

Michigan Department of Agriculture & Rural Development

Operational Services and Central Licensing

FINANCIAL & ADMINISTRATIVE OVERSIGHT



Manager: David M. Bruce, 517-284-5743, BruceDg@michigan.gov

Legal Authority: The Management and Budget Act (Act 431 of 1984)

Description of the Program:

- **Internal and External Audit Liaison:** CFO serves as Department Audit Liaison for both internal and external audit functions, representing the department's viewpoint and perspectives.
- **Financial Oversight:**
 - a) **Accounting Service Center:** Consolidated accounting services are provided at the Michigan Department of Transportation. The CFO serves as the liaison between MDARD and the Center, ensuring a timely and proper year-end accounting of department funds.
 - b) **Financial System Implementation:** A new Statewide Enterprise Resource Planning System, SIGMA, is being implemented to replace core financial and budgeting systems. The CFO ensures adequacy of department resources to facilitate the implementation.
 - c) **Internal Control Officer:** On an ongoing basis, ensures knowledge of and adherence to proper internal control practices. Biennially, serves as the department's Internal Control Officer representing the status of MDARD controls to the department Director and Governor.
- **Office Services:** Oversees delivery of service in these areas: space planning, mail, inventory, supplies, warehousing, telecommunications, records retention, printing and forms management, and the state vehicle fleet.
- **Administrative Officers Association:** CFO serves on the Executive Board and as a Past President of this Statewide Association promoting effective and prudent financial and administrative practices across state government.





Why it matters:

- Advocates practices fostering good financial stewardship throughout the agency.
- Integrates financial management with program management, providing timely, reliable, and relevant support.
- Maintains a well-prepared, productive, quality-oriented work force.
- Provides high-quality customer service.
- Ensures adherence to federal, state, and department laws, rules, and protocol.
- Promotes predictability and consistency across the administrative and financial sectors.

Key Stakeholders

- All department employees
- Michigan legislature
- Citizens of Michigan
- Federal, state, and local officials
- DTMB
- Other state agency employees

Deliverables

- Audit reports and corrective action plans
- Reconciled financial accounting records
- Trained and prepared workforce
- Defensible administrative practices

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Accomplishments:

- Final changes to as well as implementation of a new department-wide Fixed Asset Inventory System.
- Preparation and training for the new statewide SIGMA financial system.
- Assessment and delivery of a report on department internal controls according to standards.
- Implementation of division metrics as part of a larger departmental program.
- On-time delivery of year-end accounting closeout records according to Generally Accepted Accounting Principles.
- Completion of the annual Accounting Service Center Customer Satisfaction Survey.
- Participation in the DTMB Vehicle and Travel Services pilot for the Vehicle Telematics program.
- Served on statewide procurement leadership team program and category teams for procurement improvement.

Measuring Successes:

- Reduction in the number of material weaknesses and findings in both the biennial report on internal controls, and, internal and external audit reports.
- Increase in the rate of satisfaction as identified in the annual Accounting Service Center customer satisfaction survey.
- Preparedness for implementation of new systems, as identified by understanding and readiness to convert systems.
- Completion of annual financial book closing as measured by decreased time spent by staff, and, completion in advance of deadlines.
- Participation in the DTMB Vehicle and Travel Services Vehicle Telematics pilot.
- Served our statewide Procurement Leadership Team program and Category Teams for Procurement Improvement.
- Employee Performance as measured by operational metrics.

Dashboards and Scorecards:

Michigan's dashboards were implemented by Governor Rick Snyder to provide a quick assessment of the state's performance in key areas. In addition to these dashboards, agency scorecards provide transparency and accountability to Michigan taxpayers as departments work to support Michigan's comeback. The Dashboards and Scorecards can be found at www.michigan.gov/openmichigan.

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Program goals:

- No material weaknesses in both audits and internal controls.
- Well prepared, well trained, and well equipped departmental employees.
- Balanced fiscal records based on Generally Accepted Accounting Principles and Auditing Standards.

