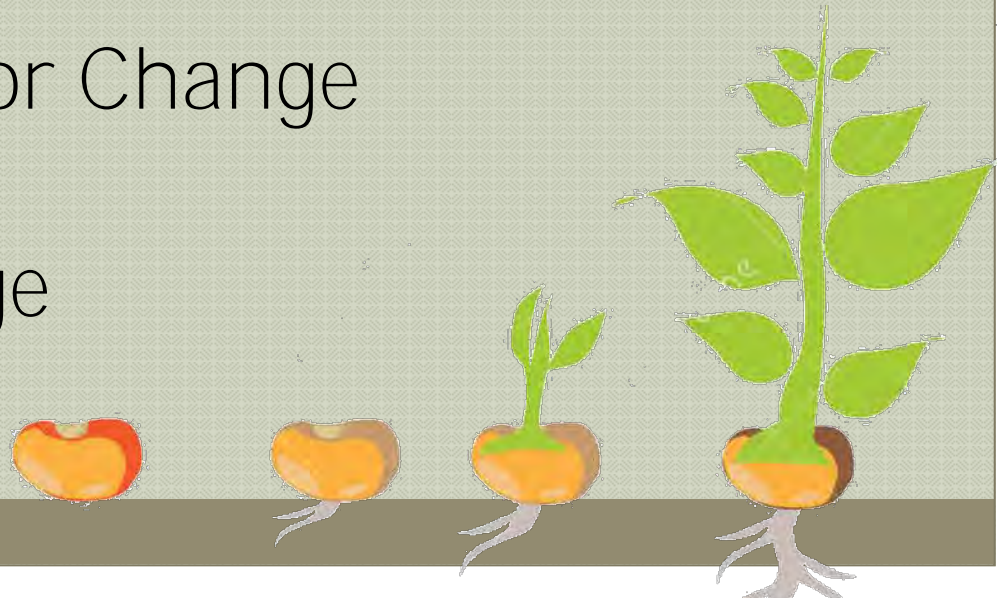
Diagnosing Problems



Organic Transformation

- Noticing Continual Issues
 - Seed Planted
- Natural Discussions & Questioning
 - Seed Grows Roots
- Recognizing Need for Change
 - Seed Sprouts
- Determine to Change
 - Plant Flourishes

~~**But We've
Always Done
It That Way!**~~



Diagnosing Problems



- Dissatisfied Customers
- Frustrated Employees
- Dysfunction
- Bad Reputation



Diagnosing Problems

Root Cause Analysis

- 5 Why's
 - Don't treat the symptom; cure the disease!

Why?
Why?
Why?
Why?
Why?

- Lincoln Memorial



Digging into the Symptoms



Voice of the Customer
Why are the customers dissatisfied?

Why? Why?
Why? Why?
Why?



Frustration



Incompetency



Irrational Standards



Too Slow

Digging into the Symptoms



Voice of the Customer
Why are the customers dissatisfied?

Why? Why?
Why? Why?
Why?



Frustration



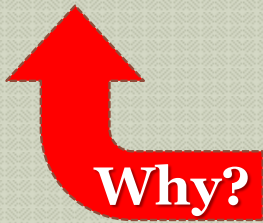
Incompetency



Irrational Standards



Too Slow



**Lack of Customer
Focus & Respect
on Each Side**

Digging into the Symptoms



Voice of the Customer
Why are the customers dissatisfied?

Why? Why?
Why? Why?
Why?



Frustration



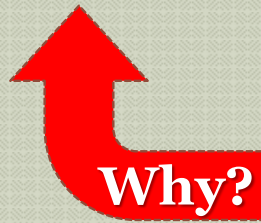
Incompetency



Irrational Standards



Too Slow



Lacking Confidence & Knowledge (laws, rules, process)

Digging into the Symptoms



Voice of the Customer
Why are the customers dissatisfied?

Why? Why?
Why? Why?
Why?



Frustration



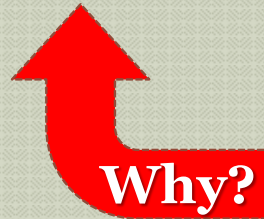
Incompetency



Irrational Standards



Too Slow



Time & Cost Burdens W/out Clear Motives

Digging into the Symptoms



Voice of the Customer
Why are the customers dissatisfied?

