

# Agriculture Licensing Process Project



## **AS IS Information:**

Migrant Housing:	May 8, 2006
Pet Shop/Shelter:	May 10, 2006
Nursery:	May 12, 2006
Food Service:	May 17, 2006
Grain Elevator:	May 18, 2006
Retail Gasoline:	May 23, 2006

**To-Be Workshop:** June 13-16, 2006

**Process  
Mission**

Redesign the Agriculture licensing processes to provide effective and efficient services to their customers (internally and externally) and possibly consolidate the 35 licensing processes into one department-wide process.

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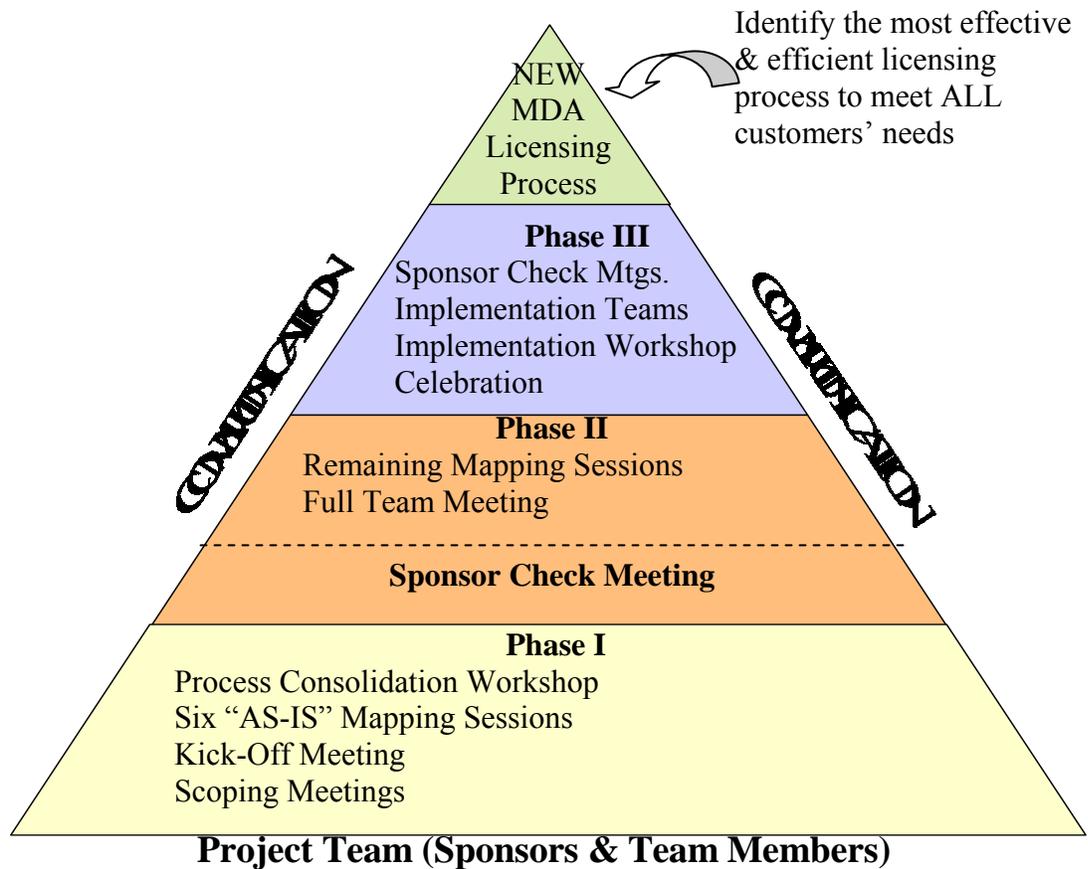
**Acronyms**

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**Sponsor  
Expectations**

- Reduce redundancies and duplication within the licensing process
  - Normalize the work flow (develop a department-wide licensing process)
  - Create a single point of contact for our licensing customers, if possible
  - Identify potential areas of automation within the licensing process
  - Determine how licensing application data can be shared to eliminate duplication of effort by the customer
  - Identify benefits and barriers for consolidation of licensing process areas
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## Agriculture Licensing Process Project Overview



### Team Norms

- Keep an Open Mind
- Listen for Understanding
- Don't Interrupt
- Return from Breaks on Time
- No Sidebar Conversations
- Silence is Consent
- Say Enough to be Understood, Be Concise
- Full Participation

### Decision Making

**Primary:** Consensus

Consensus is NOT 100% agreement. In consensus, team members determine that they actively support the decision of the team even though it might not be their choice.

**Backup:** 2/3's Majority vote of those present.  
Sponsors decide

# MIGRANT HOUSING “AS IS” MAPPING SESSIONS



May 8, 2008

License Process Name: <b>Migrant Labor Housing</b>	
<b>APPLICATION DATA</b>	
How many of these licenses are issued each year? <b>800-825</b>	Of this number, how many are renewals and how many are new? <b>800 Renewals - App. 20 - 25 New</b>
What is the due date for licenses to be renewed? <b>30 days before a camp opens</b>	How long is the license good for? <b>1 year</b>
What are your peak times to receive and process applications for license? <b>We mail apps. in November and we receive most back in January.</b>	
Is there a license fee? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, how much is this fee? <b>\$</b>
Does the license and/or application have a unique number assigned to it? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how is the number determined and who assigns it? <b>The licenses are assigned a number by the computer as the license is issued! Owner, Camps, Applications, and licenses are each assigned a unique identifier by the database.</b>
How do you track the status of the application? <b>Dates apps are received are entered on database, staff notified and late letters are sent to no apps.</b>	
Once completed, where are these license files stored? <b>Central office in Lansing</b>	Are these paper or electronic files? <b>Paper and Electronic</b>
<b>ADDITIONAL DATA</b>	
What IT systems or software do you use to capture and track data for this process electronically? <b>Access database.</b>	
Are there other people involved in this process, i.e., inspectors, project managers, etc.? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, please identify who these people are and their role? <b>Inspectors, Program Manager and admin. support</b>
What would you consider to be the "best practices" for this licensing process? <b>A quick turn-around is the best practice!! The use of pre-inspection checklist and technical assistance to prepare site for initial inspection.</b>	
What limitations or constraints apply to this process, i.e., laws, administrative rules, etc.? <b>The limitations are our dependence on the operator to return the apps. or prepare the sites to proceed with our inspections. Too few field inspectors to meet intent of inspection and licensing requirements. Inability to synchronize Lansing and Field records.</b>	
In an ideal world, what would you eliminate or add to improve this process? <b>I would like to eliminate unlicensed housing, but we don't have the staff to enforce and investigate these sites. Dependency on use of dot matrix printers and NCR forms. Integrate licensing requirements imposed by grant program. Optimization of word merge and database printed reports. The need for inspectors to develop their own business support tools</b>	
<b>Please identify two "randomly selected" customers and two inspectors along with their contact information for us to contact regarding their needs of the process.</b>	

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**Definition of  
Migrant  
Housing  
Licensing  
Process**

Legal Authority: Part 124 of Act 368, Public Acts of 1978, as amended.

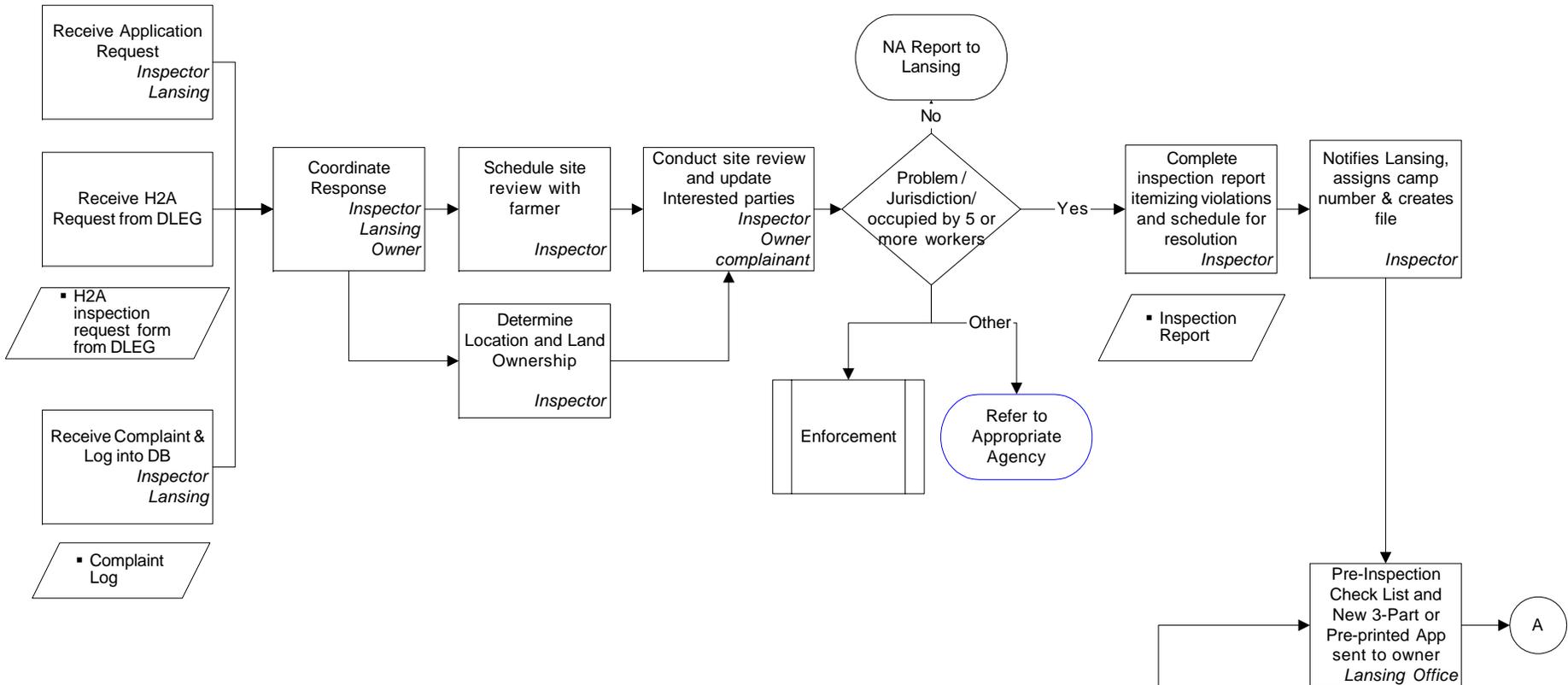
Program Overview:

- The program requires annual licensing and inspection of sites occupied and used as living quarters for five or more migratory workers engaged in agricultural activities, including related food processing.
  - The program provides a means of protecting the health, safety, and welfare of migratory laborers and their families who occupy agricultural labor camps.
  - Camp is a site where 5 or more migrant workers are housed.
  - Migrant workers are defined as workers that leave their home (instate or outstate) to seek employment in an agricultural activity to include food processing.
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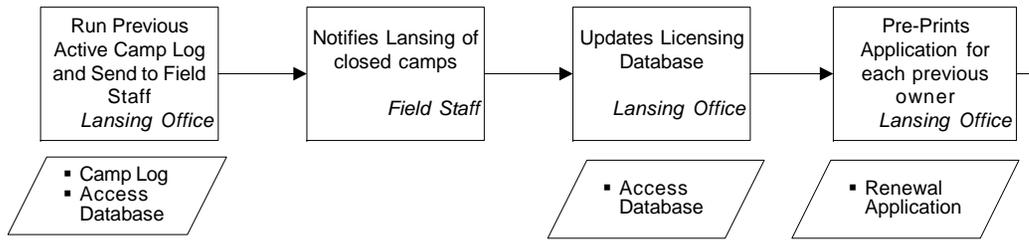
**Technology  
Used in This  
Process**

- Lansing Staff uses an Access Database to track their applications.
  - Some Field Staff have their own Access Database to track their applications.
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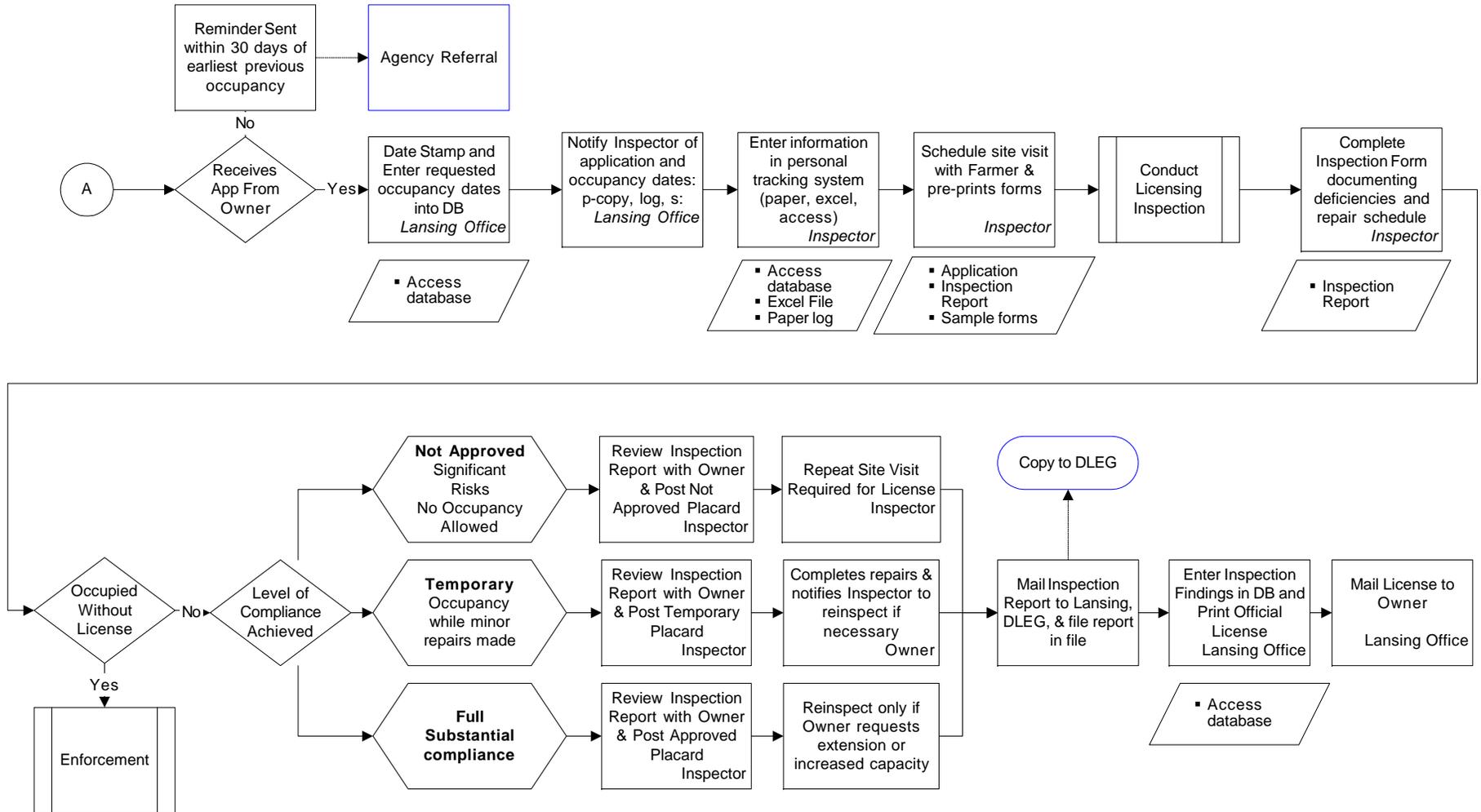
### New Migrant Housing New License Process



### Renewal Migrant Housing License Process



Migrant Housing Applications *page 2*



**Cost/Time  
Data for As  
Is Process**

<b>New Licenses (Approximately 25 per year)</b>				
	Est. Hours per License	Est. Cost per License	Est. Hours per Year	Est. Labor Cost per Year
Inspectors	59	\$3,540	1,475 hours	\$88,500.00
Central Office Staff	7	\$280	175 hours	\$7,000.00
Printing/copying/ mailing		\$1.50		\$37.50
Water samples		\$3.50		\$87.50
<b>Total</b>		<b>\$3,825</b>	<b>1,600 hours</b>	<b>\$95,625.00</b>

<b>Renewal Licenses (Approximately 800 per year)</b>				
	Est. Hours per License	Est. Cost per License	Est. Hours per Year	Est. Labor Cost per Year
Inspectors	8 hours	\$480.00	6,400 hours	\$384,000
Central Office Staff	1 hours	\$40.00	800 hours	\$32,000
Printing/copying/ mailing		\$1.50		\$1,200
Water samples		\$3.50		\$2,800
<b>Total</b>	<b>9 hours</b>	<b>\$525.00</b>	<b>7,200 hours</b>	<b>\$420,000</b>

For calculation purposes, the following burdened wage rates were used:  
 Executive: \$100 Management: \$80 Professional/Inspectors: \$60  
 Administrative Support: \$40

**Process for  
Amendment  
to License**

- Producer contacts inspectors to request a change to their existing license.
- Inspector reviews and approves of change.
- Inspector notifies Central Office to amend the license.
- Central Office makes the necessary changes to the license and mails to the Producer with a copy to the inspector.
- Central Office updates their file and database.

**Issues**

- Process Issues
  - Lack of consistent file retention policy for field offices
  - No direct support of field information needs
  - Duplication of paper and electronic files between Central Office & Inspectors
- Staffing Resource Issues
  - Lack of necessary numbers of field staff to adequately provide licensing activities
  - Staff shortage weakens the health and safety of employees
  - Limited staff resources
    - Responsiveness
    - Excessive travel
    - Staff burnout

## Issues Cont.

- Technology Issues
    - Lack of development of usable online network – updated database information
    - Staff access to Lansing database
    - Need professional development and IT support for licensing database (maintenance and modifications)
    - Automation between field staff and Lansing
      - Synchronization
      - Uploading/downloading
      - Database access
    - Dot Matrix printer forms require an impact printer
    - Inconsistencies in IT access for field staff – broadband vs dial up
    - Limitations posed by access to database. Dial up connections vs. broadband for tracking applications and licenses.
    - Lack of functional correction between field staff and S: Novell Network.
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## Best Practices

- Simplicity of the process (K.I.S.S.)
  - Customer Service
    - Notify when applications are needed
    - Providing checklists
    - Follow-up
  - Compliance assistance building rapport with operators
  - Accessibility
  - Relate to our licenses in a successful manner.
  - Provide service with limited staff and resources “10 pound in a 5 pound bag”.
  - Flexible to meet farmer’s needs. Respect for farmers and migrant issues.
  - Preprinting forms direct from database
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## Uniqueness/ Constraints

- When we recommend against license and the housing is occupied, our action displaces people...a consequence unique to this licensing activity.
  - No licensing fee.
  - Verify farmer readiness for inspection.
  - Family farmer licenses require special attention and relationships to have successful licensing program.
  - Short window for inspection prior to occupancy at early open camps.
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**Customer Value Structures**

<b>Customer: Lansing Office Staff</b>				
<b>Process Name: Migrant Housing Licensing Process</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Sufficient field staff to ensure health and safety of licensed housing	40	.7	28	12
Share real time information with field staff	30	.1	3	27
IT infrastructure that supports our business process be robust and reliable	20	.4	8	12
Incorporate grant funded housing into licensing DBF process	10	.1	1	9

<b>Customer: Migrant Housing Inspectors</b>				
<b>Process Name: Migrant Housing Licensing Process</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
More staffing needed. Existing limited staff compensating in time, travel and stress to accomplish licensing tasks.	35	.5	17.5	17.5
Better development and implementation of real time use of data in migrant housing licensing database used by outstate field staff	15	.5	7.5	7.5
A State car	35	.9	31.5	3.5
Cell Phones	15	.8	12	3

<b>Process Name: Migrant Housing</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
More inspectors/more staff in Lansing	80	.3	24	56
Timely receipt of application when it reaches Lansing	10	.2	4	16
More communication between Lansing/field staff	10	.2	4	16

**Customer Value Structures**  
*cont.*

<b>Process Name: Migrant Housing</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Timely receipt of application when it reaches Lansing	25	.7	17.5	7.5
Updated and feedback from Lansing on inspection process	25	.2	5	20
Master application list – cross reference between divisions of information	25	.0	0	25
Receive information electronically	25	.2	5	20

<b>Process Name: Migrant Housing</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Ease of obtaining license – too many steps.	40	.9	36	4
Timeliness of receiving data from Lansing/field staff	30	.9	36	4
Information on website, easy to use	30	.9	27	3

**Customer Value Structures**  
*cont.*

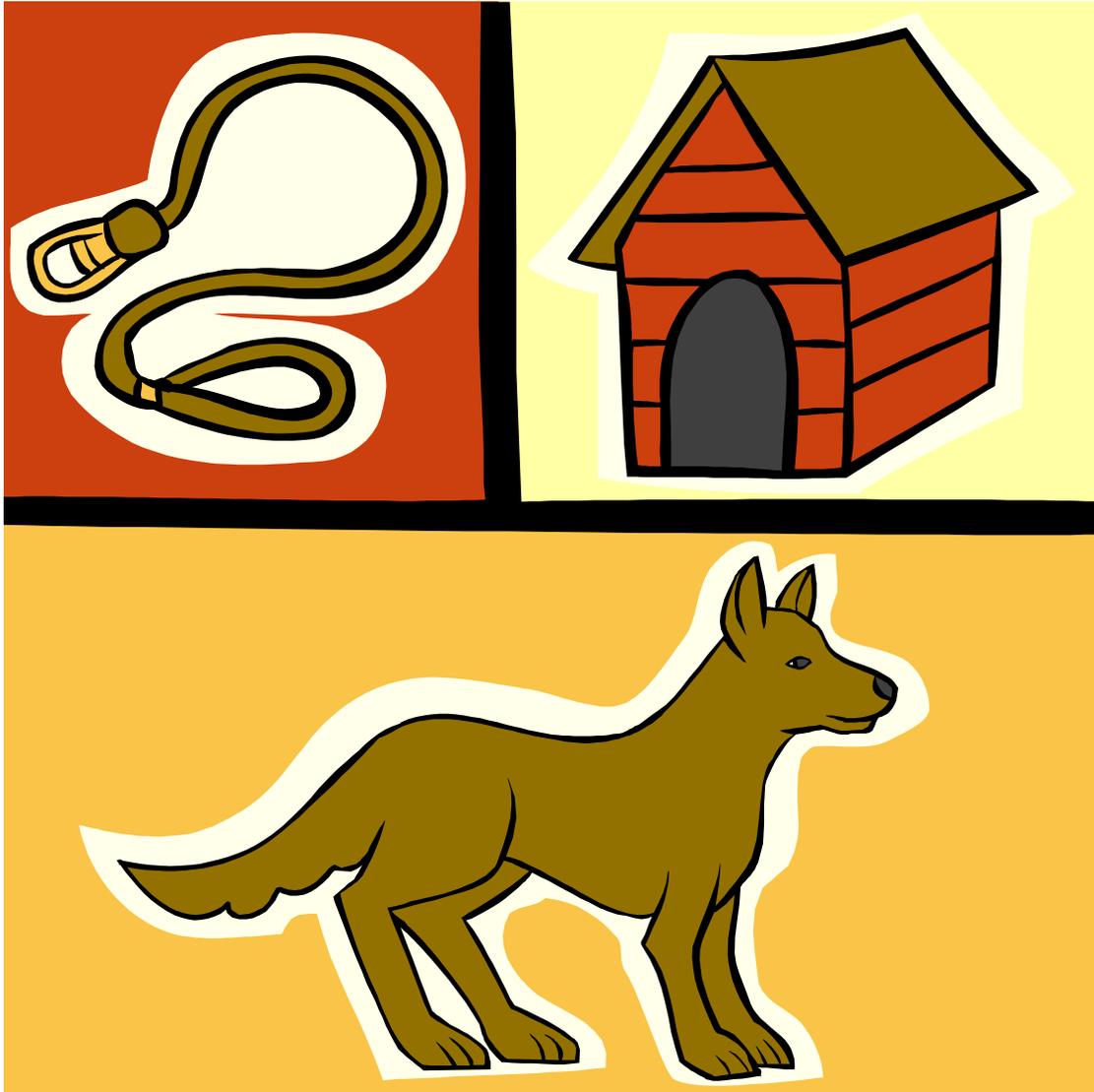
<b>Customer: DIT</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Clear identification of the IT tools being used for the process (current inventory)	20	.2	4	16
Access to documented procedures mapped to use of tools (or system documentation)	10	.1	1	9
Identification of necessary regular maintenance of IT tools (i.e., archiving, purge)	20	.1	2	18
Involvement in the development/enhancement of tools (to include version control) as early as possible in the process, e.g. analysis.	50	.6/1	30/5	20/45

<b>Customer: Finance</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Department wide PO Box for revenue received (checks and cash)	25	0	0	25
Check received with application	20	.90	18	2
Deposit cash/checks within 2 business days	20	.95	19	1
Space for validation on license/application	20	.05	1	19
Index/agency object code of license on the application	15	0	0	15

## **Next Steps**

- Copies of all forms, applications, license, placard, etc. will be shared with PED Consultants.
  - Phyllis will provide PED consultants with a copy of the fields used in the Central Office database by 5/12/06.
  - Brent will provide PED consultants with a copy of the fields used in the field office database by 5/12/06.
  - Documentation from this workshop will be e-mailed out to participants for their approval by 5/12/06 with comments due back by
  - Joel Gorch will be the representative for this licensing process at the consolidation workshop scheduled for June 5-8, 2006.
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**PET SHOP/A SHELTER**  
**“AS IS” MAPPING SESSIONS**



May 10, 2006

License Process Name: Animal Shelter		
APPLICATION DATA		
How many of these licenses are issued each year? 12 (191 shelters in existence)	Of this number, how many are renewals and how many are new? 0 renewals and new 12	How long is the license good for? Forever
What is the due date for licenses to be renewed? No Renewal	What are your peak times to receive and process applications for license? All year long	
Is there a license fee? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, how much is this fee? \$	
Does the license and/or application have a unique number assigned to it? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how is the number determined and who assigns it? "AS" for Animal Shelter, followed by the year issued, followed by the numerical sequence issued that year	
How do you track the status of the application? Access Database		
Once completed, where are these license files stored? Hard copy facility file and database on S Drive (AID/DIWP/Companion Animal/Shelters)		Are these paper or electronic files? Both
ADDITIONAL DATA		
What IT systems or software do you use to capture and track data for this process electronically? Access Database		
Are there other people involved in this process, i.e., inspectors, project managers, etc.? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, please identify who these people are and their role? Dr. Remick (Field Operations Coordinator), Beki Kennedy (Remick's Secretary), and field staff--these people assign or conduct inspections. Al Rodriguez deals with Compliance.	
What would you consider to be the "best practices" for this licensing process?		
What limitations or constraints apply to this process, i.e., laws, administrative rules, etc.? We get a lot of complaints on these facilities. Also, not having any type of renewal makes keeping information difficult. It is hard to keep current on phone number, people in charge, etc. We must rely on their annual shelter activity reports alone.		
In an ideal world, what would you eliminate or add to improve this process? Eliminate a lot of steps/e-mails, paperwork (again, these places generate a lot of complaints)		
Please identify two "randomly selected" customers and two inspectors along with their contact information for us to contact regarding their needs of the process.		

License Process Name: Pet Shops		
<b>APPLICATION DATA</b>		
How many of these licenses are issued each year? 240	Of this number, how many are renewals and how many are new? 50 New and 190 renewals	How long is the license good for? yearly
What is the due date for licenses to be renewed? January 1 <sup>st</sup>	What are your peak times to receive and process applications for license? December - January	
Is there a license fee? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how much is this fee? \$200.00 for new stores and \$100.00 for renewals	
Does the license and/or application have a unique number assigned to it? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how is the number determined and who assigns it? Program Secretary and word processing assistant assigns. (PS = Pet Shop) Year plus numerical order of issue Example: PS 2006-1	
How do you track the status of the application? Access Data Base		
Once completed, where are these license files stored? S-Drive, AID/DIWP/Companion Animal/PetShops. We also have files for each facility separated by each license program		Are these paper or electronic files? both
<b>ADDITIONAL DATA</b>		
What IT systems or software do you use to capture and track data for this process electronically? Microsoft Access Application		
Are there other people involved in this process, i.e., inspectors, project managers, etc.? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, please identify who these people are and their role? Dr. Remick (Field Operations Coordinator) - Beki Kennedy (Remick's sec.) - Field Staff -- for assignment these people assign and inspect these facilities. Al Rodriquez deals with compliance.	
What would you consider to be the "best practices" for this licensing process? ?		
What limitations or constraints apply to this process, i.e., laws, administrative rules, etc.? 90 Days to issue the license upon receiving the application, or else a refund must be made.		
In an ideal world, what would you eliminate or add to improve this process? Eliminate a lot of steps/e-mails, paperwork. There are a lot of complaints received on these facilities which are extremely time consuming to prepare paperwork and investigate.		
<b>Please identify two "randomly selected" customers and two inspectors along with their contact information for us to contact regarding their needs of the process.</b>		

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**Definition of  
Licensing  
Process**

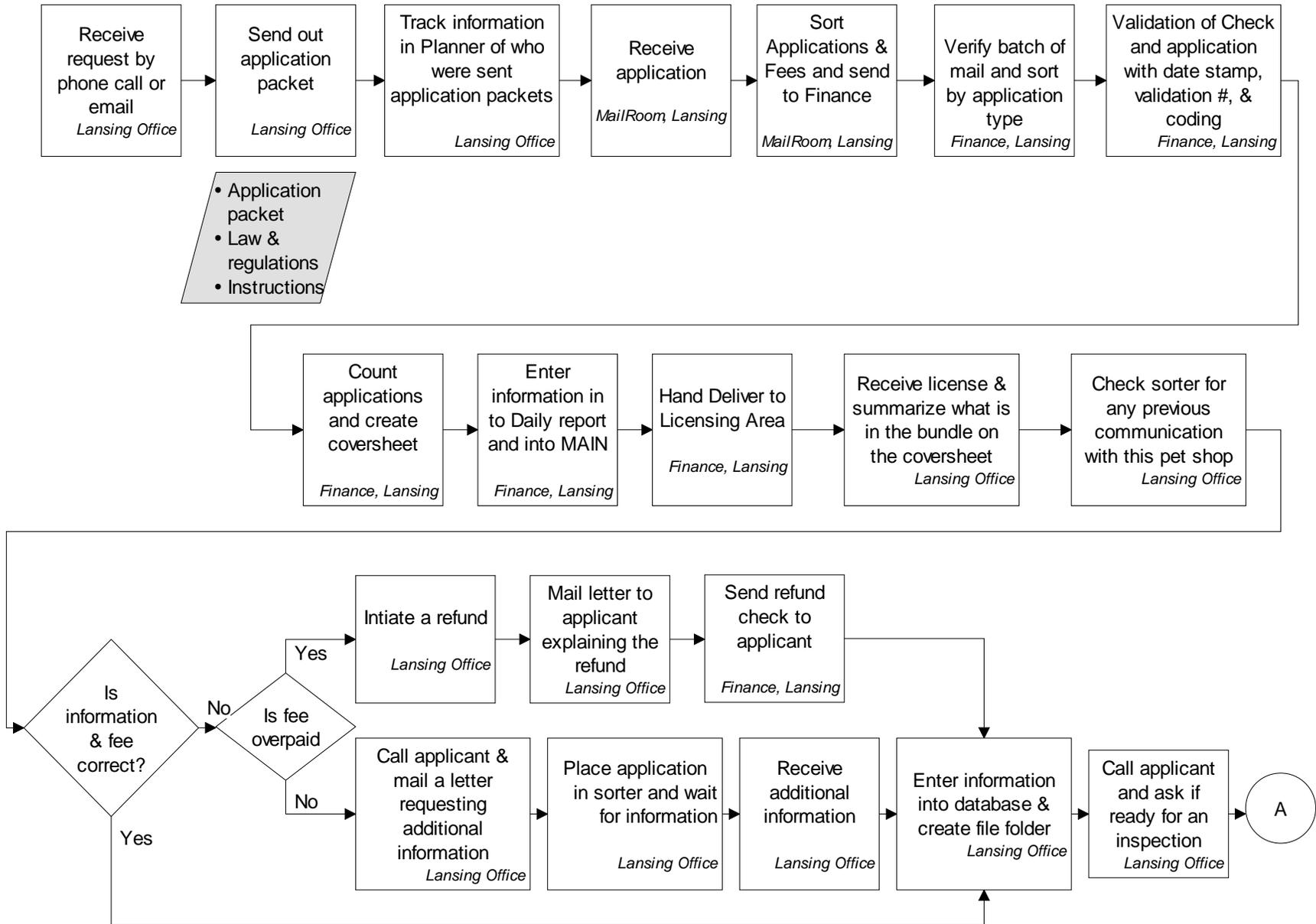
A pet shop is defined by state law as a place where animals are sold or offered for sale, exchange, or transfer. You will need a pet shop license to sell dogs, cats, rabbits, ferrets, hedgehogs, sugargliders, and other non-rodent, non-livestock mammals in order to protect animal welfare and control disease.