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TECHNOLOGY AND SYSTEM OPERATIONS

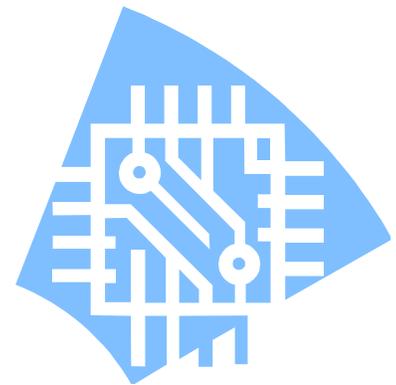


Manager: Thomas Benner, 517-284-5744, BennerT9@michigan.gov

Legal Authority: N/A

Description of the Program:

- Operational Services serves as the department-wide information technology and systems operation management unit.
- Unit provides development, design, analysis, implementation and management of technology and system related initiatives.
- Program provides centralized communication, training, security awareness, information, policies and procedures and metrics for information technology and program applications and software.
- Unit oversees management and planning of current, relevant and advanced solutions for department workstations, equipment, applications and software programs, mobile devices and telecommunications.
- Operational Services serves as the Technology liaison between Department of Technology, Management and Budget and MDARD, delivering strategic planning and implementation of all technology related policies, procedures and initiatives.



Why it matters:

Operational Services provides a first line resource for all aspects of technology within the department. The unit manages major applications, issues workstations, software, mobile devices and equipment for staff to effectively and efficiently assist citizens of Michigan with agriculture and rural development licensing, regulatory and safety information.

Key Stakeholders

- All departmental staff
- Federal, state and local officials
- Citizens of Michigan
- Consumer agencies
- Other State of Michigan agencies

Key Statistics

- Managed Workstations 474+
- Managed Mobile Devices 309+
- Managed DTMB Projects 10

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TECHNOLOGY AND SYSTEM OPERATIONS



Accomplishments:

- Managed the Accela licensing and inspection project initiated on 10/1/2014. In FY 2015, OSCL division staff worked over 4,000 hours on this project, coordinating the activities of over 7,400 hours of participation by the other Phase 1 division staff.
- Completed annual warranty refresh cycle of workstations and devices to ensure all workstations and equipment are under warranty and relevant to the staff required needs.
- Continued to integrate Windows 8 mobile devices and equipment to field programs to increase productivity, connectivity and preparedness for MDARD's mobile worker initiatives.
- Completed DTMB Internet Explorer 11 migration on schedule.
- Completed a fixed asset inventory system with a formal launch on 7/21/2015.
- Participated in DTMB Pilots:
 - AnyConnect VPN software pilot started on 6/6/2015 with 11 employees.
 - eCopy PDF Pro Office pilot to provide MDARD staff the functionality to create fillable forms launched on 9/2/2015.
- Initiated Office 2013 migration for all computers within MDARD.
- Completed Oracle patching project on schedule.
- Completed Windows 2003 server migration project on schedule.
- Completed TFS migration project on schedule.

Measuring Success:

TECHNOLOGY PROJECTS

Operational Services has been a key partner with DTMB in managing and creating projects promoting technology advancements and security. In FY2015, this included migrating to Internet Explorer 11, and starting the testing for migrating to Office 2013.

SYSTEM OPERATIONS

Operational Services currently manages and provides expertise on major applications throughout the department and covers eight program divisions. Management of system operations requires procedures, security, management and day-to-day issue resolution.

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TECHNOLOGY AND SYSTEM OPERATIONS



Dashboards and Scorecards:

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Program Goals:

- Annual refresh to provide full-time staff with equipment under warranty
- Complete 100% DTMB technology projects on schedule.
- Assist with software application and mobile device concerns effectively and efficiently.

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PROCESS IMPROVEMENT



Manager: Thomas Benner, 517-284-5744, BennerT9@michigan.gov

Legal Authority: N/A

Description of the Program:

- Process Improvement unit provides State of Michigan Lean Process Improvement methodology and Lean Green Belt methodology services within MDARD.
- Unit provides ongoing analysis and recommendations of process improvement opportunities within the department.
- Process improvement initiatives are promoted within the department to increase productivity, reduce cost, reduce cycle time, eliminate waste and improve customer service within processes.
- MDARD Process Improvement unit also provides resources to other State of Michigan agencies as needed.
- The unit has certified LPI Methodology and Lean Green Belt staff to assist with all process improvement activities.



Why it matters:

Process improvement actions provide growth and continuous improvement of MDARD's business processes. The unit provides ongoing efforts to scope, analyze, redesign and implement improved processes throughout the department. The department is able to leverage foundational knowledge and business practices using the process improvement methodology and provide improved customer service to citizens of Michigan, consumer agencies, federal, state and local officials as well as increasing satisfaction of MDARD staff.

