



# Meals & Rentals License Renewal Process Lean Project



## Summary

Using Lean principles, the Collection, Document Processing, and Audit Divisions were able to auto renew M&R licenses for compliant operators. The new process has greatly improved customer service and increased efficiency.

## Accomplishments

- License Auto Renewal of Compliant M&R Operators
- Enhanced renewal application
- Improved processing time by 100%
- Eliminated unnecessary staff/redundant efforts from the process

## Team

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## The Service

The Meals & Rentals (M&R) License application is a five page form completed by all M&R operators by June 30<sup>th</sup> of every odd year and submitted for review and processing to the Department of Revenue Administration (DRA). The M&R license allows operators to facilitate the collection of the 9% Meals and Rentals Tax from customers and remit to the State on a monthly basis.

## The Problem

With bi-yearly M&R license expiration, approximately 8,500 renewal applications filter into DRA in June. They were processed by three different divisions spanning three building floors. The handling of the application within different areas caused inefficiencies and wasted time. Delayed application processing caused operators to conduct business without a valid M&R license.

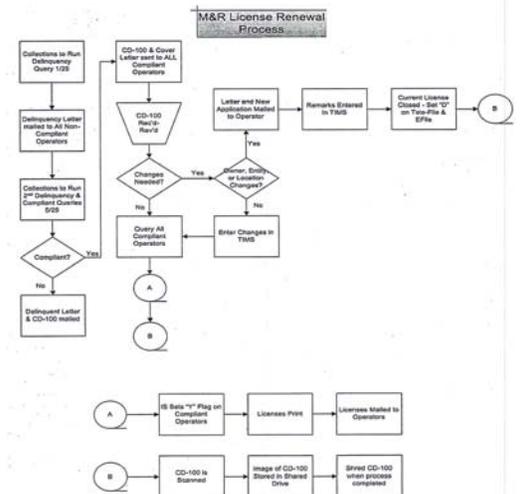
## The Goal

The goal of the Lean project was to streamline the process so that all compliant operators' M&R licenses were processed by June 15, 2013, allowing operators to have their license before the expiration.

## The Lean Process

- The first step was to map out the current M&R renewal process.
- We identified areas that were holding up the process.
- We tracked how many times the application was copied and reviewed.
- Caucus members assisted with expertise & knowledge.
- We shared ideas and questioned the process to find out where we could become more efficient.
- Kaizens were identified in key areas.

## We mapped our future state



## The Results

- Decreased license application reviewing from 7 times to 1 time and eliminated photo copying time altogether.
- Significantly reduced the amount of staff time used to process renewals.
- Reduced processing time from months to days.
- Created positive customer service experience.
- 100% of all compliant operators were renewed by June 30, 2013.

**“The secret of getting ahead is getting started. The secret of getting started is breaking your complex overwhelming tasks into small manageable tasks, and then starting on the first one.”**

**- Mark Twain**