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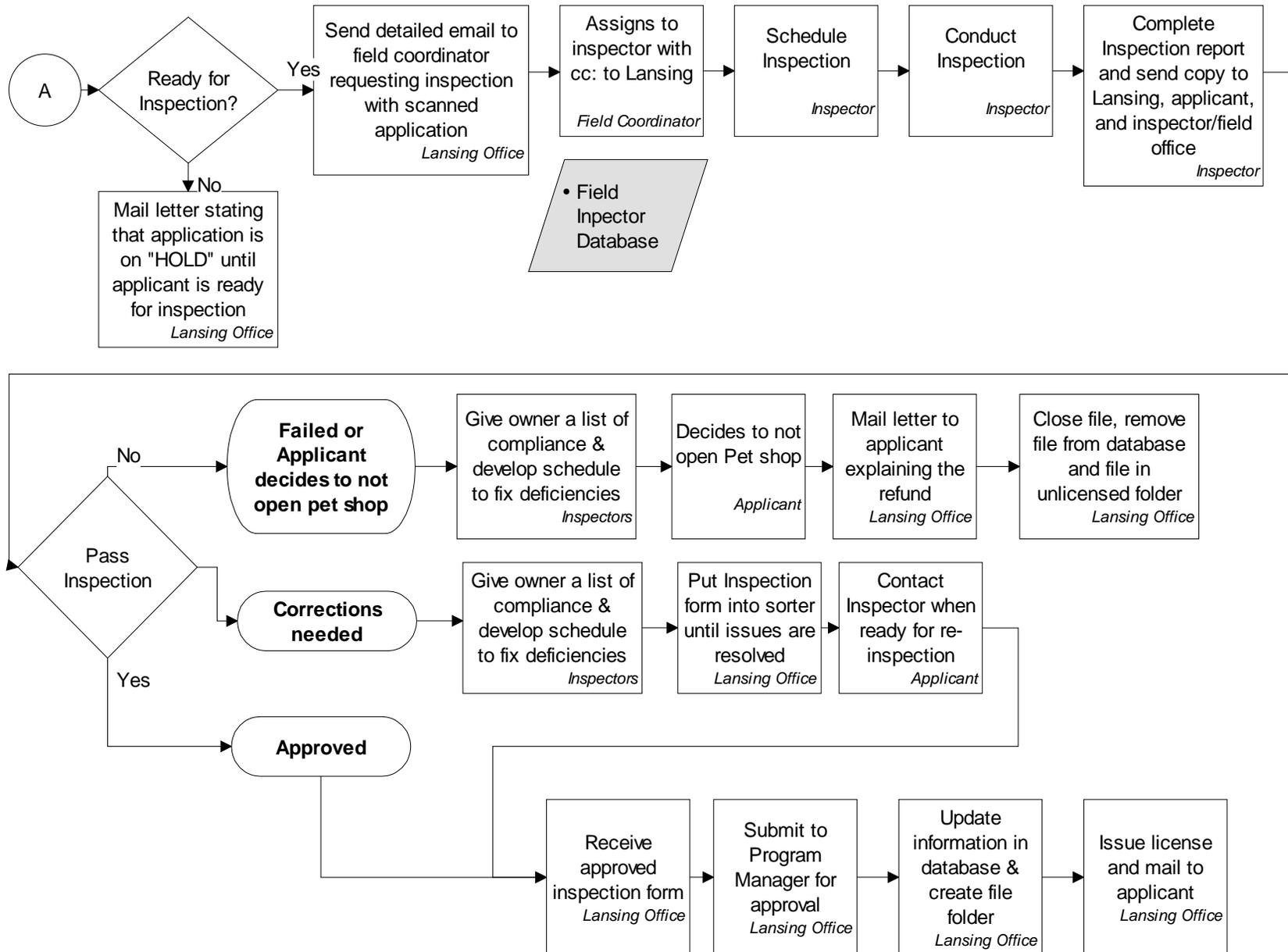
**Technology  
Used in This  
Process**

- Staff within the Animal Industry Division share an Access Database to track applications; however, only one employee can have access at a time.
  - The field coordinators have their own Database that they track these applications on.
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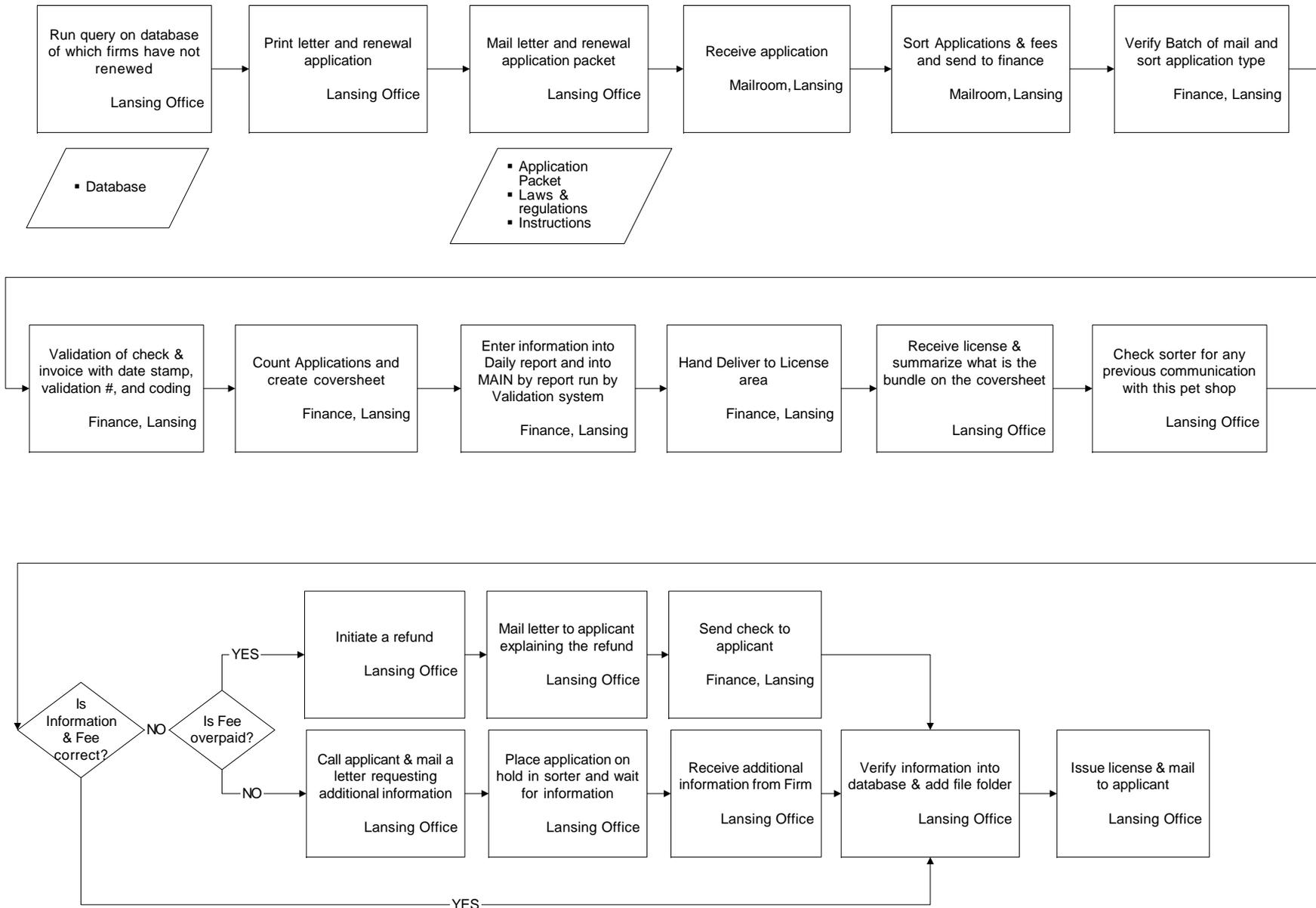
**New Pet Shop Application (License must be issued within 90 days)**



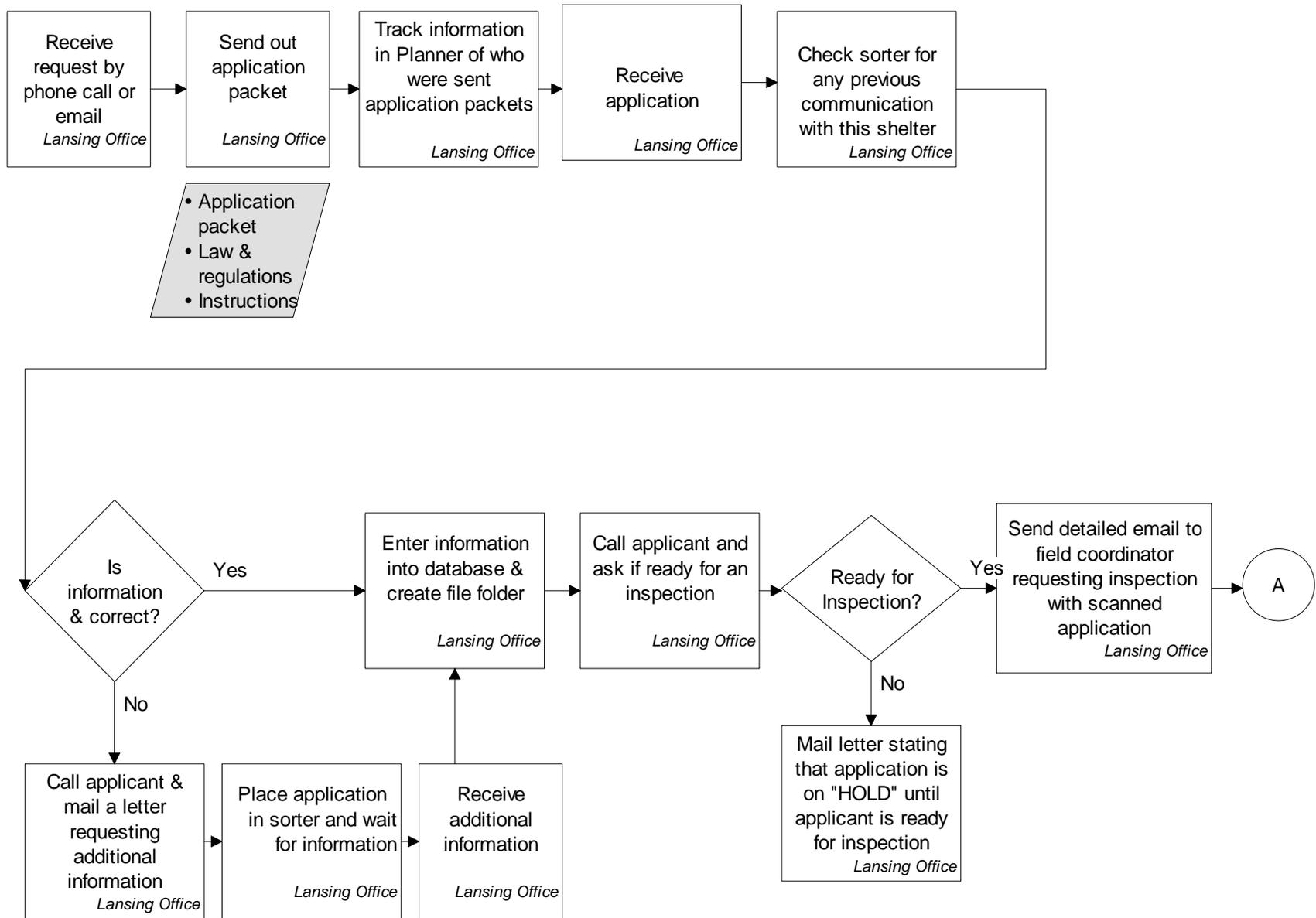
## New Pet Shop Application (page 2)



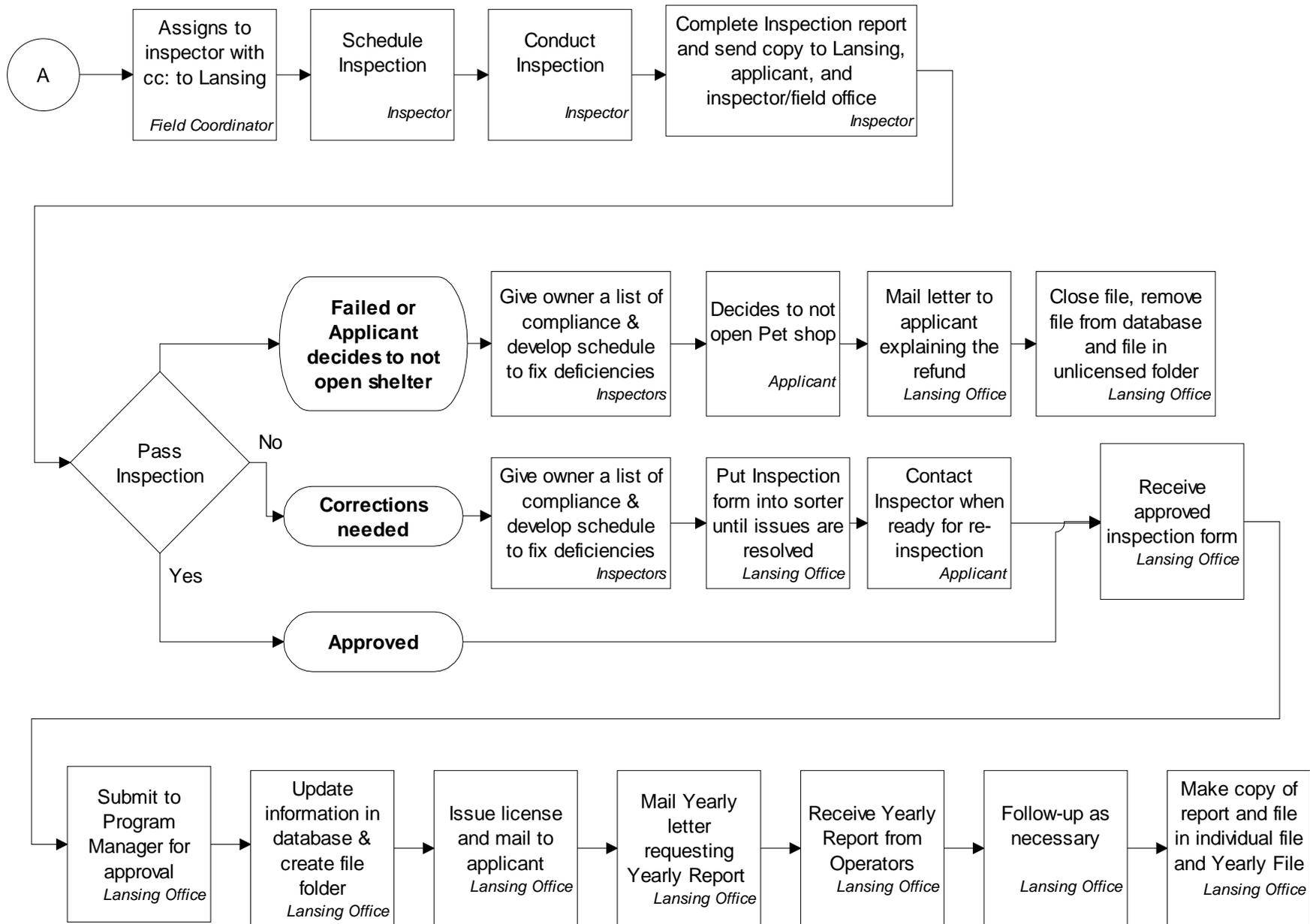
# Renewal Pet Shop Application



## Shelter Applications



**Shelter Application Page 2**



**Cost/Time  
Data for As  
Is Process**

<b>New License for Pet Shop (Approximately 50 per year)</b>				
	Est. Hours per License	Est. Labor/ Cost per License	Est. Hours per Year	Est. Labor/ Cost per Year
Inspectors	4	240.00	200	\$12,000
Central Office Staff	2	80.00	100	4,000
Finance Staff	.03	1.20	1.5	60
Printing/copying/ mailing		\$35.21		1,760.50
<b>Total</b>			<b>301.5 hours</b>	<b>\$17,820.50</b>

<b>Renewal License for Pet Shop (Approximately 190 per year)</b>				
	Est. Hours per License	Est. Labor/ Cost per License	Est. Hours per Year	Est. Labor/ Cost per Year
Inspectors	-0-	-0-	-0-	-0-
Central Office Staff	.75	30.00	142.5	\$5,700
Finance Staff	.03	1.20	5.7	228
Printing/copying/ mailing		\$11.50		2,185
<b>Total</b>			<b>148.2 hours</b>	<b>\$8,113.00</b>

<b>New Licenses for Animal Shelter (Approximately 12 per year)</b>				
	Est. Hours per License	Est. Labor /Cost per License	Est. Hours per Year	Est. Labor/ Cost per Year
Inspectors	4	240.00	48	\$2,880
Central Office Staff	2	80.00	24	960
Finance Staff	.03	1.20	.36	14.40
Printing/copying/ mailing	.03	\$41.40		496.80
<b>Total</b>			<b>72.36</b>	<b>\$4,351.20</b>

For calculation purposes, the following burdened wage rates were used:  
 Executive: \$100 Management: \$80 Professional/Inspectors: \$60  
 Administrative Support: \$40

## Issues

- IT Issues
  - Renewal applications not pre-printed
  - Address database – auto on application for renewals
  - Database problems accessing database on “S” drive
  - No real electronic application to assist in data entry/validation
  - Lansing database and field database are not connected; duplication of entry
  - Data in a homegrown access database
  - Reporting functions in database
  - Applicant isn’t aware that the license is not transferable if there is a change in ownership
  - License process overlap
- Time
  - No easy mechanism to follow thru on 90 days – who watches and how?
  - Re-inspection – 90 day limit? Loop can be continuous and go over 90 days?
  - 90 day rule
    - effect of partial payment received
    - how affected by a second inspection
  - No late fees, fines, reductions
  - Lack of consequences if not timely
- Communication with field
  - Getting inspection reports back from field vets
    - Timely
    - Get back at all
  - Two hard copy files – Lansing and field office. Duplication of entry
  - Why doesn’t field coordinator contact facility? When facility contacted – who contacts?
  - Get copy of license to field veterinarian – how can and should we do this?
  - No “ready to open date” on application

## Best Practices

- Organized (everything is already prepared, ie applicant packets)
  - Licensing consolidated in division
  - Excellent customer service (communication to client and respect)
  - Personal follow-up by phone and mail
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## Uniqueness/ Constraints

- 90 day restraint
  - Pet shops require inspection
  - No fee for animal shelters
  - No penalties, late charges, etc.
  - Under payment is a constraint
    - Process on hold until all funds are in
  - Call to facility just for availability and then wait until it is ready for field contact, calling again by staff
  - Our licensing program is for animals (welfare, disease & zoonosis (disease you can get from an animal ie bird flu))
  - Field coordinator is used to assign inspectors
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**Customer Value Structures**

<b>Customer: Lansing Office Staff</b>				
<b>Process Name: Pet Shop/Animal Shelter</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Automation (reports, labels, queries, access GPS. All licenses linked.)	60	.2	12	48
Consequences (Fines/compliance)	15	.2	3	12
Access to information for field (access automation for field use)	5	.4	2	3
Customer satisfaction	10	.8	8	2
Consistency with all licenses and staff within division	10	.8	8	2

<b>Process Name: Animal Shelter</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Shorter turn around time for issuing license to facility	25%	.4	10	15
Use of electronic signature & electronic submission of completed inspection forms	25%	.1	2.5	22.5
Have license application & submissions available electronically with payment of fee by credit card	25%	.1	2.5	22.5
Have a license database that can be really used and accessible by field staff	25%	.1	2.5	22.5

<b>Process Name: Animal Shelter</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Getting a quick response from Lansing/inspectors	70%	.9	63	7
Timeliness of inspections (none in 2005)/more staff	30%	.7	21	9

**Customer Value Structures Cont.**

<b>Customer: Finance</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Department wide PO Box for revenue received (checks and cash)	25	0	0	25
Check received with application	20	.90	18	2
Deposit cash/checks within 2 business days	20	.95	19	1
Space for validation on license/application	20	.05	1	19
Index/agency object code of license on the application	15	0	0	15

<b>Customer: DIT</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Clear identification of the IT tools being used for the process (current inventory)	20	.2	4	16
Access to documented procedures mapped to use of tools (or system documentation)	10	.1	1	9
Identification of necessary regular maintenance of IT tools (i.e., archiving, purge)	20	.1	2	18
Involvement in the development/enhancement of tools (to include version control) as early as possible in the process, e.g. analysis.	50	.6/.1	30/5	20/45

## Next Steps

- Cindy and/or Paula will provide copies of the following documents and will highlight the forms where the fields are entered into the database and send to Joan/Sara by ID mail by 5/17/06
    - Application packet
    - Database fields (Lansing and field staff)
    - License
    - Shelter Activity Report form
    - Other form letters
  - Cost/time data will be e-mailed to the appropriate staff for completion and return to Sara/Joan
  - Documentation will be sent out for the team to review by 5/12/06
  - Michele Finateri will be the representative for this licensing program at the consolidation workshop.
  - Bob will be the DIT representative at the consolidation workshop
  - Lou will get back to Joan/Sara on who the Finance representative will be at the consolidation workshop
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**Nursery**  
**“AS IS” MAPPING SESSIONS**



May 12, 2006

License Process Name: Nursery Licensing		
<b>APPLICATION DATA</b>		
How many of these licenses are issued each year? approx 9,000	Of this number, how many are renewals and how many are new? changes every yr, approx. 8500 renewals.	How long is the license good for? 1 yr
What is the due date for licenses to be renewed? Nov. 1st	What are your peak times to receive and process applications for license? fall for renewals, and again in the spring for perennial inspections and licenses.	
Is there a license fee? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how much is this fee? \$40.00 and \$100.00 licenses	
Does the license and/or application have a unique number assigned to it? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how is the number determined and who assigns it? number is given through L2K licensing system	
How do you track the status of the application? tracking is done through L2K		
Once completed, where are these license files stored? we don't keep files of licenses, but we do keep inspection reports and license applications,		Are these paper or electronic files? both
<b>ADDITIONAL DATA</b>		
What IT systems or software do you use to capture and track data for this process electronically? License 2000		
Are there other people involved in this process, i.e., inspectors, project managers, etc.? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, please identify who these people are and their role? inspectors, all growers licenses require inspection. Finance division, inspections can be billed.	
What would you consider to be the "best practices" for this licensing process? The best part of this licensing system is the financial end. At times I run 3 or 4 weeks behind, and when I receive a call I can go into the finance portion and check if the payment is received, that way you can give an approximate time frame of when license will be issued.		
What limitations or constraints apply to this process, i.e., laws, administrative rules, etc.? a lot of the procedures are very time consuming. It would be nice to not have to bother other people in order to get the job done.		
In an ideal world, what would you eliminate or add to improve this process? applying and paying over the internet would be ideal.		
<b>Please identify two "randomly selected" customers and two inspectors along with their contact information for us to contact regarding their needs of the process.</b>		

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**Definition of  
Licensing  
Process**

Any person, firm, partnership, association or corporation engaged in the business of growing, selling or re-shipping nursery stock or herbaceous perennials must be licensed by the State of Michigan.

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**Technology  
Used in This  
Process**

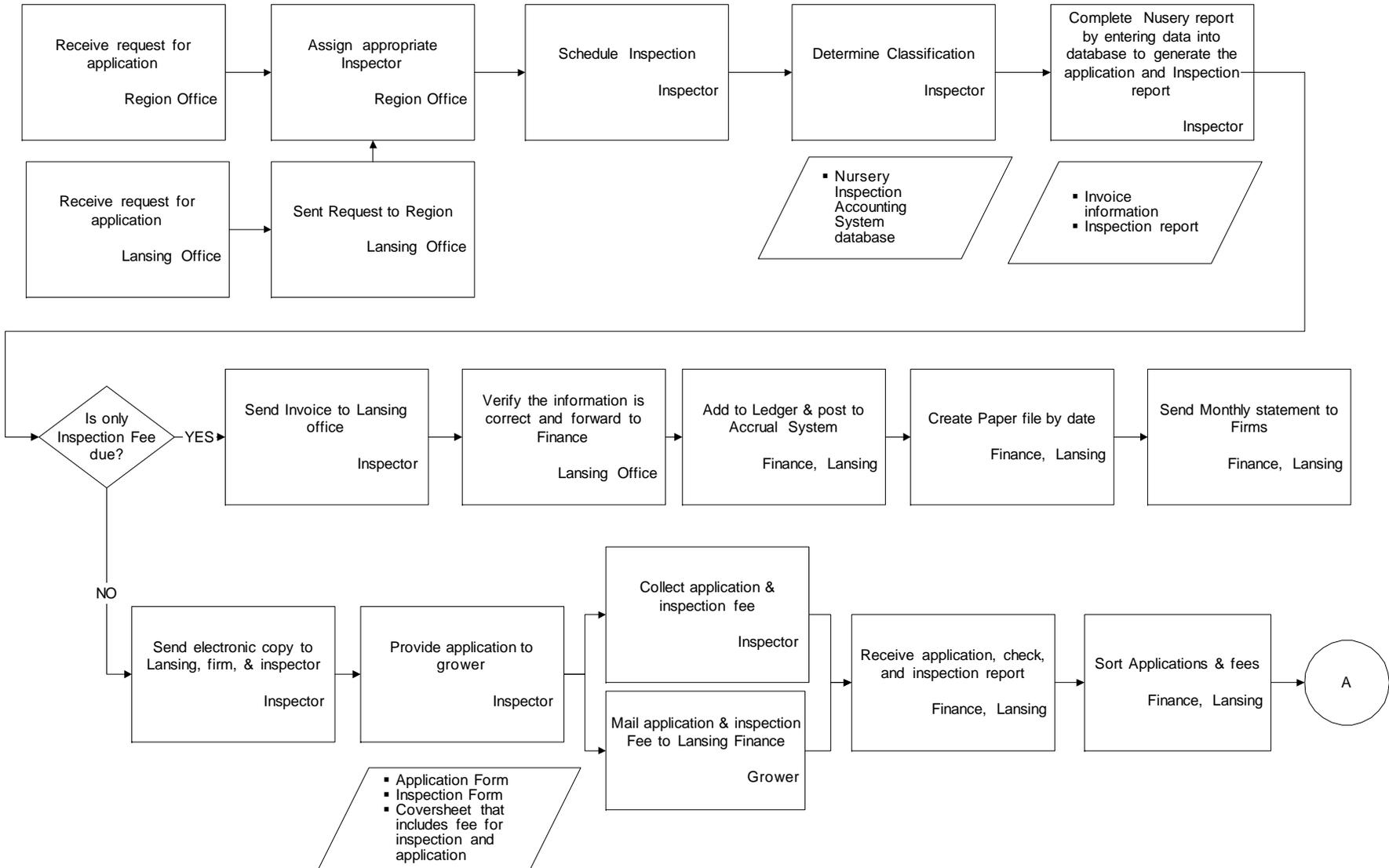
- Field inspectors use the Nursery Inspection Accounting System and this information is shared with Lansing and can interface with L2K.
  - Lansing staff uses L2K database.
-

# Nursery Application

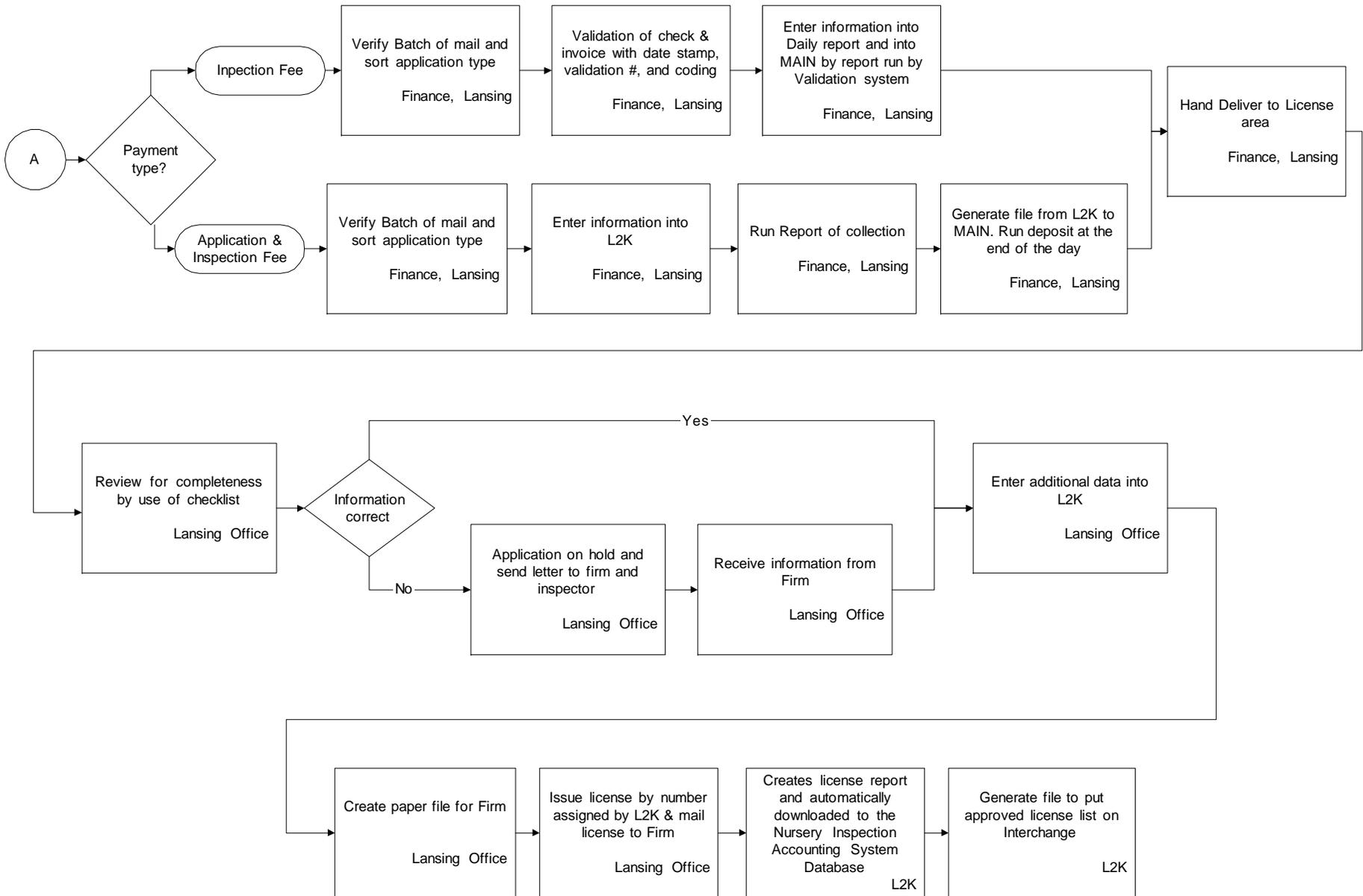
## Growers New & Renewal Application

Difference Between New & Renewal

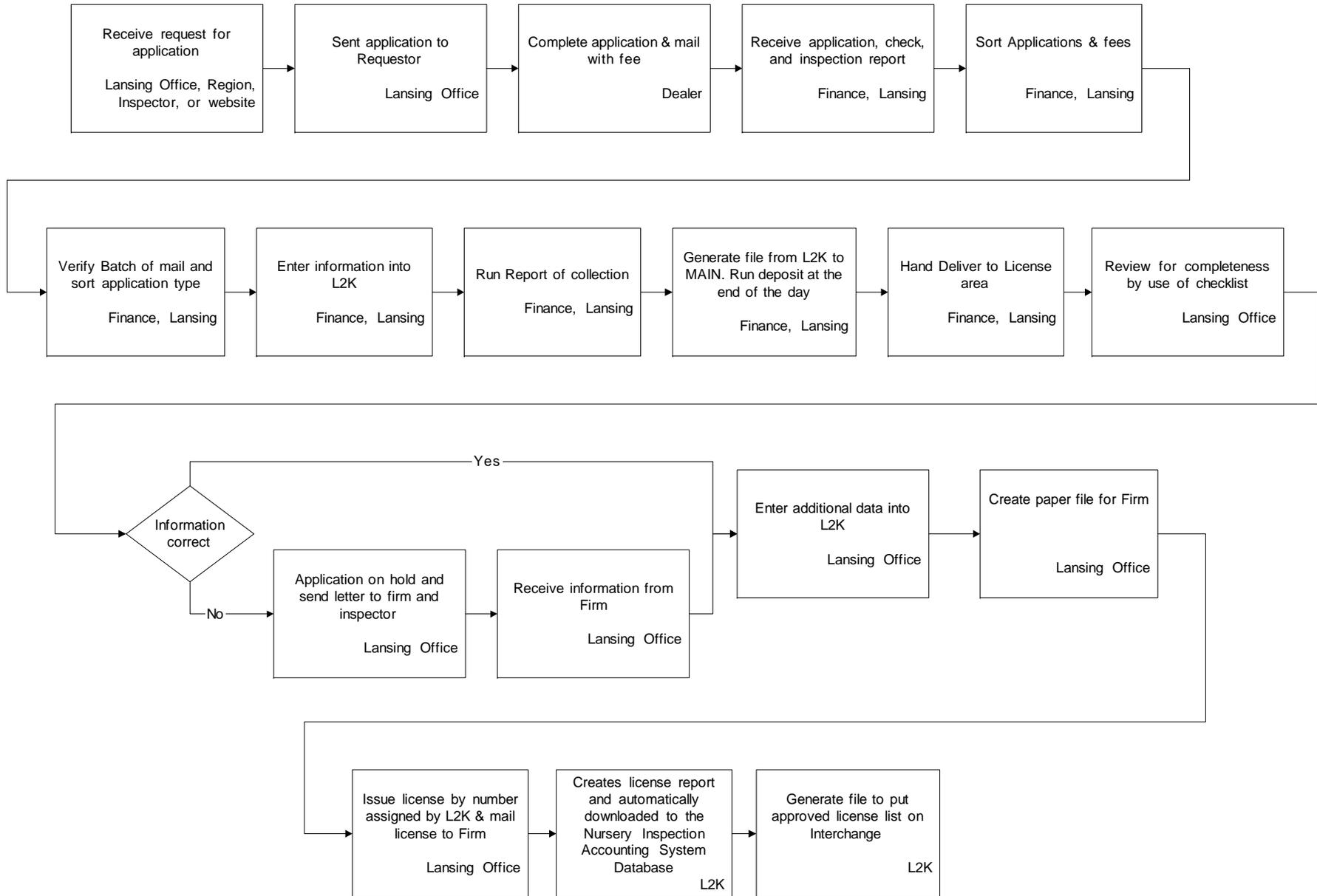
- L2K propagates records from the previous year therefore less data input for both Finance and Licensing area