Why? Why?
Why? Why?
Why?



Frustration



Incompetency



Irrational Standards



Too Slow

**Self-Coverage,
Waste, & Control**



Why?

Enter the Work Zone



The Blueprint:

1. Our Focus
 - Shift our focus to the Customer
2. Our Knowledge Base
 - Really know & understand the Process/Regulations/State Law
3. Our Rules
 - Create Logical, Reasonable, and Flexible Rules that Fit the Customer & Community
4. Our Process
 - Eliminate the Red Tape and Rebuild a Faster Process



Lean Approach



Making government services *simpler*, *faster*, *better*, and *less costly*.

1. Make the invisible, visible (Process Mapping)
2. Analyze & Improve
3. Redesign Process



Lean Approach



Making government services *simpler*, *faster*, *better*, and *less costly*.

1. Make the invisible, visible (Process Mapping)
2. Analyze & Improve
3. Redesign Process



Identify the process

Define value by customer

Pursue Perfection

Customer Flexibility

Eliminate Variation

Continuous Flow

REDUCE DEFECTS

Where the Rubber Meets the Road



Process Mapping (Phase II)



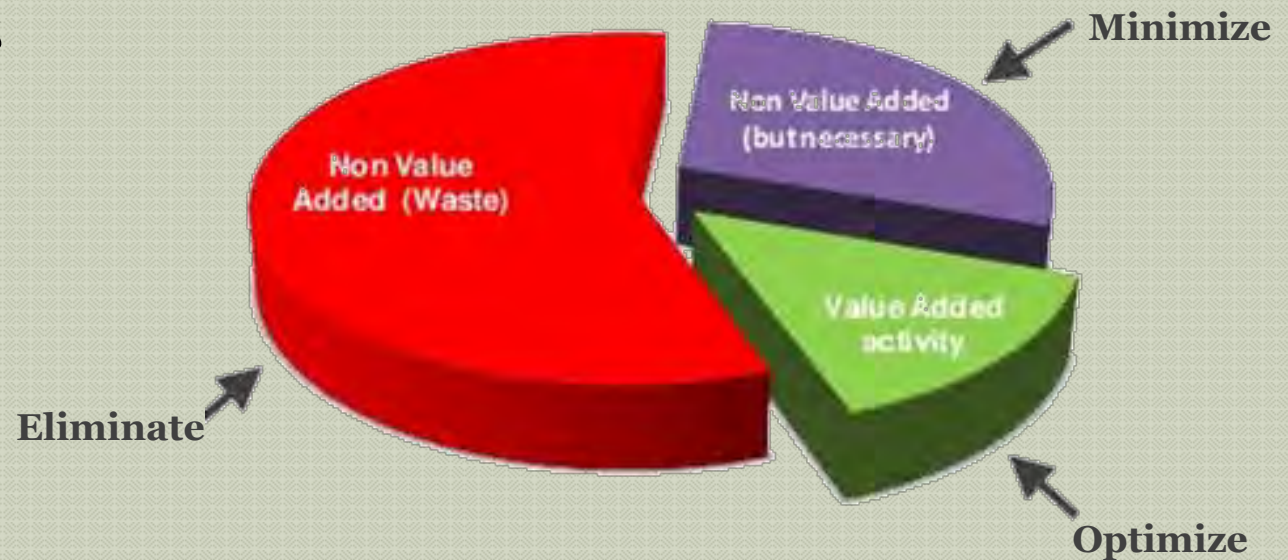
Where the Rubber Meets the Road



Identified.....

Value-Added

- What is customer willing to pay for?
- 1% of process



Where the Rubber Meets the Road



Identified.....