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PROCESS IMPROVEMENT



- Consumer agencies

Accomplishments:

- Provided process improvement workshops for 3 processes.
 - MAEAP program review to prepare for new database
 - Continued migrant labor housing project
- Animal Disease Traceability (Kwick Hit) continued participation on the LPI Certification Council
- Initiated certification of two additional staff persons in Lean Process Improvement through SOM LARA LPI Boot camp.

Measuring Success:

PROCESS IMPROVEMENT

The process improvement unit strives to provide key opportunities to plan, develop and increase productivity within all eight divisions of MDARD. The unit has provided resources that initiate projects, scopes, analyzes, redesigns and implements changes using both Lean Green Belt and Lean Process Improvement methodologies. MDARD staff has been encouraged to review processes and become involved in process improvement opportunities within their divisions; successful workshops have included Grants and Budget, Internal Communication, Licensing and Inspection, Workflow Processes and Enforcement and Compliance.

CERTIFICATIONS

MDARD employees have taken interest and initiative to become certified in Lean Green Belt and Lean Process Improvement methodologies. The Process Improvement unit includes one state certified LPI staff member and three Green Belt LPI members who lead process improvement workshops and/or utilizes other certified staff to assist when applicable.

Dashboards and Scorecards:

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Program Goals:

- Facilitate process improvement projects (scoping, analyzing, redesign and implementation) as needed within the department.

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PROCUREMENT AND GRANTS



Manager: Carla McCarrick, 517-284-5746, mccarrickc@michigan.gov

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Legal Authority: N/A

Description of the Program:

The unit assists program areas to acquire a large array of commodities and services needed within MDARD. It facilitates grant and contract processing in the department, the procurement system, coordinates output management services program (MiPrint) and serves as the department's OfficeMax administrator. The unit oversees department purchasing to ensure compliance with the State of Michigan purchasing rules, procedures and processes.



Why it matters:

Strong guidelines and adherence to purchasing rules, procedures, and processes ensures that MDARD is utilizing best practices to buy competitively and wisely to achieve the best combination of price, quality and service. Additionally it ensures a minimization of inventory investment and loss; develops and maintains healthy relations with active suppliers; and achieves maximum integration with other departments while supporting the department's operations with an uninterrupted flow of materials and services.

Key Stakeholders

- Federal, state and local officials
- Active suppliers
- Consumer agencies
- Citizens of Michigan

Key Statistics

- 541 Purchase Orders Issued
- Zero deficiencies of Purchase Orders
- Multi-year blanket purchase orders for administration of the owners and breeders award system.



Accomplishments:

- Issuance of 541 Purchase Orders
- Assisted in and facilitated the purchase of laboratory equipment, livestock reading equipment, Swine Enteric Coronavirus Disease signage, and export market research services.
- Multi-year blanket purchase order was established for the administration of the owners and breeders award system.
- Served on the Enterprise Wide Procurement Advertising and Marketing Category team that made recommendations for best practices and opportunities for improvement associated with this category.

Measuring Success:

PROCESSING TIME

A continuous examination of processes revealed that processing time has been significantly reduced due to standardization of procedures and the development of effective working relationships with key stakeholders.

REDUCTION OF WASTE AND DUPLICATION

Procedures were developed to ensure a reduction in duplication and waste. This was primarily a result of developing reliable and effective supply sources, training and working with department employees and continually searching for new and alternative ideas, products and materials as a means of improving efficiency and compliance with applicable guidelines.

Dashboards and Scorecards:

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Program Goals:

- Zero deficiencies in the processing and issuance of Purchase Orders

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CUSTOMER SERVICE



Manager: Rick Dethlefsen, 517-284-5745, dethlefsenr@michigan.gov

Legal Authority: N/A

Description of the Program:

- Customer Service Center (CSC) was created in May 2010 following a process improvement exercise. The purpose of the unit is to allow for human to human contact rather than customers reaching a phone tree.
- In June 2011, the customer service unit was integrated into one unit with the centralized licensing unit in order to provide for more efficient operations within both units.
- Cross training and increased efficiencies allowed the CSC personnel to provide administrative assistance to licensing technicians which in turn provides for improved service to those firms desiring to be licensed.
- CSC personnel also assist other divisions within MDARD by taking, recording, and forwarding food complaints to both MDARD personnel and Local Health Department personnel; scheduling pesticide exams and researching credits for certified applicators; assisting in the preparation and mailing of certification cards to qualified applicators and backing up phones for other divisions as needed.