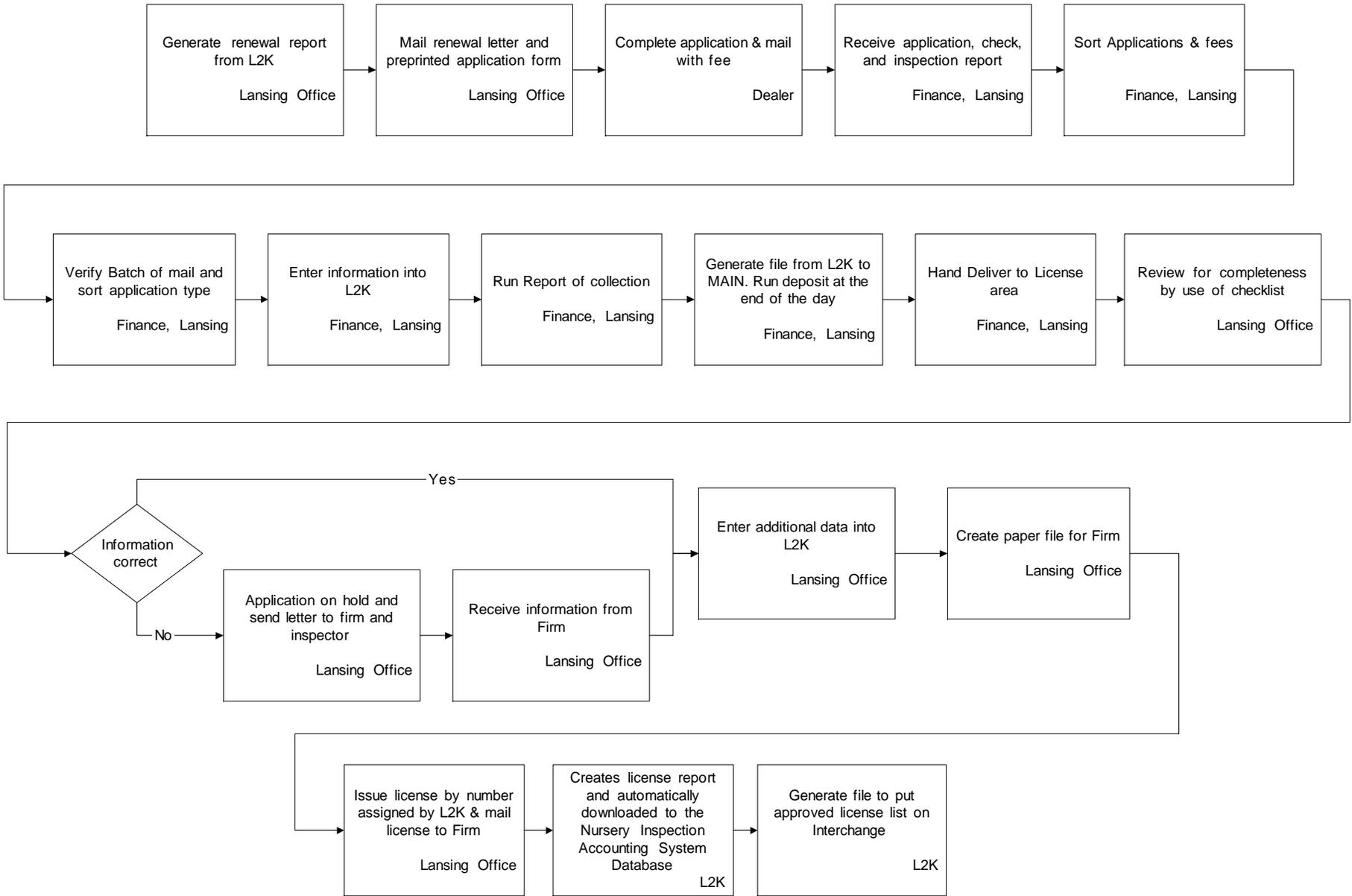
Nursery Application  
 Growers New & Renewal Application Page 2



Nursery Application  
 Dealer - New Application (No Inspections)



Nursery Application  
 Dealer - Renewal (No Inspections)



**Cost/Time  
Data for As  
Is Process**

<b>New License for Growers (Approximately 60 per year)</b>				
	Est. Hours per License	Est. Labor/ Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Inspectors	3.5	\$210.00	210	\$12,600.00
Central Office Staff	.08	3.20	4.8	192.00
Management	.10	8.00	6	480.00
Finance Staff	.25	10.00	15	600.00
Printing/copying/ mailing		.55		33.00
<b>Total</b>			<b>235.8 hours</b>	<b>\$13,905.00</b>

<b>Renewal License for Growers (Approximately 2,000 per year)</b>				
	Est. Hours per License	Est. Labor /Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Inspectors	3	\$18.00	6,000	360,000.00
Central Office Support Staff	.02	.80	40	1,600.00
Management	.02	1.60	40	3,200.00
Finance Staff	.17	6.80	340	13,600.00
Printing/copying/ mailing		.55		1,100.00
<b>Total</b>			<b>6,420 hours</b>	<b>\$379,500.00</b>

<b>New Licenses for Dealers (Approximately 1,200 per year)</b>				
	Est. Hours per License	Est. Labor /Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Inspectors	1	\$60.00	1,200	\$72,000.00
Central Office Support Staff	.05	2.00	60	2,400.00
Management	.08	6.40	96	7,680.00
Finance Staff	.25	10.00	300	12,000.00
Printing/copying/ mailing		.55		660.00
<b>Total</b>			<b>1,656 hours</b>	<b>\$94,740.00</b>

<b>Renewal Licenses for Dealers (Approximately 5,500 per year)</b>				
	Est. Hours per License	Est. Labor /Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Inspectors	0	0	0	0
Central Office Support Staff	.17	\$6.80	935	37,400.00
Management	0	0	0	0
Finance Staff	.17	6.80	935	37,400.00
Printing/copying/ mailing		1.00		5,500.00
<b>Total</b>			<b>1,870 hours</b>	<b>\$80,300.00</b>

For calculation purposes, the following burdened wage rates were used:  
 Executive: \$100    Management: \$80    Professional/Inspectors: \$60  
 Administrative Support: \$40

## Issues

### Interfaces

- Laptop database in the field is separate from L2K. Duplication of data entry.
- No electronic hook-up to accrual account from Nursery database.
- Missing inspection reports due to frequency of uploading.
- Dealers/Growers mail check before Inspector uploads inspection report; Finance cannot match.
- On-line application process not available for dealer license.

### Operational

- No late fees for dealer renewals.
- License fees are refundable. Make it a non-refundable application fee.
- Cannot accept credit cards.
- “Due account” result in extra administrative work. Can’t we get money up front most of the time?
- License number/type not always right. Inspector chooses wrong type from the pick list.
- Too many license types.
- Confusion for the customer with separate inspection and license fees.
- Expired license types remain in system and warning (non valid) letters are sent out to firms.
- Requirements do not require licensing and inspections tightly bound together. Both are required but not necessarily as tightly bound as current practice.
- License year “off” from business practices.
- License renewed every year vs. multi year license.
- It appears that there is a time lag between when a report gets transmitted to Lansing, and when the report is tracked in the accounts receivable report. At the same time payments are coming in, and can be logged ahead of the bill. This creates an interesting problem in that it looks like a firm has grossly overpaid their bill. Perhaps in an ideal

system, monies received that don't have a corresponding inspection report could be put "on hold" until the inspection report/bill is received by finance.

License 2000

- License 2000 requires critical decisions be made by Finance rather than program staff. This puts a bigger burden on Finance.
- Inspection fees get entered in validation instead of L2K.

**Best Practices**

- Division staff can verify a customer has paid (query by license number and customer name).
- Staff ability to collect in field to accommodate customers.
- Preprinted renewal application, which includes the license number.
- Colored paper to identify types of renewal.
- Computer generated inspection reports.
- P.O. box number for license application remittance.
- Ability to query status of customer.
- Field staff can create reports on the spot and uploadable – electronic record.

**Uniqueness/ Constraints**

- Annual/grower inspections.
- Inspector can satisfy all licensing issues in the field.
- Signatures and DBA's required.
- Time limit, 30 business days, to issue license, by law, from receipt of application.

**Customer Value Structures**

<b>Customer: Lansing Office Staff</b>				
<b>Process Name: Nursery Licensing</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Streamlined/user friendly system	70	.6	42	28
Ability to generate renewals	10	.9	9	1
Ability to generate statistics	10	.8	8	2
Ability to print licenses	10	.9	9	1

**Customer Value Structures**  
*cont.*

<b>Customer: Nursery Inspectors</b>				
<b>Process Name: Nursery Licensing</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Data/status accessibility – real time	20	.8	16	4
Clear protocol and procedures	20	.7	14	6
Workload scheduling	30	.7	14	6
Minimal reporting requirements	15	.5	7.5	7.5
Enforcement Support	15	.5	7.5	7.5

<b>Process Name: Nursery</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Would like to have applications on site (people come in, they don't have so they goes to another facility that may not be licensed)	65	.2	13	52
More inspectors	20	.2	4	16
Timeliness of receiving inspection report from Lansing	15	.4	6	9

**Customer Value Structures**  
*cont.*

<b>Process Name: Nursery</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Reporting unlicensed people who are using fertilizer and weed control	80	.4	32	48
Playing phone tag with Lansing staff. If fax or leave a message not getting a response	20	.65	13	7

<b>Process Name: Nursery</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Timeliness in processing	30	.3	9	21
Accuracy of information	30	.8	24	6
Communication between field and Lansing	10	.8	8	2
Easier process for clients	30	.5	15	15

<b>Process Name: Nursery</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
More staff	50	.5	25	25
Bigger vehicles	25	.1	2.5	47.5
More computer training/wireless hookup	20	.3	6	14
Better flow of information from Lansing to field staff	5	.3	1.5	3.5

**Customer Value Structures**  
*cont.*

<b>Customer: DIT</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Clear identification of the IT tools being used for the process (current inventory)	20	.2	4	16
Access to documented procedures mapped to use of tools (or system documentation)	10	.1	1	9
Identification of necessary regular maintenance of IT tools (i.e., archiving, purge)	20	.1	2	18
Involvement in the development/enhancement of tools (to include version control) as early as possible in the process, e.g. analysis.	50	.6/.1	30/5	20/45

<b>Customer: Finance</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Department wide PO Box for revenue received (checks and cash)	25	0	0	25
Check received with application	20	.90	18	2
Deposit cash/checks within 2 business days	20	.95	19	1
Space for validation on license/application	20	.05	1	19
Index/agency object code of license on the application	15	0	0	15

- \_\_\_\_\_ ) by 5/19/06 by Terry.
- Copy of the data fields used in the Nursery Inspection Accounting System will be mailed to Joan by Dave by 5/19/06.
  - Copy of the data fields used in the Y2K database will be mailed to Joan by Bob by 5/19/06.
  - Cost/time worksheet will be mailed to appropriate team members for completion by 5/15/06.
  - Cost/time worksheet will be completed and returned to Joan by 5/19/06.
  - Copy of cost/time data previously prepared for the Dealers/Growers will be e-mailed to Joan by Mike by 5/19/06.
  - Robin will talk to Gina and determine who will be the Nursery representative for the Consolidation Workshop in June and e-mail this name to Joan by 5/19/06.
  - Tom will send Joan a revised customer name for the Nursery Licensing process to be called for a customer value structure by 5/16/06.
-

# FOOD SERVICES “AS IS” MAPPING SESSIONS



May 17, 2006

License Process Name: Food Service Licensing	
<b>APPLICATION DATA</b>	
How many of these licenses are issued each year? 44,000 Fixed 10,000+ Temporary Licenses	Of this number, how many are renewals and how many are new? 32,000 Renewal 12,000 new/changes/out of business 10,000 temporary which are considered new
What is the due date for licenses to be renewed? May 1 of License year	What are your peak times to receive and process applications for license? April 15 through September 30 for Fixed, October through April for Temps. We have not finished processing Temps at this time for the past License Year.
Is there a license fee? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how much is this fee? \$Varies from \$3 to \$33.00
Does the license and/or application have a unique number assigned to it? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how is the number determined and who assigns it? The License 2000 (L2K) system generates the License number based upon change of ownership or address for fixed, and for Temp. based upon application.
<p>How do you track the status of the application? If we have a call from a constituent we can find the license by the address, license number, and by the name of the facility in combination with the address if needed. This system is based upon searching within the L2K database after data entry has been completed.</p> <p>Tracking the application through the process of renewal is as follows:</p> <p>Before the renewal or new application is entered into L2K it is either a paper document or electronic file, which we receive from the Local Health Dept. (LHD). The process by which the LHD obtains the renewal is as follows:</p> <p style="padding-left: 40px;">FDD generates the renewal applications and bulk mail them to the LHD, LHDs then assign their fees to the renewal application, stuff the envelopes and mail them to the facilities. The LHD then receipts the renewal application into their system and prepares either a paper document or an electronic file, which they mail to MDA. We receive the files (either paper or electronic), review them for priorities and process the priorities (determined through Licensing workgroup) first. Then we process the remainder of the renewals. We generate a billing statement for the fees owed to MDA- FDD, which is mailed to the LHDs on a monthly basis based upon the applications that have been received and processed.</p>	
<p>Once completed, where are these license files stored? L2K holds all of the licensing information captured on the application electronically.</p> <p>Paper files are stored onsite in FDD. Paper files are created from the electronic excel spreadsheets submitted by the LHDs along with the paper documents which the LHDs submit to document changes, oob's etc.</p>	

### ADDITIONAL DATA

What IT systems or software do you use to capture and track data for this process electronically?

License 2000

Are there other people involved in this process, i.e., inspectors, project managers, etc.?

Yes     

What would you consider to be the "best practices" for this licensing process?

Speed and accuracy in the billing of LHD's.

Electronic renewal for Food Service Establishments which downloads info to L2K and then to LHD's or

Simplified data entry for renewals with no changes on them to be completed by the LHD's themselves via electronic linkage.

Allowing for LHD's to search within the database for ownership electronically, as a read only function in real time.

Development of a more effective system of handling temporary licenses issued by LHDs. Allowing the LHD to create the temp. license file in L2K , cutting out two sets of data entry.

What limitations or constraints apply to this process, i.e., laws, administrative rules, etc.?

Accounting and auditing requirements

Security and firewall issues with DIT that limit entry points to MDA staff in Lansing Office only.

Proprietary requirements of the L2K system as purchased and installed.

Law requires that change of ownership require a new license. Law states that license is not transferable, that the license is linked to both ownership and address. When either address or ownership changes a new license is required. Licenses are not prorated according to law.

In an ideal world, what would you eliminate or add to improve this process?

Allow for food service establishments (restaurants) to complete renewal and new applications on line (data entry by user) and pay fees.

Link online renewal and fee payment to LHDs.

Allow the LHDs to use L2K as their database system to track foodservice licenses.

Allow for LHDs to create temporary license files in L2K directly.

**Please identify two "randomly selected" customers and two inspectors along with their contact information for us to contact regarding their needs of the process.**


Inspector's Name:

NA

Inspector's Name:

NA

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**Definition of  
Licensing  
Process**

Food service establishments which include temporary food service establishments, restaurants, fixed establishments, mobile units, vending machine locations, and special transitory food units, are licensed via local/county health departments.

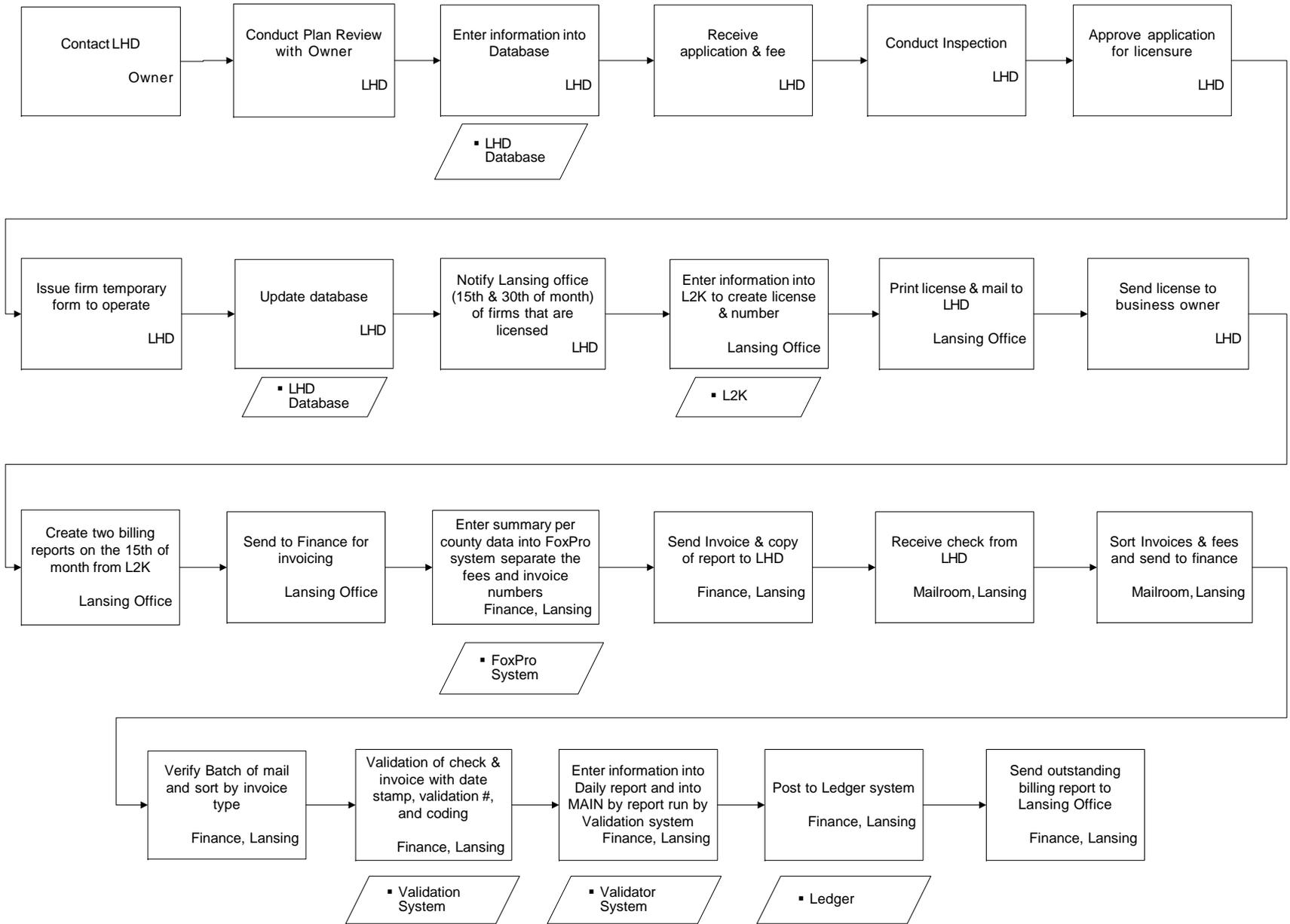
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**Technology  
Used in This  
Process**

- License 2000 (L2K)
  - Excel Spreadsheet
  - Access Database
  - Fox Pro (Finance)
  - Local Health Departments (45) have their own database
-

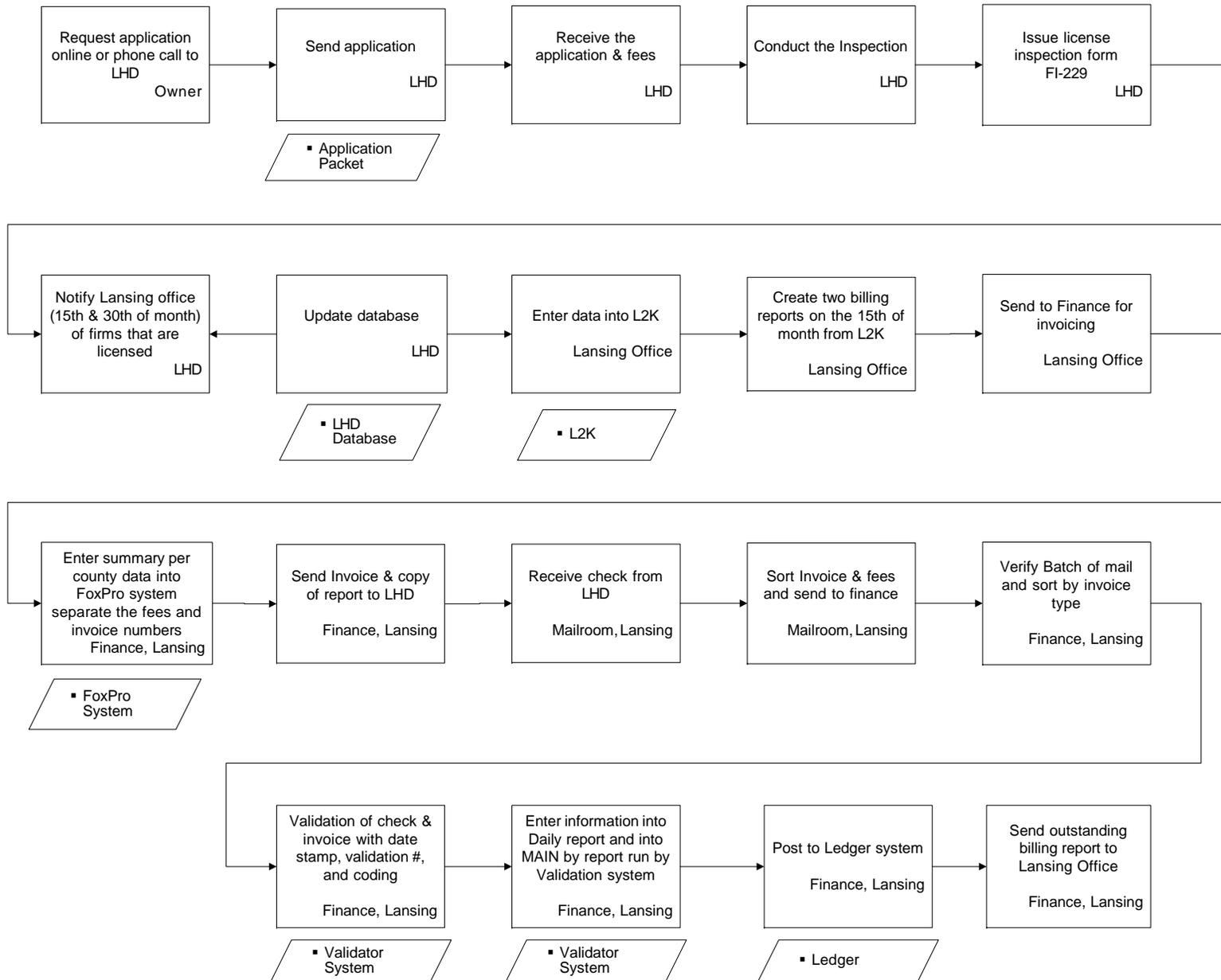
# New Food Service Establishment License

Revised May 31, 2006



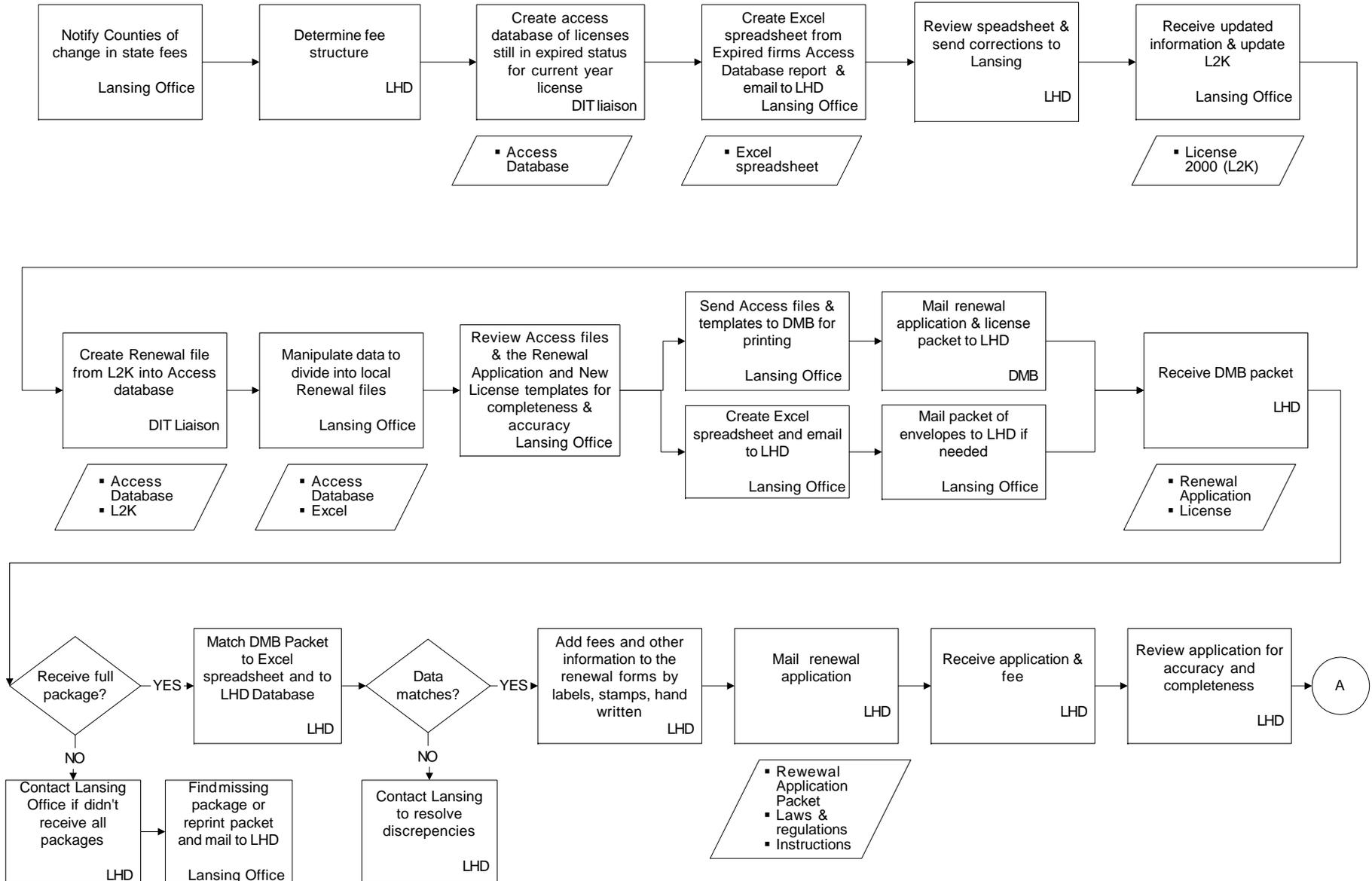
# Temporary Food Service Establishment License

Revised May 31, 2006



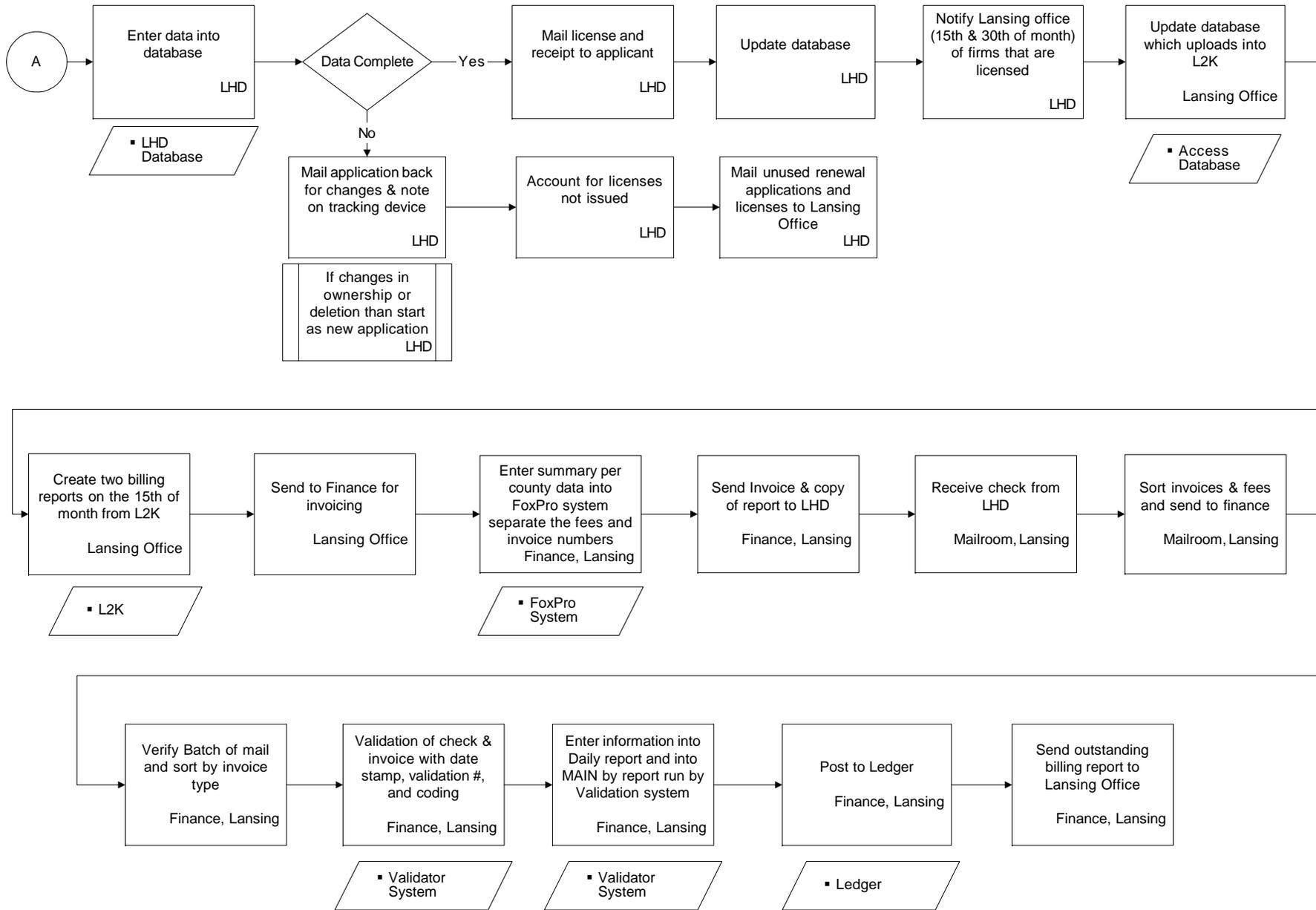
# Renewal Food Service Establishment License