Waste

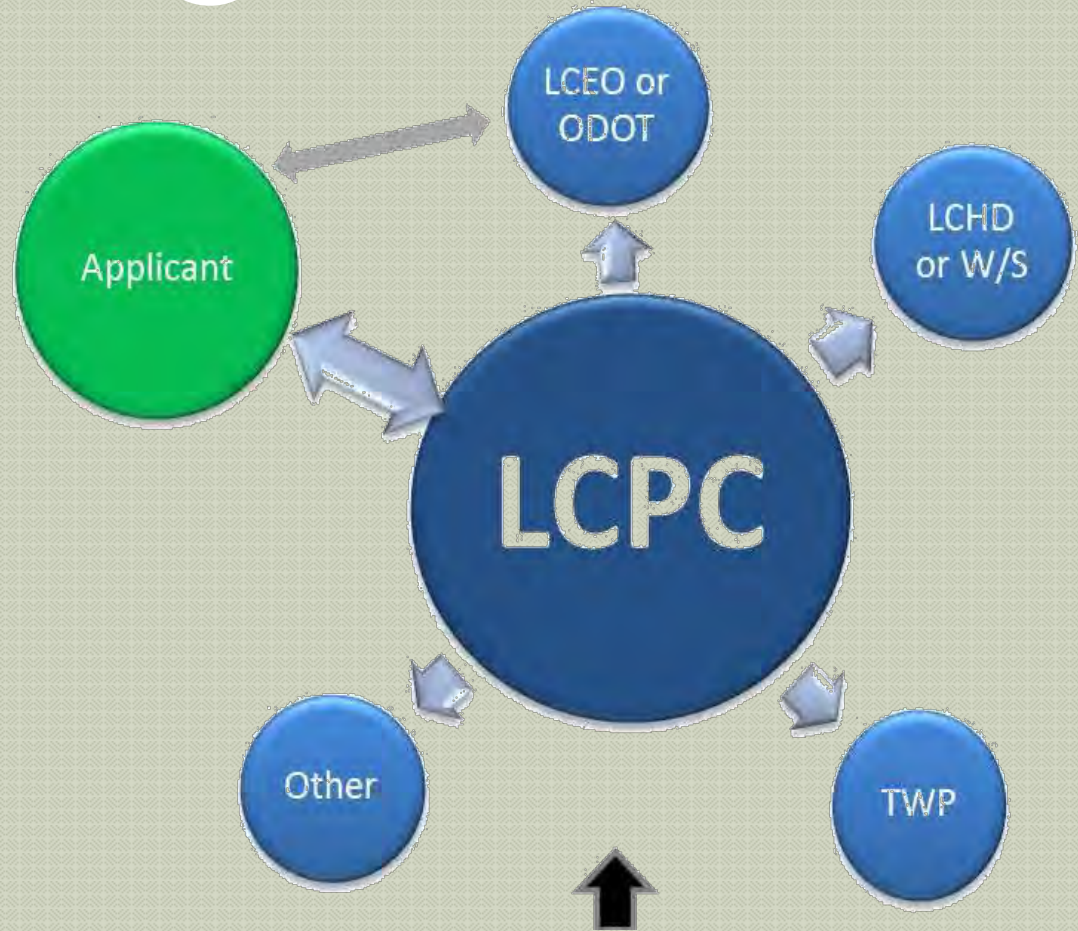
- TIMUWOOD or TIMWOODS



Current State Analysis

The Movement

- Excessive Control
 - Other Agency Apps/Fees
- Poor Flow
- Miscommunication
- Applicant Lacked Influence
- 2-3 weeks typical
- 5-6 hrs. staff time typ.



Previous Lot Split Process

Current State Analysis

The Application

- Extreme Risk Adversity
 - *Signatures* (Property Owner & Surveyor)
- Excessive & Redundant Info
- Wasteful Waiting
- Obsolete design
- 2-3 trips typical (multiple days/weeks)

Pages to Form:
 Mail address
 Property owner and

the section
 ring a survey
 supporting
 the then
 add a
 on for basic

parcel (i.e.
 frontage,
 etc.). This
 be filled out
 licant or our
 ld add a note
 formation is
 split survey
 description of

minating the
 e surveyor to
 e property
 on the
 Surveyor
 could be
 Surveyor
 and contact
 could still

drawing is
 r every split,
 e should
 be redundant

its (Flood Hazard Zone / Nearest Driveway
 Driveway / Auditor's Number / Property
 Width / Frontage) that should already be on

MINOR LAND DIVISION / LOT SPLIT APPLICATION FOR ADMINISTRATIVE APPROVAL
 Regulated by Ohio Revised Code 711.131 & Listing County Subdivision Regulations Section 3.1

Application Number: _____

To Be Filled Out By Applicant

Property Owner: _____ Phone: _____
 Mailing Address: _____ City/Zip: _____
 Signature of Property Owner(s): _____

Note: Application must be signed by all property owners.

