

Meals & Rentals Tax

LICENSE APPLICATION/RENEWAL PROCESS

Sponsors

- Philip Lawrence, Director of Collections
- Kathleen Sher, Director of Audit

Facilitator

- Kate McGovern

Team Manager

- Diane Dawson



Team Members

- Diane Dawson
- Karen Mudgett
- Pat Preisendorfer
- Melissa Rollins
- Pat Campbell
- Naomi Foley
- Michelle Mankiewicz
- Betty Chase

Guest Members

- Angela Camire
- Janet Weeks



The process included two parts:

- New Operator Licenses
 - All operators required to be licensed before opening for business
- License Renewal Process
 - Required every two years for all existing operators



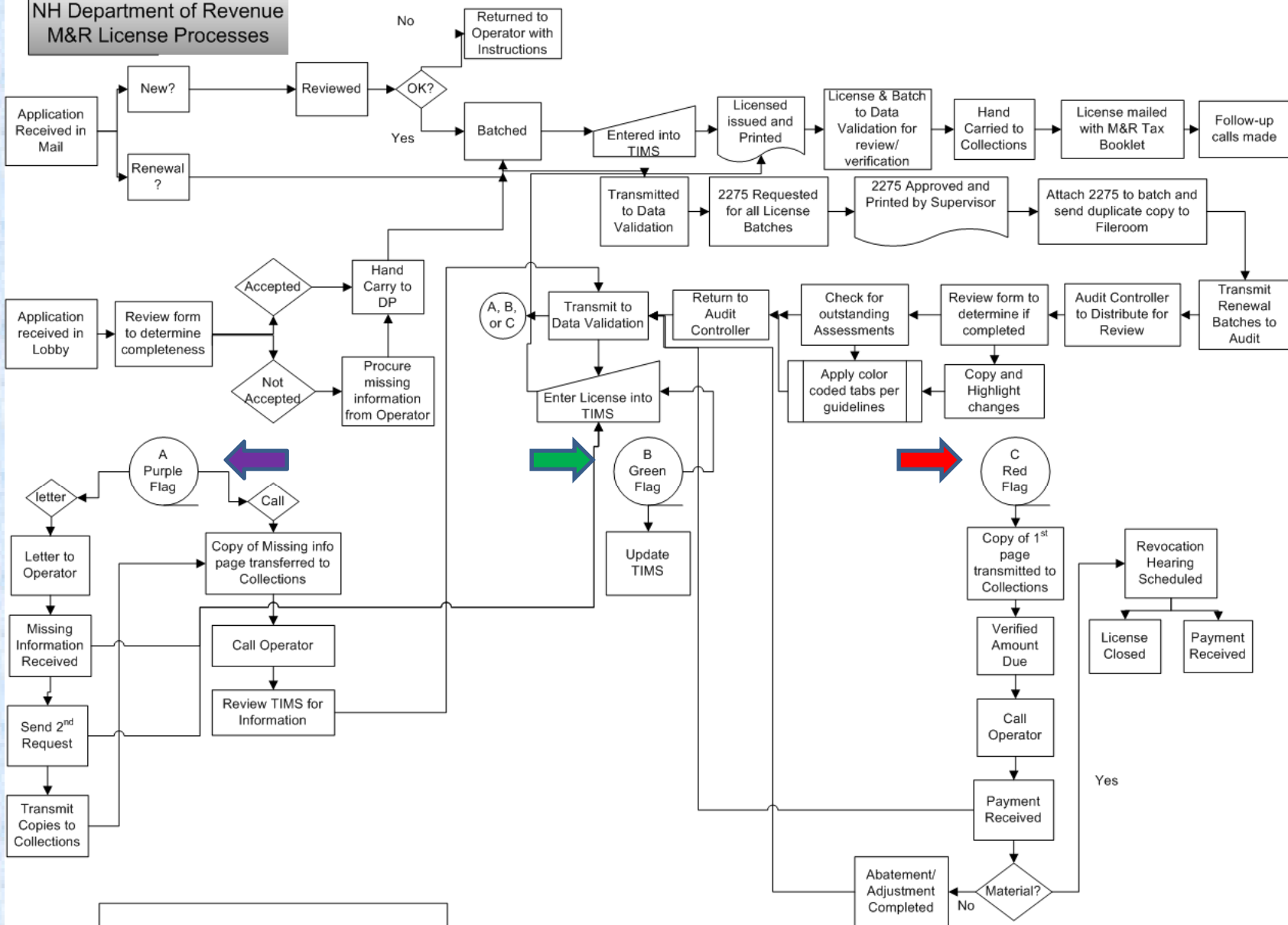
Original Process

aka

The BEAST



NH Department of Revenue M&R License Processes



A - Purple Flag = Missing Information
 B - Green Flag = OK to issue after information changed
 C - Red Flag = Outstanding Assessment Due

License Applications

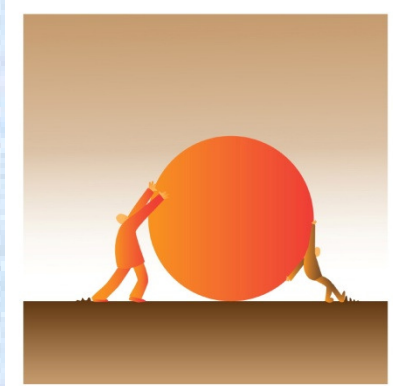
– Process

- Received in Mail Room; sent to Data Validation
- Forwarded to Audit for Review
- Back to Data Validation
 - Applicable changes made by Collections/DP
 - Issued
 - New Licenses Issued Automatically if complete after minimal review
- License forwarded to Collections for mailing



Original Obstacles and Issues

- Handling of applications spanned 3 different floors/Divisions
 - Up to 25 staff minimum handling applications
- Length of Time to receive, prepare and process renewals
 - 2 weeks to 2 years or more
- Redundant telephone calls
 - Operators and DRA personnel



Original Obstacles and Issues

- Operating without a valid license
 - New or expired
- Duplicate licenses issued



What did we hope to gain?

- Efficiencies

- Time

- New License applications – 2 week
 - Renewals issued by expiration date of June 30th by-annually
 - Goal = 80%
 - No bottle-necks

What did we hope to gain?