Revised May 31, 2006



**Renewal Food Service Establishment License** Page 2

Revised May 31, 2006



**Cost/Time  
Data for As  
Is Process**

<b>New License for Food Services (Approximately 12,000 per year)</b>				
	Est. Hours per License	Est. Labor /Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Local County Health Department				
- Inspectors	8.5	510.00	102,000	\$6,120,000
- Management	3	240.00	36,000	2,880,000
- Finance	.13	5.20	1,560	62,400
- Administrative Assistant	1.0	40.00	12,000	480,000
- Printing/Copying/ Mailing Costs		.80		9,600
Food & Dairy Div.				
- Lansing Staff	.01	.40	120	4,800
- Management	.3	24.00	3,600	288,000
- Finance Staff	.13	5.20	1,560	62,400
- Printing/copying/ mailing		.55		6,600
<b>Total</b>			<b>156,840 hours</b>	<b>\$9,913,800</b>

<b>Renewal License for Food Services (Approximately 47,000 per year)</b>				
	Est. Hours per License	Est. Labor/ Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Local County Health Department				
- Inspectors	4.5	270.00	211,500	\$12,690,000
- Management	3	240.00	141,000	11,280,000
- Finance	.13	5.20	6,110	244,400
- Administrative Assistant	1.0	40.00	47,000	1,880,000
- Printing/Copying/ Mailing Costs		.80		37,600
Food & Dairy Div.				
- Lansing Staff	.01	.40	470	18,800
- Management	.6	48.00	2,800	2,256,000
- Finance Staff	.13	5.20	6,110	244,400
- Printing/copying/ mailing		.55		25,850
<b>Total</b>			<b>414,990 hours</b>	<b>\$28,677,050</b>

<b>Temporary Licenses for Food Services (Approximately 10,000 per year)</b>				
	Est. Hours per License	Est. Labor/ Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Local County Health Department				
- Inspectors	1	60	10,000	\$600,000
- Management	0	0	0	0
- Finance	.13	5.20	1,300	52,000
- Administrative Assistant	1	40	10,000	400,000
- Printing/Copying/ Mailing Costs		0	0	0
Food & Dairy Div.				
- Lansing Staff	.01	.40	100	4,000
- Management	.75	60	7,500	600,000
- Finance Staff	.13	5.20	1,300	52,000
- Printing/copying/ mailing		0		0
<b>Total</b>			<b>30,200 hours</b>	<b>\$1,708,000</b>

For calculation purposes, the following burdened wage rates were used:  
 Executive: \$100 Management \$80 Professional/Inspectors: \$60  
 Administrative Support: \$40

## Issues

### Process Issues

- Check box on application not filled in causes excess of corrections for FDD/FASD
- Too many steps in correction process. Time to review exceeds value most of the time.
- Duplication of entry in LHD, FDD & FASD, big time delays.
- Variability of Local Health Department fees.
- LHD difficulty in understanding billing invoices.
- Locals manually add fees to licenses before mailing.
- Electronic local health system does not mesh with state paper process. Local accounting of temporary licenses is problematic. Electronic operation of license numbers would be helpful.
- December license reconciling is difficult for local health. Audit function requires specific information that would not be available if county got electronic files. Define, describe and trouble shoot process for licenses printed and shipped by DMB but county says not received? Quantify time delay between county issues new license to operate vs. county reports to MDA they owe us money (cash flow).
- Too much paper. L2K

## **Issues (Cont.)** Technology Issues

- Lack of IT capability at Local Health Departments (LHD). Variability of LHD systems.
- LHD ability to access and use L2K data in real time.
- Electronic system not data easily manipulated.
- 3+ sets of databases have to be kept: MDA Licensing; MDA Finance; and LHD/or more.
- DMY & MDA software incompatibilities (check boxes on renewal form).
- Temps are hard to reconcile. Licenses issued from both LHD & MDA.
- LHD temporary license billing problems with L2K reports. Two reports needed to reconcile billing.
- L2K proprietary – reports are not suited or developed for internal MDA use.
- L2K does not facilitate electronic reports except through DIT Liaison going in the back door/tables of the system.
- MDA IT & licensing staff sits with a few people with minimal documentation.
- LHD & MDA can't see each other's databases.

### Other Issues

- MDA data entry always behind due to staffing issues.
  - Get data entry done before end of fiscal years so billing can happen on time. Reconciliation “as is” process skipped details on how MDO food processes sales data per county vs. licenses (control numbers) vs. dollars remitted to MDA. Temps very difficult to reconcile per Byron.
- 

## **Best Practices**

- License is mailed with renewals.
  - Process license in timely manner.
  - Local customer service by LHD.
  - Lansing Office processes “changes or new licenses” first to issue license to LHD. (Prioritization of work by type of license.)
  - License form (application) good and useful.
  - LHD & Lansing Office staff has ownership of licensing process and system which results in good customer service.
  - Opportunity to mail other documents with renewals or licenses.
  - Temp inspection/license form – no duplication of entry.
  - License cost to issue is subsidized by the State.
- 

## **Uniqueness/ Constraints**

- Multiple local health fee structures.
  - Plan review, inspection, license approval maintained at local level.
  - License issued timely.
  - Some counties have on-line application.
  - Decentralized partnership LHD & State.
  - IT capacities are variable (widely) by LHD.
  - Local politics limit change and responsiveness to issues also creates limits on standardization.
-

**Customer Value Structures**

<b>Process Name: Food Services</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Ability to establish and generate local fees for service.	30	1.0	30	0
Reduce staffing and print/copy resources in licensing process.	15	.5	7.5	7.5
Eliminate duplication of efforts.	10	.5	5	5
Ability to utilize electronic system that communicates/interfaces with state database or electronic system.	30	0	0	30
Provide quick turn around of license to customers. 14 days for paper process and 48 hours for electronic process.	15	.6	9	6

**Customer Value Structures**

<b>Customer: Lansing Office Staff</b>				
<b>Process Name: Food Services</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
No duplication of data entry.	30	.5	15	15
Timeliness in generating renewals/spreadsheets/new/changes.	15	.8	12	3
Quality – Accuracy of information and completeness of information to LHD.	17	.9	15.3	1.7
Legibility/quality of applications received from LHD, include completeness.	15	.8	12	3
Timely payment by LHD	10	.85	8.5	1.5
Ease of manipulation of data, generation of reports, sorting, processing from L2K.	13	.1	1.3	11.7

<b>Customer: Finance</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Department wide PO Box for revenue received (checks and cash)	25	0	0	25
Check received with application	20	.90	18	2
Deposit cash/checks within 2 business days	20	.95	19	1
Space for validation on license/application	20	.05	1	19
Index/agency object code of license on the application	15	0	0	15

<b>Customer: DIT</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Clear identification of the IT tools being used for the process (current inventory)	20	.2	4	16
Access to documented procedures mapped to use of tools (or system documentation)	10	.1	1	9
Identification of necessary regular maintenance of IT tools (i.e., archiving, purge)	20	.1	2	18
Involvement in the development/enhancement of tools (to include version control) as early as possible in the process, e.g. analysis.	50	.6/1	30/5	20/45

## **Next Steps**

- Copies of all documents and forms used in process to be sent to Sara/Joan by May 25<sup>th</sup> by Byron and Lou.
  - Cost/time worksheet will be mailed out to appropriate team members by Joan by 5/18.
  - Cost/time data will be returned to Joan by 5/25.
  - Documentation from the workshop will be typed and mailed to team members by 5/19.
  - Comments from the team are due back to Sara by 5/26.
  - Kevin/Byron will provide 2 customer names and contact information to Joan/Sara by 5/19.
  - Joan/Sara will e-mail Byron and Kathy to determine appropriate team member for the process consolidation workshop by 5/19.
-

# GRAIN ELEVATOR “AS IS” MAPPING SESSIONS



May 18, 2006

License Process Name: Grain Dealers		
APPLICATION DATA		
How many of these licenses are issued each year? 250	Of this number, how many are renewals and how many are new? 245 renewals/5new	How long is the license good for? annual
What is the due date for licenses to be renewed? w/i 6 months of fiscal year end	What are your peak times to receive and process applications for license? June and December	
Is there a license fee? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how much is this fee? \$Between \$150 and \$450 based upon storage capacity & type	
Does the license and/or application have a unique number assigned to it? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how is the number determined and who assigns it? sequential license # on preprinted license form	
How do you track the status of the application? run monthly status report from access program		
Once completed, where are these license files stored? filing cabinet	Are these paper or electronic files? paper	
ADDITIONAL DATA		
What IT systems or software do you use to capture and track data for this process electronically? customized access program		
Are there other people involved in this process, i.e., inspectors, project managers, etc.? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, please identify who these people are and their role? Deb Holten	
What would you consider to be the "best practices" for this licensing process? monthly status reports, license, renewal and delinquent letters are computer generated from program		
What limitations or constraints apply to this process, i.e., laws, administrative rules, etc.? Timely cpa reports required however the licensee on numerous occasions do not have control on the issuance of the report by the cpa. Regulated by PA 141 of 1939, as amended.		
In an ideal world, what would you eliminate or add to improve this process? Need to add mailing label and individual audit territory reports to print options. Also would like to have some red flags to occur if data not correctly entered.		
Please identify two "randomly selected" customers and two inspectors along with their contact information for us to contact regarding their needs of the process.		

---

**Definition of  
Licensing  
Process**

Those engaged in the business of receiving, buying, exchanging, selling, or storing farm produce are considered to be Grain Dealers and must be licensed by the Michigan Department of Agriculture.

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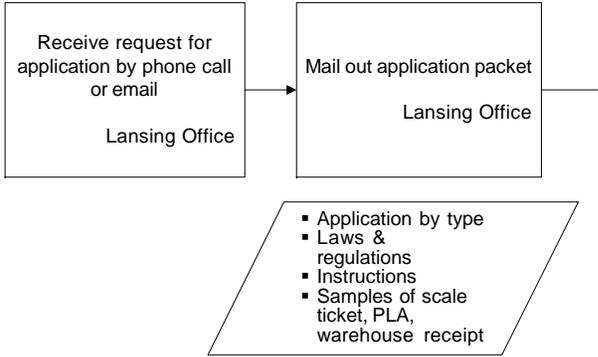
**Technology  
Used in This  
Process**

Web site with printable forms  
Access Database (License 2002)  
Access Database (License Reconciliation Database)

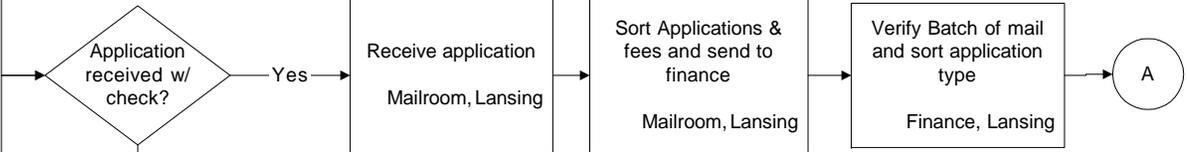
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**New and Renewal Grain Elevator License**  
*Application has to be signed and notarized*

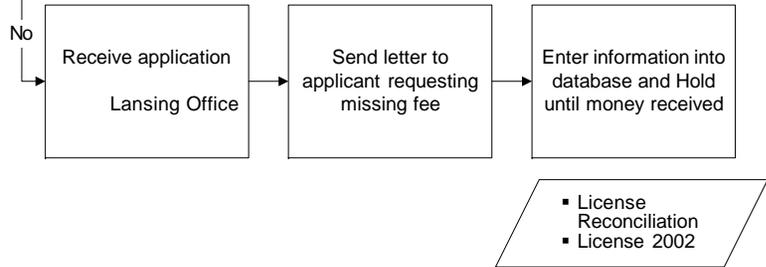
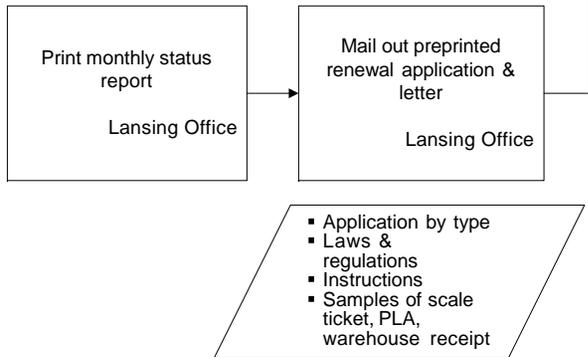
**New License**



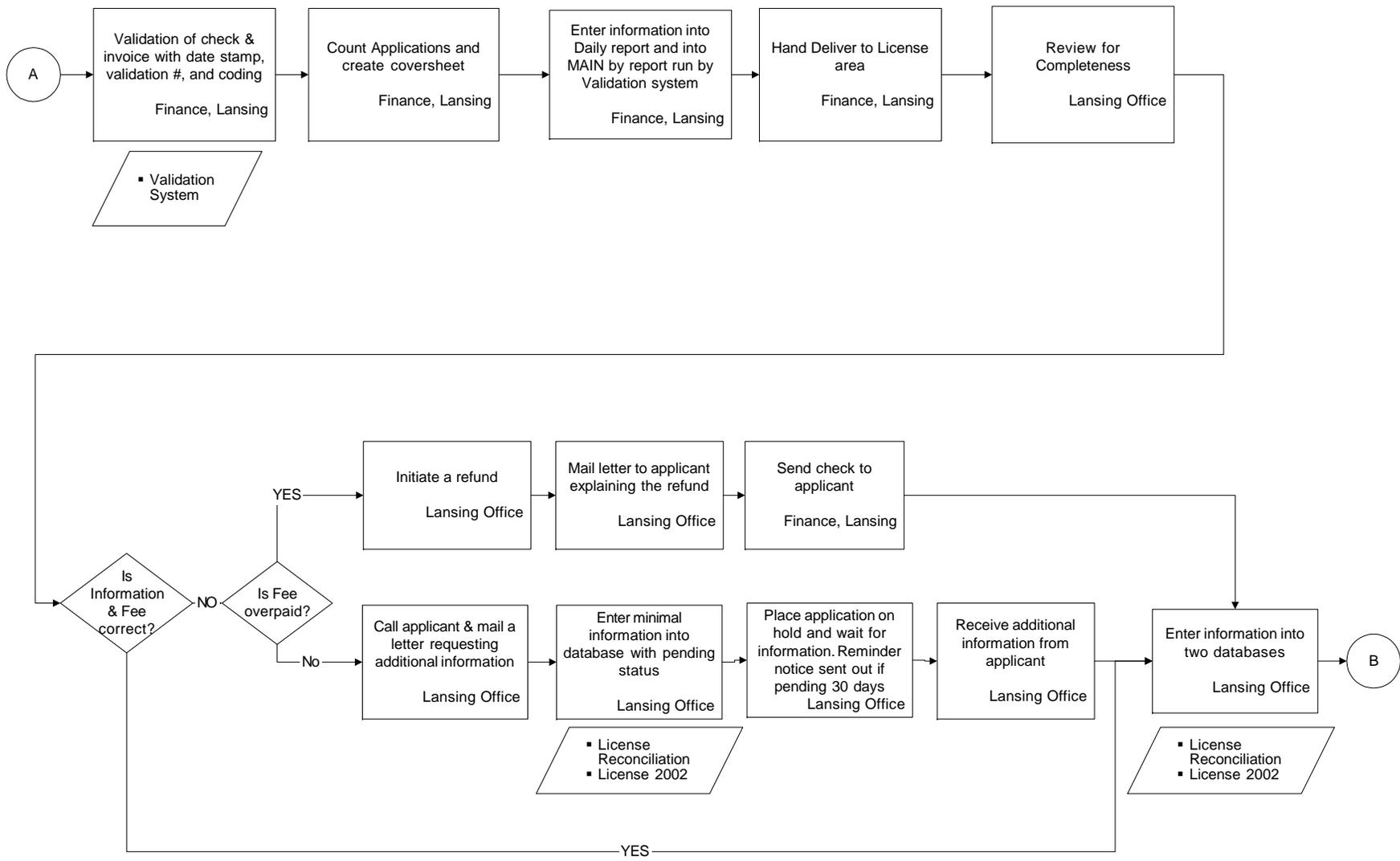
**New and Renewal License**



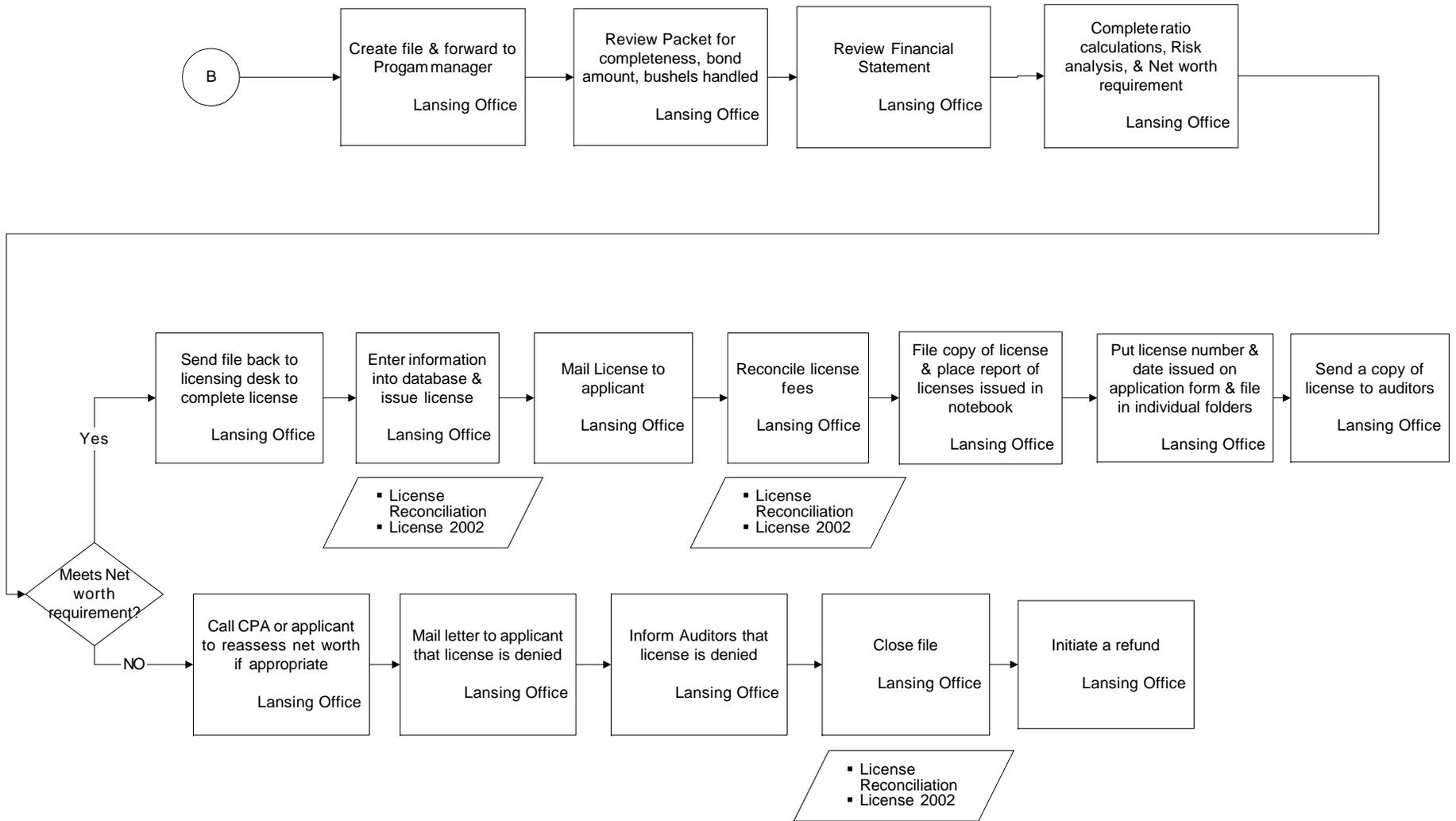
**Renewal License**



New & Renewal Grain Elevator License page 2  
 Application has to be signed and notarized



**New & Renewal Grain Elevator License *page 3***



**Cost/Time  
Data for As  
Is Process**

<b>New License for Grain Dealers (Approximately 5 per year)</b>				
	Est. Hours per License	Est. Labor /Cost per License	Est. Hours per Year	Est. Labor/ Cost per Year
Central Office Support Staff	.83	\$33.20	4.15	\$166.00
Management	0	0	0	0
Finance Staff	.03	1.20	.15	6.00
Printing/copying/ mailing		2.50		12.50
<b>Total</b>			<b>4.3 hours</b>	<b>\$184.50</b>

<b>Renewal License for Grain Dealers (Approximately 245 per year)</b>				
	Est. Hours per License	Est. Labor/ Cost per License	Est. Hours/ per Year	Est. Labor /Cost per Year
Central Office Support Staff	.67	\$26.80	164.2	\$6,568.00
Management	0	0	0	0
Finance Staff	.03	1.20	7.35	294.00
Printing/copying/ mailing		1.00		245.00
<b>Total</b>			<b>171.6 hours</b>	<b>\$7,107.00</b>

For calculation purposes, the following burdened wage rates were used:  
 Executive: \$100 Management \$80 Professional/Inspectors: \$60  
 Administrative Support: \$40

**Issues**

- Lots of difficulties related to third party CPA issues.
- Daily Position Report filing and data.
- No red flags for data not inputted correctly.
- Mailing labels are not updated and printable from the license program.
- Unable to print license in alpha order then by location.
- Unable to print labels for just marked files.
- System does not print a license itself. We have to insert license one by one.
- Why can't we reconcile from system?
- Why to we have to have the application signature notarized?
- Need for two databases for tracking funds and license....duplicate entry.
- Unable to bring up license by Business ID.
- Field Services staff has limited access to Lansing's database.
- File storage is limited and there are a lot of paper copies.
- Lack of receiving Position Reports electronically produces a lot of paper.

**Best Practices**

- Good partnerships established with grain dealers and farmers.
  - Preprinted application and letters.
  - Auto monthly status report.
  - Ability to grant a 30 day extension.
  - Web based application and forms.
  - User friendly web site.
  - Mailing labels can be printed directly from database.
  - Has sequential preprinted license numbers on form.
  - Close access to printer.
  - Continual renewal. License is issued based on their fiscal year end.
  - Typically a 3 day turn around.
  - Strong customer service – work to help them comply and get their license.
- 

**Uniqueness/ Constraints**

- Reviewing CPA financial report for Net Worth.
  - Program Manager produces a risk assessment.
  - Grain Dealers are issued licenses based on their fiscal year end so there is a year round cycle.
  - Part of the application fee is retained in the event the license is denied.
  - Audit report date is tied to the audit territory report.
  - Has 30 days from receiving a completed application to issuance of license.
  - License fee is based upon storage capacity.
- 

**Customer Value Structures**

<b>Customer: Lansing Office Staff</b>				
<b>Process Name: Grain Dealers Licensing Process</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Complete and accurate applications	30	.8	24	6
Timely filing	25	.6	15	10
Electronic filing	25	0	0	25
Electronic issued license	20	0	0	20

---

**Customer  
Value  
Structures**

<b>Process Name: Grain Dealers</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
More staff	75%	.2	15	60
Customers complaining to him about too many applications to fill out	25%	.4	10	15

<b>Customer: Finance</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Department wide PO Box for revenue received (checks and cash)	25	0	0	25
Check received with application	20	.90	18	2
Deposit cash/checks within 2 business days	20	.95	19	1
Space for validation on license/application	20	.05	1	19
Index/agency object code of license on the application	15	0	0	15

**Customer Value Structures**

<b>Customer: DIT</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Clear identification of the IT tools being used for the process (current inventory)	20	.2	4	16
Access to documented procedures mapped to use of tools (or system documentation)	10	.1	1	9
Identification of necessary regular maintenance of IT tools (i.e., archiving, purge)	20	.1	2	18
Involvement in the development/enhancement of tools (to include version control) as early as possible in the process, e.g. analysis.	50	.6/.1	30/5	20/45

**Next Steps**

- Copies of all documents and forms used in process to be sent to Sara/Joan by May 25<sup>th</sup> by Deb.
- Cost/time worksheet will be mailed out to appropriate team members by Joan by 5/19.
- Cost/time data will be returned to Joan by 5/25.
- Documentation from the workshop will be typed and mailed to team members by 5/19.
- Comments from the team are due back to Sara by 5/25.
- Team Representative for the Consolidation Process Workshop will be Deb.

# RETAIL GASOLINE “AS IS” MAPPING SESSIONS



May 23, 2006

License Process Name: Retail Gasoline Outlet Licensing	
<b>APPLICATION DATA</b>	
How many of these licenses are issued each year? 5,800	Of this number, how many are renewals and how many are new? Annual/Expires 11/30
What is the due date for licenses to be renewed? 11/30	What are your peak times to receive and process applications for license? 9/15 thru 12/1 is highest volume, with a relatively high volume workload thru 1/15
Is there a license fee? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how much is this fee? \$100
Does the license and/or application have a unique number assigned to it? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, how is the number determined and who assigns it? Each license has a unique "license #" - this number is determined by the pre-printed number on the license itself (license # changes annually). Each location also has a unique "establishment #" - this number is unique to a physical address and remains static over time and ownership. This number is assigned by licensing staff and is based on a log book by incremental order (ie new establishment receives next number).
How do you track the status of the application? Apps are separated into categories - complete and incomplete. Requests for information are sent on incomplete apps and as info is received, the apps are pulled from the incomplete category and placed in the complete category. All complete apps are entered and licenses issued as soon as possible.	
Once completed, where are these license files stored? License apps are filed by "issue date" in licensing area. In February of each year, license apps are microfilmed and indexed (contracted out).	Are these paper or electronic files? Paper/Microfilm
<b>ADDITIONAL DATA</b>	
What IT systems or software do you use to capture and track data for this process electronically? MFQ Info System - legacy dBase system	
Are there other people involved in this process, i.e., inspectors, project managers, etc.? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, please identify who these people are and their role? FASD - Teri Richardson - Receipts money and validates license apps with date/number Inspectors - issue temporary licenses in the field and collect money for delinquent firms Project/Program Mgrs - provide process oversight and direction for ambiguous/new situations Program support staff - issue fines for delinquent licenses and provide communication to licensing staff regarding firms ineligible for licensure due to delinquent fines/payments
What would you consider to be the "best practices" for this licensing process? Batch license processing and printing for "complete applications". This allows the majority of the apps rec'd to be issued in a timely manner. Assignment of "establishment number". Allows an easy method to retain historical information relative to each specific gasoline station.	

What limitations or constraints apply to this process, i.e., laws, administrative rules, etc.? License is issued under authority from P.A. 44 of 1984, Motor Fuels Quality Act.		
In an ideal world, what would you eliminate or add to improve this process? Need to update information system. Licenses still printed on dot-matrix printer. Also, there is a need to better track incomplete applications throughout the process.		
<b>Please identify two "randomly selected" customers and two inspectors along with their contact information for us to contact regarding their needs of the process.</b>		

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**Definition of  
Licensing  
Process**

All retail gasoline outlets that sell gasoline to the public of Michigan must be licensed by Michigan Department of Agriculture.