Purchaser: _____
 Mailing Address: _____ City/Zip: _____

Contact Person: Owner Purchaser Agent
 If Agent, Name: _____ Phone: _____

Note: Please include 6 copies of the survey, 6 copies of the legal description with each application, 1 copy of the existing deed and 1 copy of a tax map.

To Be Filled Out By Surveyor

Parcel Information: Township: _____ Parcel ID: _____
 Road Names: _____ R.O.W. Width: _____
 EPN Number: _____ Auditor's Number: _____
 Is any part of the parcel in a Flood Hazard Zone? Yes No Panel Number: _____
 Distance of Nearest Driveway From: North East Property Line: _____
 Distance of Nearest Driveway From: South West Property Line: _____
 Is there an existing driveway serving the parcel? Yes No
 If yes, circle driveway access type: Field Residential Commercial

Existing Address: _____
 Surveyor Name: _____ Surveyor Signature: _____

Fee Paid: _____ Adjacent property transfer: Yes No
 Date Submitted: _____ If yes, Deed Restriction wording must be included

Zoning District: _____ Minimum Frontage: _____ Minimum Acres: _____
 Variance: Yes No Date Approved (if applicable): _____
 Is the variance approved? Yes No
 If yes, circle driveway access type: _____

Major Arterial: _____ Approved: Yes No Date Approved: _____
 Minor Arterial: _____ Approved: Yes No
 Major Collector: _____ Approved: Yes No
 Minor Collector: _____ Approved: Yes No
 Driveway Spacing: _____
 Is parcel to be served by: General Water? Yes No Central Sewer: Yes No

APPROVED DENIED CONDITIONAL
 Comments: _____ Date: _____

Water / Sewer Approval

County Health Department SWLW&SD County Sanitary Engineer GEPA/Other
 APPROVED DENIED CONDITIONAL
 Comments: _____ Official Signature: _____ Date: _____

Engineers Office

APPROVED DENIED CONDITIONAL
 Comments: _____ Date: _____

(5) Go
 variance info
 Variance: _____
 _____; A
 Date: _____
 information is
 redundant.

(6) In
 the review
 necessary on
 (i.e. zoning
 classification, C
 water/sewer)?
 information is
 review and not
 on the applicati

(7) Sh
 centralized
 question be
 applicant portio
 be the ones to k
 instead of staff?

(8) Sh
 conditional app
 we use that fo
 already have a
 checkmark whi
 the APT wordir
 the deed. A
 Conditional Ap
 APT is also
 comments below

(9) W
 Engineer's Of
 What do we nee
 these offices u

form instead of making the applicant and
 different applications. Why can't the LC
 sign off on the one original application?

Current State Analysis

The Regulations

- Over-Production
 - # of Copies
- Over-Processing
 - * Remainder Surveys *
 - Neighboring Driveways
- Extreme Risk Adversity
 - * Driveway Installation *
 - ✦ Expense
 - ✦ Slows Process Down
 - ✦ Defects (Reinstallation)
- Poor Format (Visual)

Section 3.11 Review and Approval of Minor Land Divisions Under 20 Acres.