–Hands on

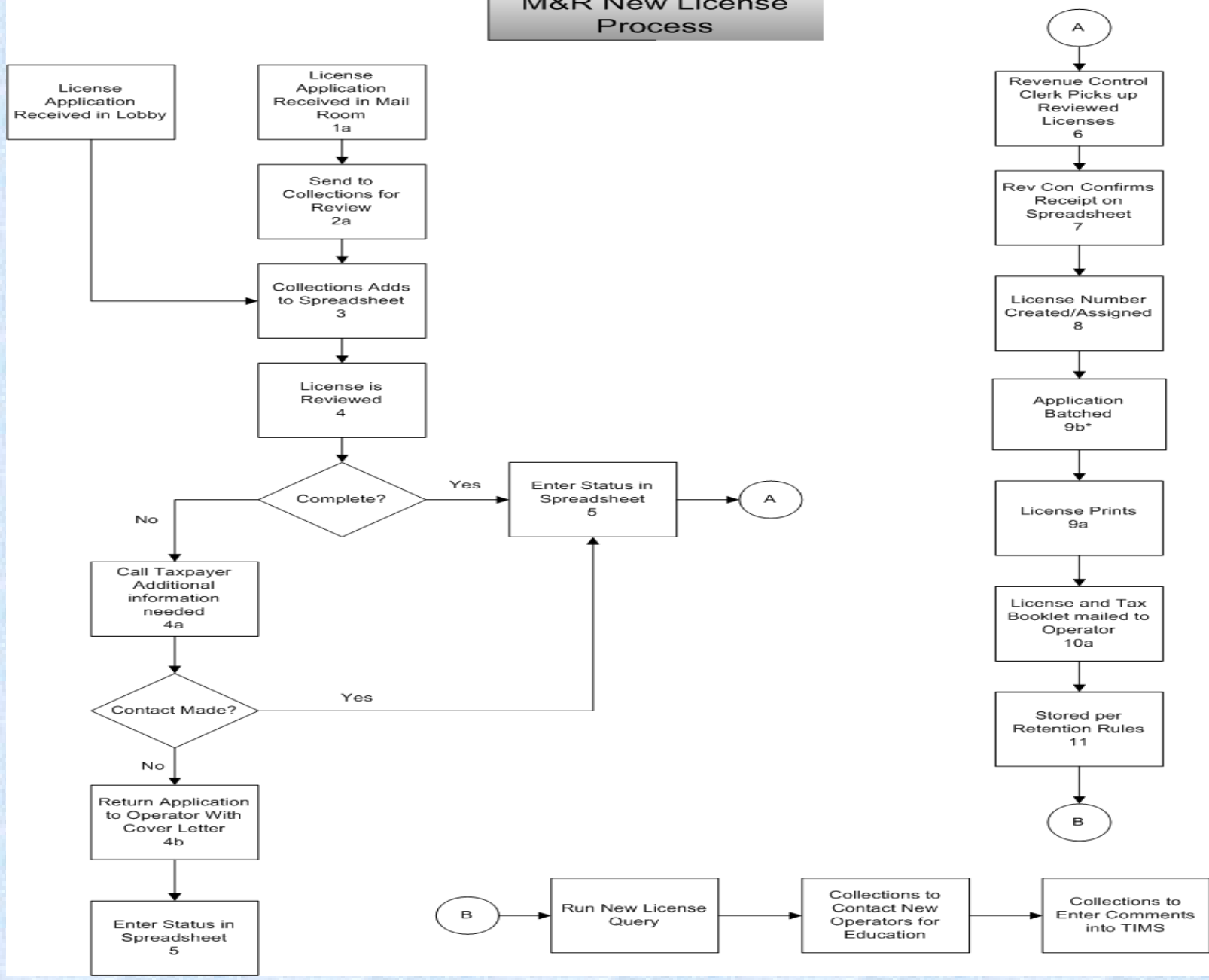
- Fewer “hands in the mix”
 - 2 Divisions Only - both processes