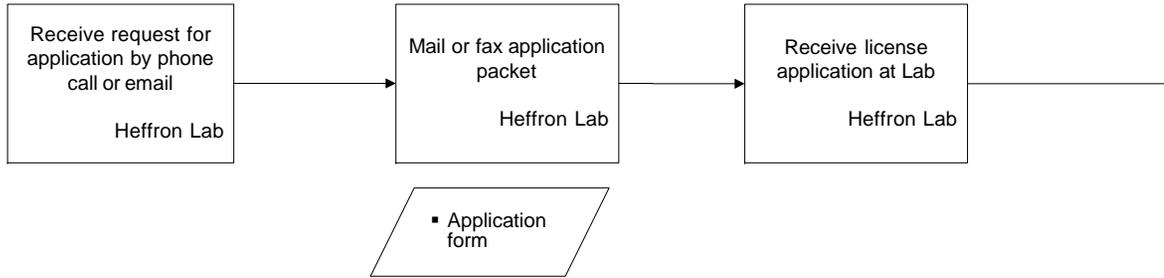
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**Technology  
Used in This  
Process**

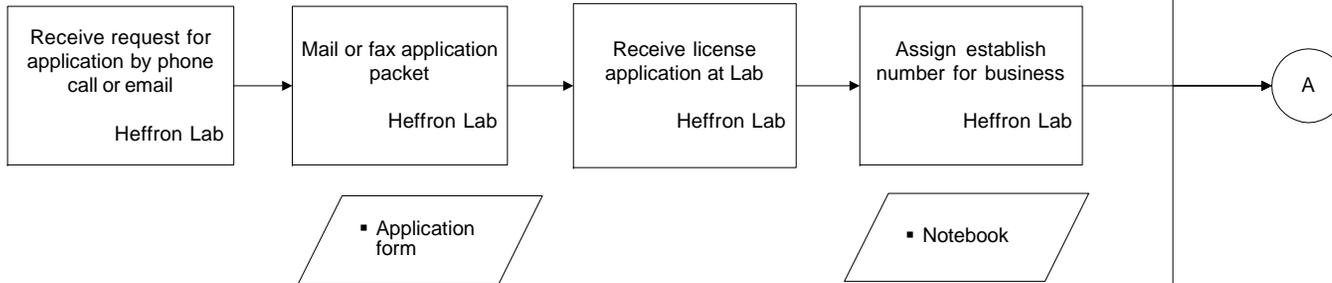
- Application on the Web site
  - MFQ (Motor Fuel Quality) Licensing System (Database)
  - Access database to check for delinquent accounts
  - Dot Matrix Printer
-

# New Business, New Owner and Renewal Retail Gasoline Outlet License

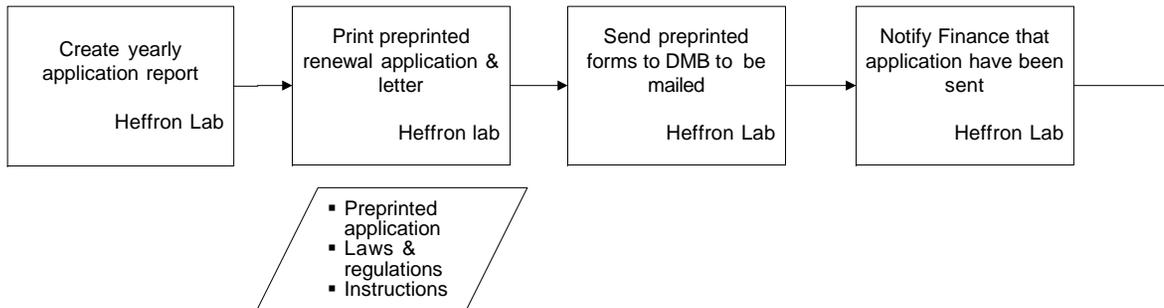
## New Owner



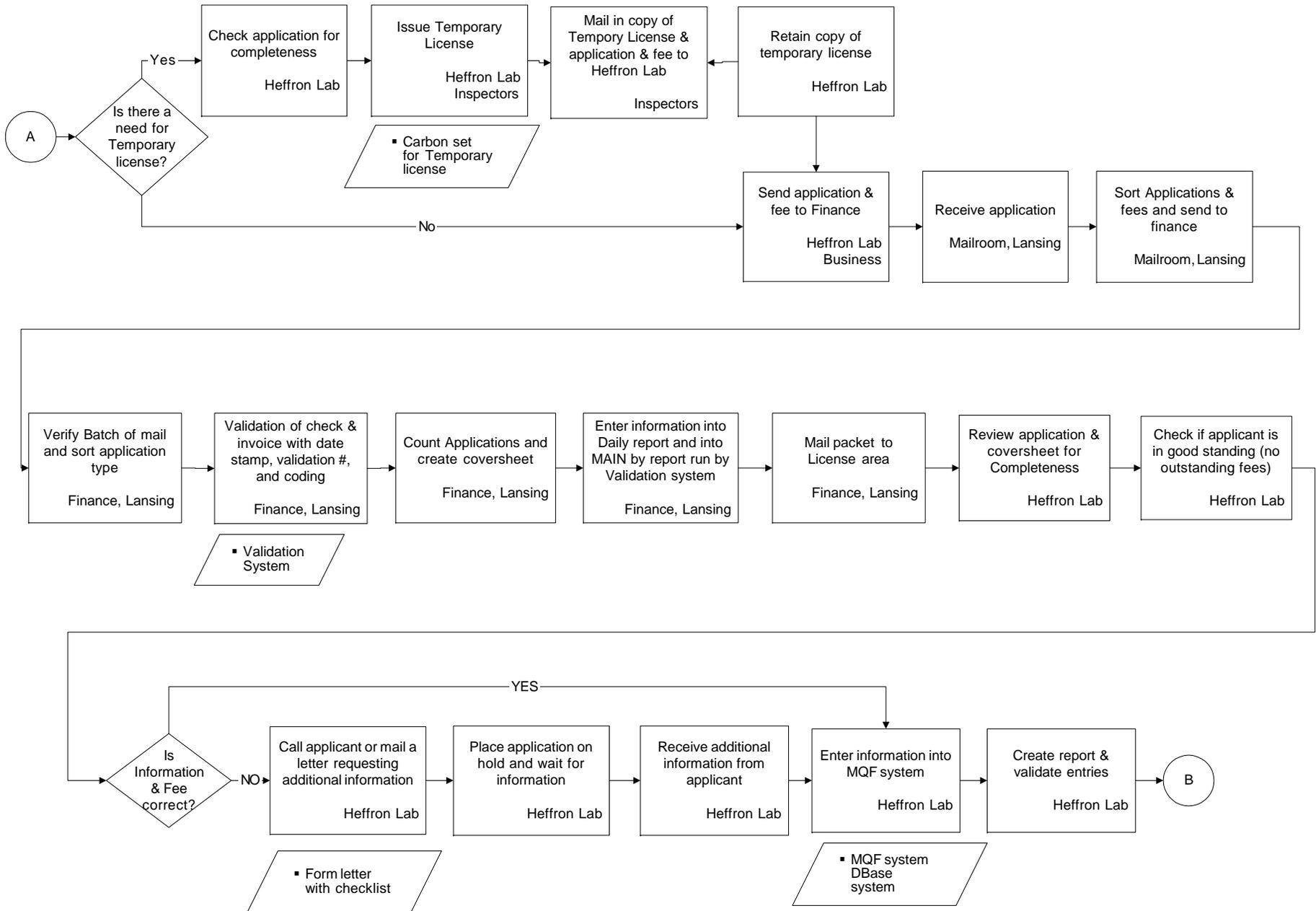
## New Business



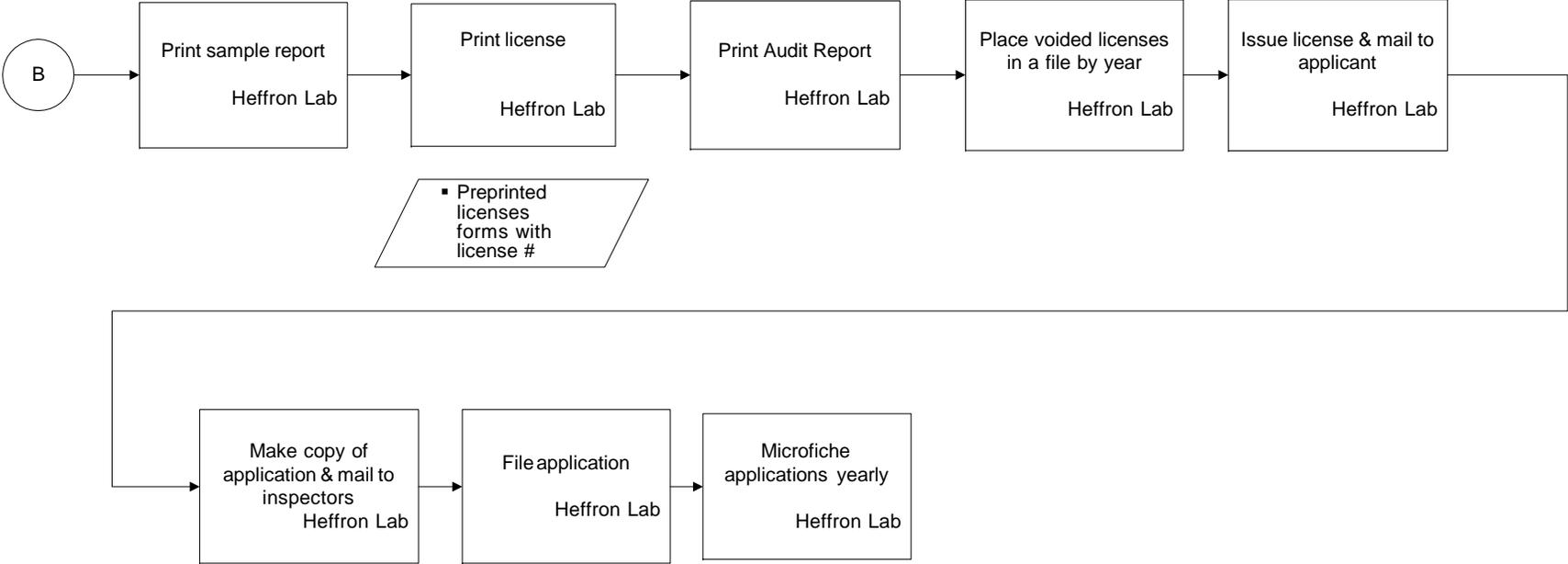
## Renewal License



**New Business, New Owner and Renewal Retail Gasoline Outlet License page 2**



New & Renewal Retail Gasoline Outlet License page 3



**Cost/Time  
Data for As  
Is Process**

<b>New License for Retail Gasoline (Approximately 800 per year)</b>				
	Est. Hours per License	Est. Labor /Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Central Office Support Staff	.15	\$6.00	120	\$4,800.00
Finance	.08	3.20	64	2,560.00
Mailing/copying/ printing		\$ .44		352.00
<b>Total</b>			<b>184 hours</b>	<b>\$7,712.00</b>

<b>Renewal License for Retail Gasoline (Approximately 5,000 per year)</b>				
	Est. Hours per License	Est. Labor/ Cost per License	Est. Hours per Year	Est. Labor /Cost per Year
Central Office Support Staff	.12	\$4.80	600	\$24,000.00
Finance	.08	3.20	400	16,000.00
Mailing/copying/ printing		\$ .76		3,800.00
<b>Total</b>			<b>1,000 hours</b>	<b>\$43,800.00</b>

For calculation purposes, the following burdened wage rates were used:  
 Executive: \$100 Management \$80 Professional/Inspectors: \$60  
 Administrative Support: \$40

**Issues**

- DMB does not notify MFQ when renewal notices are sent.
- Validator and retail gas database do not communicate.
- Other processes impact database fields (i.e., establishment number) without direct interaction.
- Lack of tracking application throughout the process.
- High turnover of staff.
- Lack of backup for staff.
- Accounting information not available on forms.
- Lack of accounting/financial function in MFQ; cannot track \$10 fee.
- Cultural and language barriers.
- Current owner in system may not be actual owner causes problems at renewal & delinquency.
- Field staff does not always have access to current information.
- Can't track ownership over time.
- License system is outdated (1988/89).
- Due to printing setup, must void two licenses each time printing occurs.
- Use of Dot Matrix printer is cumbersome.

**Best Practices**

- Satellite offices were opened during peak renewal times to offset the rush on the Lansing office.
  - Track information by establishment number which provides easily and accessible historical information.
  - Issue temporary license which provides for customer friendly and flexible service.
  - MFQ addresses delinquencies within six weeks.
  - Send preprinted renewal applications on September 1; send instruction sheets; issue fines for delinquent licenses with goal to issue as many in office as possible.
  - Sharing of information between license desk and program.
  - Provide program support and direction to licensing desk.
  - Office regularly updates changes to the delinquent license list that inspectors have.
- 

**Uniqueness/ Constraints**

- License must be renewed by November 30<sup>th</sup> by law.
  - No ID mail (must use stamps). Processing time held up by mail.
  - Retain completed license application.
  - Operate by establishment number.
  - Inspectors go out to license delinquent establishments.
  - Program desk in not located it Constitution Hall. Only license program at a remote location.
  - Use MFQ system to process licenses.
  - Relatively high turnover in ownership.
  - No inspection required for license.
  - Can't issue/track licenses until validated by FASD.
  - By law, we are prohibited from issuing a license to any firm that has an outstanding administrative fine.
- 

**Customer Value Structures**

<b>Customer: Retail Gasoline Inspectors</b>				
<b>Process Name: Retail Gasoline</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Updated license information ( who is delinquent, computers)	45	.9	40.5	4.5
Accurate and up-to-date historical information on an establishment	45	.3	13.5	31.5
Information on establishment that have closed.	10	.1	1	9

**Customer Value Structures**  
*cont.*

<b>Process Name: Retail Gasoline Outlet Licensing</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Website easier to use, to many steps to find right license application	50%	.2	10	40
Change in ownership – difficult to get paperwork taken care of for new owner and for department to get right	20%	.5	10	10
MDA staff great to work with	30%	1	30	0

<b>Process Name: Retail Gasoline Outlet Licensing</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Application online with all information filled in (names, addresses, etc)	60%	.1	6	54
Payment and electronic signature for license available online	20%	.1	2	18
People at MDA are really helpful and easy to work with	20%	1	20	0

**Customer Value Structures**  
*cont.*

<b>Customer: Heffron Lab Staff</b>				
<b>Process Name: Retail Gasoline</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Timeliness and accuracy of receiving applications from owners	35	.8	28	7
Track data associated with licensed establishments	25	.6	15	10
Report on licensed establishments including delinquent licenses	15	.9	13.5	1.5
Accurate information from Finance and program desk	25	.9	22.5	2.5

<b>Customer: DIT</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Clear identification of the IT tools being used for the process (current inventory)	20	.2	4	16
Access to documented procedures mapped to use of tools (or system documentation)	10	.1	1	9
Identification of necessary regular maintenance of IT tools (i.e., archiving, purge)	20	.1	2	18
Involvement in the development/enhancement of tools (to include version control) as early as possible in the process, e.g. analysis.	50	.6/.1	30/5	20/45

**Customer Value Structures**  
*cont.*

<b>Customer: Finance</b>				
<b>Process Name: All Agriculture Licensing Processes</b>				
<b>Customer Needs</b>	<b>Value (%)</b>	<b>Performance</b>	<b>Score</b>	<b>Gap</b>
Department wide PO Box for revenue received (checks and cash)	25	0	0	25
Check received with application	20	.90	18	2
Deposit cash/checks within 2 business days	20	.95	19	1
Space for validation on license/application	20	.05	1	19
Index/agency object code of license on the application	15	0	0	15

**Next Steps**

- Copies of all forms, license, laws, applications, and screen shots of database will be sent to Sara/Joan. Data that is entered from the application into the database will be highlighted on the application form. This information will be provided to Sara/Joan by Jackie by May 31, 2006.
- Workshop documentation will be sent out to this team by May 24, 2006.
- Team will review document and provide comments back to Sara/Joan by May 31, 2006.
- Cost/time worksheet will be e-mailed to appropriate team members by May 24, 2006.
- Completed cost/time worksheet will be sent to Sara/Joan by May 31, 2006.

# **PROCESS CONSOLIDATION WORKSHOP**

**June 13 - 16, 2006**

# Agriculture Licensing Process Project



**To-Be Workshop:**      June 13-16, 2006

**Process  
Mission**

Redesign the Agriculture licensing processes to provide effective and efficient services to their customers (internally and externally) and possibly consolidate the 35 licensing processes into one department-wide process.

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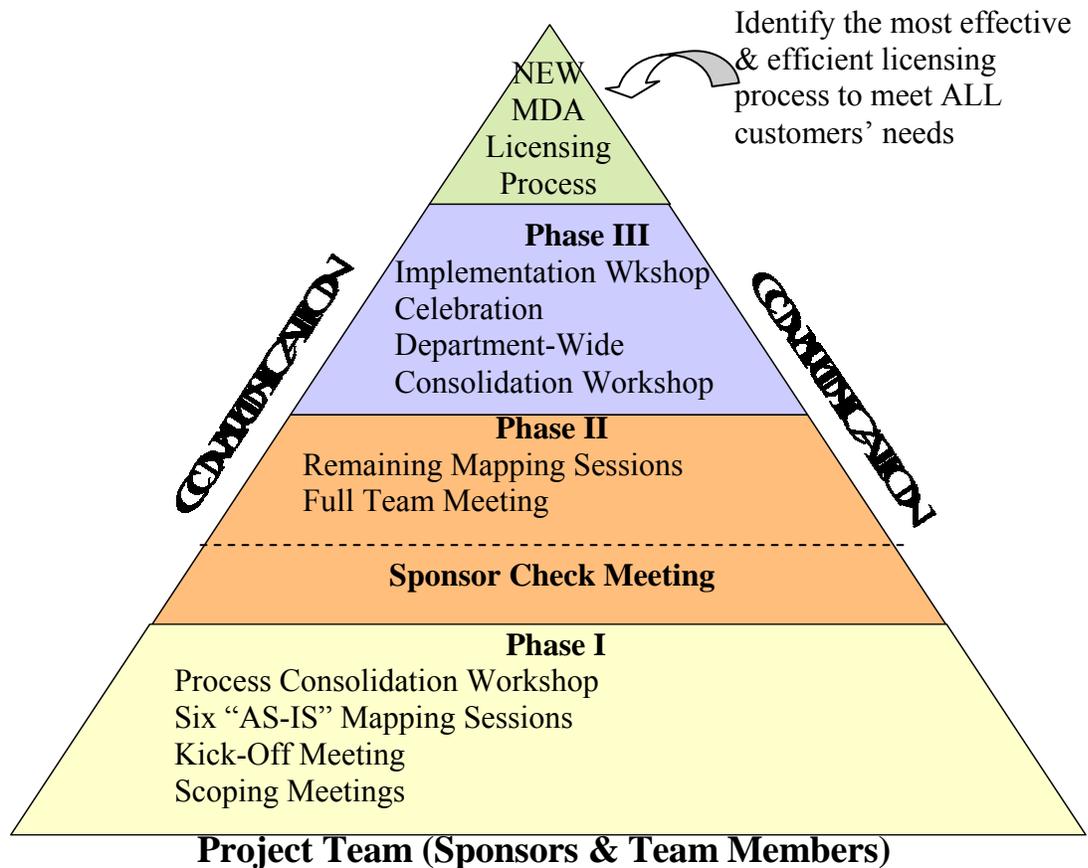
**Sponsor  
Expectations**

- Reduce redundancies and duplication within the licensing process
  - Normalize the work flow (develop a department-wide licensing process)
  - Create a single point of contact for our licensing customers, if possible
  - Identify potential areas of automation within the licensing process
  - Determine how licensing application data can be shared to eliminate duplication of effort by the customer
  - Identify benefits and barriers for consolidation of licensing process areas
- 

**Participant  
Expectations  
of the  
Workshop**

- Ideas from other areas
  - Improve licensing process
  - Opportunity for electronic technology
  - Reconciliation of multiple systems
  - Reach consensus on decisions
  - Live outside of silos
  - Learn how program works
  - Uniformity with licensing areas
  - Form standardization in receipt processing
  - Challenge status quo do we need accounts receivable
  - Explore alternate ways to do licensing process – more efficiently
  - Help with few people and lots of licenses
  - Finance be as efficient as possible
  - Look at use of credit card and one post office for remittance
  - Get rid of multiple data entry points
-

## Agriculture Licensing Process Project Overview



## Team Norms

- Keep an Open Mind
- Listen to Understand & then be understood
- Don't Interrupt
- Return from Breaks on Time
- No Sidebar Conversations
- Silence is Consent
- Say Enough to be Understood, Be Concise
- Full Participation
- Keep a department-wide focus

## Decision Making Process

**Primary:** Consensus

Consensus is NOT 100% agreement. In consensus, team members determine that they actively support the decision of the team even though it might not be their choice.

**Backup:** 2/3's Majority vote of those present.  
Sponsors decide

## **Differences Of The As-Is Process**

(The team brainstormed the differences of the As-Is Processes. The differences were reviewed and it was determined by the team that even with these differences the Department could consolidate the processes)

- No inspection needed
  - Expiration dates & occupancy dates
  - Who approves license (field vs. central office)
  - No fee (Migrant, Animal Shelters)
  - Inspection fees (Nursery)
  - Different fees
  - Some with late fees
  - Sliding fees
  - Non-refundable license fees
  - Different numbering systems
  - L2K vs. validator
  - Some available on internet
  - Different volumes
  - Mandated time frames – license issued by
  - Temporary licenses
  - Handling incomplete applications
  - Nursery grower renewal not mailed
  - Different applications
  - Different computer systems (dBase, FoxPro, Excel, Access, License 2000)
  - How services delivered (i.e. Health Department)
  - Reconciliation process
  - Info sharing central office out to field and back to central office
  - Accounts receivable (Nursery, local health department)
  - Microfilm
  - Applications out of Constitution Hall (gas)
- 

## **Similarities of the As-Is Process**

(The team brainstormed the similarities of the As-Is Processes.)

- Review/test/screening inspection required before license
  - Fee collection (few exceptions)
  - Collect ownership/address info
  - If dollars are associated with the application, it will go to Finance first
  - All have required fields
  - Most mail renewals
  - All print license/permits
  - Licenses not refused/denied when complete
  - Licenses are rarely revoked
  - Annual renewal (begin date & end date)
  - Database for tracking (systems)
  - No one can apply online
- 

## **Benchmarking/ Best Practices**

Best Practices were explored. The team reviewed how other state agencies such as DLEG, DEQ, & DHS handled their licensing areas. Websites and follow-up phone calls were made to other states such as Florida, Minnesota, and New York.

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**External  
Customers  
Identified**

- Local health department
  - Public (need protection) (public health, safety/security, food safety)
  - State agencies (DEQ, DIT, DMB-print, DMB-Budget Office/SBO)
  - Licensees/permittees
  - Animal owners
  - Visitors/tourists
  - Other states → products are safe, shipping
  - Other countries → products are safe, shipping
  - Federal government (USDA/FDA/EPA/CDC/DHLSS)
  - Universities
  - Business owners (level playing field)
  - Farmers
  - Fruit/Veg Distributors (trees, etc.)
  - Growers
  - Commodity groups
  - Special interest (Sierra Club)
  - Consumers
  - Professional organizations
  - Migrants
  - Legislators (Fiscal/Research)
  - Gasoline Distributors
- 

**Internal  
customers  
Identified**

- Inspectors
  - Vets
  - Auditors
  - Finance – acting mailroom
  - License desks
  - Program/division managers
  - Regulatory supervisors
  - Administrative support
  - Executive Office
- 

**How could  
MDA use the  
current  
technology  
better address  
customer  
needs  
regarding  
licensing  
and/or  
improve  
efficiency?**

- Online renewals
  - Questions & answers online
  - Pay online
  - Online complaints
  - Online applications
  - Searchable data online
  - Online same/look feel
  - Credit card (application online)
  - Correct contact information on front page
  - Email address → MDA information → licensing
  - MDA toll free number (background, pet shop do this)
  - Mass communication
  - Call center (pros & cons)
  - Caution – don't alienate non-technology users
-

## Paradigms

(A set of assumptions, concepts, values, and practices that constitutes a way of viewing reality. The team brainstormed this list of paradigms for the Licensing process).

- Farmers don't use internet
  - License & stickers need to change color every year for LHD – Fixed, STFO & Mobile
  - A signature is needed to verify responsibility in the courts
  - It's cost prohibitive to build a centralized licensing system
  - Not enough dollars to fix it right
  - MDA must process fee – rather than third party
  - Corporate systems will not support my needs – I'll spend my time on work arounds
  - We can't have one central licensing system
  - The programs need to “administer” licensing function in order to ensure effective enforcement
  - Most restaurants have expired licenses on their walls every spring and early summer due to turnaround time
  - Retyping is more efficient than dealing with data ownership & updates
  - Inspection before license issued
  - We cannot agree upon standards for customer identification and numbering
  - MDA will expect to invest a shoe string and people's free time to support change
  - We must default to provide services first and accept accounts receivable
  - Data entry duplicated by LHD, MDA – FDD, MDA – FASD
  - We can not start process until all the little ducks are in a row. All information complete
  - Mail out license, required for posting
  - We have to refund money if license is not issued
  - Accounts receivable
  - Information on application will be incomplete or inaccurate
  - LHD set fees & fees can be variable
  - We can't allow walk –ins to cashier for security reasons
  - Automatic late fees are not allowed
  - All inspections are billed and paid
  - License application has to be NCR form and multi-page
  - We cannot recover the cost of inspection
  - Field staff can not access Novell network & resources
  - Cannot get real-time data to inspectors
  - Licenses good for only 1 year
  - No online application/fees
  - No credit cards
  - Time to match inspection report with application
  - We account for all the monies relating to licenses issued
  - Everything must be in written hard copy form, not electronic
  - The license cannot be revoked because the action will not be supported
  - We can't function without an establishment number tied to an address
-

## **Paradigms (continued)**

- Application form unique to my program
  - LHD's must sign application to verify recommendation of approval which is an obstacle in electronic systems
  - Every year LHD's receive applications and licenses that need corrections due to lag time in the reconciliation period
  - Can not post list of licensees with products on internet
  - We should work more and harder to do more with less
  - Field auditors cannot access the license system causing need to mail copies of data to them
  - Fees for accepting credit cards exceed benefits of E-Commerce
- 

## **Redesign**

### **Ideas**

(The team brainstormed list of ideas of how to improve the Licensing process.)

#### Process

- Single point of contact – one license desk (yellow).
- Business practices in common so work is common (yellow).
- One entry point for fees & applications for new & renewals (yellow)..
- Glean successes from others (MN) (green).
- Reporting capabilities to satisfy legislative mandates (green).
- Review seasonal license volume information & adjust logically (to spread out volume) (green).
- Reduce peaks & valley processing (green).

#### Communication

- Help line & FAQ's on implementing changes (green).

#### Training

- Document training materials (green).
- Silo mentality barrier.

#### Resources

- Dedicated IT staff (green).
- Direct IT support for field staff (green).
- More support from IT to help staffing issues (green).
- Flexible staff during peak times (program hours, regional) (green)
- Refocus staff – do more auditing function vs. data entry (green).
- Project manager for implementation & oversight (green).
- Budget resources to get this done.
- We have enough money to pay for this system.

#### Other

- Document imaging for retention as opposed to Microfilm (green).
  - Third party handling money (green).
  - PO Box for each license type (red).
  - One PO Box for all licenses (green).
  - Apply extra or delinquent funds to next year rather than process return of billing.
  - Ability to initiate & capture refunds (red).
  - Non issuance of license if other debt is due to MDA.
-

**Redesign  
Ideas  
(continued)**

Forms

- Allow application to be scannable when received (green).
- Have a unique identifier on application (green).
- Uniquely identify licensed entity (green).
- Make sure applications have all parties needs addressed on forms (green).
- Multi-year licenses (yellow).
- Electronic license for posting/email download (green).
- Pre-printed renewal applications with unique ID (green).
- Electronic signatures (green).
- Develop acceptable rules for electronic signature (customer) for approval (LHD) of license (green).
- Standardize application to include space for validation (green).
- Space on applications for validation; same spot on all applications (green).
- Single application form shared across divisions & LHD (green).
- On “license” standard that lists what firm is licensed for (green).
- Include accounting information on applications (green).
- Expiration date that could be filled in on license and sticker.
- Standardize the form (green).
- Standardize applicant information collected with unique ID.
- Standardize license applications.
- Standardize forms.
- Single application form; renewal form.
- Reduce/consolidate number of license applications and/or types.

Change legislation

- Require non-refundable application fee (yellow).
- Department wide late fees (green).
- Late fees for all (green).
- Standardize penalties and authority of set up class compliance (green).
- Change in renewal dates (green)
- Lengthen renewal cycles to 1 year.
- Ability to grant extension of license.
- Higher initial license fee (green).
- Operating without license fines.

Technology

- Timely submission of reports to interface E/inspector & Finance systems (new accounting system) (green).
- Field/inspector to access & enter data (green).
- Field staff & LHD access to live license information (green).
- Process must drive automated solution (green).
- Provide for ownership tracking over time (green).
- Data track – inspections, license, and history (green).
- CQI based infrastructure development – NO work around (green).
- System interacts with internal & external customers (green).
- Website – easier to use (green).
- Electronic data collection on web.

**Redesign  
Ideas  
(continued)**

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Technology (continued)

- Customer facing licensing web site for licensed entity.
  - Different website for licensing – link on main page (green).
  - Automatic posting of FOIA able licensing information on web (green).
  - Potential features for website (green):
    - Login – password
    - Standard entity information
    - QA yes/no to identify license needs
    - Context sensitive information gathering
    - Application routing
  - System does not accept renewable or new license if all required data is not submitted online (have check boxes) (green).
  - Email renewals and license applications (green).
  - Email renewal applications as PDF's (include capturing email on application) (green).
  - Prioritize migration to new system based on degree of overlap between facilities (green).
  - All applications online (green).
    - Online license submission & payment.
    - Online applications with electronic signatures.
  - Customer does data entry – via electronic form.
  - Electronic links between LHD & licensing system (green).
  - Web based system provides direct link to LHD systems where appropriate (for applicant)
  - Reduce redundancies – electronic system with up/down load capability (green).
  - Eliminate duplication of data entry.
  - Credit card acceptance (green).
    - Credit card payments.
    - Pay by check or credit card when application mailed to MDA.
    - Customer data entry & pay via electronic process.
    - Prioritize e-commerce including funding for fees (credit card).
  - One license system/process for all of MDA (green).
    - Corporate database.
    - Common platform for database.
    - One system for all.
    - One licensing system for MDA.
    - Web based system for sharing information between MDA & field.
    - Single system.
    - Web based system to eliminate need for numerous databases.
    - Corporate database similar to L2K currently used by FSS, FD, Nursery (Meijer)
  - System would be portal for MDA payments (fines, inspections, etc.) (green)
-

**Assumptions  
for New  
License  
Process**

(Conditions identified that are assumed to be in place for the new process to be implemented)

- Signature on application is not necessary or electronic signature is acceptable.
  - EFT/credit card can be used for payment.
  - Central licensing system allows applicant to apply for multiple licenses.
  - Appropriate attachments (CPA report, etc.) can be received electronically.
  - For food services license applications, the licensing system will automatically send information to LHD.
  - MDA licensing system will communicate with LHD.
  - Licensing system automatically issues billing to LHD.
  - Standard MDA license application format.
  - Finance will receive a report to match & distribute funds from Treasury.
- 

**Assumptions  
for Renewal  
License  
Process**

(Conditions identified that are assumed to be in place for the new process to be implemented)

- Applicants have email.
  - System automatically sends a renewal notice prior to expiration date.
  - Temporary license means to tide them over until licensee
  - New system will categorize temporary food so that it won't link with E-Inspector (county fairs).
- 

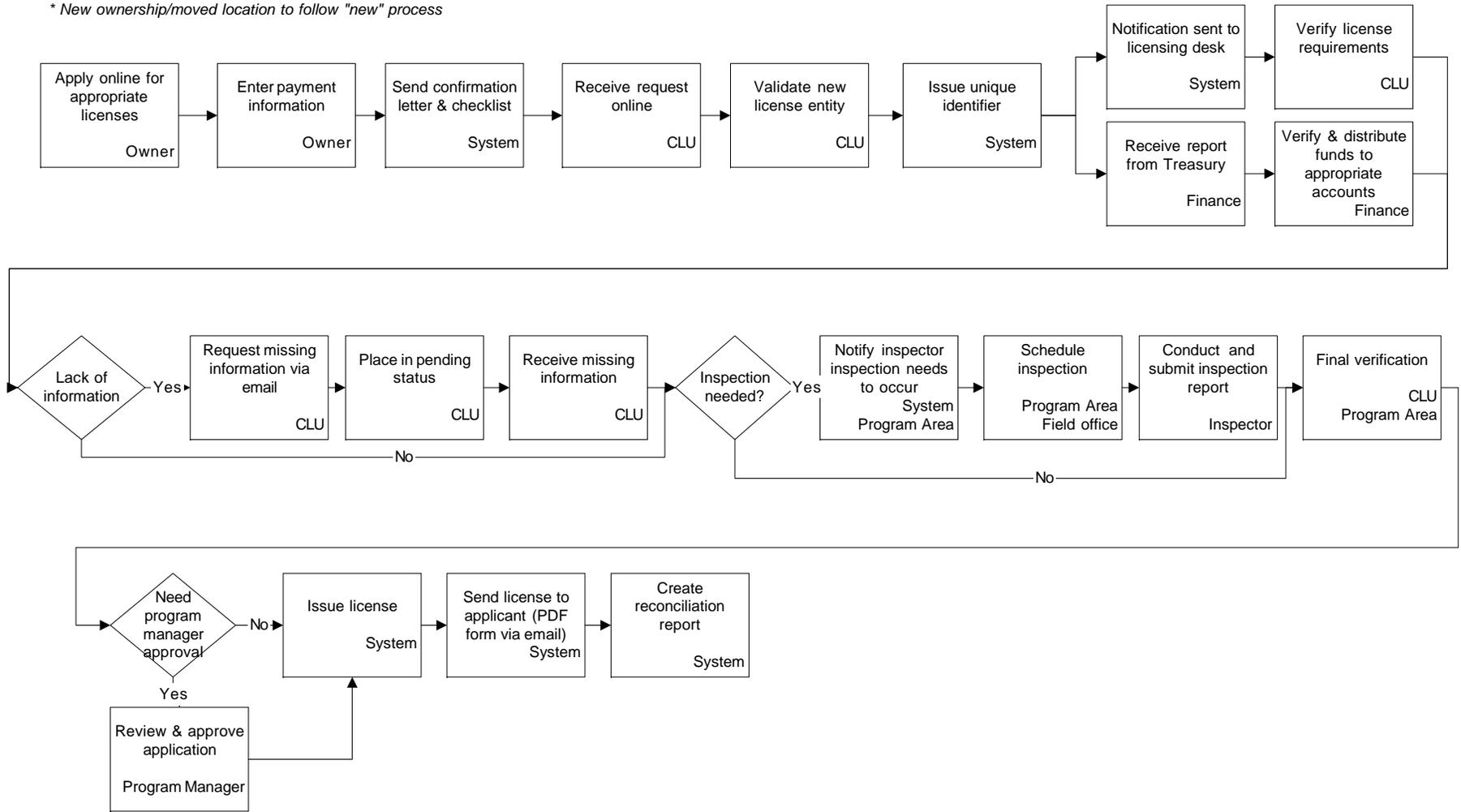
**Interim  
Process  
Assumptions**

(Conditions identified that are assumed to be in place for the new process to be implemented)

- Financial coding will be on application.
  - One standardized application format
  - Use of credit card is accepted.
  - Inspectors have access to data.
-