7. An application for minor land division under 20 acres must be submitted to the LCPC. This application must contain the following in order to be considered complete:

a. Six (6) copies of a survey prepared in accordance with Chapter 4733-37 of the Ohio Administrative Code by a professional surveyor registered with the State of Ohio. The survey will contain:

i. Proposed division of land, including dimensions of the entire original tract.

ii. Owner(s) of parcel and all adjoining and adjacent parcels, and parcel identification numbers.

iii. Dimension and location of proposed lot lines and property corners by iron pins, corner posts, and/or other monuments.

iv. Existing structures, easements, public facilities, direction of drainage, and bodies of water—including intermittent and perennial streams and rivers.

v. Any adjoining public road and road right-of-way, zoning setbacks, and the distance to the nearest driveway or road intersection in each direction within 1000 feet of the road frontage on both sides of the road.

vi. Any lot being created that is located on a classified road must have the current ROW & Future ROW marked on all surveys/plats and shall be described within the legal description. These can be shown as a future ROW easement.

vii. Any lot being created that is located on an ODOT Classified roadway must have the current ROW and Reserve for Future Public Infrastructure marked on

viii. Any 100-year flood plain boundary lying within the proposed lot must be located and established in the field on the lot by the surveyor. For minor land division proposed lots that include or are adjacent to identified floodplains shall have the total useable area required by the County Health Department, outside the floodplain area. Lot improvements including structure, leach fields, etc. shall comply with Article 4.63 # 19, 20 and 21.

ix. The deed and/or record number and tax duplicate number of the original tract.

x. The surveyor's name, registration number, and date of survey shall be provided on the survey.

xi. This survey drawing shall not be any larger than 11" x 17".

b. Six (6) copies of a legal description prepared in accordance with Chapter 4733-37 of the Ohio Administrative Code by a professional surveyor registered with the State of Ohio.

c. A copy of the current deed for the original tract so as to be able to check for any applicable deed restrictions and whether it was an exempted lot when created. This may be obtained in the County Recorder's Office. A title search may be necessary to determine if any building restrictions exist on the parcel that are not shown on the current deed.

d. A copy of the tax map of the original tract of the proposed split. This may be obtained in the County Engineer's Office.

e. If the remainder of the parcel is less than 20 acres, a separate application and supporting materials must be submitted for that acreage along with the proposed split.

f. A complete "Minor Subdivision / Lot Split Application for Administrative Approval" form with the corresponding

page or allowing it to approve/disapprove?

Comment [HC4]: Are we asking for "copies" or originals? Do we need 6 copies / originals of the survey anyway? How many do we actually need? What other departments need an original with original LCPC stamp?

*This will also be affected by the new process, we will surely not need 6 copies / originals with the new process, probably only one copy.

Comment [HC5]: A survey drawing is not referenced in the Under 20 acre section but is specifically referenced in the Over 20 acre requirements. It is referenced in subsection ii. Should these match and be consistent for clarity to show a survey drawing is being required given the confusion with the term plat in the ORC and difference between a survey and survey drawing / map?

Comment [HC15]: This is not directly related to the lot split. The Sub Regs don't correct the paragra...

Comment [HC6]: Do we follow this? The parcel being split, under 20 acres, certainly has dimension...

Comment [HC16]: Should this be a shall or a should. What about instances where there is a lot ...

Comment [HC17]: Do we need 6 copies?

Comment [HC7]: We don't have emphasis in the "Under 20" or "20 and Over" sections of lot split ...

Comment [HC8]: Do we follow this and why do we need to know this information for a minor lot split?

Comment [HC9]: Do we need this every time or only when there is an existing structure? Especially ...

Comment [HC18]: When is this necessary? Does this give us the authority to require a title search? ...

Comment [HC10]: Do they need to go 1000 feet? We only regulate up to 350 feet for driveway spac...

Comment [HC11]: We only regulate driveway spacing on the same side of the road so they should ...

Comment [HC19]: Should we reference ourselves and / or the online mapping since all three sources ...

Comment [HC12]: Taking? Easement that can't be used by property owner but taxes still assessed for ...

Comment [HC20]: Should this section go toward the end of the list? It references a second applica...

Comment [HC21]: I think we interpret this currently that the remainder, if under 20 acres, is ...

Comment [HC13]: Reference to sections should be added.