Why it matters:

Customer service is an important aspect of providing assistance to key stakeholders. It is the first point of contact for persons requesting assistance and outstanding service translates into decreased license processing times, etc. Timely and efficient customer service is key to assisting stakeholders in creating businesses, becoming licensed and, in turn, being able to provide service to the citizens of Michigan.

Key Stakeholders

- Licensed establishments
- Federal, state and local officials
- Citizens of Michigan
- Consumer agencies

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CUSTOMER SERVICE



Accomplishments:

- Calls handled to calls presented ratio for the Fiscal Year was 96.49%
- Assistance in preparation and mailing of certification has reduced processing time by 50%.
- Administrative assistance to licensing technicians has reduced processing time by 25%.

Measuring Success:

PHONE CALLS

The calls presented to calls handled on a first time human to human ratio is measured at a 96.49% ratio. Phone calls metrics are analyzed on a weekly basis with the goal of 95% or higher being the acceptable ratio.

PESTICIDE EXAM SCHEDULING

Customer Service agents continue to assist individual applicators and those wishing to become applicators with scheduling as requested. While this is something the individual applicators are able to do themselves, MDARD offers assistance to include the actual scheduling in order to provide a service to the citizens of Michigan. 1,930 exams out of 12,162 were scheduled by CSC personnel which equates to a 15.8% ratio.

FOOD COMPLAINTS

Customer Service Agents took a total of 703 out of 1086 food complaints which equates to a 64.7% ratio. Utilizing the Customer Service agents has allowed Food and Dairy inspectors to concentrate on food safety issues instead of dealing with the administrative aspects of the complaint.

Dashboards and Scorecards:

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Program Goals:

- Calls presented to calls handled rate - 95%
- One week processing time for pesticide applicator certifications.
- Sixty day processing time for licenses requiring inspections.
- Meet timeliness, quality, and quantity goals for measurable processes.

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CENTRAL LICENSING



Manager: Rick Dethlefsen, 517-284-5745, dethlefsenr@michigan.gov

Legal Authority: N/A

Description of the Program:

- In June of 2006, a Process Improvement Team met with the goal of consolidating the agricultural licensing process to create a more cost effective, timely and efficient method of providing licensing services.
- In November of 2007, the Centralized Licensing Unit was created and began the process of bringing all MDARD licenses into the unit.
- At this time, the CLU processes over 98% of the licenses issued by MDARD. Only Individual Pesticide Applicator registrations and Service Persons related to the Lab remain outside the purview of the CLU.
- In June of 2011, the Customer Service Unit and CLU were combined which allowed for cross training and increased efficiencies as CSC personnel are able to provide administrative assistance to licensing technicians resulting in improved service to those firms desiring to be licensed.



Why it matters:

The consolidation of license processing within one unit has translated into increased safety and decreased time for processing licenses, currently licenses not needing inspections are being processed within one business week. For those in which inspections are needed, processing time averages three weeks. Increased efficiencies in processing translate into business being able to begin service the citizens of Michigan at a faster rate. CLU licensing technicians have become subject matter experts and answer questions on first contact. Customers no longer have to spend additional time asking questions with field inspectors or supervisors, reducing processing and completion rates.

Key Stakeholders

- Licensed establishments
- Federal, state and local officials
- Citizens of Michigan
- Consumer agencies

Key Statistics

- Total # of Licenses 134,267
- License Types 40



Accomplishments:

- Decreased processing time to process and issue licenses
- Reduced manpower by 50%
- Decreased costs for printing and mailing of licenses

Measuring Success:

PROCESSING TIME

A continuous examination of processes revealed that processing time could be significantly cut by utilizing emails and scanned documents rather than printing copies of applications and mailing them to the applicable inspectors. Additionally, cross training of personnel has eliminated delays due to absences of normal licensing technicians as well as freeing technicians from administrative filing, etc., allowing them to concentrate on licensing.

REDUCED MANPOWER

Prior to consolidation, personnel processing licenses currently processed by CLU utilized 13 FTE's assigned to the various divisions within MDARD. With consolidation, the same licenses are now processed by five FTE's assisted administratively by three FTE's assigned to the Customer Service Center.

Dashboards and Scorecards:

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Program Goals:

- Issuance of licenses - seven business days for non-inspected facilities and 60 days for those licenses requiring an inspection.
- Notification of deficiencies/late applications - establishment notified within five business days of MDARD becoming aware of deficiency/lateness.