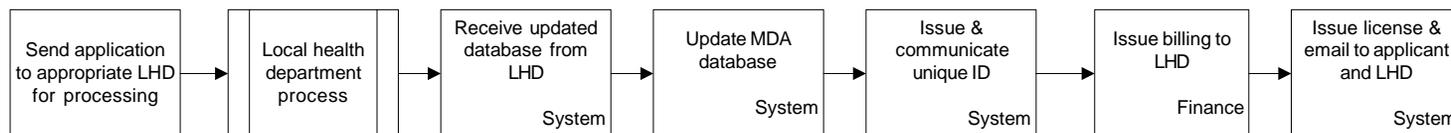
**To-Be MDA Licensing Process**

*\* New ownership/moved location to follow "new" process*

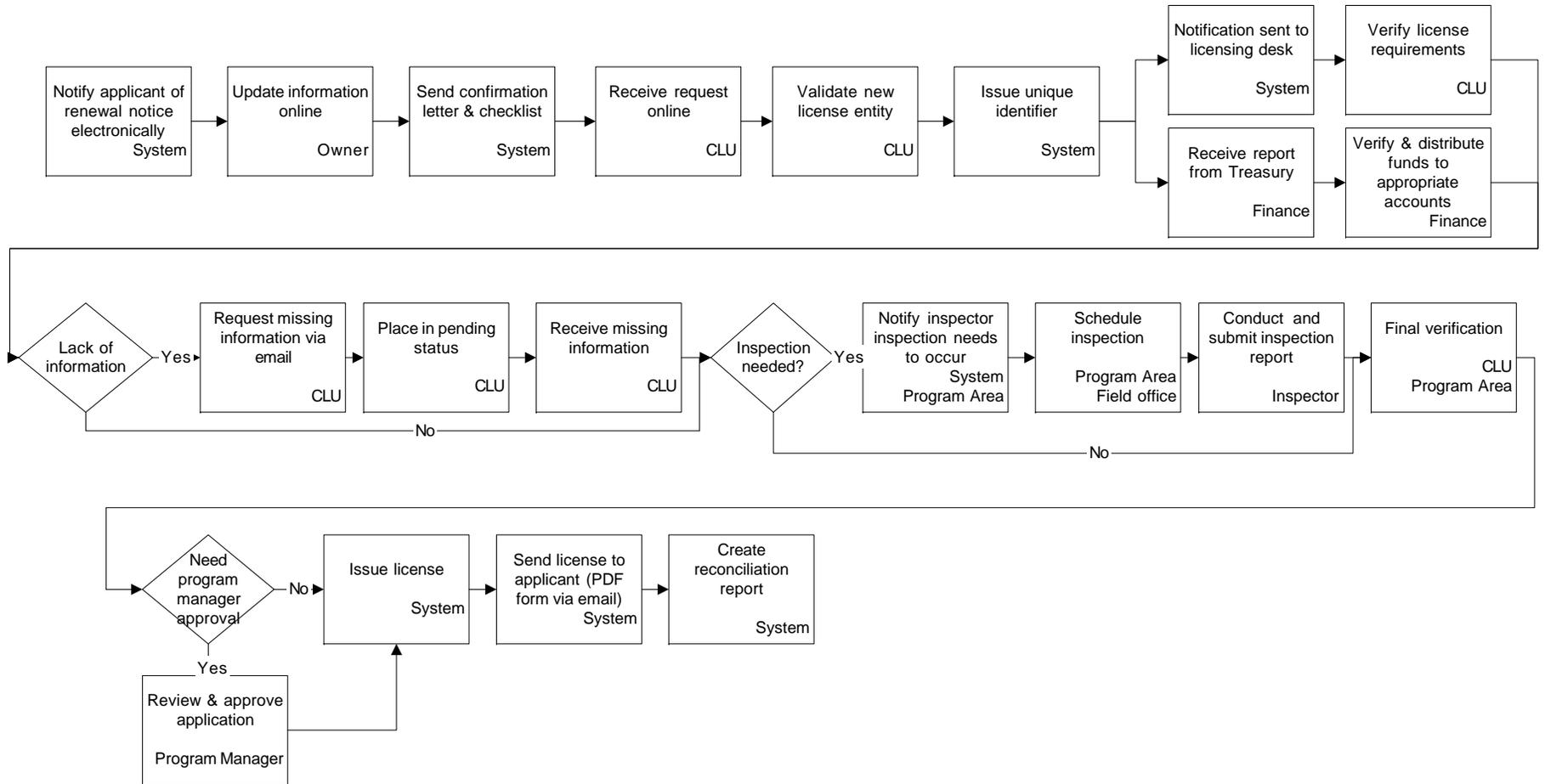


**To-Be MDA Licensing Process**

*\* If Local Health Departments are involved in the process*

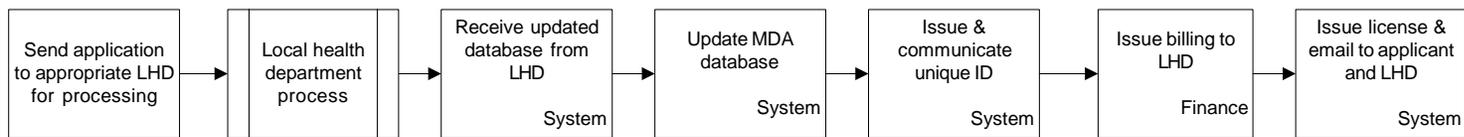


### To-Be MDA Renewal Licensing Process



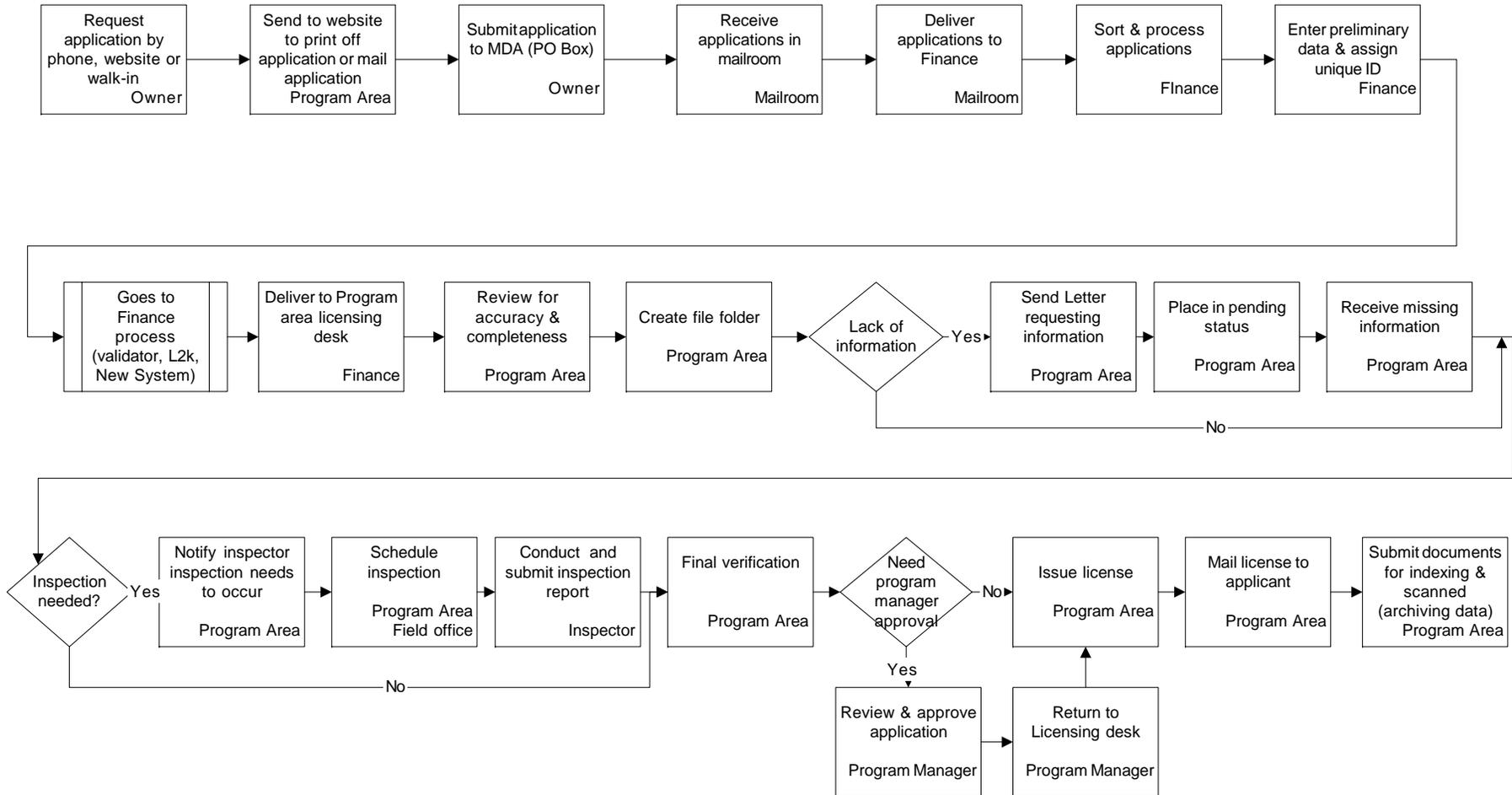
### To-Be MDA Licensing Process

\* If Local Health Departments are involved in the process



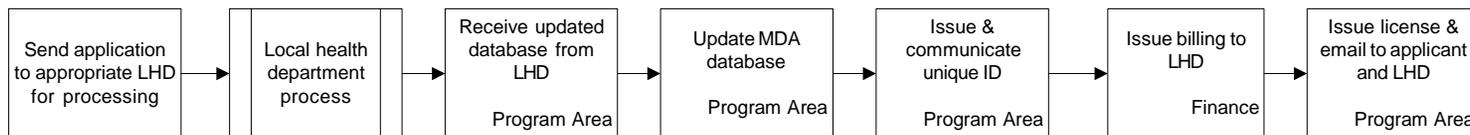
**To-Be Interim MDA Licensing Process**

\*To be used until the Central Licensing Unit and system are created.



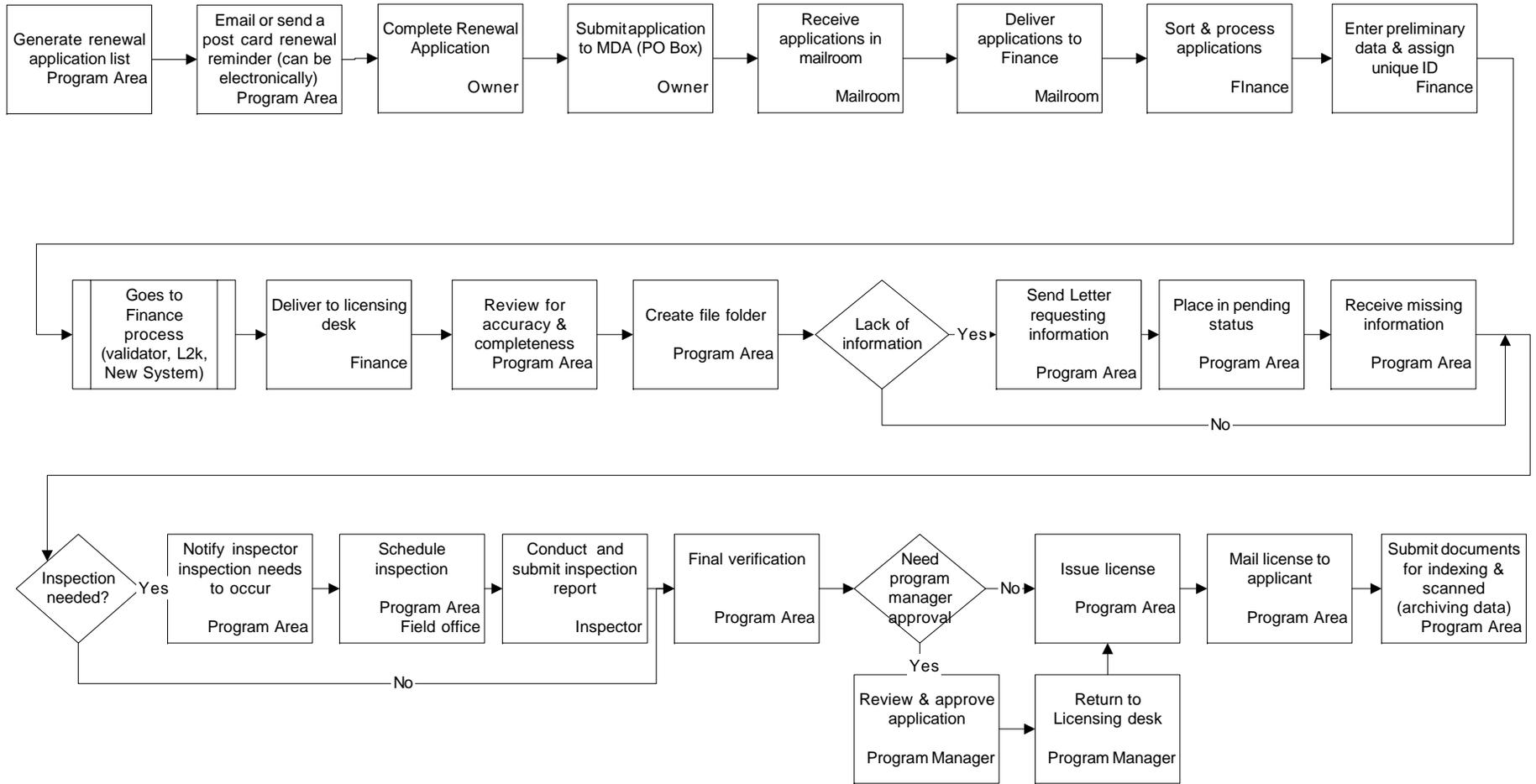
**To-Be MDA Licensing Process**

\* If Local Health Departments are involved in the process



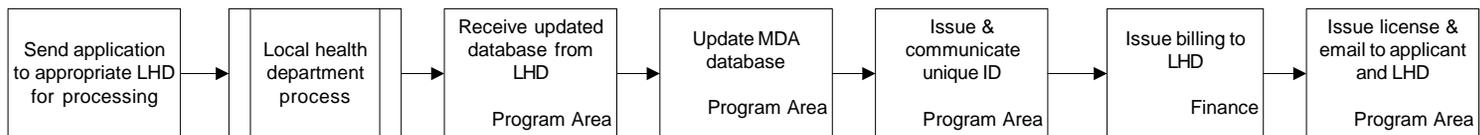
**To-Be Interim MDA Renewal Licensing Process**

\*To be used until the Central Licensing Unit and System are created.



**To-Be MDA Renewal Licensing Process**

\* If Local Health Departments are involved in the process



**Cost/Time Data**

(Team estimated how much time it would take to process a license request based on the To-Be process being implemented)

The To-Be Cost/time data for new and renewal licenses for ALL licenses within Department of Agriculture.

**Note:** This cost/time data reflects that the reductions in time are due to the changes to administrative portion of the process. The inspections and content review have no change in cost/time.

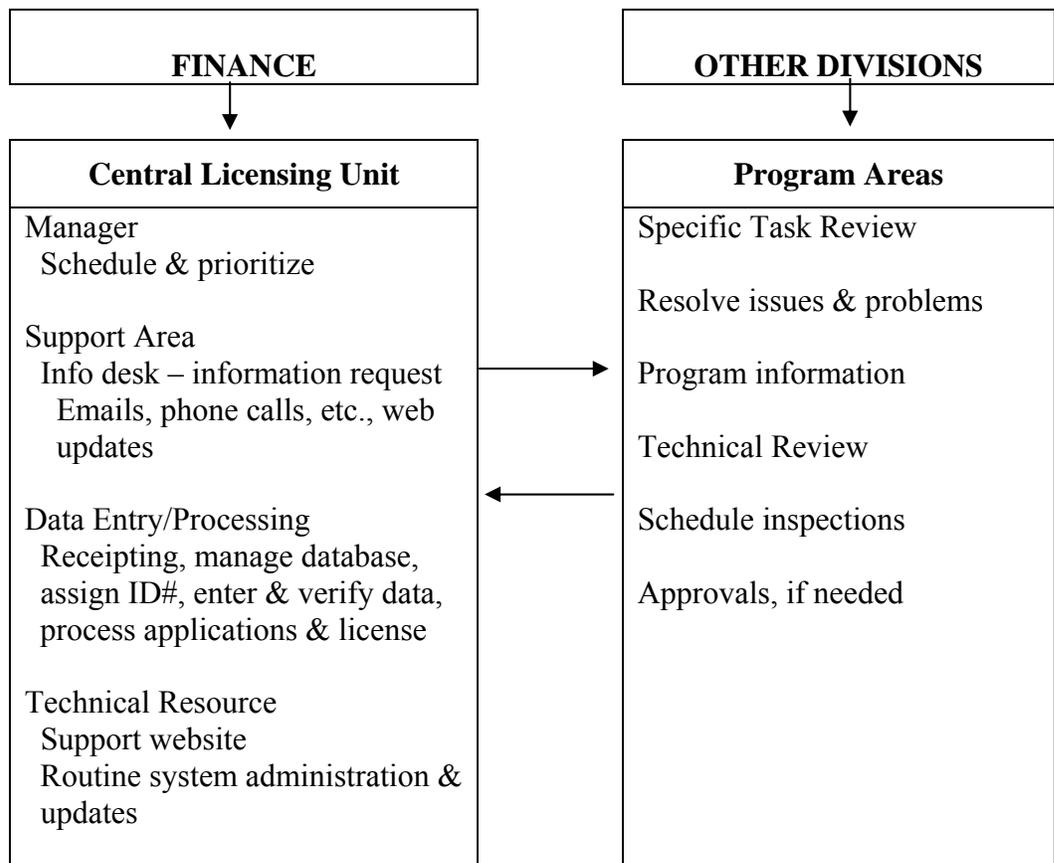
	<b>Time spent on one New License</b>	<b>Time spent on one Renewal License</b>
<b>Lansing Staff</b>	6 minutes	3 minutes
<b>Finance Staff</b>	10 seconds	10 seconds
<b>Inspectors</b>	No change	No change
<b>Management</b>	No change	No change
<b>Printing/Mailing Costs</b>	\$ 0.00	\$ 0.00

**Projected Savings for the To-Be process**

<b>License Type</b>	<b>Projected Hours Saved Per Year</b>	<b>Projected Cost Savings Per Year</b>
Migrant Housing – New (25)	122.5	\$6,937.50
Migrant Housing – Renewal (800)	760	\$31,600.00
Pet Shop – New (50)	96.35	\$5,614.50
Pet Shop – Renewal (190)	138.13	\$7,710.20
Nursery – New (60)	13.62	\$577.80
Nursery – Renewal (2,000)	274	\$12,060.00
Food Services – New (12,000)	444	\$24,360.00
Food Services – Renewal (47,000)	6,204	\$274,010.00
Grain Dealers – New (5)	3.8	\$163.90
Grain Dealers – Renewal (245)	158.6	\$6,587.60
Retail Gasoline – New (800)	101.6	\$7,584.00
Retail Gasoline – Renewal (5,000)	735	\$33,200.00
<b>Total Savings Per Year</b>	<b>9,051.6 hours</b>	<b>\$410,405.50</b>

For calculation purposes, the following burdened wage rates were used:  
 Executive: \$100    Management: \$80    Professional/Inspectors: \$60  
 Administrative Support: \$40

**With implementation of the To-Be Process, recommended organizational structure**



**Information needed on license**

(Information to be used by the implementation team)

- State Seal \*
- Business address
- Responsible party & address \*
- License type
- License number/unique identifier \*
- Issue date
- Start date
- Expiration date \*
- State Act
- “Non-transferable”
- Stipulation/regulations

**Sticker information/pocket license**

- Items also printed on stickers
- Stickers issued in addition to license for some applications

\* Assume 1 license per page

**Information  
to be used to  
create the  
new Licensing  
Entity  
Database**

(Information to  
be used by the  
implementation  
team)

- Agreement on core table
- Single identifier
- Move to Oracle application
- Accounting must interface
- One central owner of uniform entry style (business rules)
- Department-wide snapshot
- Field staff has ability to view & enter data into database, along with other appropriate departments (DCH)
- Image & index documents for field & Lansing access.
- Network – Novell facing application for field & Lansing.
- Division can verify if customer has paid.
- Field/customer access to information.
- Real time information for field staff.
- Real time information.
- Ability for LHD to review invoices for billing. **(green)**
- Business vs. program data entry combined.
- Reconciliation should be ran from database (pending license) **(green)**
- Ad hoc query & report function required.
- One receipting system vs. current validator & L2K
- Create index for information needed for each license.
- Use bar code or OCR (optical character reader) technology on forms/remittance advice = INFER CUSTOMER
- Bar code license forms for data input **(yellow)**
- Temporary licenses: bar code for operators to use to fill out applications from county to county. Also central record warehouse to view all operations/permits/inspections; reduces paperwork for all.
- LHD must have access to view data, identify needed corrections from updated records, send corrections to the state electronically, state grants approval to upload corrections to database, and then upload occurs.
- Need to have linkage of payment to application to show who money is from and how to distribute funds.
- Need to consider a corporate email address to minimize individual addresses.

**Renewal Needs of System**

- Are you still in business?
  - Ask them to update last year's data and return.
  - Issue a report of expired licenses which can share with inspectors.
  - Renew more than 1 application at a time (Meijers).
-

**Information needed on application form**

(Information to be used by the implementation team)

- (LOC) Business name - \*address – phone – email – fax
- (Mail) Owner name - \*address – phone – email – fax
- Type of ownership – DBA, LLC, partnership, corporation, cooperative, individual, ID# (Officers' name, address and DOB)
- Payment method, remittance address (Federal ID/MI tax ID)
- Street address, county, zip, municipality, state

**Program specific**

- 1 fee, late fee

**Information on form**

- License year
- Legal authority
- Type of license (combo box)
- Validation (receipting information box)
- Accounting information (index/object code)
- (ID box) – (License box) = unique id (if available)
- Index box – information
- Decline option
- New or Renewal

---

**Information needed in tracking system**

(Information to be used by the implementation team)

- Entity information
  - county
  - email
  - postal
  - business contact/corporation
  - phone number
  - ID #'s (employee, Federal, SSN)
  - name
  - address
- Application submitted/received date \*
- Supplemental information received (required & FYI)
- License types; licenses issued
- Contact people (owner, president ... & roles)
- Payment made – dollars received/date \*
- Licensing status (issued, pending, delinquent)
- GPS/GIS
- Spatial data – latitude/longitude
- Date issued – expiration data \*
- Unique identifier
- Temporary facility bushel capacity (program specific)
- Specific information for each type of application
- Audit dates/Auditor

**\* Needed to meet legal 30 day application/90 day licensing rules. Needs to track and report application completed and licensed facility.**

---

### **Pros and Cons of a license**

**Multiple years**  
(Information to be used by the implementation team)

#### **Pros**

- Less handling
- Match cert/insp requirement
- Can be program specific
- Revenue spikes could be addressed by “rolling” renewals
- Less regulatory chasing
- Less likely to be expired
- Firms benefit if fees increase
- Fewer inspections due to longer LY’s
- Less work
- More efficient
- Printing licenses/renewals
- Focus more on risk-based inspections vs. delinquent license follow-up (MFQ staff spends 6 weeks – 2 months every year following up on license issues)

#### **Cons**

- Revenue spikes
- Legislative understanding
- Relocation increases as license length broadens
- Pro-rate
- Stale info
- Firms overlook
- Firms go Out Of Business
- Higher out-of-pocket fee
- Less department contact/regulatory oversight
- Adjust regulation equals opening Acts for change
- Higher risk as less inspections (less regulatory oversight)

**Recommendation: Proceed where determined to be beneficial.**

---

### **Pros and Cons of Licenses with Multiple End Dates**

**(36 different renewal dates)**  
(Information to be used by the implementation team)

#### **Pros**

- Customers have firm idea of end date
- Ability to schedule & keep staff busy year round (if end dates adjusted)
- Program/field staff deal with license (delinq/renewal) at slower times of year
- Matches industry needs
- Ability of firm (farmer) to do license at their slower times
- Develop plan to balance workload
- Make legislative change as opened
- Customers are familiar with it
- Work in batch mode for renewal/application, etc.

#### **Cons**

- Some difficulty in balance of work ; i.e., end dates not spread uniformly throughout year
- Firm may be unsure of renewal time date
- Fiscal uncertainty in matching cost to spending relationship
- Confusion with those having multiple licenses
- Does not match industry needs (restaurant example – change to Sept. 30?)
- Change rev. flow (temp)
- Why can’t all renewals be rolling?
- Doesn’t allow us to adjust logically

**Recommendation: Proceed where determined to be beneficial.**

---

**Benefits of implementing new process**

(Brainstormed list of the benefits of implementing the process.)

- Avoid duplication
  - Less issues with bounced checks
  - Less time consumed by dealing with cash
  - Faster turnaround
  - Increases customer satisfaction
  - Fewer errors/automated checks & balances – audit trail
  - Fewer silos/increased uniformity
  - Improved communication with stakeholders (online data access for local health), internal & external
  - Easier to make future updates across department
  - Easier access to statistics for workload planning & program funding
  - Better reporting capabilities
  - Gain consistency (consumers dealing with MDA, data ...)
  - Save money in licensing process
  - Easier for people to apply
  - Potentially lower staff levels – do more with less
- 

**Barriers of implementing new process**

(Brainstormed list of the barriers of implementing the process.)

- Funding
  - Time frame to implement (need definite accomplishments)
  - Silo mentality
  - Staffing
  - Existing data quality
  - Data set integration
  - Ownership of data
  - Lack of flexibility of programs
  - Legislative Issues – Law
  - Attention span – Priorities
  - IT/server constraints
  - Lack of Program management
  - Linkage to legacy systems
  - DIT
  - Some internal/external customers who don't want to change or don't have the technology
  - Central authority to make/route decision
  - Current workloads
  - Interfaces/data needs for existing systems
  - Continued Management support
  - Early out
-

**Measures of the process to consider**

- % of license types renewed online by 2009 – Measurement starts when PDF fillable form is submitted.
  - Increase customer satisfaction by 50% by 2008 – Possible to survey via email.
  - % of error reduction (TBD)
  - Reduce the amount of time it takes to process applications & issue licenses by X% by 2010.
- 

**If the new system will take 5 – 6 years, what interim steps need/can be taken with technology?**

1. Standardize new development in Oracle \*\*
2. Develop central entity database\*\*
  - a. Train on postal standard
  - b. Identifies by ownership, FEIN, Michigan tax ID, SSN, etc.
3. Standardize application format & post on internet (fillable)\*\*
  - a. Fillable form
4. Look at emailing information – year 2 or 3 (renewal applications/license)\*\*
5. Tests whether data captured is required/needed \*\*
6. Develop communication plan \*\*
  - a. Internal/external
  - b. Change management
  - c. Work group
  - d. Customer focus groups
  - e. Incremental phase – internal
    - i. Develop priority schedule
    - ii. Renewals vs. new
  - f. Incremental phase-in renewals vs. new
7. Determine overlap between entity licenses
8. Identify required documents for each license type
9. Start accepting credit cards \*\*
10. Centralized web page for all license information
11. Start legislation
12. CAS certify address
13. LHD access to read only license data \*\*
  - a. Field staff access to read only license data

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**\*\* Begin with these steps ASAP (quick hits)**

**Recommendations  
made by the team  
for Sponsor  
Approval**

1. Recommend that the “To Be” process is approved, including online application and credit card acceptance.

**Response: The Sponsors approve the concept of the “To Be” process with the use of online application and credit card acceptance.**

2. Recommend that the interim “To Be” process is approved as incremental steps to “To Be” process is implemented.

**Response: The Sponsors approve the concept of the interim “To Be” process as incremental steps to the “To Be” process.**

3. Recommend that a Central Licensing Unit be created. Recommend that the “system administrator” be identified to manage data, process and resolve program area issues.

**Response: The Sponsors approve that a team be assembled to further investigate and develop this concept and report back the findings to the Sponsors.**

4. Recommend that a project manager be named for the licensing project. Project manager will be interactive with all teams to assure successful integration of results – information process – congruency.

**Response: The Sponsors approve this recommendation. The Management Team will determine who will be assigned and how this will be implemented.**

5. Recommend that specific teams be established to:
  - a. investigate & develop a licensing entity database (online as goal) including data ownership & structure
  - b. standardize the license format (wall, stickers, wallets)
  - c. standardize the application forms
  - d. challenge multiple license type, multiple ending dates, and multiple year licenses.
  - e. develop uniform tracking and auditing elements for reporting
    - i. Financial/budget
    - ii. Legal issues (30/90)
    - iii. time management
6. Recommend that a legislative team be established to review:
  - a. volume variations & renewal cycles
  - b. late fees on renewals
  - c. non-refundable fees
  - d. higher initial license fees with lower renewal fees
  - e. electronic signature – no signature on application

**#5 & #6 Response: The Sponsors support that teams be developed to work on the tasks identified as the project progresses. The Project manager will determine if additional teams are necessary.**

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**Recommendations  
made by the team  
for Sponsor  
Approval**

7. Recommend that a Communication team be established to be developed a plan to share and educate all customers – internal and external.

**Response: The Sponsors approve this recommendation.**

8. Recommend that the Department support dedicated DIT staff to support this mission critical system.

**Response: The Sponsors approve this recommendation.**

9. Recommend that all license areas participate. “No Opt Out” option unless a valid business case/reason is identified.

**Response: The Sponsors approve this recommendation.**

10. Recommend that a team be put together to address the following inspector’s needs:

- a. Inspection staff shortage
- b. Inspectors cross trained – Certify training
- c. Ability to complete multiple objectives per visit
- d. Separate inspection from licensing
- e. Variance in inspection fees by division

**Response: The Sponsors recognize that these are relevant issues and it will be discussed by the Division Staff.**

**NOTE: Sponsor Update Meetings will be scheduled every three months to review the teams’ progress and make approvals when necessary.**

**Phased  
Approach for  
Implementation**

**Phase 1 (6 months)**

- Standard application form developed
- Standardized license(s) developed
- Criteria for unique ID developed
- Business analysis for new system begun
- Organizational changes developed
- Recommendations for law changes developed
- Begin looking at shared database fields
- Determine feasibility of credit card & EFT use
- Communicate & integrate use of separate PO Box into application/license process
- Migrate all licensing information to one area of the web
- Develop an FAQ on the web for licensing
- Determine inspector needs & access to data

**Phase 2 (6 months – 1 year)**

- Implementation of “interim” process
- Users complete online application to mail in
- Capable of collecting credit card fees within MDA
- Develop implementation plan to meet inspector data needs
- Identify implementation plan for new system
- Submit recommendation for law changes
- Implement licensing unit organizational changes
- Improve on our ability to share data

**Phase 3 (2 – 3 years)**

- Implementation of new IT system
- Start using the “To Be” process
- Accept paper and electronic applications
- Majority of communication is done electronically

**Phase 4 (4 – 5 years)**

**ALL ELECTRONIC!!!!**

---

## **Action Items**

(Items to be taken forward to create the Implementation Plan)

## **Customer Decision Tree**

- Include late fee and compliance/enforcement/penalty associated with program?
- Develop matrix & information needed for each application, inspector, license.
- Develop Yes/No questions/answers to route use to appropriate license.
- Develop list of all mandatory information for each license.
- Develop a FAQ list for information desk.

## **Communication Plan**

- Develop procedures for temporary license/operating without license.
- Communicate our action items (changes) to MDA staff.
- Communication (internal/external) to customers to help them understand direction department is moving towards.

## **Document standardization**

- Application with financial information, credit card, EFT
- License
- Correspondence
- Report
- Have application form online for all current licenses.
- Online applications fillable pdf forms.
- Develop bar code image.
- Format for finance validate box, index, agency object, amount, bar code.
- Index on application/renewal forms.
- All licenses to be same format.
- Do we even need signature on application? (by law?)
- Preprint all renewal applications.
- Further define measures developed for the licensing process.

## **Field support**

- Investigate inspector needs for data
- Send report of expired licenses to inspectors

## **Finance**

- Communicate/update information to reflect new PO Box.
- Develop one PO Box for licenses/payments.
- Use of credit card to pay for licenses.
- Finance investigates best way to receipt of funds for licensing.
  - Lock box
  - Credit card
  - EFT
- Develop procedure for issuance of MI ID.

## **Action Items (continued)**

### **Process**

- What are security requirements for use of SSN?
- Define indexing scheme for document image, archive
- Evaluate move to image archive.
- Establish criteria for unique identifier for owner types.
- Group to look at Legislative changes; i.e., late fees, licensing times, expiration dates, non-refundable application fee, etc..
- Look at the possibility of adding GIS/GPS to licensing process.

### **Technology**

- Test overlap in facilities between license programs.
- Define single identifier for each type of ownership (private, corporate, etc.) and policy is required; for example, MI ID number.
- Finalize vision and scope used to generate RFP requirements and fill out:
  - DIT-9, DIT-15, DIT-204, etc.
- Develop single web page for licensing.
- Establish ad hoc access to Databases via Novell network for quality assurance.
- Identify system interface by program
  - LHD
  - Validator
  - eInspector
- Develop & distribute model office standard & image for home office; access to Novell network.
- IT support for home based offices.