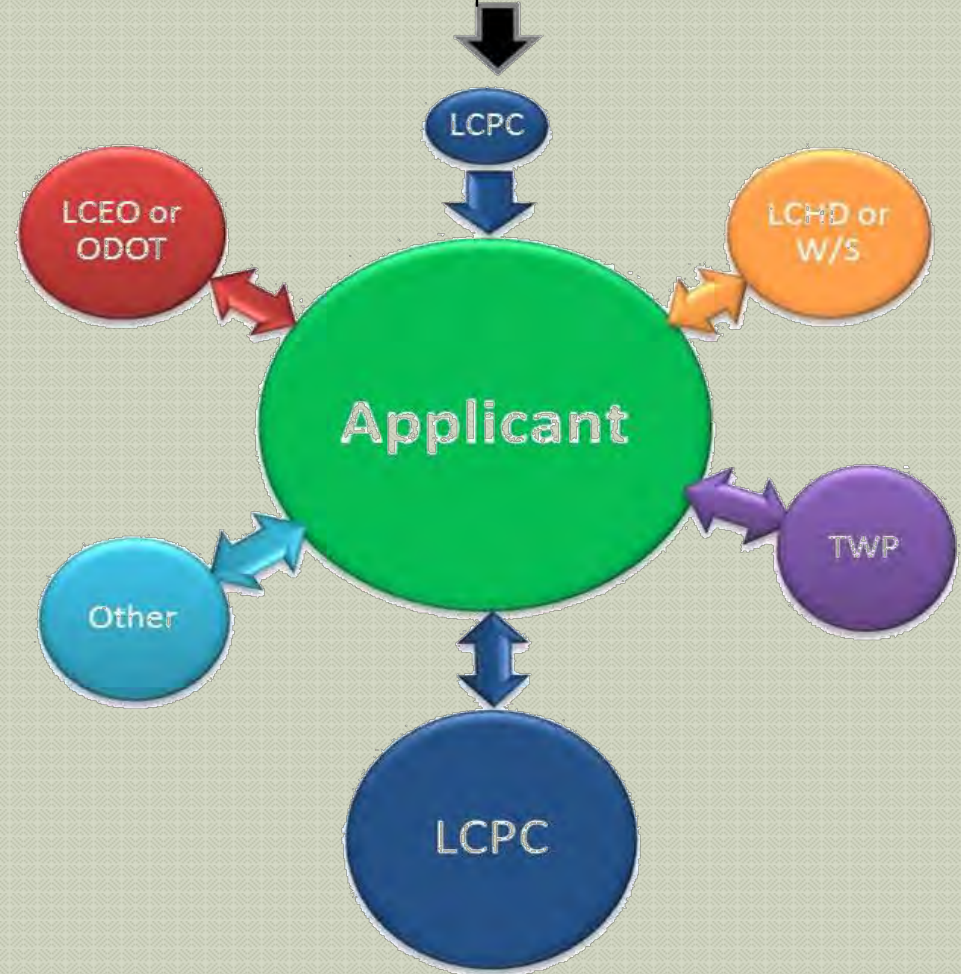
The Redesign



New Lot Split Process

Process Redesigned


- Continuous Flow
- Applicant Has Influence
- Simultaneous Reviews
- Direct Communication & Accountability
- 2 weeks typical
- 2 hrs staff-time typical
 - Applications Approved in 15 minutes
 - 1 Trip typical



The Redesign

Application Redesigned

- Signatures
 - Risk Adversity
- Eliminated Excessive & Redundant Info
- Anyone can Fill-out
- Flexible
- 1 trip typical; Can fill-out in our office