–Follow-up of new and non-compliant operators

- Maintainable
- Continuing Education for Operators



M&R New License Process



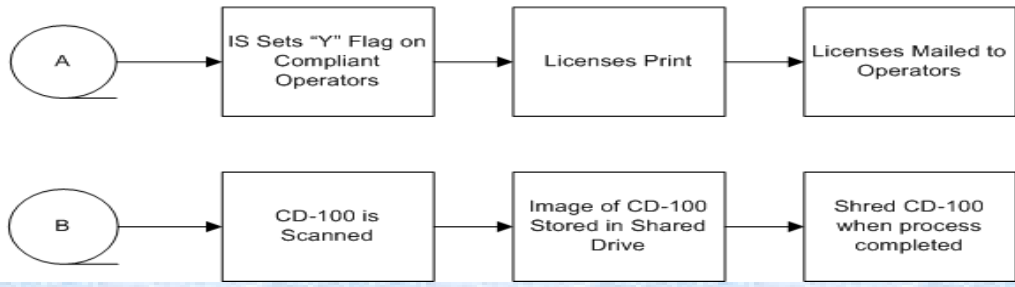
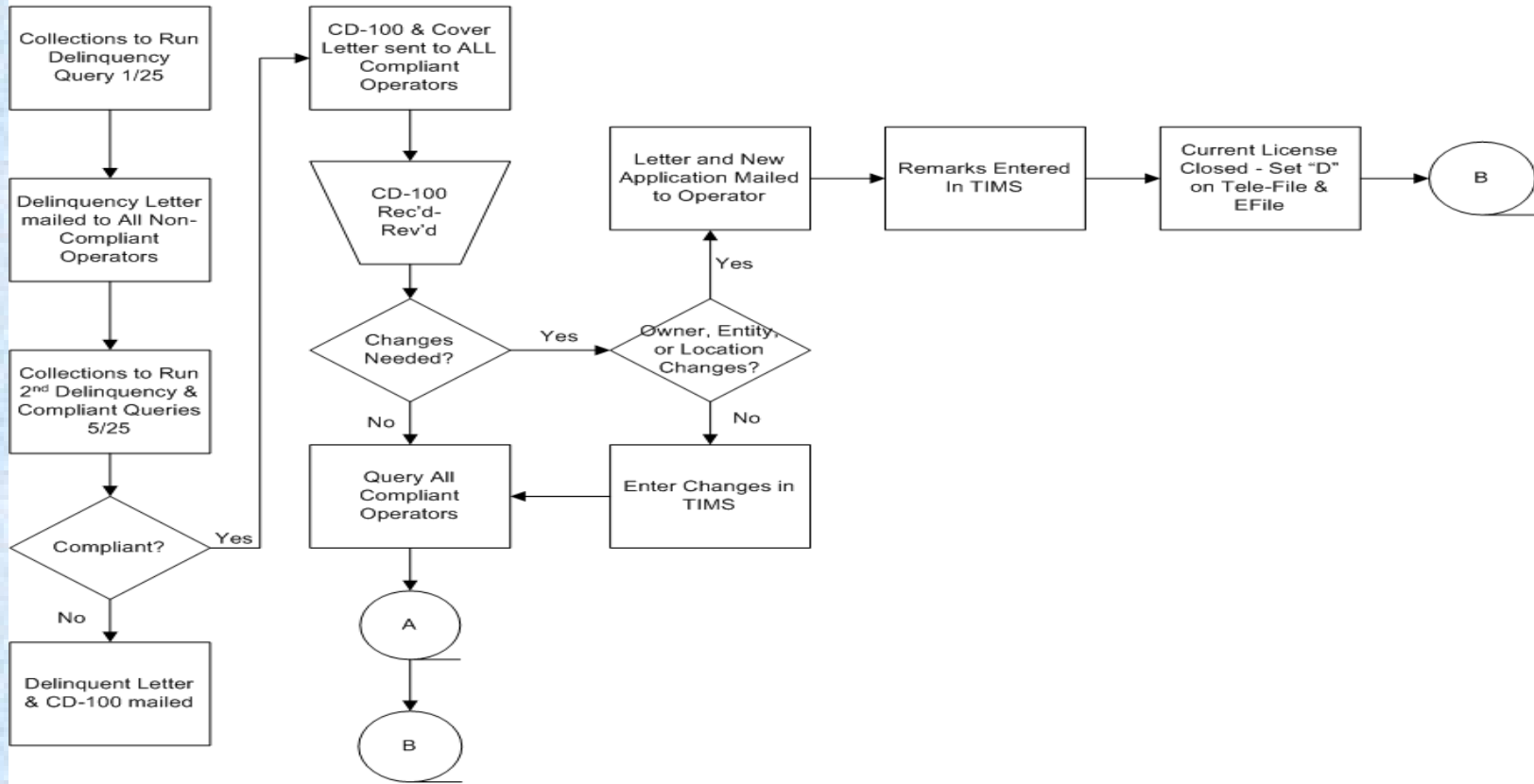
New License Applications

–New Process

- Complete review prior to issuing license by Collections
- Issued & mailed by DP
 - License & Booklet
- Follow-up to New Licenses within 1 week by Collections
 - Education & Obligations of Operator



M&R License Renewal Process



License Renewals

–New Process

- Pre-review of non-compliant operators
- Mailing of Change Request Forms and cover letter
- No Applications to Complete or Review!
- Auto set of Renewal Flags for Compliant Operators
- Licenses issued & mailed by DP



The Results

- Eliminated unnecessary and redundant efforts
 - License application reviewing went from 7 times to 1 time and eliminated photo copying time altogether
 - Virtually paperless process
- Reduction of the amount of staff needed to process licenses
 - 25 employees to 5
- Processing time reduced significantly
 - Months to days

The Results

- Licenses renewed before the expiration date of June 30, 2013.
 - **100% Compliant Operators**
- Created a positive customer service experience