### **Training**

- Look at cross-training possibilities at licensing desks – across program.
- Index
- Bar code
- Image
- Field connectivity
- Develop training
  - Internal
  - External
- Develop document training manuals.
- Web fillable forms.

### **Workload balance**

- Programs generate applications received & licenses issued by week.
- Team evaluate for workload balance.

### **Other**

- Draft program/project manager PD with criteria and questions.
-

## Next Steps

- Documentation to Team and Sponsors by Tuesday, June 20, 2006
- Meet with Sponsors for decision to Go/No Go on Friday, June 23, 2006
- Meet with Full team on Wednesday, June 28, 2006
- If Sponsor decision is a GO, meet with Remaining License areas by Division. \*\*
- Obtain a list of people to include in the Remaining License area meetings
- If **Sponsor** decision is a GO, schedule Implementation planning meeting with the appropriate staff.

### **\*\* Proposed Next Steps for Implementing Remaining Licensing Processes to the Department-wide Model Process**

3 – 4 hour facilitated workshop with each division with remaining licenses

- Send out prework
  - As Is Prework form
  - List of process steps
- Review “To Be” & interim process and key workshop data
- Validate each license style: How it will fit into process, ID exceptions, additional needs
- Capture their forms (application & license)

## Remaining Licenses to be Considered

### **Food & Dairy Licenses**

Food establishment license

Application for registration of bottled water

Milk tank truck

Milk transportation company

Grade A dairy farm with certified field inspector

Grade A dairy farm without certified field inspector

Manufacturing dairy plant

Grade A milk plant

Can milk truck

Grade A distributor

Manufacturing dairy farm

Grade A transfer station

Grade A single service plant

Grade A tank truck cleaning facility

Grade A receiving station

Application for registration of water dispensing machines

Certified field person

Certified hauler sampler

Byron Beerbower

Shari Blonde

### **Food Services (Included in first six processes)**

### **PPPM Licenses**

Commercial feed manufacturer/distributor license  
Fertilizer manufacturer/distributor license  
Restricted use pesticide dealer license  
Agrichemical storage facility Registration  
Registration of organic handlers/producers  
Registration of organic certifying agents  
Commercial pesticide application business license  
Wholesale potato dealer license  
CA storage license  
Liming license  
Pesticide applicators  
Product registration

**Nursery/plant dealer & grower license (Included in first six processes)**

### **Animal Industry Licenses**

---

**Migrant Housing (Included in first six processes)**

**FER**  
**Grain dealers (Included in first six processes)**

Check with jockeys, trainers registrations

---

## **Parking Lot**

### Compliance Issues

- Allow customer/public to be able to file a complaint on-line (electronic form) to send in via mail or web.
  - Non issuance of license if other debt is due to MDA.
  - Identify risks involved in not performing inspections.
  - Migrant housing “5 or more workers” verifying that MDO has authority to license the housing
  - High number of delinquent licenses – how to lower number?
  - Verify correct ownership on applications – handle changes of ownership during license year (LY) consistently
  - Regulating entities/firms that we don’t license ( W&M program)
  - Harmonize penalties through legislation, change in dates
  - Consolidating how we deal with a lack of compliance in the department. A lack of uniformity causes issues, especially if a facility has multiple MDA licenses
  - Consider a specific penalty for operating without a license. We have facilities not operating with a license or not renewing their license.
  - Lack of late fees or specific violation fees/penalties makes for increased compliance issues. Difficult to deal with lack of compliance.
-

# Agriculture Licensing Process Project



Remaining Licenses to be Considered  
July - August 2006

## AID

Livestock dealer  
license

### Can process fit into the “interim process”?

- Yes

### Exceptions/additional needs

- License needs to be laminated because of condition where it will be displayed.
- Different types of livestock dealer licenses
  - Livestock Auction or Horse Auction
    - Must be bonded
    - Only inspected once for license but have regular inspections for sales
    - Market reports need to be notarized
  - Collection Point/Buying Station
    - No bonding needed
  - Dealer/Trucker/Agent
    - No inspection needed
    - Window sticker per truck
    - Wallet card per business

### Technology

- Access Database
  - Excel Spreadsheets
- 

## AID

Disposal or  
transporting of  
dead animals

### Can process fit into the “interim process”?

- Yes

### Exceptions/additional needs

- In order to have a vehicle registered you need to be associated with a plant/dealer/transfer station
- 4 types of licenses
  - Regular plant
  - Animal Feed plant
  - Transfer station
  - Dealer
- Have license sticker for truck
- Application needs to include destination of dead animals. (The application form currently does not include this)

### Technology

- Access Database
  - Excel Spreadsheets
-

## AID

Horse ride stable  
license

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- Would like to change the dates on this license
- No late fee

### **Technology**

- Access Database
  - Excel Spreadsheets
- 

## AID

Aquaculture

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- Joint partnership with DNR. MDA and DNR both have to approve the license. It is very time consuming.
- Three types of licenses
  - Planting Stock (Private)
  - Fee fishing business
  - Dressed fish
- A list of all approved aquaculture licenses is created and distributed on request.
- GPS information is gathered on each applicant.
- Each applicant is allowed 2 inspections to pass
- Time frames
  - 30 days to inspect; 60 days to issue license.

### **Approval process with DNR**

- Application information is sent to DNR after inspection
- DNR completes their review
- DNR notifies MDA of their decision
- If approved then license is issued
- If not approved then discussion between MDA and DNR to determine lacking information and reach compromise
- Once compromise is reached, license is issued.

### **Technology**

- Access Database
  - Excel Spreadsheets
  - GIS information
-

**F & D**

Food Handler  
(establishment)  
license

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- Need to link to E-Inspector to supply licensing information
- No inspection for renewals
- Law requires that change of ownership requires a new license. Law states that the license is not transferable, that the license is linked to both ownership, address, type of operation and facility design. When any of the variables change a license change will also be required.

**Technology**

- L2K and information is pulled from L2K and put into a Access database
- 

**F & D**

Application for  
registration of  
bottled water

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- Instate: Have to have food handler license in order to have registration
- OutState: Only need to have registration
- Need Sources approval letter from DEQ.
- Labels from the Bottled water need to be submitted.
- Law requires that change of ownership, or in the type/brands of water being produced and distributed in Michigan requires a new registration. Law states that registration is not transferable, that the registration is linked to both ownership, address, source of the water, type of water, and brand of water. When any of the variables change a registration change will also be required.

**Technology**

- Access Database designed to match L2K
- 

**F & D**

Application for  
registration of  
water dispensing  
machines

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- No source approval is needed
- Law requires that change of ownership, or in the type/brand of water dispensed requires a new registration. Law states that registration is not transferable, that the registration is linked to both ownership, address for location of water dispensing machine, type of water, brand of water being dispensed, and the water dispensing machine itself. When any of the variables change a registration change will also be required.

**Technology**

- Access Database designed to match L2K
-

## **F & D**

- Milk transportation company
- Milk tank truck
- Can milk truck

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- New – have inspection within 10 days
- Renewal – no inspection
- Transportation Company has to have at least one truck
- Tank Trucks and Can Milk Trucks have to be associated with a Milk Transportation company
- Company receives a license
- Each truck is issued a sticker
- Stickers are pre-printed every year 1-999. Stickers are issued every year for trucks. Have to be made of a durable material because of the acid washes.
- Sticker Numbers belong to the Tanker not to the company. That way the tanker can be tracked.
- Use a different colored sticker every year for truck. These are pre-printed from MSI with a durable material because of the acid washes on trucks
- Transportation owner is the responsible party for the tanker.

### **Technology**

- Access Database
- 

## **F & D**

- Grade A dairy farm with certified field inspector
- Grade A dairy farm without certified field inspector
- Manufacturing dairy farm

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- No fees
- Licensed forever unless there is change of ownership
- Registration is to keep track of the producers
- Same application and process for Grade A and manufacturing
- Need to fill out application, have an inspection, get training on the Drug Residue Program, have a water sample taken.
- Only difference between having a certified Field inspector on site is the difference in the amount of farm fees a dairy plant pays to use the producers milk
  - With inspector – \$5.00
  - Without inspector - \$15.00

### **Technology**

- Access Database
-

**F & D**

Grade A milk  
plant

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- Have separate application for In-State and Out-State plants.
- In-state businesses have to pay the license fee and also a fee for every farm whose milk is used.
- Out-State business only have to pay a per farm fee.
- Plants need to have inspection, water supply tests, producer security unless the plant is deemed exempt.
- If the plant does not use a cooperative then it needs to list the names of the producers. If the plant uses a Cooperative then they do not need to list the names.

**Technology**

- Access Database
- 

**F & D**

Manufacturing  
dairy plant

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- Manufacturing plant is the same as Grade A plant but does not have to pay the individual farm fee
- Plants need to have inspection, water supply tests, producer security unless the plant is deemed exempt.
- If the plant does not use a cooperative then it needs to list the names of the producers. If the plant uses a Cooperative then they do not need to list the names.

**Technology**

- Access Database
- 

**F & D**

- Grade A  
transfer station
- Grade A  
receiving  
station
- Grade A tank  
truck cleaning  
facility
- Grade A  
distributor
- Grade A single  
service plant

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- All five licenses on same application form
- Initial inspection is needed
- Annual inspection but it is not tied to the license
- Self policing

**Technology**

- Access Database
-

**F & D**

Certified field person

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- License is for 3 years
- Review the need for experience and training
- To receive license an inspector needs to conduct 25 inspections with a state inspector and need to agree within 80%
- For renewals, and inspector need to complete 25 joint inspections within the 3 year period and agree within 80%.

**Technology**

- Access Database
- 

**F & D**

Certified hauler sampler

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- Requires both an inspection and an exam
- A hauler has to be sampler but a sampler does not have to be a hauler
- Individual wallet card given to sampler and hauler
- Sampler only has to be tested once
- Should to be able to trace back what company a hauler works for

**Technology**

- Access Database
-

## **Lab**

Service agency  
registration

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- Has testing program to register employees. Need to print off individual identification cards
- Works with different States because individuals can take and pass the test in another State and be registered in Michigan.
- Employee must be registered prior to an Agency being registered. Agency has to have at least one certified employee to be registered. An Agency can have multiple employees registered.
- Identification cards are not reissued with renewal. A sticker is sent to card holder to place on card.

### **Technology**

- Access Database
- Digital camera
- Laminating machine
- Color Printer

### **As – Is Process of Testing** (inserts into the process at Inspections)

1. Publicize the dates of Testing – Website
2. Applicants apply for registration, testing, and pay for registration
3. Schedule applicants for testing
4. Enter information in database
5. Check in applicant, verify signature on application, check identification, take picture
6. Review /training in morning and testing in the afternoon
7. Receive test results
8. Enter test results into database
9. Verify that agency has been approved
10. Print card
11. Have applicant sign card
12. Laminate card

### **Process Assumptions**

- Once a person passes certification it is good unless there are major changes in the law
  - On renewals the expiration date on the card needs to be updated.
-

## **PPPM**

Commercial feed  
manufacturer  
/distributor  
license

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- Applicant is whoever’s name is on the label and they are responsible to obtain the license. It could be the manufacturer but also could be a distributor
- Additional program information on application because it is an easy way to get information necessary for program management.
- Inspections are not needed for license
- Majority of firms are out of state
- On application forms there is a ‘Decline’ option for those applicants who are no longer manufacturing/distributing commercial feed in Michigan
- For renewals a sticker/label is added to the application form that list the applicant name and address
- Letters are sent if corrections are needed on application
- New applicants are required to send product labels
- Applicants need to submit a tonnage report 2 times/year
- No way to tie tonnage report to application

### **Technology**

- Access Database
- 

## **PPPM**

Agrichemical  
storage facility  
Registration

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- No license fee. Facilities are registered to know the location for inspections and emergency management
- Registration of firms and also registration of tanks under each location
- Owner/operator is responsible for registration it doesn’t matter whether they own or lease the property
- Registration covers both fertilizer and pesticide bulk storage facilities. Two different laws and two regulations apply to this registration
- Inspections are completed yearly but they do not hold up the registration
- Items to include with application
  - Site map with tank locations
  - Tank Registration
  - Emergency management plan
- Database includes tank information to notify owner of recalls/problems with the tank
- Renewals
  - If no changes, then only fill out application and submit
  - If changes, the add appropriate documents with renewal application
- Need to maintain historical information of physical address

### **Technology**

- Access Database
-

## **PPPM**

Fertilizer  
manufacturer/  
distributor  
license

### **Can process fit into the “interim process”?**

- Yes. There is a question of how registrations and license will be tied together. They would like to keep them together because they also deal with tonnage the same

### **Exceptions/additional needs**

- Whoever name is on the label is the person that is registered
- Database has entity and submitter; they can be the same or different.
- Entity (name on label) and submitter information needs to be linked
- One ID # for entity, Sub # for facilities, and Sub # for products
- Companies can have both license and registration
- Two types of license/registration
  - Farm Use license
    - Physical location of manufacturer
    - Covers all products
    - Can be out of state firms (whatever is on the label)
    - Pay ground water fee on the tonnage
  - Non – Farm use registration
    - Register the products
    - Pay the ground water fee up front
    - Label are required each year
    - Lab analysis may be requested
- If firm does not pay tonnage then a delinquent tonnage review can hold up a license
- One corporate office can license all individual locations and register all products on one application. There is a separate fee for each entity.

### **Technology**

- Access Database
- 

## **PPPM**

Restricted use  
pesticide (RUP)  
dealer license

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- Business must have a Person in Charge (PIC) that has passed the “RUP” Exam in order to sell the product.
- PICs only have to take the exam once.
- New license is issued each time a PIC changes. But change of PIC does not require a new license fee.
- Stop Prohibitive Conduct (SPC) letter is issued when there is missing information on the application form.

### **Technology**

- Excel Spreadsheet
  - IMPACT in oracle
  - Access Database for enforcement
-

## **PPPM**

Commercial  
pesticide  
application  
business license

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- Area issues three separate lists of unlicensed businesses to field staff to investigate. One list at the end of January which includes businesses that did not renew. One list at the end of March which includes businesses that did not renew and also pending businesses that have not fully completed their application. One list at the end of July which lists any pending application.
- Can issue partial licenses or restricted licenses
- Registries are issued once a year in March. Those that are licensed prior to March get a separate mailing. If business is licensed after March, registry is mailed with license.
- Applicants have to have a notarized letter listing their experience.
- Individuals can be certified without being associated with a business.
- Business must be certified under section 83.13 of Act 451. Each category is considered a separate license entity.
- Stop Prohibitive Conduct (SPC) letter is issued when there is missing information on the application form.

### **Technology**

- Moving to IMPACT which is in Oracle
- 

## **PPPM**

Liming license

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- Similar to pesticide registration. The firms register products that they manufacture and/or sell
- Change of ownership or name change is considered a new product
- One company could have multiple licenses
- No inspection is needed
- Need to link the manufacturer (name on label) and the submitter name. These may be the same or different.
- Manufacturers can get overarching licenses for all retailers in state. If manufacturers don't get they license then it is the responsibility of the retailers to get the license.
- Lab analysis could be requested
- Labels are required each year

### **Technology**

- Access Database
-

**PPPM**

Wholesale potato  
dealer license

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- Business gets the license and agents get individual license cards
- Agents have individual license and have to be associated with a business
- Business has 1 to many agents
- For new and renewals business needs to submit their bond or letter of credit.
- On renewals, a call is made to the bonding agent or letter of credit for verification

**Technology**

- Access Database
- 

**PPPM**

Registration of  
organic certifying  
agents

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- Need to include a list of producers the agent is certifying with the application
- Need to list the inspectors that the agent has
- The produce list that agents provide with the application is used for a mailing list for the Organic handlers/producer license
- Currently done annually but could be done bi-annually with update

**Technology**

- Access Database
- 

**PPPM**

CA storage  
license

**Can process fit into the “interim process”?**

- Yes

**Exceptions/additional needs**

- Inspections of the room take place after the room is closed. Once inspected then license is issued.
- Issue a prepaid postcard for the applicant to send in to MDA when the room is ready for inspection
- License is currently issued out of the Grand Rapids office.
- Establishment needs to list each room to be licensed on the application form.

**Technology**

- Access Database
-

## **PPPM**

Registration of  
organic handlers/  
producers

### **Can process fit into the “interim process”?**

- Yes

### **Exceptions/additional needs**

- Fees based on the amount of sales
- A list of products and supporting documentation to determine gross sales has to be included in with the application
- No inspection but they have to be certified by Certifying Agent

### **Technology**

- Access Database
- 

## **PPPM**

Pesticide  
applicators

### **Can process fit into the “interim process”?**

- Maybe. The area is willing to be part of the process. The core team needs to look at how the certification information will be inputted into the system.

### **Exceptions/additional needs**

- Has 3 page NCR application form.
- There are 3 types of applicators
  - Private (Agriculture) – Core test. If the applicator applies for aerial or fumigation standard then it would require an additional test.
  - Commercial (anything non-ag) – Minimum of 2 tests. Have to take a test for each category.
  - Registered Tech – Take the core test but receive training for specific categories.
- Has testing program to certify applicants. Need to print off individual identification cards
- Applicants can be partially certified if they are in the process of taking the tests and have passed the core and one category test.
- Required to collect Social Security numbers of applicants.
- No late fee for certification but it is an enforcement issue,
- Individuals can be certified without being associated with a business.
- For renewal, applicants can take the test again or prove they have the required credits for attending training classes.
- Individual training programs need to be approved before they will be accepted as credit toward certification.

### **As – Is Process of Testing** (inserts into the process at Inspections)

1. Publicize the dates of Testing – Website
2. Set up exam sites
3. Applicants self study
4. Applicants apply at exam sites and pay fee
5. Take exam
6. Applicants receive printed report showing scores per chapter
7. If applicant passes exam(s), then applicant receives temporary credential (Yellow Copy of NCR form)
8. Input information into database
9. Send final certification in mail to applicant

### **Technology**

- IMPACT in Oracle
-

**Office of  
Racing  
Commission**

**Can process fit into the “interim process”?**

- Not the interim process but the ORC would like to be included in the system development. ORC would like to be able to use credit card, electronically submit applications and issue identification cards.

**Exceptions/additional needs**

- Fingerprinting may be required
- Drug testing may be required
- Need to issue license on the spot
- 6 tracks are open at different times of the year
- Judges make determinations of eligibility.
- Any system needs to interface with the Federal ARCI (American Racing Commission International) database
- If application is denied by a Judge then no refund is issued.
- Includes the following licenses
  - Tracks – Harness, Thoroughbred, Mixed meet
  - Occupational
    - Trainers
    - Jockey
    - Owner
    - Driver
    - Vendors
    - Blacksmith
    - Track employees
    - Security officials

**Technology**

- Foxpro under Windows Terminal Services
- 

**Remaining  
licensing area’s  
needs to be  
considered in  
Implementation**

- Take into account long names when creating a license template
  - Take into account that Canada has letters as well as numbers in their ZIP code.
  - Allow regional office supervisors, licensing section staff and field staff to access ownership information tracked in Bottled Water Database.
  - Allow firms to renew registrations electronically.
  - Change registration fee to application fee.
  - Allow public to view inspection data on each license.
  - Add access for the Regional Supervisors to real time data on the ownership and status of the registration for each firm.
  - Electronic renewal and new application process for all firms including online payment by owners of the firm.
  - Change renewal process to rolling (ie. Drivers Licenses) system of expiration and renewals.
-

# Agriculture Licensing Process Project



Implementation Planning Session  
September 25 & 29, 2006

**Workshop  
Purpose**

To develop the detailed implementation plans in order to continue progress on the Agriculture Licensing Process Project.

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## Definitions

### License

- **Business/entity** that meets set standards in order to do business within the state receive a license

### Certification

- **Person** who meets set standards &/or competencies receives certification

### Registration

- **Products** that meets set standards receive registration
- 

## Registrations/ Certifications to be changed to Licenses

- Aquaculture -AID
  - Animal Shelter - AID
  - Bulk Storage Facilities - PPPM
  - Organic Handler/Producers – PPPM
  - Out of state fertilizer manufacturers - PPPM
  - Certified Service Agency - Lab
  - Water dispensing machines registration – F&D
- 

## Registrations to be changed to Certifications

- Pesticide applicator Registered Tech - PPPM
  - Service Person registration - Lab
- 

## Licenses to be changed to Registrations

- Liming License
  - Remedies (see how these fit in)
- 

## Approach for Approvals

- Subteam meets and begins to complete tasks, as assigned
  - When agreement or support on issues is not obtained with subteams the issues will be escalated to the Project Manager.
  - Documentation will be drafted by subteam
  - Share draft documentation with Core Team for comments with date to respond by (no less than one week)
  - Core Team will meet with their respective Sponsors, if needed, to obtain their input and approval
  - Core team will email suggested changes to Team Leader
  - Subteam meets to review and incorporate changes, as appropriate
  - Subteam emails final document to Core Team for approval
  - Project Manager shares final document with Sponsors for approval
-

## **Role of Team Leader**

- Schedule meetings
  - Create agenda with times
  - Facilitate the meetings
  - Hold team members accountable
  - Documentation from meetings
    - Changes to team documents must be taken to Core Team for approval
  - Communication with Project Manager
  - Prepare and deliver updates for Sponsor Update Meetings
- 

## **Role of Project Manager**

1. PM will try to make the initial meeting for all teams. All team leaders should try to hold their first meeting by 10/25/06. Even if meeting is just ½ hour to introduce everyone to the project, review tasks, and make adjustments if necessary.
  2. PM is in place to help the process. Funnel all external resource requests through PM (i.e. assistance from DIT, need rep from X division, \$'s, etc). PM will also be responsible for all “pre-work” information/data.
  3. Team leaders should come to PM with any problems, questions, or concerns (including any show stoppers, indecision, etc). Please come to PM with any frustrations/roadblocks.
  4. Sponsor Communication
    - Quarterly meetings have been scheduled with the core team and sponsors to report on progress of implementation teams. At these meetings, team leaders will be presenting their progress to sponsors.
    - Any interim communication that needs to go to the sponsors needs to be routed through the PM.
    - At times, specific team leaders may be called into Div Directors meetings to report on team progress/issues.
  5. PM Communication
    - PM will contact team leaders periodically to discuss progress/status. Additionally templates will be provided to track meeting agendas, minutes, and decisions.
    - If team leaders identify additional tasks or determine identified tasks doesn't need to be completed, that information should be communicated to PM immediately.
    - If changes in tasks change the intent of the implementation plan or the core team's instructions, the PM will forward the change to core team for review and approval.
  6. A GroupWise account will be created for the MDA-Licensing Project. All sub team and core team appointments should also be sent to this account. This will allow for a central spot that the core team can review all scheduled meetings.
  7. PM will serve as primary contact with MDIT on project IT issues and concerns.
-

## Detailed Implementation Plan

**Action Item #1:** Recommend that a Central Licensing Unit be created in Finance Division, including a “system administrator” to manage data, process and link core program area and issues.

**Expertise Needed:** IT expertise

**Dependencies:** Action Items #2 and #6

Task	Team Members	Start Date	End Date	Status	
a. Define the structure of the Unit. Must include IT expertise including FTEs and Classifications <ul style="list-style-type: none"> <li>• System Administrator’s Role</li> <li>• IT Support</li> <li>• Define internal support staff and their roles.</li> </ul>		12/06	6/07		
b. Develop position descriptions; search selection and recommend staff reassignment for System Administrator and support staff.			Hire Manager by 10/1/07		
c. Develop position description and MOU for a full time DIT employee to maintain this system.					
d. Develop Business rules to define Finance and Division roles and tasks. (Include Divisions in development of rules.)			12/1/06	ongoing	
e. Determine Unit space, logistic needs, and resources. Identify hardware computer and image processing needs.			8/1/07	10/31/07	

## Detailed Implementation Plan

**Action Item #2:** Develop an IT System which will implement the “To Be” licensing process.

- Investigate & develop a licensing entity database (online as goal) including data ownership & structure
- Identify System interface by program: Local Health Dept., Validator, eInspector
- Programs generate applications received & licenses issued by week.
- Finalize vision and scope used to generate RFP requirements and fill out:
  - DIT-9, DIT-15, DIT-204, etc.

**Expertise Needed:**

**Dependencies:** Action Items #5 and #14 and Outcomes for System Design

Task	Team Members	Start Date	End Date	Status
a. Create Project Charter for implementation of license application		10/1/06	11/1/06	
b. Identify interfaces (existing and requested) to be included in project (scope).		10/1/06	6/1/07	
c. Write scope document (identifies all included licenses and most interfaces)		11/15/06	12/15/06	
d. Complete SOW and procurement forms for detailed requirements gathering sessions		11/15/06	12/31/06	
e. Requirements Gathering Phase		2/1/07	8/1/07	
f. Write and post RFP for System Development Project		8/1/07	11/1/07	

**\*\*\*See next page for inputs**

## **Needs of the System**

- Agreement on core table
- Single identifier
- Move to Oracle application
- Accounting must interface
- One central owner of uniform entry style (business rules)
- Department-wide snapshot
- Field staff has ability to view & enter data into database, along with other appropriate departments (DCH)
- Image & index documents for field & Lansing access.
- Network – Novell facing application for field & Lansing.
- Division can verify if customer has paid.
- Field/customer access to information.
- Real time information for field staff.
- Real time information.
- Ability for LHD to review invoices for billing.
- Business vs. program data entry combined.
- Reconciliation should be ran from database (pending license)
- Ad hoc query & report function required.
- One receipting system vs. current Validator & L2K
- Create index for information needed for each license.
- Use bar code or OCR (optical character reader) technology on forms/remit advice = INFER CUSTOMER
- Bar code license forms for data input
- Temporary licenses: bar code for operators to use to fill out applications from county to county. Also central record warehouse to view all operations/permits/inspections; reduces paperwork for all.
- Local Health Dept. must have access to view data, identify needed corrections from updated records, send corrections to the state electronically, state grants approval to upload corrections to database, and then upload occurs.
- Need to have linkage of payment to application to show who money is from and how to distribute funds.
- Need to consider a corporate email address to minimize individual addresses.

## **Renewal Needs of System**

- Are you still in business?
- Ask them to update last year's data and return.
- Issue a report of expired licenses which can share with inspectors.
- Renew more than 1 application at a time (Meijers).

## Detailed Implementation Plan

**Action Item #3:** Create a team to standardize MDA applications, licenses, and related correspondence and reports.

**Application forms:**

- What are security requirements for use of SSN?
- Application with financial information, credit card, EFT,
- Develop bar code image.
- Format for finance validate box, index, agency object, amount, bar code.
- Index on application/renewal forms.
- Preprint all renewal applications.
- Review data collection requirements (application versus law)
- Determine if a signature is need on the application form?

**License Forms:**

- The license format (wall, stickers, wallets)

**Correspondence & Reports**

**Expertise Needed:** Web, e-forms, document imaging, Finance, license application knowledge

**Dependencies:** Action Items #4 and #6

Task	Team Members	Start Date	End Date	Status
a. Develop matrix & information needed for each application (include LHD)				
b. Develop list of all mandatory information for each license				
c. Create core standardized license format.				
d. Create standardized department-wide application and certification form				
e. Submit license and application forms for approval				
f. Standardize missing application information/hold letters				
g. Determine and standardize Division needs for reports				
h. Communicate and implement plan				

**\*Need new format for LHD/Food license for 2008.**

**MALEHA = Michigan Association of Local Environmental Health Directors**

**\*\*See next page for inputs.**

### **Questions from Implementation Workshop for Team (9/25/06):**

1. Do licenses need to be posted at establishment?
2. Do licenses need to be authenticated by MDA?
3. Emphasize document control for electronic forms (i.e., versions)
4. Make sure to evaluate statutory requirements vs. collected information.
5. How to optimize delivery via web, e-forms, paper.....?
6. When designing the forms, make sure the data entry flow matches the screen and forms to ensure ease of entering data.

### **Inputs for Application**

- (LOC) Business name - \*address – phone – email – fax
- (Mail) Owner name - \*address – phone – email – fax
- Type of ownership – DBA, LLC, partnership, corporation, cooperative, individual, ID# (Officers' name, address and DOB)
- Payment method, remittance address (Federal ID/MI tax ID)
- Street address, county, zip, municipality, state

### **Program specific**

- 1 fee, late fee

### **Information on Application**

- License year
- Legal authority
- Type of license (combo box)
- Validation (receipting information box)
- Accounting information (index/object code)
- (ID box) – (License box) = unique id (if available)
- Index box – information
- Decline option
- New or Renewal

### **Inputs to License Information**

- State Seal \*
- Business address
- Responsible party & address \*
- License type
- License number/unique identifier \*
- Issue date
- Start date
- Expiration date \*
- State Act
- “Non-transferable”
- Stipulation/regulations

### **Sticker information/pocket license**

- Items also printed on stickers
- Stickers issued in addition to license for some applications

\* Assume 1 license per page

## Detailed Implementation Plan

<p><b>Action Item #4:</b> Create a team to challenge the number of different license types, multiple ending dates, and multiple year licensing. Define temporary license.</p> <ul style="list-style-type: none"> <li>• Team evaluate for workload balance.</li> <li>• Volume variations &amp; renewal cycles</li> <li>• Late fees on renewal</li> <li>• Non-refundable fees</li> <li>• Higher initial license fees compared to renewal fees</li> </ul>				
<p><b>Expertise Needed:</b></p>				
<p><b>Dependencies:</b> None</p>				
Task	Team Members	Start Date	End Date	Status
a. Map all current license workloads, volume and time frame (cycle, and FTEs supporting).		10/1/06	12/31/06	
b. Determine pros/cons list for multiple ending dates and make recommendations for adjusting. <ul style="list-style-type: none"> <li>• Assess legislative impact for making changes</li> </ul>		10/1/06	12/31/06	
c. Develop criteria for evaluating different license cycle models (i.e., 1 year vs 2 year)		10/1/06	12/31/06	
d. Evaluate volume and type of license and make recommendation for consolidating or eliminating. Temporary licensing.		11/1/06	12/31/06	
e. Work with Legislature to standardize language for license, certification, and registration as current laws are opened for review. Identify time frames when laws will be opened.		10/1/06	12/1/07	

## Detailed Implementation Plan

<b>Action Item #5:</b> Establish a Unique Identifier <ul style="list-style-type: none"> <li>• Test overlap in facilities between license programs.</li> <li>• Define single identifier for each type of ownership (private, corporate, etc.) and policy is required; for example, MI ID number.</li> <li>• Establish criteria for unique identifier for owner types.</li> <li>• Develop procedure for issuance of MI ID.</li> </ul>				
<b>Expertise Needed:</b> Knowledge of postal standards for address information.				
<b>Dependencies:</b> None				
Task	Team Members	Start Date	End Date	Status
a. Identify what identifier is currently being used by licensing programs and why		11/1/06		
b. Identify business relationships that need to be considered. Where do overlaps between programs exist? For example, a Meijers with “x” license and a Meijers franchise with “x” license.				
c. Research secure information (i.e. SS#) and impact or relationship to unique identifier				
d. Review DLEG “LCC” and incorporation requirements				1/15/07
e. Determine when and where unique ID issued				
f. Determine impact on all data systems (both upstream and downstream)				
g. Develop transition plan to move from current ID to new ID				
h. Make recommendation to IT systems team. Team #2				

Note: Obtain name, address information for all licensed entities within scope. Certify address records; identify degree of overlap between programs. Recommend structure.