MINOR LAND DIVISION / LOT SPLIT APPLICATION FOR ADMINISTRATIVE APPROVAL

FEE PAID _____ **DATE SUBMITTED** _____ **APPLICATION NUMBER(S)** _____
\$ _____

To Be Filled Out By Applicant	Applicant: _____ Phone Number: _____	
	<input type="checkbox"/> Owner <input type="checkbox"/> Agent E-mail Address: _____	
	Mailing Address: _____ Street _____ City _____ State _____ Zip Code _____	
	Applicant Signature: _____ <small>Note: By signing above, I hereby affirm that I am the owner of the real property identified below or an authorized representative of the real property owner, acting pursuant to their wishes and on their behalf. Further, I acknowledge to the best of my knowledge, that all information contained in this application and in any attachment, is true and accurate.</small>	
Planning Office Use Only	Parcel Information: Application #: _____ Size of Parcel (in acres): _____ Application #: _____ Size of Remainder Parcel (in acres): _____ <small>Note: If Remainder Parcel is less than 20 acres, a second application is needed.</small>	
	Township: _____	
	Current Property Owner(s): _____	
	EPIN Number: _____	
	Auditor's Number: _____	
	Parcel Address: _____ Street _____ City _____ Zip Code _____	
Is there an existing driveway serving the parcel? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, circle driveway access type: Field Residential Commercial		
<small>Note: If Adjacent Property Transfers, please fill out the information to the right.</small> Purchaser: _____ List the Purchaser/Neighboring Property Owner, and that parcel's ID #: Parcel ID #: _____		
Lot Split type as regulated by ORC: <input type="checkbox"/> 711.131 <input type="checkbox"/> 711.133 <input type="checkbox"/> Over 20 Acres <input type="checkbox"/> 711.133 Ag. & Per. Rec. <input type="checkbox"/> Adj. Prop. Trans		
Is any part of the parcel in a Flood Hazard Zone? <input type="checkbox"/> Yes <input type="checkbox"/> No Effective Date: _____ Flood Zone: _____ Panel Number: _____		
Variance Application: <input type="checkbox"/> Yes <input type="checkbox"/> No Variance Section Number: _____ Variance Application Number: _____		
Was the Variance Approved: <input type="checkbox"/> Yes <input type="checkbox"/> No Date Approved (Attach approval letter): _____		
Township Zoning Requirements: Approved by Township Zoning Inspector YES N/A Approved by County Health Dept. <input type="checkbox"/> <input type="checkbox"/>		
Water and Sewer: (Circle One) Approved by SWLCW&SD / County Water and Sewer <input type="checkbox"/> <input type="checkbox"/>		
Access From Roadway: Approved by County Engineer <input type="checkbox"/> <input type="checkbox"/> Approved by ODOT <input type="checkbox"/> <input type="checkbox"/>		
APPROVED DENIED CONDITIONAL _____ Comments: _____ LCPC Signature _____ Date _____		

Page 1 of 3

The Redesign



Regulation Redesign

- Excessive Copies and Info removed from survey requirements
- Remainder Surveys not Required
- Driveway Requirement only Approval not Installation
- Consistent Visual Format



Results



How Long?

- Process Changes
 - 4 months Total
 - 3 months after 1st Lean Ohio Boot Camp
 - 3-4 months into new process to find a groove
- Regulation Changes
 - 8 months Total
 - 5 months after 2nd Lean Ohio Boot Camp

Results



Delay of Game

- Est. 50% of divisions were delayed under old process
 - Signatures
 - Driveways
 - Variances
 - Other
- Est. only 5% of divisions were delayed in last year with new process
 - Variances
 - Other



Results



How's the Service?

- Customers more satisfied
- Staff is more confident
- Legal compliance



Results



What Customers Are Saying...

“This process was much smoother than I thought..”

“That was quick!”

“They were easy to work with”

“I’m surprised government is usually going the other way!”

“This is much easier than it use to be!”

Results



Time & Cost Savings

• Est. Customer Savings		<u>Cost</u>	<u>Time</u>
○ Driveway Installation	+	\$200 - \$500	+ 1-2 weeks
○ Planning fees	+	\$100 - \$200	
○ Possible Variance	+	\$200	+ 4-6 weeks
○ Remainder Survey	+	\$200 - \$1000	+ 1-2 days
○ Application Trips			+ 1 day - 2 weeks
○ Total	=	\$700 - \$1,900	+ 27 days - 42 days
• Est. Staff Savings			
○ Possible Variance			+ 2-3 hours
○ Staff Time			+ 3-4 hours
○ Total	=		+ 5-7 hours

QUESTIONS?

Licking County Planning Commission



- **Jerry Newton, AICP** — Licking County Development Director
 - gnewton@lcounty.com
- **Chris Harkness**— Senior Planner, Community Development Liaison
 - charkness@lcounty.com
- **Jay Fisher**— Planner I
 - jnfisher@lcounty.com

Presentation Can Be Found At:
www.lcounty.com/planning