## Detailed Implementation Plan

<b>Action Item #6:</b> Evaluate legality and possible implementation of electronic signature. Develop MDA standard for electronic signature for applications.				
<b>Expertise Needed:</b> Legal and IT				
<b>Dependencies:</b> None				
<b>Task</b>	<b>Team Members</b>	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
a. Research what other State Agencies are doing				
b. Determine if licensing laws require signature				
c. Identify technical requirements for electronic signature/authenticity. What constitutes a signature?				
d. Determine if notarized signature is required? (i.e., Pesticide application business license may require notarized statement in Reg 636)				
e. Identify points in process needing signature				

**\*Paula Sample has worked on electronic signatures for AID and would be a great resource to contact for information.**

## Detailed Implementation Plan

<b>Action Item #7:</b> Develop a communication plan to share and educate all customers (internal & external)				
<b>Expertise Needed:</b> Writing skills				
<b>Discrepancies:</b> On All Action Items – Coordinate with Teams from #8 and #11				
<b>Task</b>	<b>Team Members</b>	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
Identify customer types (inside/outside)		10/1/06	11/1/06	
a. Develop master plan (internet, intranet, GroupWise, List serv, newsletter) • Establish user focus group to design interface to be used		10/1/06	11/30/06	
b. Develop reporting mechanism for team progress, to include all 14 teams (i.e., feedback loop for team leaders)		10/1/06	1/1/07	

## Detailed Implementation Plan

<b>Action Item #8:</b> Develop a training plan to educate all internal and Local Health Department staff of new procedures involved in the licensing process. (Define the desired product and task each license desk to complete these.)				
<b>Expertise Needed:</b> Experience in developing and delivering training, Program Expertise				
<b>Dependencies:</b> Implementation Plan, Software Developed, Action #1				
<b>Task</b>	<b>Team Members</b>	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
a. Identify all existing reference materials from Program desks		10/2/06	3/31/07	
b. Develop the following reference materials: <ul style="list-style-type: none"> <li>• Single page summaries for each licensing program with Q&amp;A on who needs license and what information is required with resource people named.</li> <li>• For new unit: quick reference notebooks, decision trees, reference materials.</li> <li>• IT System</li> </ul>		10/2/06	8/1/07	
c. Determine training for interim process. <ul style="list-style-type: none"> <li>• Transition training for licensing desk.</li> </ul>				
d. Evaluate the possibility of on-line training for feasibility for external customers.		Fall 2007 for Design		
e. ID training locations.				
f. Establish train-the-trainer.				
g. Schedule prototype/pilot training and materials – evaluate and adjust them prior to full roll out. <ul style="list-style-type: none"> <li>• Take into account “on-going” changes to documentation.</li> </ul>				
h. Schedule training prior to implementation of new process/system start date. <ul style="list-style-type: none"> <li>• Training for licensing desks</li> <li>• Training for field staff.</li> </ul>			Roll out training 01/01/08	

**\* Consider connecting with the Dept. Training Committee**

## Detailed Implementation Plan

<b>Action Item #9:</b> Monitoring the budgetary and IT support issues and needs for the Licensing Project				
<b>Expertise Needed:</b>				
<b>Dependencies:</b> Need Staffing Report from Action Item #1 and System Report from Action Item #2				
<b>Task</b>	<b>Team Members</b>	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
a. Identify resources needed and develop budget.		On-Going	On-Going	
b. Identify cost savings to divisions.				
c. Determine technical requirements if federal funding will be required/used.				
d. Develop cost allocation plan for first 5-10 years of system operations (systems life cycle). <ul style="list-style-type: none"> <li>Determine metrics used to distribute operational costs across department (cost allocation).</li> </ul>				
e. Seek IT development resources				

## Detailed Implementation Plan

**Action Item #10:** A team to investigate the best way to receipt funds for licensing

- Communicate/update information to reflect new PO Box.
- Develop one PO Box for licenses/payments.
- Use of credit card to pay for licenses.
- Finance investigates best way to receipt of funds for licensing.
  - Lock box
  - Credit Card
  - EFT
- Review potential loss of revenue impact through credit card payments

**Expertise Needed:** Subject Matter Experts from other State Agencies will be called on, as needed.

**Dependencies:** Action Item #2

Task	Team Members	Start Date	End Date	Status
a. Investigate alternatives for receipting.		11/01/06		
b. Review loss of revenue through use of credit card transactions (costs).				
c. Explore EFT of licensing fees				
d. Explore interface and capabilities of Centralize electronic payment accounting system (CEPAS) as it relates to central system – revenue divisions.				
e. Review collection of funds by field staff			02/01/07	
f. Make recommendation for receipting of funds			02/01/07	

## Detailed Implementation Plan

<b>Action Item #11:</b> Create central website. Migrate all licensing information to one area of the web <ul style="list-style-type: none"> <li>• Ensure all applications are available on-line</li> </ul>				
<b>Expertise Needed:</b> Web Master, Database Interface Experience, good writer				
<b>Dependencies:</b> Action Item #3, application design before PDF on web.				
<b>Task</b>	<b>Team Members</b>	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
a. Develop single web page for licensing. <ul style="list-style-type: none"> <li>• Create look and feel for Licensing website which includes creating URL for MDA licensing</li> </ul>		10/2/06	02/01/07	
b. Develop an FAQ on the web for licensing		10/2/06	1/1/07	
c. Develop Yes/No questions/answers to route users to appropriate license.		10/2/06	4/1/07	
d. Online applications fill able PDF forms		When form redesign completed – then 90 days	8/1/07	
e. Have application form online for all current licenses.		10/2/06	12/1/06	
f. Determine user needs through focus groups.				

## Detailed Implementation Plan

**Action Item #12:** Determine data needs for information flow during the Interim Process. How do you make all the individual databases consistent in order simplify the migration to the new system?

1. Financial/budget
2. Legal reporting (30/90 day)
3. Program needs

**Expertise Needed:**

**Dependencies:** Action Items #12 and #13 are interdependent. Action Item #5

Task	Team Members	Start Date	End Date	Status
a. Identify current licensing systems. • Identify other application owners.		10/01/06 “High Priority”	10/30/06	
b. Evaluate need to update individual databases in the interim process to strive for consistency in format and information tracked		11/1/06	3/1/07	
c. Evaluate possible transition alternatives for data flow between CLU and Program desks (ie. central data “importer”, new database development, existing infrastructure)		2/1/07	4/1/07	
d. Identify legal requirements (30-90 day rule).		10/30/06	1/1/07	
e. Identify financial auditing/tracking requirements		10/30/06	1/1/07	
f. Establish ad hoc access to Databases via Novell network for quality assurance.				
g. Develop strategy to use unique ID in current/interim system. • Verify formats are common between applications.		2/1/07	4/1/07	

\*Participation via video or telephone conferencing except on Wednesdays

\*\*See next page for inputs.

## **Inputs: Information needed in tracking system**

- Entity information
  - County, email, postal
  - business contact/corporation
  - phone number
  - ID #'s (employee, Federal, SSN)
  - name
  - address
- Application submitted/received date \*
- Supplemental information received (required & FYI)
- License types; licenses issued
- Contact people (owner, president ... & roles)
- Payment made – dollars received/date \*
- Licensing status (issued, pending, delinquent)
- GPS/GIS
- Spatial data – latitude/longitude
- Date issued – expiration data \*
- Unique identifier
- Temporary facility bushel capacity (program specific)
- Specific information for each type of application
- Audit dates/Auditor

**\* Needed to meet legal 30 day application/90 day licensing rules. Needs to track and report application completed and licensed facility.**

## Detailed Implementation Plan

<p><b>Action Item #13:</b> Transition Plan from As-Is to To-Be Interim Process</p> <ul style="list-style-type: none"> <li>• Define indexing scheme for document image, archive</li> <li>• Evaluate move to image archive.</li> </ul>				
<p><b>Expertise Needed:</b> Organization Skills</p>				
<p><b>Dependencies:</b> Budget impact implementation, current IT systems interface plan needed for full implementation of interim plan</p>				
Task	Team Members	Start Date	End Date	Status
a. Determine the order transition will be implemented (sequencing).		01/01/07	01/01/08	
b. Monitor implementation teams and identify opportunities to pilot/test.				
c. Monitor GANTT chart.		On-Going		

## Detailed Implementation Plan

<b>Action Item #14:</b> Define measures to evaluate the effectiveness of licensing process. Coordinate with CQI performance outcomes team.				
<b>Expertise Needed:</b>				
<b>Dependencies:</b>				
<b>Task</b>	<b>Team Members</b>	<b>Start Date</b>	<b>End Date</b>	<b>Status</b>
a. Develop measures				
b. Determine how measures are going to be reported and tracked.				
c. Identify users of system: <ul style="list-style-type: none"> <li>• Licensing staff</li> <li>• Field staff</li> <li>• Business/Licensee's</li> </ul>				
d. Make recommendations for integration of measures into system.		10/01/07	01/31/08	
e. Develop tools to measure user satisfaction.				
f. Review "As Is" measures – establish outcomes for turn around, cycle time, cost, and number of data entry points				
g. Evaluate to determine if in compliance with law for timely processing (30/90 days).				

## **Phased Approach for Implementation**

### **Phase 1 (6 months) October 2006 – April 2007**

- Standard application form developed – Action Items #3 & 6
- Standardized license(s) developed – Action Items #3 & 6
- Criteria for unique ID developed – Action Item #5
- Business analysis for new system begun – Action Item #2
- Recommendations for law changes developed – Action Item #4
- Begin looking at shared database fields – Action Item #12
- Determine feasibility of credit card & EFT use – Action Items #10
- Communicate & integrate use of separate PO Box into application/license process – Action Item #
- Develop an FAQ on the web for licensing – Action Item #11
- Determine inspector needs & access to data – Action Item #12

### **Phase 2 (6 months – 1 year) April 2007 – October 2007**

- Organizational changes developed and completed – Action Item #1
- Migrate all licensing information to one area of the web – Action Items # 11, 12, &13
- Implementation of “interim” process – Action Items #12 &13
- Users complete online application to mail in – Action Item #11
- Capable of collecting credit card fees within MDA – Action Item #10
- Identify requirements to meet inspector data needs – Action Item #12 &13
- Identify implementation plan for new system – Action Items #2 & 13
- Submit recommendation for law changes – Action Item #4
- Implement licensing unit organizational changes – Action Items #1 & 13
- Improve on our ability to share data – Action Item #12
- Launching Action Item #9: Monitor Budget & IT issues and needs

### **Phase 3 (2 – 3 years) October 2008-October 2009**

- Implementation of new IT system – Action Items #2 & 13
- Start using the “To Be” process – Action Item #2
- Accept paper and electronic applications – Combination of several action items
- Majority of communication is done electronically – Combination of several action items

### **Phase 4 (4 – 5 years) October 2009 – October 2010**

- ALL ELECTRONIC!!!!

**Note:** Action Items #7, 8, 9, & 14 will occur in all phases

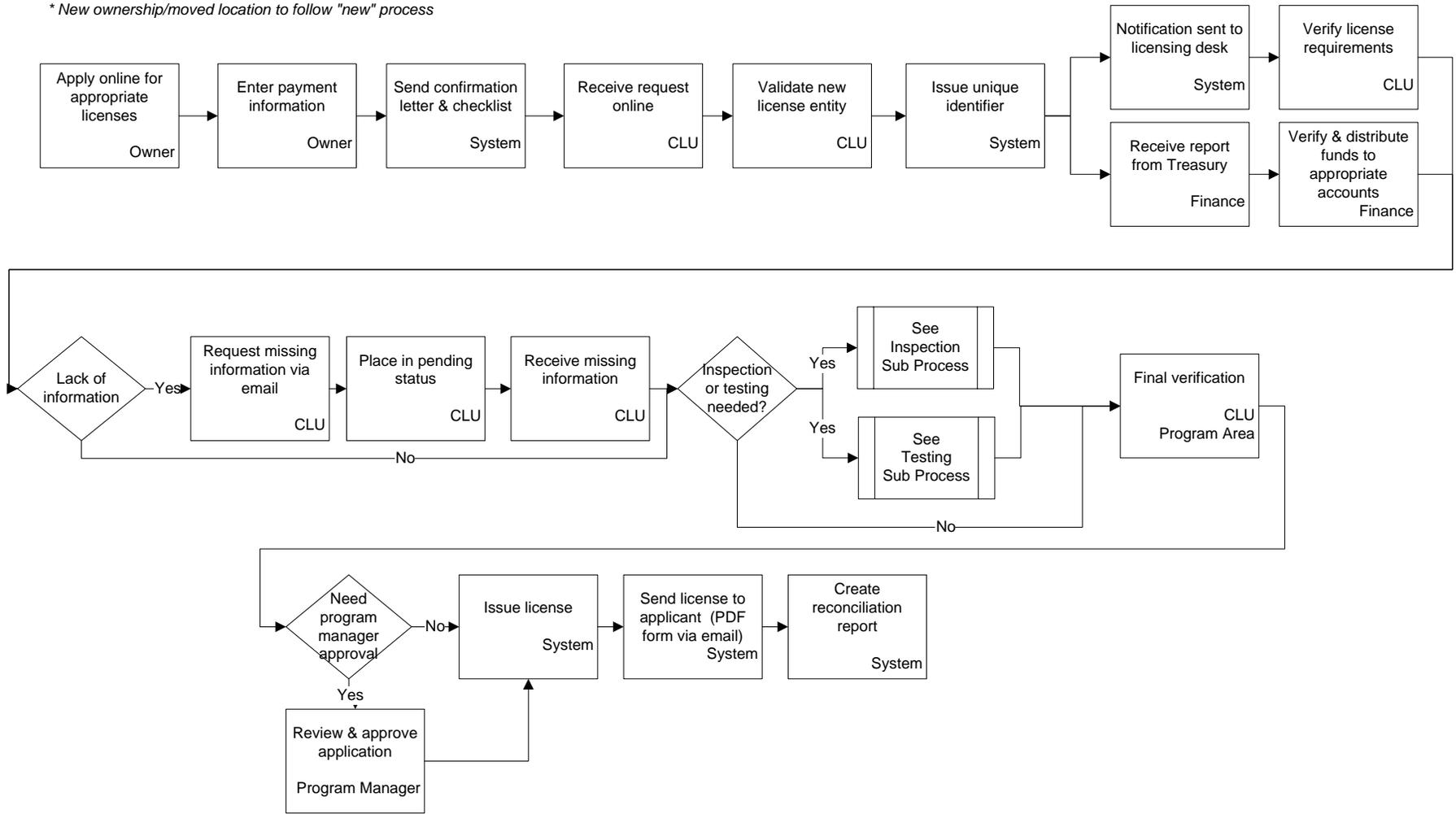
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## Milestone Chart

ID	Task Name	Team Leader	Start	End	Duration	2006			2007												2008											
						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	#1 Central Licensing Unit Created		12/1/2006	10/31/2007	239d																											
2	#2 – Develop IT System		10/2/2006	1/1/2008	327d																											
3	#3 – Standardize Format for App, Lic, Forms		11/1/2006	5/31/2007	152d																											
4	#4 – Challenge Lic. Types, multiple ending dates, multiple year licenses		10/2/2006	11/30/2007	305d																											
5	#5 – Establish Unique Identifier		11/1/2006	4/13/2007	118d																											
6	#6 – Electronic Signatures		11/1/2006	3/30/2007	108d																											
7	#7 – Communication Plan		10/2/2006	1/1/2007	66d																											
8	#8 – Training Plan		10/2/2006	1/2/2008	328d																											
9	#9 – Monitor budget and IT support issues & needs		11/1/2006	12/31/2008	566d																											
10	#10 – Receipt of funds		11/1/2006	2/1/2007	67d																											
11	#11 – Create Central Website		10/2/2006	8/1/2007	218d																											
12	#12 – Data needs for information flow during interim process		10/2/2006	3/29/2007	129d																											
13	#13 – Transition Plan		1/1/2007	1/1/2009	524d																											
14	#14 – Define Measures of process		10/2/2006	1/31/2008	349d																											

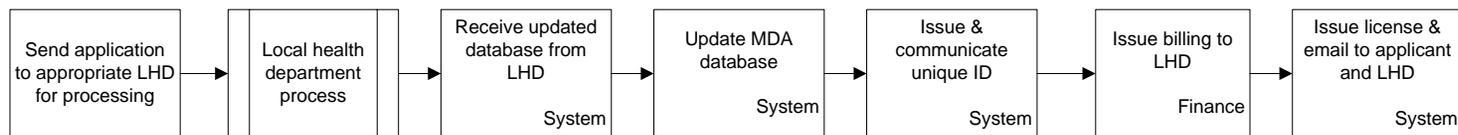
**To-Be MDA Licensing Process**

*\* New ownership/moved location to follow "new" process*

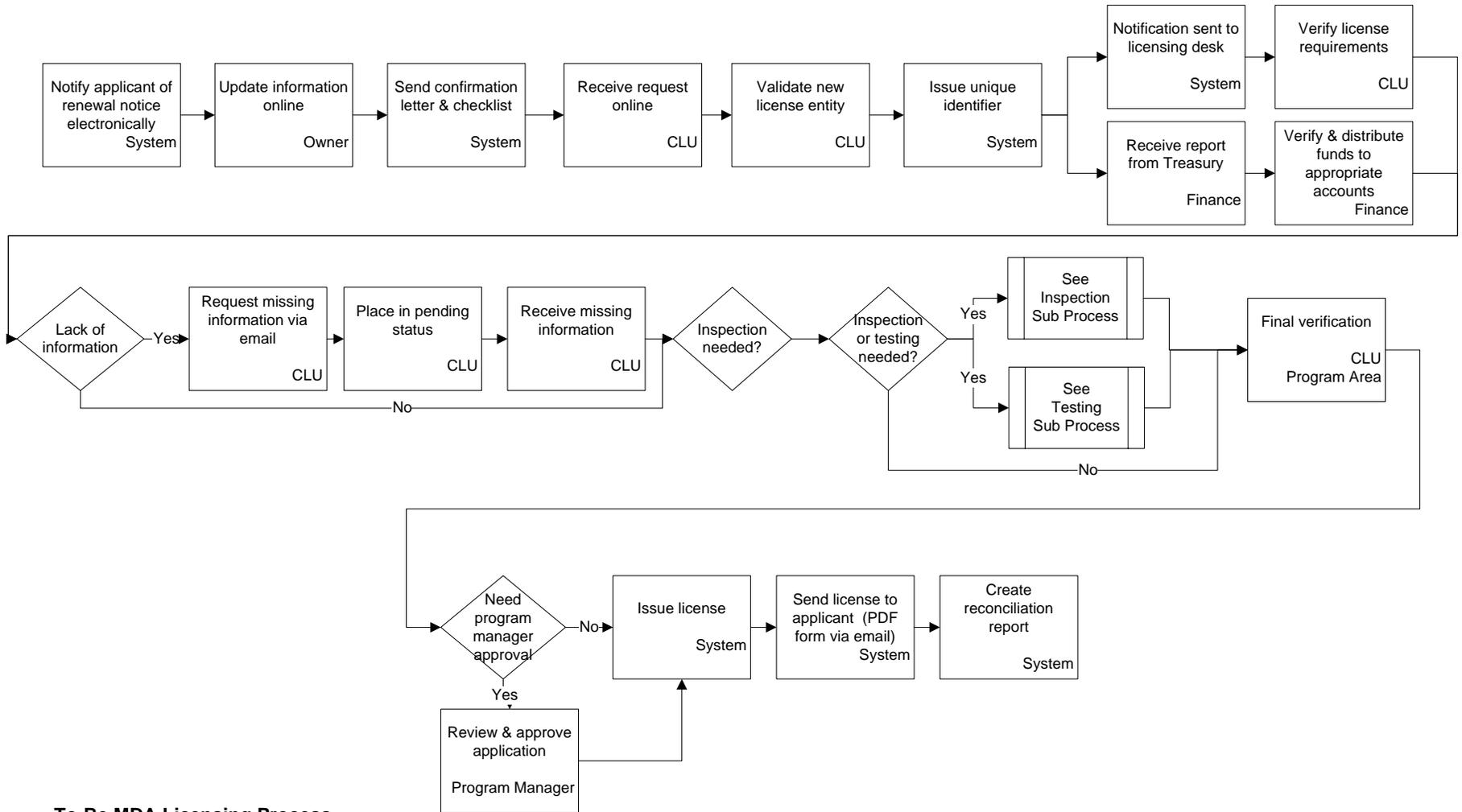


**To-Be MDA Licensing Process**

*\* If Local Health Departments are involved in the process*

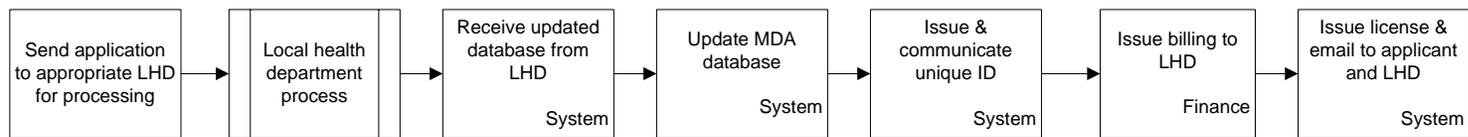


**To-Be MDA Renewal Licensing Process**



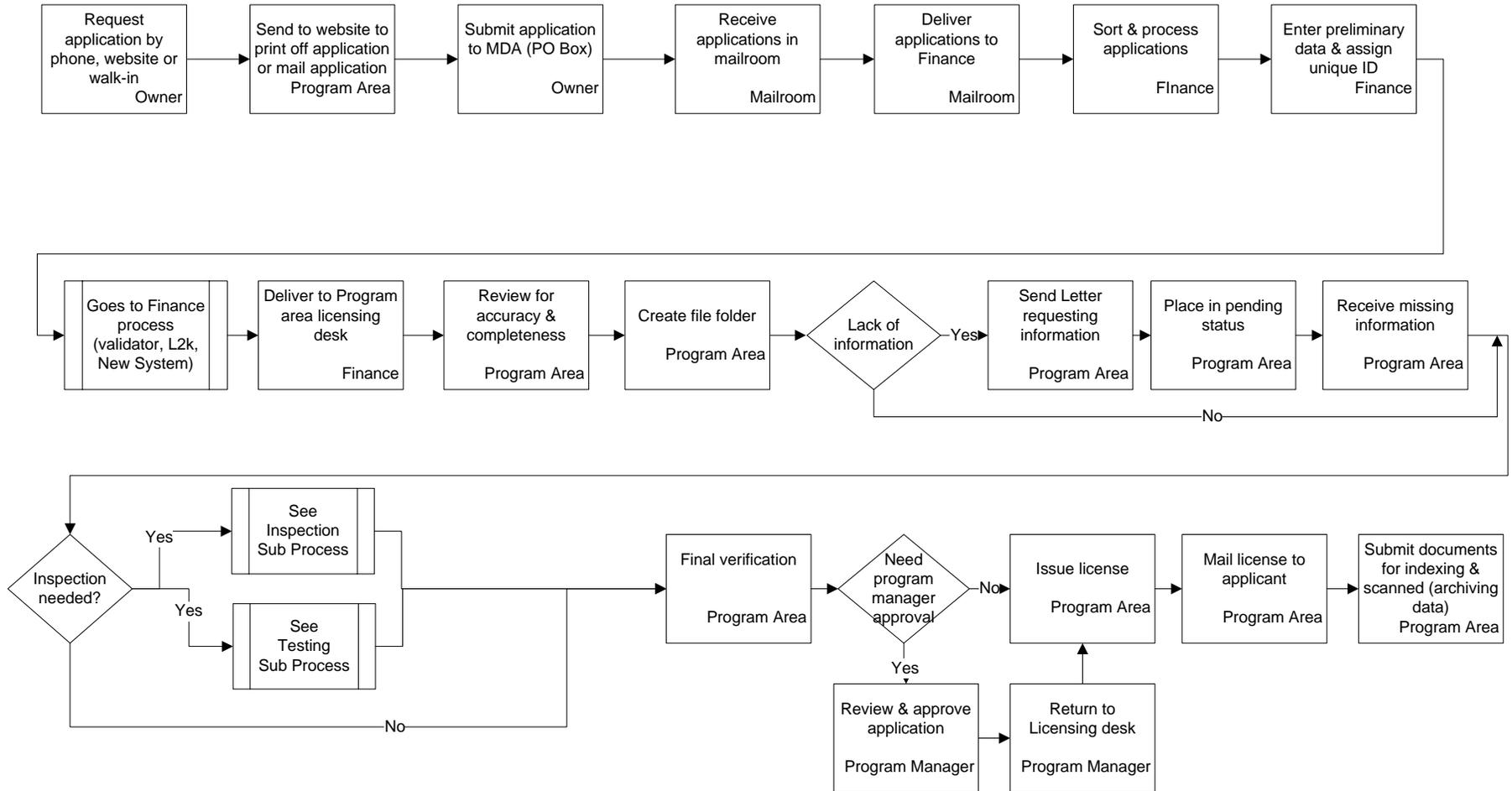
**To-Be MDA Licensing Process**

*\* If Local Health Departments are involved in the process*



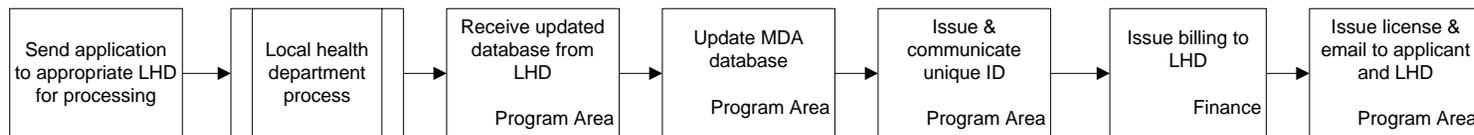
### To-Be Interim MDA Licensing Process

\*To be used until the Central Licensing Unit and system are created.



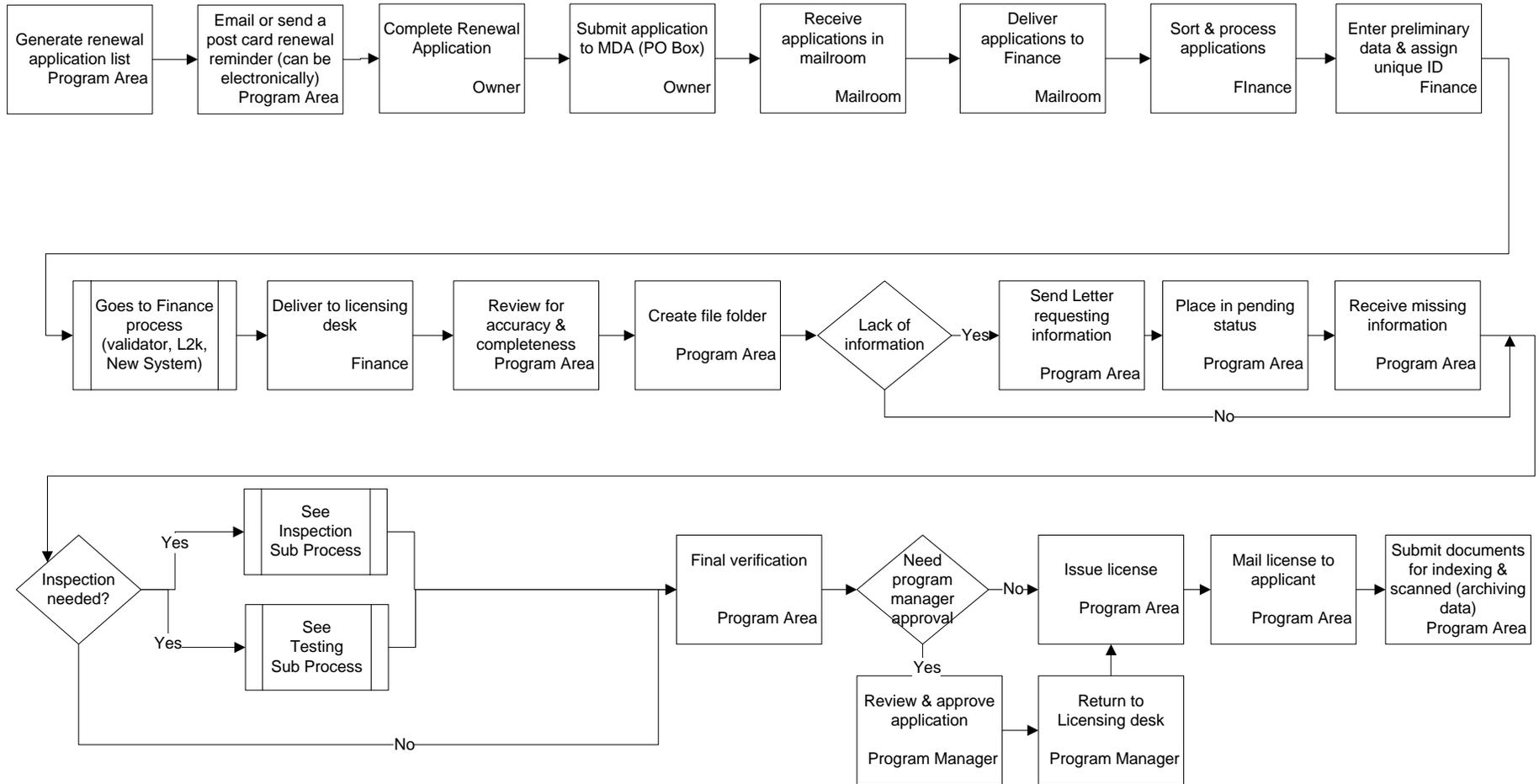
### To-Be MDA Licensing Process

\* If Local Health Departments are involved in the process



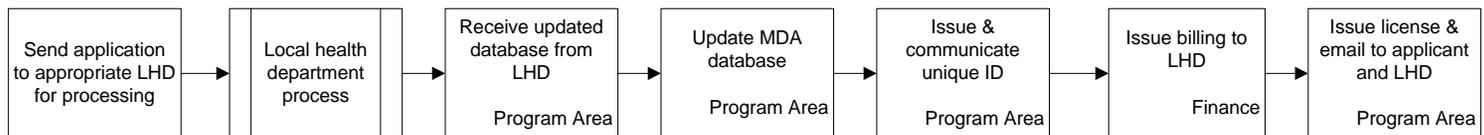
**To-Be Interim MDA Renewal Licensing Process**

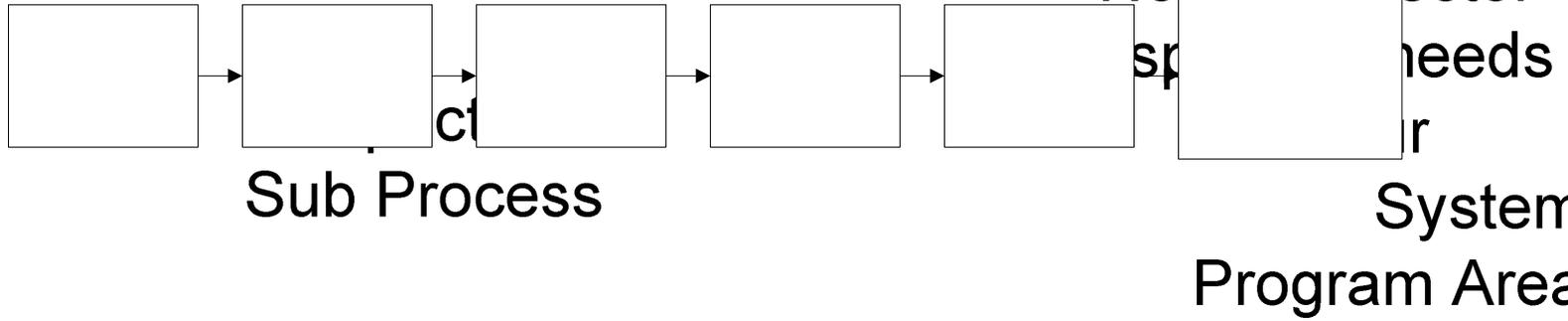
\*To be used until the Central Licensing Unit and System are created.



**To-Be MDA Renewal Licensing Process**

\* If Local Health Departments are involved in the process





**Acts to be opened**

**AID**

- Currently, the Licensing Livestock Dealer Act (Act 284, P.A. of 1937) and Bodies of Dead Animals Act (Act 239, P.A. of 1982) are open.
- We will be discussing when we will be opening up the Pet Shop, Dog Pound, Animal Shelter Act (Act 287, P.A. of 1969) and the Horse Riding Stable & Sales Barn Act (Act 93, P.A. of 1974) at our next management meeting (10/9/06). We will likely be opening it up in the next couple of months to address fees.
- We will be opening up the Michigan Aquaculture Development Act (Act 199, P.A. of 1996) shortly to look at regulations for aquaculture in a year or two.

**ESD**

- None at this time.

**F DD**

- Grade A Milk - probably in by May 1/07
- Manufactured Milk - probably in by May 1/07
- Food Law - probably in by June 07

**FER**

- Grain Dealers act is in the wings for amendments.

**LAB**

- None at this time.

**PPPM**

- Act 189 for the Nursery license is currently being reviewed and working on a draft.
- Currently looking at incorporating the Remedies Act into the Commercial Feed Act in the near future.

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**Parking Lot:** *Decisions need to be made about these action items but it is out of scope*

- Include late fee and compliance/enforcement/penalty associated with program?
- Develop procedures for temporary license/operating without license